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Future for Religious Heritage (FRH) was founded in 2011 as an organisation dedicated to the safeguarding of Europe's diverse and unique religious heritage. It is the only independent, non-faith, and non-profit network of charities and conservation departments of governmental, religious and university institutions, and other professionals and individuals working to protect religious heritage buildings across Europe, with over 170 members in 35 countries.

MISSION

 FRH works to ensure the promotion and safeguarding of Europe's religious heritage, by bringing together organisations and individuals in a Europe-wide network and participating in forums and advocacy networks in order to bring the voice of religious heritage to relevant stakeholders and policymakers.

VISION

- Unite FRH consists of over 70 organisations and 100 professionals from 35 countries, seeking to promote and enhance good practices, project development and professional collaboration with all those interested in safeguarding Europe's historic places of worship as well as intangible religious heritage.
- Promote FRH promotes the value of religious heritage by raising public interest and encouraging community engagement in the conservation and safeguarding of Europe's religious heritage.
- Protect FRH works closely with EU policymakers and relevant cultural heritage stakeholders and forums. It shares relevant information and recommendations regarding the implementation of legislation that promotes community engagement, sustainability, cultural preservation, and innovation around religious heritage. This includes finding innovative solutions for preserving historic places of worship including extended use and reuse, to avoid demolition or abandonment.

VALUES

- Engagement reaching out to relevant communities, professionals, policymakers, and the public.
- Sustainability working towards the sustainability of religious heritage to ensure it can be passed on to future generations.
- Protection safeguarding Europe's tangible and intangible religious heritage; avoiding the abandonment and destruction of this invaluable European heritage.
- Innovation finding new and innovative ways to protect historic places of worship.

Since 2017, FRH is one of the 28 European networks receiving funding from the Creative Europe Programme (EACEA) of the European Commission through the 'FRH Connect' project. This support is aimed at assisting the growth and consolidation of the network.





President's Report

2020 was a year marked by difficulties and uncertainty. The COVID-19 pandemic caused massive disruptions to people's lives and devastated the world economy. One of the hardest hit sectors was that of cultural heritage and tourism. With restrictions on traveling and events, several religious heritage sites had to close their doors and a large amount of their incomes was lost. While the disruptions to normal life presented several challenges, it also presented several opportunities. While FRH's activities were unable to take place as they were originally planned, they were able to take place online in initiatives such as #JUMPFORHERITAGE which has now spread awareness of religious heritage all over the continent. Furthermore, this pandemic has allowed the world to take a step back from the fast pace of 'normal' life for us to reflect on the things that are important in our lives, that of our communities, and our religious heritage.

OUTLOOK FOR 2021

Even in 2021 the world is still being confronted by the challenges presented by COVID-19. The long-term effects of this are still uncertain, but seem likely to favour a return to activities, such as pilgrimages, that avoid crowds and to localism, which should increase interest in Europe's 500,000 religious sites. The problems that can result from mass tourism and the overcrowding at major sites, many of which are religious, have been much discussed in recent years.

At a time that Europe is becoming increasingly aware of the importance of culture as the continent's binding force, Creative Europe, the EU's budget for culture on which FRH depends for much of its financing, is too low for it to make a real impact. FRH has joined 110 other heritage organisations in signing the open letter 'Make Culture Central in the EU Recovery' which presses for a substantial increase in the share of the 2021- 2027 European budget to be spent on culture. One of FRH's long-term aims is to promote a better understanding of the important place and specific needs of religious heritage within the cultural sector.

COVID-19 has accelerated the trend towards digital working. FRH has accommodated to the difficulties of home working and, while there are many advantages to physical meetings, FRH with its wide-flung network is benefiting from the new technologies that facilitate on-line discussions. In order to grasp the understanding of how heritage organisations have moved online, FRH launched its survey 'The Impact of COVID-19 on Religious Heritage Organisations' during the early summer of 2020. Additionally, in order to share good practices and gain an understanding of how the sector has been coping, FRH launched the webinar 'The Challenges and Opportunities of COVID-19 for Cultural Heritage' which featured high level speakers from both ICOMOS and the European Commission.

The number of religious heritage sites contained in Religiana – FRH's on-line visiting guide – now exceeds 8,000 across Europe. Religiana's next challenge is to promote the site as a key resource to those already interested in religious heritage and to the general public. The next steps will include the collection of data on sustainability including renewable energy usage in religious heritage buildings, biodiversity in land owned by these sites, identification of adaptive reuse, location of burial sites, archives, artefacts and more. This will be done in order to provide useful information for the European Green Deal strategy and the New European Bauhaus initiative, of which FRH is a proud partner.

Information about religious heritage throughout Europe is fragmented in various national and local-level databases. The FRH Inform project sets out to provide key facts about the sector: its value; how it is managed and financed; the different uses to which it is put; comparison of different approaches to subjects as varied as maintenance, the preservation of artefacts or marketing; organisations active in the sector and successful initiatives. In this way FRH is creating a network of religious sector professionals to develop a methodology and an effective way and obtain information for these subjects.

"Religious heritage can act as a bridge between Europe of the present and Europe of the past."

The Council thanks the team at the FRH office in Brussels for their contribution during 2020. It also congratulates the office on the resilience it has shown when faced with COVID-19.

The founders of FRH saw their term limits end in 2020, after being Council members since 2015. These (departing) members include: Michael Hoare, Giannalia Cogliandro, Lilian Grootswagers and Olivier de Rohan-Chabot. FRH is grateful to them both for their energy and support over the years. Lilian will continue to support FRH and its Council and committees in her role as President of the Advisory Board.

Pilar G. Bahamonde President













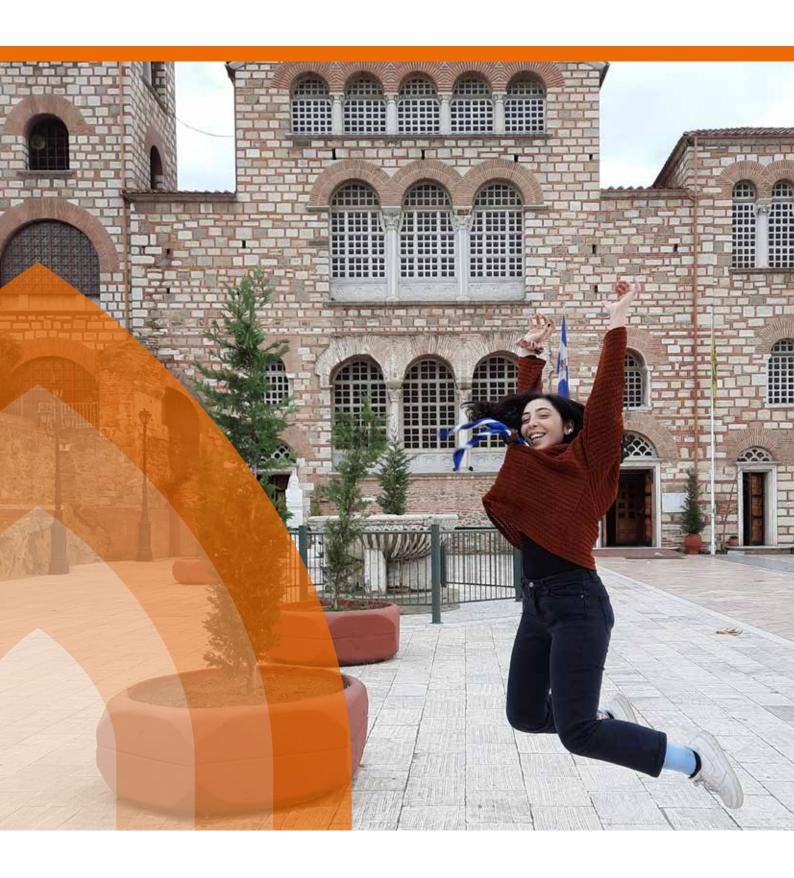
Letter from the Advisory Board President

When FRH was founded in 2011 we had to explain to the outside world what it was we were trying to accomplish and why our network was important and relevant. Now, 10 years later, the situation is very different. We are now recognized. We have built relationships with the institutions and are partners in many EU wide initiatives. We have built a diverse network with knowledgeable and passionate members in all European countries and even beyond; it is growing every day. The field is ploughed, the seeds are planted and now FRH will raise the crops. FRH's new president, Pilar Bahamonde, together with the council, staff and the great variety of members bring together the right skill set and experience needed to successfully build the network further. Through its members, the network provides a strong structural framework for ongoing inter-cultural and inter-sectorial exchanges of ideas and problems regarding religious heritage protection. It identifies areas where a Europewide response is appropriate and proposes means to achieve this. It is a catalyst for change and has been set up for those active in the management of Europe's religious heritage to provide them with tools to facilitate this task, to share experiences and expertise on common challenges as well as to promote successful initiatives.

I am extremely pleased to have been elected to FRH's Advisory Board as its President and to be joined by fellow leaders in the field, Graham Bell and Thomas Coomans. I look forward to working closely with the Council and continuing to provide input and thought on the issues that confront religious heritage. I hope I can count on you to help us preserve and promote our religious heritage for the benefit of future generations. It is up to us to make the most of it!

Lilian Grootswagers-Theuns Advisory Board President







Executive Officer's report

FRH conducts various activities aimed at safeguarding Europe's religious heritage. These can mostly be grouped into three categories: membership support, advocacy, and specific projects.

Membership

FRH has two types of members: full members – organisations working in the field of religious heritage; university departments; public authorities; and associate members – individual professionals and volunteers working in the field of religious heritage.

In order to bring the network's members together, identify common challenges, collaborate on new initiatives and projects, and allow members to get to know their fellow colleagues across Europe, FRH organises the following activities:

FACE-TO-FACE MEETINGS WITH MEMBERS

These meetings are an opportunity for members to meet, discuss projects and initiatives, and share best practices. They are organised in cooperation with a local member on site and the format includes presentations by local experts and FRH members, a general presentation about FRH, discussion of specific topics and study visits to interesting religious heritage sites accompanied. Friends of FRH are invited to participate in FRH activities first-hand. These meetings not only allow members to better understand each other's work and contribute to FRH projects, but they also provide FRH with useful insights on how the network can best support its members in their efforts to safeguard religious heritage across Europe.

A face-to-face meeting was held in Prague, Czechia in February 2020, and was hosted by FRH Council Member Wenceslas de Lobkowicz. The meeting featured presentations by FRH members and included study visits to the Hajek Monastery, which has overcome a difficult history of forced abandonment and disrepair, by finding ways to conduct restoration and hospitality activities. FRH

visited the archbishop palace where participants had the opportunity to learn about its history, also visiting the private chapel of the Cardinal.

The meeting was welcomed by the Procurator of the Sovereign Order of Malta, who gave an explanation on the order and on the state of the Czech Republic's religious heritage. This was followed by FRH members' presentations on their main projects and activities, followed by reflections on the network's membership building strategy and key FRH activities. The members then visited the Archbishop's Palace, which is in the old town of Prague. They had the opportunity to learn more about the history of the palace as well as its purpose today.

During the study visit to the Hajek Monastery, members had the chance to learn about the history of the monastery while visiting the building which aims to become a centre of pilgrimage and retreats. This meeting was an opportunity for members to meet and network as well as exchange ideas, information, and good practices.

Other Face to face meetings were planned for the year of 2020 but were unable to be held due to travel restrictions and dangers to health due to the COVID-19 pandemic. FRH very much looks forward to being able to hold physical Face to Face meetings again once travel is allowed to resume and meeting in person would no longer pose a health risk. In the meantime, we will conduct Face to Face meetings with digital formats.

9TH ANNUAL GENERAL MEETING

The FRH 9th Annual General Meeting took place online on 22 October 2020.

The conference took place online with the

participation of FRH members and included presentations on events, projects and plans for the upcoming year. The plans for the planned biennial conference 'Europe's Living Religious Heritage' were shared, with the conference date scheduled for May 2021.

The completion of the SKIVRE project was also discussed during the AGM, as well as, the other projects being carried out by FRH, including FRH inform and Religiana. A financial review of the year was also shared along with the presentation of upcoming events and objectives for 2021.

At the AGM, three new Council members were elected, including Justin Kroesen from the University of Bergen; Henrik Lindblad, a founding member of FRH; and Andrea Longhi from the Polytechnical University of Turin. Pilar G. Bahamonde from the Centro Estudios Lebaniegos in Cantabria, Spain was elected by the Council announced as FRH's new President and will serve until 2023.

Advocacy

FRH participates in several networks and working groups on cultural heritage to make its members' voices heard loud and clear. In that regard, FRH highlights the relevance and richness of Europe's religious heritage, the challenges it is facing, and the best practices and creative innovations that can bring added value to the sector and to decision makers Europe-wide. FRH is a member of the; European Commission Expert Group on Cultural Heritage; the EU Reflection Group on Cultural Heritage; the Climate Heritage Network; and the Heritage Alliance 3.3.







THE HERITAGE ALLIANCE:

The Heritage Alliance brings together over 130 heritage organisations in a coalition for an independent heritage advocacy movement in the EU. Its activities include consultation, awareness events, advocacy groups, and more.

THE EUROPEAN COMMISSION EXPERT GROUP ON CULTURAL HERITAGE:

The group provides the Commission with advice and expertise, serving as a platform for consultation and exchange of information on cultural heritage policies to support the implementation of the European Framework for Action on Cultural Heritage. The Expert Group includes the Commission, Member States and stakeholders operating in the area of culture and cultural heritage. The Group focuses on maintaining the spirit of cooperation and policy dialogue achieved during the European Year of Cultural Heritage.

THE EU REFLECTION GROUP FOR CULTURAL HERITAGE:

The EU Reflection Group for Cultural Heritage is an informal group of experts that are nominated by national heritage authorities. Its aim is to raise awareness on cultural heritage, its value for EU policy development, and its value as a resource for EU policy objectives. Its tasks include collaborating with other heritage organisations and authorities on a European level and to ensure that cultural heritage is considered in EU policymaking.

THE CLIMATE HERITAGE NETWORK:

The Climate Heritage Network is a community of organisations from the culture field, working together with the goal of tackling climate change and achieving the ambitions of the Paris Climate Agreement. Their tasks include involving heritage in carbon mitigation, helping heritage adapt to the changing climate, planning for loss and damage to cultural heritage, and showcasing the potential of heritage as a tool for addressing these pressing challenges.

Projects

RELIGIANA

www.frh-europe.org/projects/religiana

Religiana is an online platform and key heritage resource giving religious heritage Europe wide visibility, and providing visitors with accurate information on opening hours, contact details, and historical information. The Religiana website also includes thematic lists, which feature key aspects of religious heritage across Europe, showcasing key examples with beautiful photographs and descriptions.

Religiana is developed by FRH in partnership with a growing number of organisations that promote or directly manage religious heritage sites at a local and regional level. This partnership with eleven geographically diverse organisations allows the promotion of these organisations, which also link their content to Religiana. The platform currently features 8,000 heritage sites in 46 countries, and is constantly expanding its coverage, with contributions by partners and the public, who are encouraged to upload information of their favourite religious heritage sites. The next steps will include the collection of data on sustainability data including renewable energy usage in religious heritage buildings, biodiversity in land owned by these sites, identification of adaptive reuse, location of burial sites, archives, artefacts and more. This will be done in order to provide useful information for the European Green Deal strategy and the New European Bauhaus initiative, of which FRH is a proud partner.

FRH INFORM

www.frh-europe.org/projects/frh-inform

There is currently no Europe-wide data of religious heritage, as information on the management and state of religious heritage is often fragmented in national or regional databases.

To alleviate this issue, FRH has created FRH Inform to analyse religious heritage in 30 European countries, by providing concrete data for each member state regarding the number of buildings, their type, ownership, cultural heritage policy, and national funding mechanisms. The objective is to offer an overview of the current situation, thus allowing the data to be used for information, research, and advocacy.

FRH draws expertise from an academic team of more than 20 researchers from 14 different countries, who contribute to the development and improvement of factsheets on each country.

Factsheets provide information on background facts, the number and type of buildings, number of listed buildings, the ownership of buildings, how they are financed and what the threats are to the sector. In addition, each factsheet provides infographics on the importance of religious heritage in each country as well as on other topics relevant to the country. An overview of the main figures and statistics of the factsheets has been put on the FRH website.

In May 2021, a booklet will be published with the factsheets from each European country, as well as useful comparative infographics. This will be made available to the public on the FRH website and circulated throughout cultural heritage networks. The next step is to further expand the collection of information, offering it to the wider public in a digital platform.







SKIVRE

www.frh-europe.org/projects/skivre

The 'Skills Development for the Valorisation of European Religious Heritage' (SKIVRE) project was launched in September 2018 and will be completed in 2021. This project, co-funded by the EU Erasmus+ Programme, includes six partners: media k GmbH in Germany, FRH in Belgium, GUNET in Greece, INI-Novation in Bulgaria, Bronnbach Monastery in Germany, and Wissenschaftsinitiative Niederösterreich in Austria.

The project aims to provide capacity-building to the workforce (professional staff, monks and nuns) of European monasteries and monastic shops in order to support the development and sales of high-quality monastic products. To attain its objective, the project has several outputs including the SKIVRE "multiplier events", the training modules, the merchandising handbook, and a publication on historic crafts of monasteries.

A SKIVRE meeting, hosted by the Greek Universities Network (GUnet), was held in Athens, Greece in March 2020 with the participation of FRH and partners of the SKIVRE project. The meeting included working sessions on the SKIVRE training modules, as well as study visits to monasteries to learn about their manufacturing activities.

The SKIVRE "Multiplier Event" took place online in February 2021. It showcased the outcomes of the project to its stakeholders, namely the training modules and the merchandising handbook.

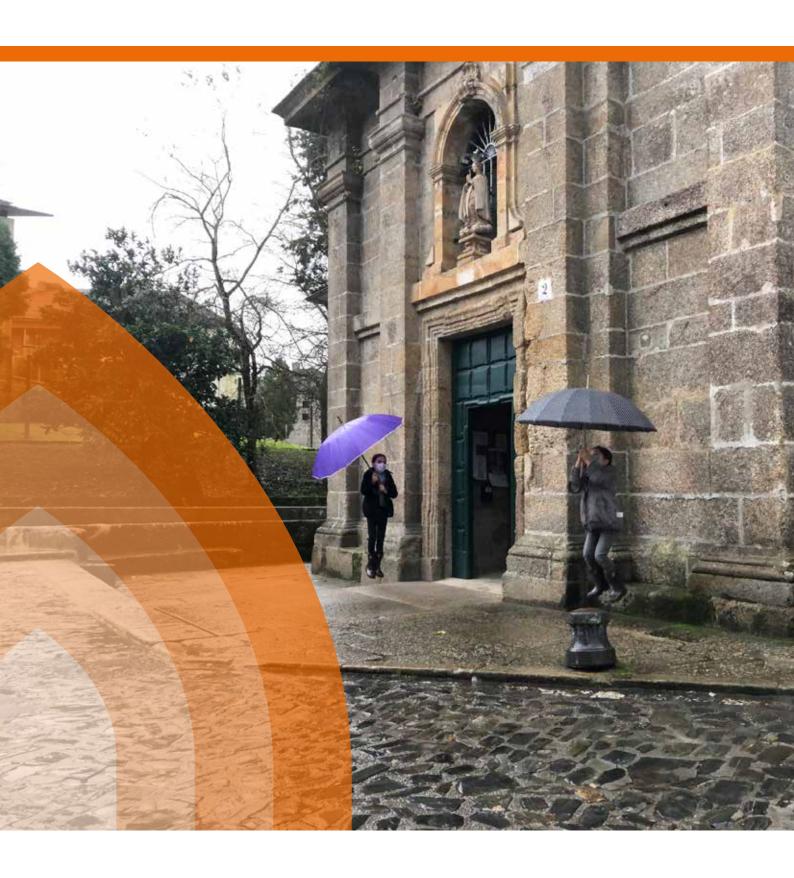
The SKIVRE training modules are available on the SKIVRE eLearning platform and will provide certifications for those who complete them. The merchandising handbook for monastic products is organised into easy-to-read guidelines giving advice to representatives of monasteries and their stakeholders on how to create a "marketable product" out of existing products or new ones.

#JUMPFORHERITAGE

www.frh-europe.org/projects/jump-for-heritage

The #JUMPFORHERITAGE campaign was an initiative to unite sports and heritage, two of the hardest hit sectors during the COVID pandemic, encouraging people, despite the constraints of confinement, to go outside and explore their religious heritage while spreading optimism after the difficulties and uncertainty caused by COVID-19. Participants in the campaign were encouraged to submit a photo of themselves jumping in front of a religious heritage site as a way to showcase Europe's religious heritage. At the end of the campaign, the two winners for the best pictures were chosen and presented at the FRH Biennial Conference in May 2021 and awarded a prize: a trip to Barcelona.

The campaign launched on December 15, 2020, and was initially planned to end on March 15, 2021, however, due to the success of the campaign, the end date was extended to May 15, 2021. #JUMPFORHERITAGE is an extension of FRH's Torch initiative, a project collecting personal stories in the framework of the European Year of Cultural Heritage 2018.







Sector guidelines

Thanks to reflections and consultations with FRH members, we would like to share some sector guidelines, which offer some key points in ensuring a sustainable future for our invaluable religious heritage.

Places of worship should be kept open and welcoming.

- Interesting content, history, art and architecture both tangible and intangible should be catalogued, secured and actively promoted to all sectors of the population.
- Opening hours should be publicised.
- Local secular tourist organisations should be encouraged to promote religious heritage and visitors encouraged to search out the less wellknown buildings.
- Managers of religious heritage sites should promote their spiritual and community value.
- Visitor comments should be publicised.
- Complementary compatible uses should be sought for buildings that are insufficiently used.
- Buildings and contents should be properly maintained and adapted to current use without harming their atmosphere.
- Artefacts should, where possible, be kept in site.
- Financial needs should be articulated.
- Financial sustainability should be sought through the encouragement of on-line tax efficient donations and commercial use of buildings where appropriate.
- Local volunteer support should be sought, structured and trained with particular emphasis on management of buildings taken over by volunteer groups.

- Formalisation of the roles of managers of religious buildings and provision of resource to prepare development plans, statements of cultural significance, maintenance schedules, inventories, records of work on the building and its content.
- School curricula should include education about religious heritage.
- Closure should only be envisaged after full consultation of all stakeholders.
- Future public use and not financial gain should be the criterion for deciding the fate of buildings no longer required.







Statutory Information

COUNCIL 2020-2021

President - Pilar Bahamonde, Spanish, Director of Liébana Centre for Studies, and Infantado Tower Museum, Potes, Spain.

Secretary - Becky Clark, English, Director of Churches and Cathedrals, Archbishop's Council, Church of England.

Treasurer - Sarah de Lencquesaing, American, Board Member of the French Heritage Society, the VMF, and Music Sacrée à Notre-Dame de Paris.

Stefan Beier, German, Chair of the Board of KLOSTERLAND, an association of monasteries in Germany and Poland. Director of Museum im Zisterzienserkloster Lehnin.

Justin Kroesen, Dutch, Professor of the Material Culture of Christianity at the University of Bergen (Norway), and curator of the church art collection at its University Museum.

Henrik Lindblad, Swedish, One of the founding members of FRH and co-founder of the ICOMOS International Scientific Committee PRERICO (Places of Religion and Ritual).

Wenceslas de Lobkowicz, French / Czech, Ambassador for the Order of the Knights of Malta to the Czech Republic. Vice-President of the European Historic Houses Association. Former EU lawyer.

Andrea Longhi, Italian, Associate Professor in the History of Architecture at the Politecnico di Torino. Consultant for Cultural Heritage Projects for ecclesiastical projects and from 2019 consultant on the implementation of the Regional Landscape Plan for Regione Piemonte.

Michael Mail, Scottish, Founder & Chief Executive, Foundation for Jewish Heritage.

Mara Popescu, Romanian, Expert in Cultural Heritage Management and Sustainable Development.







Governance

COUNCIL

The Council, elected by its members, is responsible for FRH's governance. Council members also play a role as ambassadors for the association. FRH seeks to combine within its Council good knowledge of the sector, competency in ensuring top quality governance and specific skills such as the supervision of complex cross-border projects. It aims to include a good spread of nationality.

DEPARTING COUNCIL MEMBERS

During the 9th Annual General Meeting, the Assembly reacted on the departure of its five founding members, who reached their term limits in 2020. The dedication displayed by these founders has been an immeasurable support to make FRH what it is today and an inspiration to those who share in the mission to safeguard Europe's religious heritage.

THE FOUNDERS INCLUDED:

Michael Hoare –Former Chairman of the National Churches Trust, in London. Michael's many contributions to FRH, include his work with the Religiana platform. He was also the former FRH treasurer as well as the president from 2019 – 2020. "The threat to many [religious heritage] buildings is real and urgent. If measures are not taken quickly, the trickle of closures and destructions already witnessed across Europe risks becoming a flood." - Michael Hoare

Lilian Grootswagers – Owner of Erfgoed.nu, a Dutch Heritage Institute, and Vice-President of the Task Force Toekomst Kerkgebouwen. Lilian was the FRH Council Honorary Secretary since 2011 and began her new role as president of the Advisory board in 2020.

"we have a lot in common as Europeans and there is a collective need for protecting and promoting religious heritage." – Lilian Grootswagers

Olivier de Rohan-Chabot – President of La Sauvegarde de l'Art Français, France's leading religious buildings charity, Vice-President of les Amis de l'Hôtel de la Marine, co-founder of La Fondation du Patrimoine, France's largest nonstate heritage funder, and past President of les Amis de Versailles. Olivier was a founding member of FRH as well as its president from 2011 to 2019. His many achievements include the establishment of the "Le Plus Grand Musee" project in coordination with La Sauvegarde de l'Art Francais.

"All over Europe, our shared culture of tangible and intangible religious heritage needs to be safeguarded for future generations to enjoy." - Olivier de Rohan-Chabot

Thomas Coomans, Belgian, professor at the KU Leuven, representative of the Raymond Lemaire International Centre for Conservation. Founder member of FRH.

"A [religious heritage] building never stands alone, it is always part of the context of a neighborhood, or a village, or a landscape.."

-Thomas Coomans

Giannalia Cogliandro – Secretary General of ENCATC.

"It is incredible how such a simple project can have such extraordinary results and can effectively contribute to creating the much sought-after dialogue between religions, cultures, and peoples." -Giannalia Cogliandro

FRH ADVISORY BOARD

The members of the Advisory Board are previous Council members who advise the current Council.

Lilian Grootswagers-Theuns - President of the Advisory Board. Owner of Erfgoed.nu, a Dutch Heritage Institute, and Vice-President of the Task Force Toekomst Kerkgebouwen.

Thomas Coomans de Brachène - Belgian, professor at the KU Leuven, representative of the Raymond Lemaire International Centre for Conservation. Founder member of FRH.

INTERNAL RULES

The statutes and internal rules are available on the website: www.frh-europe.org/about-frh/documents/

COMMITTEES

Members are encouraged to participate actively in Committees, who provide recommendations and guidance on FRH's activities and strategy. The full committee organigram is available on the FRH website: www.frh-europe.org/about-frh/ organization/committees

FOUNDERS CIRCLE

The Founders Circle sets out to honour all those who have made a significant contribution to FRH's development.

Thomas Coomans, Belgian, professor at the KU Leuven, representative of the Raymond Lemaire International Centre for Conservation. Founder member of FRH.

Angus Fowler, Scottish, Chair of Förderkreises Alte Kirchen Berlin-Brandenburg and Förderkreises Alte Kirchen Marburg.

Luc Noppen, Belgian, Professor at University of Quebec, Montreal

Oddbjørn Sørmoen, Norwegian, Director Department for Church Buildings and Heritage Administration, Norwegian Association for Church Employers.

Crispin Truman, English, former CEO of the Churches Conservation Trust. †

MEMBERSHIP

Full members - organisations that support FRH objectives. www.frh-europe.org/get-involved/joinus/full-member

Associate members - individuals in the field religious heritage. www.frh-europe.org/ getinvolved/join-us/associate-member

LEGAL IDENTITY

FRH was registered as an ASBL (Association Sans But Lucratif - a non-profit organisation) in Belgium on 29th September 2011 under number 839745430.

REGISTERED OFFICE

67 Rue de Trèves, 1040 Bruxelles, Belgium. FRH currently employs two full-time staff aided by interns and volunteers.

HOW TO MAKE A DONATION

Without tax certificates

- either by regular bank transfer to IBAN: BE97 3631 2053 3149

Please include your name and invoice number as

With Belgian tax certificate

- IBAN : BE10 0000 0000 0404
- BIC : BPOTBEB1

For tax certificates in other jurisdictions Please contact the FRH office.







The Friends of FRH

The Friends of FRH is an independent association set up by la Fondation Roi Baudouin.

Friends are invited to join FRH events, to meet its members, to explore the different issues facing the sector and to enjoy examples of Europe's glorious religious heritage. For further information on the Friends please contact FRH's office: info@frh-europe.org

Friends of FRH welcomes anyone who wishes to support Europe's religious heritage and organises activities so they can meet each other and learn about FRH's projects and initiatives. Join Friends of FRH now: www.frh-europe.org/get-involved/ joinus/friends-of-frh





Accounts

65	
4	
114	
14	
1 75	

	12/2018	12/2019	12/2020	
Income				
Membership fees	12 600	13 875	14 200	
Conference fees	26 848	0	0	
Donors	64 000	32 421	32 943	
EU funding	282 248	180 854	175 787	
Other	0	359	0	
TOTAL INCOME	385 696	227 509	222 930	
Expenses				
Rent	-17 226	-17 646	-17 730	
Salaries	-109 505	-109 080	-122 402	
Telephone, Post, Internet	-1 977	-1 134	-2 340	
Printing, Documentation	-6 567	-1 130	-4 146	
IT SUPPLIES	-2 842	-3 554	-6 073	
Insurance	-195	-195	-195	
IT Development	-46 980	-9 643	-10 094	
Fees	-123 736	-43 578	-45 604	
Accountant	-16 804	-23 706	-25 207	
Auditor	-1 997	-1 997	-3 509	
Religiana developper	0	-8 910	-360	
Other	-104 935	-8 965	-16 528	
Partena - HR supplier	-6 413	-3 447	-3 754	
Hotel	-23 428	-11 839	-2 340	
Substenance	-41 237	-11 837	-1 749	
Travel	-33 450	-13 565	-6 786	
Finance costs	-513	-738	342	
TOTAL EXPENSES	-414 069	-227 386	-222 871	
RESULT	-28 373	123	59	
	12/2018	12/1209	12/2020	
Assets				
Members	1 710	519	1 000	
Bank Balances	84 578	164 783	171 778	
Accruals FRB	7 305	7 305	7 305	
TOTAL ASSETS	93 593	172 607	180 083	
Liabilities				
Creditors	8 116	4 425	16 718	
Grants received in advance	42 837	125 416	120 540	
TOTAL LIABILITIES	-50 953	-129 841	-137 258	
NET ASSETS	-42 642	-42 765	-42 824	



