

ANNUAL REPORT AND FINANCIAL STATEMENTS

2012

Stichting Institute for War & Peace Reporting / The Netherlands

The Hague

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The Hague

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REPORT OF THE TRUSTEES

2012 Annual Report

The Trustees present their Report together with the Financial Statements for the period from 1 January 2012 to 31 December 2012.

The annual report has been prepared according to 'Richtlijn 650' of the 'Raad voor de Jaarverslaggeving' (Council for Annual Reporting) for fundraising organizations in The Netherlands.

Trustees/Director

The Trustees who served during the period between 1 January 2012 and 31 December 2012 were:

- Z. Pajic, Chairman
- A.J.M. Borden, Secretary

In general, the number of trustees should at least be three.

The Trustees may from time to time and at any time appoint any member of the Board of Trustees. Any member so appointed shall retain his or her office only until the next Annual General Meeting but he or she will then be eligible for re-election.

No person who is not a member of IWPR shall in any circumstances be eligible to hold offices as a member of the Board of Trustees.

None of the members of the Board of Trustees received any remuneration for their work as Trustees in 2012.

Objectives

The objectives of the Stichting Institute for War & Peace Reporting / The Netherlands are as follows:

1. The advancement of education and training in public-interest journalism and in the causes, conduct, effects and resolution of international, ethnic and group conflict and civil war for the public benefit, especially of the courts having their seats in The Hague.
2. The provision of an international platform for local journalism, and training, analysis and direct support to strengthen independent media and other democratic voices in crisis zones.

The IWPR Network and the Netherlands Foundation

IWPR has been incorporated on 22 October 2007 with a registered office in The Hague. The governing body is the Board of Trustees.

The Netherlands foundation is part of the IWPR network that includes other IWPR branches in the UK and the USA. In November 2012, the new Global Finance Director visited the IWPR office in the Hague.

Fundraising and financial position

IWPR received financial support from both governmental and nongovernmental (third party appeals) in 2012. Governmental donors (90% of income) that supported the activities by IWPR Netherlands in

2012 were: The Ministry of Foreign Affairs The Netherlands, the Norwegian Royal Ministry of Foreign Affairs, the European Commission, the Swedish International Development Corporation Agency and UK Foreign & Commonwealth Office. Other donor support (third party appeals and income through own fundraising - 10% of income) came from the National Endowment for Democracy, Free Press Unlimited, Sarajevo Center for Contemporary Arts, Post-Conflict Research Center and one private donation by Noel van Bommel of the Volkskrant. In addition, IWPR Netherlands facilitated the fundraising efforts of the IWPR network for its Afghanistan project that received one year financial support from the Dutch development agency Cordaid.

In total, IWPR Netherlands administered thirteen donor contracts in 2012. Six donor contracts continued beyond 31 December 2012 .

The total income in 2012 was 856,134 EUR. There were no debts. Cash at bank and in hand was 444,695 EUR at the end of 2012. At the end of 2012 IWPR Netherlands built up a financial reserve of 68,779 EUR.

Financial accounts

The financial accounts including the income and expenditure statement have been prepared according to the two main objectives in 2012:

- a. Media capacities and women's involvement (36% spent on the objective)
- b. Access to information and awareness raising (64% spent on the objective)

Income

Grants or subsidies have been grouped as follows: Government subsidies, Income from third party appeals and Income from own fundraising efforts. There was no income from joint appeals.

Expenditure

Expenditure has been categorized as follows:

- Personnel costs
- Consultancy and freelance costs
- Housing costs
- Office and general cost
- Publicity and communication
- Depreciation and interest
- Other production costs
- Training cost
- Travel and accommodation cost
- Incidental expenses
- Review of the activities

As a media development and training institute, IWPR Netherlands provided the skills and offered a platform for the local journalists in DRC, Uganda, Kenya, Sudan, South Sudan and the Western Balkans including well connected and secure media outlets that facilitated the reporting. To achieve this IWPR Netherlands worked together with both media and non media partners from various countries -- see table below.

Targeted area	Partners
Bosnia and Serbia	Radio Free Europe, TV Liberty, Center for Justice and Reconciliation, Center for Contemporary Arts, Studentski EFM Radio, BHT, Mebius Film, Post-Conflict Research Center (PCRC), Al Jazeera.
Sudan - Darfur	Radio Dabanga (Free Press Unlimited), Internews

South Sudan - Sudan border	Catholic Radio Network
DRC	Voices of Africa Media Foundation, World Pulse, Association des Femmes des Médias Sud-Kivus, Synergie des Femmes pour les Victimes des Violences Sexuelles, RTNC-North Kivu, the RTNC-South Kivu, the RAO-FM, VBR, RSI, COLOMBE-FM and Radio RACOU-FM in Rutshuru..
Uganda	Northern Uganda Media Club, Center for Rehabilitation and Recovery, Radio Pacis, Teso Broadcasting Services, Voice of Teso, Rhino FM, Mega FM, Choice FM, Speak FM, Radio Palwak, Radio Piwa, Pol FM.
Kenya	Institute of Social Studies, Media Focus on Africa Foundation, International Nuremberg Principles Academy, Wayamo Communication Foundation, Strathmore University in Nairobi, The Star, Daily Nation, The Standard, Radio Waumini, Capital FM, Kass FM, Kenya Broadcasting Corporation -KBC, Pamoja FM, Koch fm, Amani Radio, Radio Nam Lolwe, Royal Media Services, Baraka FM, National Mirror, Kameme FM, Easy FM and Radio Africa.
Afghanistan	ISAF radio/media, Pajhwok news agency, RTA Uruzgan, Radio Mahale, Bayan Radi, Radio Jawanan, RTA national radio.

Committed to freedom of expression and other human rights and the rule of law, IWPR and its partners worked together towards ensuring access to justice for local communities. It produced multi-media content that addressed human rights - both political and socio-economic, rule of law, systems of justice and accountability for dissemination to local and international audiences; it raised new awareness of women's rights and stimulated debates among the public and key actors; encouraged local authorities to address rights issues and improve service delivery; and it empowered underrepresented groups including women and youth to become more engaged in efforts to assure their rights. The network of media partners and contributors involved local reporters and producers, editors and station managers with the support of local and international actors promoting human rights and the rule of law.

IWPR justice reporting project activities in 2012

Western Balkans

During 2012, IWPR produced and published weekly Tribunal Updates (TU), each consisting of 4 analytical reports concerning trial developments at the ICTY in The Hague, in addition to in-depth reports around transitional justice in the region. All reports can be found on the IWPR website.

Specific attention by the team of reporters and editors was placed on consistent monitoring of the trials of both Karadzic and the start of the trial of General Mladic in May 2012. IWPR reporters provided high-quality coverage of the prosecution's opening briefs and new reports were posted online daily. Local audiences were able to follow the trial developments through the translation of the reports into local languages.

In-country reporting examined political and social transitional developments and events in the region. During a special investigation launched in February 2012, IWPR examined the two criminal codes that are currently being applied to war crimes trials in Bosnia. These codes are creating confusion and tensions among the victims and war crimes suspects alike. The report was widely republished in the whole region.

IWPR's Facing Justice (FJ) radio programme continued to be broadcast weekly by Radio Free Europe (RFE) and by a network of local radio stations, reaching an estimated audience of 2.2 million people. The programme covered a wide range of issues relating to justice and reconciliation.

Transcripts of all the FJ radio episodes were posted on the RFE website. These, in turn, were republished by many online sources, such as Vesti.rs, Radio Sarajevo, Magazinplus, Vazdan, SrbTime, Bosankibrod, Najvesti, Halerblogger, Sberiskop, Novostidana, najvesti, novostidana.com, vesti.crna.gora.me, B92, Novosti.rs, Nezavisne.com, Veritas.org.rs, Helsinki.org, Haslovi.net, Hlc-rdc.org, Bosnoansahartv, Halter, E-novine, Pescanik, Novinaonline, Portal24h, Vecernji.ba, Mojportal.ba, Vecernji.hr, Bihinfo.com, Vestionline, Portal.ba, Vijesti.ba, Najvesti.com, Naslovi.net, Autonomija.info, Hlc-rdc.org, Sumadijapress, Stranac.com and Balkanika.com. In many cases, FJ reports sparked very interesting debates among online audiences, particularly when there was an important event, provocative subject, or a court judgment.

All FJ episodes can be found at http://www.slobodnaevropa.org/section/Facing_justice/992.html.

In May and June 2012, TV Liberty broadcast the last 5 short documentaries from the series “Bosnia and Herzegovina: 20 Years Later”, which IWPR produced in cooperation with the production company Mebius Film. The title “20 Years Later” refers to the two decades that have passed since then the Bosnian War erupted in 1992. These were rebroadcast in August 2012 at 6th request of local audiences.

All of the documentaries were posted on RFE’s main web page, a day after being broadcast on TV Liberty, Bosnian state TV and 30 local TV stations throughout BiH. These documentaries have reached an audience estimated at least 1 million viewers. They can also be viewed on IWPR’s YouTube channel: <http://www.youtube.com/user/IWPRmedia>.

Commenting on TV documentaries from the series “Bosnia and Herzegovina: 20 Years Later”, which were re-broadcast in August via TV Liberty on Bosnian state TV, BHT1, and 30 local TV stations, Dino Durmic, editor-in-chief of TV Slon from Tuzla, said: “I am very pleased that TV Slon was one of the local Bosnian TV stations which had a chance to broadcast these documentaries, produced by Mebius Film in cooperation with IWPR. Stories like these are rarely seen in the local media – they are very positive and focus on people whose personal moral courage and bravery really made a difference during and after the war. I hope there will be more projects like this in the future”.

Al Jazeera Balkans expressed interest in the documentaries and it began broadcasting them in November 2012. Al Jazeera Balkans covers all seven states that emerged from the former Yugoslavia – Bosnia, Serbia, Croatia, Montenegro, Slovenia, Macedonia and Kosovo – six to eight million viewers in 2.2 million households are reached.

In collaboration with several NGOs in the region such as the Helsinki Committee for Human Rights in Bosnia and Serbia and Civil Action in Pancevo (Serbia), IWPR conducted more high school screenings across Bosnia and Serbia. Collaborative NGOs assisted with the logistics of the screenings in the schools. They also used copies of the films for their own public events.

In May 2012, discussions were held in two high schools in Visoko (Bosnia’s Federation), one school in Sarajevo and one school in Bijeljina (Republika Srpska). Representatives of the Norwegian Embassy in Sarajevo also attended several of the screenings. On May 25, they attended a screening held at the Second Grammar School in Sarajevo, which was followed by a lively discussion. Mariam Naqvi, the Deputy Head of Mission at the Norwegian Embassy in Sarajevo, said this was ‘an eye-opener’ for her. “I didn’t expect the children to be so outspoken and so smart”, she said. “They always tell us that the youth in this country is apathetic and apolitical, that they have no interest in the problems their parents are dealing with. But I’ve seen now that is not true. These kids are in many ways more mature than their parents”.

250 pupils at the Visoko Gymnasium watched two documentaries – The Acting Mum, which tells the story of a Serb woman who fostered two Bosniak children, and What God is in Heaven, the Godfather is on Earth, a story about the friendship between a Muslim imam and two Serb men who helped him rebuild his mosque after the war.

Many of the children commented. Amir Avdagic said that visual media could play an important role in effacing some of the stereotypes. “Films like these are exactly what we need. Positive examples like the ones we’ve seen in these documentaries can help us understand the others. They can help us change the negative attitudes which we may hold even if we aren’t conscious of them,” he said. “In this class, there are children who have suffered from the war, who lost parents or close relatives. Yet many of us have not been affected by the war and have no reason whatsoever to hate people from a different ethnic background.”

In December 2012, the films from the series Bosnia and Herzegovina: Twenty Years Later were screened in six schools in four cities in Serbia – Belgrade, Kragujevac, Lazarevac and Subotica. The interest in our films was so great that IWPR held additional screenings and discussions for 4 different classes of the Twelfth Grammar School in Belgrade.

In May 2013, a round table discussion was held in Pancevo, Serbia, after the screening of two TV documentaries produced by IWPR and Mebius Film - The Righteous Man and Prison Camp Detainees. In November, another round table was held in Sarajevo during which the special report on witness protection was presented to the members of the local media, NGOs and governmental organisations. On this occasion, IWPR also screened a 20-minute TV documentary, titled Unprotected, which featured two people – one protected witness whose identity was revealed to the local media during a trial at which she testified, and another witness who committed suicide after he had received a subpoena to testify in a war crimes trial. Both stories illustrate the same subject we focused on in the special report – inadequate support and protection of witnesses which sometimes has devastating effect on their lives.

Panelists on the roundtable included Berina Smajic from the Witness Support Unit at the Bosnian state court; Irena Antić, a journalist from the Federal radio, who often covers war crimes trials; Kristina Tubić from the Lawyers’ Committee of Human Rights in Belgrade; Lejla Mamut, a human rights coordinator with “Track Impunity Always” (TRIAL); Alma Dedic from UNDP’s department for transitional justice; and authors of the special report, Rachel Irwin and Velma Saric.

Maria João Carvalho, journalist from EURONEWS who read the special report and saw the film Unprotected said that they were both “eye opening”. ‘... I really think that IWPR managed to shed some light on a big problem, which needs to be solved promptly and efficiently.’ She also said that “Unprotected” is “a very powerful, emotional and revealing documentary.”

During the reporting period, senior IWPR editors coached and mentored young reporters from the region. These young local reporters produced high quality articles for IWPR.

The use of social media in the reporting activities by IWPR is playing an increasingly important role, enabling us to reach more (young) people and to spark debates. IWPR is posting all its reports on a special Justice News Facebook page and has set up a dedicated Justice Twitter feed, while its partner RFE has its own Facebook page that lists FJ reports.

Africa

The activities that were carried out in the 5 targeted countries – Sudan, South Sudan, Uganda, DRC and Kenya - have been supported by multiple donors and they started or ended on different dates.

The overall aim of IWPR's work in the targeted countries is to assist citizens to make informed opinions and decisions, scrutinizing those in power and giving a voice to the voiceless on human rights and impunity in eastern DRC, Kenya, Sudan, South Sudan and northern Uganda. To achieve this aim this project was developed to increase the ability and capability of local (women) reporters' networks to play a more constructive role in promoting vigilance towards the rule of law in a way that empowers people to become their own agents of change.

The specific objectives in this project are:

1. To empower small reporters' networks with reporting skills on the rule of law and human rights.
2. To develop media and outreach capacities of local partnering organizations.
3. To provide beneficiaries with access to independent and critical information on the rule of law and justice and to stimulate debate and participation in the targeted areas and internationally.

Northern Uganda

The IWPR activities in northern Uganda during the reporting period involved the mentoring and training of radio journalists, the production of the bi-monthly radio programme Facing Justice (FJ) that aired on 10 radio stations in four languages; community debates and listener group discussions; legal awareness trainings; and equipment support to partner radio stations. The radio programme featured news, interviews and analysis. It was produced in English, as well as in the local languages Ateso, Lugbara and Luo.

IWPR recruited a new team of 3 local reporters for its training programme in August/September 2012. Under the editorial guidance of an international based IWPR coach and editor, this production team began to operate from its base at the Northern Uganda Media Club (NUMEC), IWPR's partner, that provided facilities, production services and support staff. The trainee programme has played a crucial part in the overall success of the programme as it offered reporters key skills in reporting on justice and human rights. Reporters' skills in interviewing, balancing stories, and producing professional investigative reports improved significantly during the course of the year.

The show reached a combined audience estimated at 8,850,000 million people (according to figures from the ten stations). Mega FM and Radio Pacis had the largest audience that listened to the show, with an estimated 1.5 million and 1 million listeners respectively. The fact that the show aired regularly and addressed issues critical to the livelihoods of the people in the region contributed to the popularity among listeners.

Issues raised in the programmes range from service delivery in the education, health, and water sectors for the more than a million former Internally Displaced People, IDPs, returning to their homes following decades of displacement, to gender-based violence, trials of rebel leaders accused of war crimes, land rights, and access to justice. Audio episodes of 'Facing Justice Uganda' have been posted on the IWPR website.

There is evidence that the subject selected for the FJ programme were relevant to the communities and the livelihoods of the people. This is manifested in the feedback the station partners received from its audiences. Sam Anecho, Programmes Manager, Radio Pacis said: "FJ kept the people in the West Nile in the know of what was happening in the greater north. The listeners also gained knowledge about several issues related to justice and those that affected their daily lives. It provided another dimension in the radio programs that we run. i.e. going in-depth in topics covered. We used some of the FJ clips in our other programs and news. We also developed topics of discussion from some of the episodes, such as those on referral hospitals, PRDP." Some local leaders even started demanding for the CDs of past episodes of the program apparently to allow them to respond well to the concerns raised by different parties interviewed by FJ reporters.

According to some of the people interviewed for the show FJ has helped organisations working in the justice and human rights area to improve their dealings with their media, as well as to communicate their messages. Such organisations included the Refugee Law Project, Amnesty Commission, Justice and Reconciliation Resources. At a Sexual Gender Based Violence (SGBV) conference organised by the UN that was held in Entebbe, 40kms from Kampala, the Refugee Law Project (RLP), the respected think tank based at Makerere University working extensively in northern Uganda had been invited to make a presentation on 'war memorials'. However, instead of presenting a speech or powerpoint presentation, RLP played the FJ episode on memorials. Moses Okello, Senior Researcher with RLP, said: "I thought it [FJ episode] captured everything I wanted to say about memorials so there was no need to make a presentation."

At the community debates, citizens and local leaders were invited to debate an issue of concern to the community. These debates were then aired on radio stations, further reaching out to those who did not attend the physical debate in the community.. Issues addressed at the debates included poor access to ARVs for people living with HIV/AIDS, poor education standards, gender-based violence, shortage of health workers and drugs, trials of rebel leaders accused of war crimes, land rights, information needs of resettling communities, and many others. Community debates organised around a specific Facing Justice radio episode have prompted discussions about the quality of local services, particularly for people who were uprooted by 20 years of conflict but recently resettled. Listeners praised the programme for allowing them to raise issues directly with public officials whose doors are often closed to them. Local government officials have backed the IWPR debates as a way of connecting with their constituency.

Legal awareness training events were held under the guidance of the Gulu-based NGO, Centre for Reparations and Rehabilitation (CRR). The trainings were held in the districts of Arua, Gulu, Kitgum, Lira, Pader and Soroti. The trainings were mainly intended to raise awareness on the legal and judicial support systems in the local council courts, law enforcement organs and among local counselors to understand their roles and responsibilities in the protection and promotion of human rights, especially their obligation towards women as survivors of GBV/DV/SGBV, and land rights.

Democratic Republic of Congo

IWPR's support for a group of female journalists - Uhakinews - reporting on women's rights in the Kivus has been cited by audiences and participants as an important step towards redressing the current gender imbalance in the media. It also ensured a greater voice for women and women's rights groups in the region. Women journalists in the Democratic Republic of Congo are faced with great challenges when reporting on the ground. Prejudices against women working as journalists and the lack of freedom of expression are obstacles that few manage to overcome.

With the support of international donors, IWPR in cooperation with Kivus Radio Network (consisting of 7 partner radio stations), Organization Femmes de Media Kivus (AFEM), Synergie des Femmes pour les Victimes des Violences Sexuelles (SFVVS) and the Voices of Africa Media Foundation provided a young network of women journalists the necessary skills, guidance and communication channels in their reporting endeavors.

Upcoming women journalists were recruited and trained in multimedia journalism skills and techniques, bringing the network to 25 reporters covering North and South Kivu. They produced print publications, mobile phone video productions, magazine style radio programmes and hosted live radio debates according to international journalism standards.

The radio programme, Face à la Justice, that focused on human rights, rule of law and justice issues benefited tremendously from this wider network of women reporters. Radio reports were richer, broader and more in tune with people's demands in the region. Episodes tackled topics such as

corruption of the judiciary, land disputes, sexual violence including mobile gender courts, the violence between the M23 and national army and the alleged war crimes committed by both parties, displacement by people, conflict minerals and the elections. Radio programmes on such issues were broadcast in French and Swahili by seven radio stations reaching millions of people in North and South Kivus in addition to parts of Rwanda, Uganda and Burundi.

All issues raised gave a stronger voice to women while feedback also showed that the number of listeners increased and that actors and ordinary citizens became more engaged as an audience.

Following the radio programming of Face à la Justice, monthly live radio debates were conducted. Studio guests were interviewed and listeners were able to comment and ask questions by phone and sms to the host radio station. The radio programmes including the live radio debates also connected various actors with their constituencies. For instance, local authorities who participated in the interviews and in the live programmes felt they were more connected to the people and therefore better able to respond to their needs. Rubens Mikindo of the political opposition commented after taking part in one of the live studio debates: "I was surprised to see so many calls and sms come in. I understand the population is thirsty for information and debate with their political leaders. This is a great opportunity". Another live debate proved effective in backing our regular reporting with first-hand accounts of the ongoing disputes over leadership among the opposition. The debate contributed in countering rumors and reassuring the population on the opposition parties' awareness of their responsibility to prevent violence around elections.

The seven partner radio stations in the region benefitted from the reporters trainings and the equipment they received. Both their human and technical capacity enhanced as partners and beneficiaries of the project. A higher skilled work force meant more professional reporting (thus not only for IWPR's Facing Justice programme), hence more credibility, press freedom and more listeners according to feedback they received. The radio production Facing Justice also served as a model and inspired radio station to adopt similar formats for other programming.

Especially the radio programmes served to increase the debate on issues of concern in the Kivus community. Radio stations received feedback through call-ins by the listeners expressing their opinion and asking questions. Most of the comments were from people in the North and South Kivu area although many also originated from Rwanda and Burundi.

Such feedback from listeners gathered by the radio stations partners and through a designated phone number for the programme showed that local audiences appreciated the content and format of the programmes. Listeners also indicated to be better informed on the issues and more open to see other perspectives, e.g. in one programme that touched upon the issue of inheritance for women male listeners indicated that it had helped to change their attitudes on the issue. The episode discussing M23 and impunity received the highest score with hundreds of call-ins.

Many of the print reports received a great deal of attention by online news sources serving a Congolese (Diaspora) audience (e.g. Congo Forum) and other audiences in Africa (e.g. African Press International). UHAKInews has also begun to disseminate the stories to local media outlets and NGOs. Several of them, e.g. magazine Les Coulisse, have started to republish the stories locally in the Kivu region, thus increasing the local reach.

Particularly noteworthy has been the reporting on the presidential elections. The network of reporters demonstrated professionalism in their reporting under very challenging and risky circumstances. Their reports were widely disseminated and discussed among a global audience among other through Facebook and Twitter.

With the assistance of our partner, Voices of Africa Media Foundation, ten women journalists shot and edited short video reports directly via mobile phones, especially designed for that purpose. World Pulse, a US based organization that ran a digital action campaign for women's empowerment, commissioned 6-8 videos by the UhakiNews women reporters. The videos were promoted in press releases; campaign related eMagazines; pitches to the media partners for pick-up in external news publications (e.g. HuffingtonPost, Reuters TrustLaw, etc); and in "ending violence against women" advocacy packages for dissemination and presentation at relevant international forums (e.g. 2013 UN Commission on the Status of Women, African Union Summit).

Additional women gatherings were hosted by Uhakinews reporters and took place in the IWPR facilities which allowed the reporters to connect to other participating actors - e.g. women's groups, lawyers, government representatives - working on the issues. They served to gain better understanding on the issues and to make contacts.

Working with women journalists also meant a greater impact on the media landscape itself in the Kivus. For instance, women trained by IWPR have moved up in their radio stations, taking on jobs that were previously inaccessible to them.

The challenging environment in the east of Congo with increased security risks, frequent electricity cuts and lack of internet access and other logistical challenges caused delays in the production schedules and planned trainings. One training had to be canceled as M23 rebels occupied Goma and other areas in north Kivu. The occupation also created fear among the media partners and staff. As a result the production of the radio programme was temporarily stopped.

Although the women trainees were very motivated, other commitments frequently stood in the way to meet deadlines. Especially the production of articles proved to be a challenge due to the high international standards and editorial control checks by IWPR.

Kenya

A training project between July and December 2011 responded to a need to raise awareness and understanding among the Kenyan public around mechanisms and processes for justice including the ICC in a credible way.

In 2012 several journalists who took part in the training continued to produce articles on the developments at the ICC for IWPR which is publishing these reports in cooperation with the local media houses. However, not all trainees have been able to consistently contribute articles and radio features to the project. This has largely been down to time constraints within their primary working roles. More positively, this problem was exacerbated after at least three reporters were promoted to senior editorial roles within their news organisation after attending the IWPR training in The Hague.

The project has developed a strong relationship with media houses in Nairobi, particularly The Star which has consistently published material produced in cooperation with IWPR. In the end, all partnering media houses have requested further training of their staff by IWPR, right up to desk-editor level.

The results of the training and reporting project have demonstrated some real positive effects on the skills, knowledge and attitudes by the participating journalists and media houses. At the same time, a wide and diverse local and international audience benefited through more access to credible information around the ICC developments. There is evidence that suggests the potential of these efforts can contribute towards the reduction of hate speech and incitement to violence.

The media remain a powerful tool for shaping and influencing public opinion in Kenya. There is a general recognition that the ICC process and the court's public statements can dampen and deter aggressive ethnic, political rhetoric. But this can only happen if the court and its intersection with the domestic political scene are met with public understanding, largely through scrutiny by the media. Although the ICC is widely perceived among the general public in Kenya as legitimate, its credibility has been undermined by ignorance, lack of understanding, manipulation or misinformation.

IWPR's own assessment of the news coverage by the Kenyan media demonstrates inaccuracies and a lack of understanding of the ICC and international justice as it relates to the Kenyan context. This is due to political bias coupled with the fact that journalists are not trained to do this type of reporting.

For this reason, IWPR and several project partners - the Wayamo Foundation and ten local partner media houses - embarked on a follow-up more long term project that has started in October 2012 and ends in September 2014.

The overall purpose of the project is to facilitate a more constructive role by local media in Kenya on emerging developments in relation to impunity and the ICC around elections, thereby diffusing a source for hate speech and incitement to violence.

Project staff led a recruitment mission to identify suitable reporter candidates and discuss the modalities with selected (media) partners for participation in the project. Following these consultations the project organizers interviewed the recommended candidates who were going to take part in the training programme after which a final selection was made based on motivation, potential and availability.

On November 26th, the project was launched officially during an event at Strathmore university in Nairobi. Several high level speakers participated in the launch which was followed by a panel debate

As one of the opening speakers, Kenyan chief justice Willy Mutunga used the launch of the project to announce the establishment of a special division of the High Court to try cases stemming from the 2007-08 bloodshed, as well as other crimes under international law.

Another opening speaker, the High Commissioner Dr Christian Turner, said " The UK is proud to be supporting this project financially...We are supporting this project because we strongly support Kenyan efforts to realise the new Constitution, and deliver Vision 2030."

The launch and debate were followed by the start of the two week training programme for 19 reporters at Strathmore university. Sessions were mixed with practical skills training during which the reporters made a start with their first production for the project - see Annex 3 for the full programme and schedule.

With additional support of the Open Society Foundation, an additional group of journalists were trained in conflict sensitive reporting and coverage of violence during a workshop on December 1st in Naivasha.

On December 5th, a breakfast meeting with a total of 9 editors was organized in collaboration with the Editors' Guild. This was the first meeting and opportunity to discuss current and upcoming challenges and to set an agenda for future meetings and trainings.

Sudan

Between January and March 2012, IWPR continued the production of the radio programme Fi al Mizan from its base in The Hague. On the Scale, or Fi al Mizan in Arabic, is about local and international justice issues which are relevant to the lives of Darfuris. The shows were produced in

Darfur Arabic by two local Darfuri reporters based in The Hague and have been broadcast directly into internal displacement camps in Darfur and refugee camps in eastern Chad.

Initially IWPR partnered with Free Press Unlimited with the financial support of the Dutch embassy in Karthoum. However, damaging actions by Free Press Unlimited (FPU) ended the relationship and forced the production to an end. Although the project ended prematurely, it had a positive effect on the skills by the two Darfuri reporters that were able to produce good quality radio. The last five productions have been distributed by two local Internews supported radio stations in Chad - Radio Sila Absoun Radio and Voices of Ouaddai - that serve IDP's from Darfur. This was the best alternative under the circumstances and it ensured that the work already executed did not go to waste.

Feedback was collected by correspondents working in the IDP camps after airing the 5 productions. Through a small interview survey with 30 listeners in the camps Jabal and Gaga people's impressions were gathered. The feedback indicated that all people interviewed had listened to the programme and that it had been well received and appreciated. Many also were surprised about the openness about sensitive issues in the episodes. All wanted to see the programmes continue.

One listener from the Jabal camp said: "I think these issues are very interesting for us Sudanese refugees in Chad in general. There is a particular topic - Women in construction - that I admired. The programme made us realize that women are still doing this hard labour. An unfortunate reality. And this is the first time we had people talking about this topic on the radio which is very important in the fight against violence against women"

South Sudan and Sudan border areas

Following a 6 month suspension of the project, a ten-day training and mentoring course for women broadcast journalists was held at the Association for Media Development in Juba in April 2012. This paved the way for the start of a new women's radio magazine in partnership with the Catholic Radio Network, CRN. The training workshop for 7 journalists taught the reporters basic skills of broadcasting including research, interviewing and production techniques with an emphasis on women's rights.

Afterwards training for the journalists continued with onsite coaching at the three media houses in Wau, Malakal and Gidel. This resulted in the launch of a new weekly programme called Nadhrat al Shafafa (Translucent View) in August 2012. The 15-minute programme features news, interviews and analysis about the rule of law and women's rights. The programmes are broadcast in the South Sudan-Sudan border areas. Each programme is followed by a 45-minute live call-in session in local languages to encourage listeners to comment and ask questions.

Between August and December 2012, the project produced 21 programmes of which 18 have been broadcast. The programme gradually has gained a large listenership indicated by the increase from callers over time.

The project is on target but faces plenty of challenges including violence and military actions in the areas of production (Wau and Gidel) in addition to logistical hurdles due to heavy rains and communication challenges and failing equipment. At times, it has been difficult to get people to speak openly due to the lack of freedom of speech on certain subjects such as rape and abortion.

The specific objective of the project is to empower a women's network with radio reporting skills and to provide beneficiaries with access to independent news on the rule of law and women's rights in order to stimulate debate in the targeted areas.

An progress review showed some good progress made by the teams often that frequently work under very difficult circumstances according to the evaluations of the team members in Malakal, Wau and Gidel. The review of the programmes produced between July and December showed a higher and more professional standard over time. Through the guidance by the coach and producer participating reporters gradually found ways to overcome some of their reservations and have started to act as professional reporters.

Since the programme has started in August 2012, the listenership of the participating stations has increased steadily. This is evidenced by the increase in call-ins to the stations that broadcast the programme despite the poor telephone network in the areas (Malakal) and according to the surveys carried out in areas where there is no telephone network (Gidel).

Respondents to surveys by the stations indicated that certain topics are being used to raise awareness in the schools in Wau town. One teacher informed IWPR/CRN that she successfully used the programme on skin lightening creams to discuss the risks with her students who then decided to abandon the practice. Other messages we received give credit to the programmes, claiming it has filled a need and request that programmes continue so that more people can access the information disseminated. One woman told IWPR: "I have never missed a single episode of the programmes...it is really a platform for awareness creation especially on women rights. It has opened our eyes and offer women avenues to participate in nation building".

When the first programme was aired, the stations were bombarded with calls by listeners calling for more support to women to start up businesses and to stress the importance of female education. The Head of Women Association from Mendi told IWPR: "The programmes have changed my life and I have learned to organize myself without having to depend on my husband to provide everything ..". Call-ins indicate that many men also listen to the programmes.

There is more anecdotal evidence that the programmes have empowered women and have given them the confidence to take action and seek assistance or use redress mechanisms. After broadcasting a programme on abortion and its effects, the Wau Teaching Hospital informed IWPR/CRN that it is receiving more visits from women suffering from miscarriages and there have been fewer illegal abortion following the programme. In another example, the Deputy director in the Ministry of Social Development Youth and Sports that is reporting on gender based violence stated that more and more women had visited the Ministry for advice after one of the programmes on the subject had been aired. It is likely that the questions and responses by the women visitors will be used by the Ministry although no concrete evidence about new initiatives has been documented. Similarly, women have also started to report on cases of violence against them since the broadcast that covered the issue. One young woman from Malakal said "It has been such a relief to hear the problems shared by women in other areas of the country as well."

In the current environment has been difficult to monitor and quantify any results like the number of cases reported or to determine if any episodes have led to a reduction in violence or policy change. In fact, feedback suggests that women are generally unaware of any laws and policies or programmes intended to protect them from violence.

Despite the lack of freedom to express, more and more people are raising their voice. Local authorities who at times contribute to the programmes have so far welcomed the initiative as it seems to give them an opportunity to engage with the people.

Afghanistan

The aim of the 2011 training was to enable journalists to write news features for IWPR's webpage as part of its Afghan Recovery Report. The training in Uruzgan led to a series of interesting localized reports produced in 2011 and 2012 - 17 total - that sparked the interest by Cordaid, a Dutch

development agency that agreed to fund a new IWPR project in Uruzgan and several other areas in Afghanistan.

Outlook 2013

The justice reporting in The Hague has given IWPR-NL new opportunities to attract donor support for development of local media and women's empowerment such as in South Sudan as a means to improve accountability and good governance locally. There can be more reporting into other areas, e.g. natural resources, CSR, health or security. A security focus will be supported by The Hague and Ministries in The Netherlands. Business and Human rights would be another area that has the potential to get support here and has the advantage to link up with businesses.

At the same time, with the contentious Kenyan cases presented at the ICC as well as the Gbagbo case, IWPR can anticipate an increased attention on the ICC and Hague based international criminal justice developments. There is a need to develop the justice and accountability identity of IWPR-NL further, thus making more use of Hague resources and assets. This would require recruitment of more Hague based reporters who will follow Hague developments on ICC, STL, OPCW, security institutions, thus act separate from the country projects.

The access to these developments around international justice will require a flexible and more thematic approach to IWPR's work in justice reporting instead of the current geographical one. A wider and more diverse funding base - thus income from other sources, e.g. training - will be required to achieve this.

To achieve the status of a fundraising organization in The Netherlands an expansion of the Board of Trustees with (Dutch) board members is necessary. There is a need to improve IWPR's presence in The Hague and its profile in The Netherlands. IWPR has a good reputation but it has not been able to make maximum use of it. Regular events, partnerships, a newsbrief, materials, an NL website, social media can make a difference. It can also better connect to other parties through new types of partnerships and collectives that are complementary, e.g. through online platforms, joint news briefs. In addition, a multi-year policy and operational plan and a financial and fundraising plan will need to be prepared by the Board.

Until now, the Dutch foundation has been relying on project funding only to cover all its costs. Such an approach does not allow for organizational growth and it makes the foundation vulnerable. There is an immediate need to develop the Dutch foundation separately from the justice programme activities.

Personnel

The Hague based personnel on staff contracts in 2012:

Rachel Irwin, Senior Reporter ICTY Balkans

Marcel Smits, Director

Robbert van de Waerdts Finance & Administration Manager (until September 2012)

Wouter Huizinga Finance & Administration Manager (started 14 November 2012)

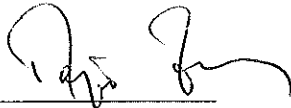
A special arrangement was made with IWPR-UK on the contract for Simon Jennings who moved to London at the end of 2011. IWPR Netherlands will cover the gross salary (£36,700/annum), employer's national insurance (12%) and travel insurance (approx £500/annum) of Simon Jennings between October 1, 2011 and June 30th, 2013.

Consultants based in The Hague, Sarajevo, Paris, Goma, Gulu, Kampala, Juba, Nairobi working on the implementation of project activities in 2012:

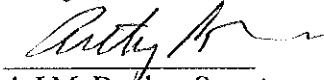
Merdijana Sadovic, editorial and production services, ICTY Balkans
Wairagala Wakabi, field coordination services Uganda
Gillian Lamunu, radio and print reporting services Uganda
Bill Oketch, radio and print reporting services Uganda
Arthur Okot, radio and print reporting services Uganda
Gladys Oroma, radio and print reporting services Uganda
Cho Woo Willy, radio and print reporting services Uganda
Passy Nabintu Mubalama, radio production services DRC
Freddy Byaumbele Bikumbi, radio production services DRC
Melanie Gouby, multi-media production services DRC
Mutsorwa Backar Burubi, logistical and administrative services DRC
Henri Aalders, multimedia production consultancy services, DRC
Marie Delbot, English – French Translator
Eleonore Motais de Narbonne, French editing services
Judie Kaberia, Coordinating services Kenya
Hussein Jurugu, media training services Sudan-South Sudan
Ilona Eveleens, media training services Sudan-South Sudan
Lucy Poni Modi, local radio production services Sudan-South Sudan
Tajeldin Abdella Adam, radio production services Sudan-Darfur
Zakia Abdelmajeed, radio production services Sudan-Darfur
Agnes Nalubiri, Monitoring and outreach services
Blake Evans Prichard, editorial services Africa
Kris Kotarski, Social media services

In addition, IWPR's reporting has been carried out by ad hoc freelance reporters, editors and producers from many different countries.

On behalf of the Board,



Z. Pajic, Chairman



A.J.M. Borden, Secretary

Stichting Institute for War & Peace Reporting / The Netherlands
Zeestraat 100
2518 AD 's-Gravenhage

Naaldwijk, 30 April 2014

Dear Sirs,

Here we offer you the report on the annual financial statements for 2012 of Stichting Institute for War & Peace Reporting / The Netherlands, The Hague.

COMPILATION REPORT

Introduction

In accordance with your instructions we have compiled the financial statements 2012 of Stichting Institute for War & Peace Reporting / The Netherlands, The Hague, which comprise the balance sheet as at 31 December 2012, the statement of income and expenditure for the year then ended and the notes.

Management's responsibility

The distinctive feature of a compilation engagement is that we compile financial information based on information provided by the management of the entity. The management is responsible for the accuracy and completeness of the information provided and the financial statements based thereon.

Accountant's responsibility

Our responsibility as accountant is to perform our engagement in accordance with Dutch law, including the professional and ethical requirements issued applying to accountants.

In accordance with the professional standard applicable to compilation engagements, our procedures were limited primarily to gathering, processing, classifying and summarizing financial information. Furthermore we have evaluated the appropriateness of the accounting policies which are used to compile the financial statements, based on the information provided by management. The nature of our procedures does not enable us to express any assurance on the true and fair view of the financial statements.

Confirmation

Based on the information provided to us, we have compiled the financial statements using the general accepted accounting principles in The Netherlands.

To give further explanation we are willing.

Yours faithfully,

Stolk & Partners
Accountants en Belastingadviseurs B.V.


Drs. M. Stolk RA

Stolk & Partners Accountants en Belastingadviseurs B.V.

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FINANCIAL STATEMENTS 2012

BALANCE SHEET AT 31 DECEMBER 2012

ASSETS	31-dec-12		31-dec-11	
	€	€	€	€
Tangible Fixed Assets		1,164		3,012
Current Assets				
Accounts receivable	804,956		1,110,985	
Prepayments	2,144		3,366	
Accrued income	5,532		4,088	
		812,632		1,118,439
Cash at bank and in hand		444,695		431,985
TOTAL ASSETS		<u>1,258,491</u>		<u>1,553,436</u>
LIABILITIES				
Reserves and funds				
General reserves		68,779		25,476
Appropriated funds		1,095,886		1,468,828
Short term liabilities		93,826		59,132
TOTAL LIABILITIES		<u>1,258,491</u>		<u>1,553,436</u>

STATEMENT OF INCOME AND EXPENDITURE 2012

	Account 2012	Budget 2012	Account 2011
	€	€	€
Income			
Income from own fundraising	14,074	14,074	8,707
Income from joint appeals	-	-	-
Income from third party appeals	47,350	47,350	35,946
Government subsidies	789,178	789,178	631,169
	850,602	850,602	675,822
Interest earnings	5,532	5,532	1,784
Total income	856,134	856,134	677,606
Expenditure			
Spent on the objective			
Media capacities and women's involvement	223,474	183,938	210,204
Access to information and awareness raising	391,090	459,072	301,726
	614,564	643,010	511,930
Income raising			
Costs own fundraising	20,225	23,361	-
Costs joint appeals	-	-	-
Costs third party appeals	-	-	17,106
Costs acquisition government subsidies	55,446	60,235	48,348
	75,671	83,596	65,454
Management and administration			
Costs management and administration	122,595	156,384	93,600
Total expenditure	812,830	882,990	670,984
RESULT	43,303	26,766-	6,622

	<u>Account 2012</u>
	€
Result designation	
Addition/deduction	
General reserves	43,303
Appropriated funds	-
	<u>43,303</u>

	Objective		Income raising				Management and administration	Total expenditure 2012	Budget 2012	Total expenditure 2011
	Media capacities and women's involvement	Access to information and awareness raising	Costs of own fundraising	Costs of subsidies						
	€	€	€	€	€	€	€	€	€	
Consultancy and freelance costs	67,121	125,958	479	10,419	963	204,940	236,823	193,019		
Other production costs	-	150,516	-	-	-	150,516	169,021	91,929		
Training costs	21,306	-	-	-	-	21,306	19,240	19,969		
Travel and accommodation	93,209	-	-	-	-	93,209	56,563	71,099		
Publicity and communication	-	930	-	-	-	930	1,903	1,101		
Personnel costs	26,058	94,326	18,151	42,425	71,592	252,552	305,169	228,208		
Housing costs	14,903	9,121	1,007	2,014	10,457	37,502	24,582	28,748		
Office and general costs	877	10,239	588	588	37,597	49,888	66,770	32,051		
Depreciation and interest	-	-	-	-	1,848	1,848	-	1,860		
Incidental expenses	-	-	-	-	138	138	2,919	3,000		
Total	223,474	391,090	20,225	55,446	122,595	812,830	882,990	670,984		

NOTES TO THE FINANCIAL STATEMENTS

Objectives

The objectives of the Stichting Institute for War & Peace Reporting / The Netherlands are as follows:

1. The advancement of education and training in public-interest journalism and in the causes, conduct, effects and resolution of international, ethnic and group conflict and civil war for the public benefit, especially of the courts having their seats in The Hague.
2. The provision of an international platform for local journalism, and training, analysis and direct support to strengthen independent media and other democratic voices in crisis zones.

Partnership

Stichting Institute for War & Peace Reporting / The Netherlands acted as a partner of IWPR UK-London and IWPR USA.

ACCOUNTING PRINCIPLES

General

The Annual Accounts are drawn up on the basis of the Dutch Guideline for Annual Reporting 650. This is the guideline for fundraising institutions. According to the guideline costs should no longer be allocated only to the costs of own fundraising and the objectives (media capacities and Women's involvement, access to information and awareness raising), but also to:

- Management and administration costs
- Costs of raising income, divided by own fundraising, income from joint appeals, income from third party appeals and government subsidies.

Tangible fixed assets

The tangible fixed assets are appreciated at their purchasing value, reduced by depreciation based on the valuated life expectancy. The depreciation is determined proportionally by time at the moment of purchase in any year.

Receivables

Appreciation is at normal value, after deduction of a provision for non-collectable receivables. Receivables expressed in foreign currency are converted by the exchange rate on the balance date. The receivables arising from approved projects of governments and other external organisations are appreciated at nominal value, i.e. the project obligations to partner organisations less the funds they have already received.

Cash at bank and in hand

The appreciation of cash at bank and in hand takes place at nominal value. Cash at bank and in hand expressed in foreign currencies are converted at the exchange rate of the balance date. Any exchange rate results are charged to the Statement of income and expenditure.

DETERMINING THE RESULT

Taking into account the above mentioned accounting principles, the balance of the current year is determined as the difference between income from own fundraising, the share in joint appeals and third party appeals, government subsidies, other income, and the expenditure of the costs of raising income and the costs of management and administration. For as far as it is not mentioned as different, the income and expenditure are charged to the year concerned and the expenditure is accounted on the basis of historical costs.

EXPLANATION TO THE BALANCE

1. Tangible fixed assets

Tangible fixed assets comprise computer equipment. The movement schedule is presented below.

	<u>2012</u>	<u>2011</u>
	€	€
Balance 1 January	3,012	4,872
Additions	-	-
Depreciation	<u>-1,848</u>	<u>-1,860</u>
Book value 31 December	<u>1,164</u>	<u>3,012</u>

2. Accounts receivable

Balkans Justice Multi-Media Reporting (J1N22)	511,720	718,291
Ministry of Foreign Affairs The Netherlands (J1N3)	29,333	293,332
Free Press Unlimited (FPU11)	-	60,000
European Commission (EC11)	35,642	35,642
Ministry of Foreign Affairs The Netherlands (J1NL)	-	3,720
UK Foreign & Commonwealth Office (FC012)	<u>228,261</u>	<u>-</u>
	<u>804,956</u>	<u>1,110,985</u>

3. Cash at bank and in hand

Cash at bank and in hand	<u>444,695</u>	<u>431,985</u>
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There are no restrictions on the bank balances.

4. General reserves	<u>2012</u>	<u>2011</u>
	€	€
Balance 1 January	25,476	18,854
Allocated overhead contribution	13,481	13,421
Result 2012 excluding overhead contribution	<u>29,822</u>	<u>-6,799</u>
Balance 31 December	<u><u>68,779</u></u>	<u><u>25,476</u></u>

5. Appropriated funds

Relates to the resources for which third parties have given a specific destination.

Appropriated funds	<u>Balance at 01-01-2012</u>	<u>New contract 2012</u>	<u>Income 2012</u>	<u>Overhead 2012 added to general reserves</u>	<u>Balance at 31-12-2012</u>
	€	€	€	€	€
National Endowment for Democracy (NED2)	11,211	-	-11,207	-	4
Balkans Justice Multi-Media Reporting (JIN22) Ministry of Foreign Affairs (JIN3)	708,488	-	-261,447	-	447,041
The Federal Republic of Germany (J1D4)	520,913	-	-316,849	-	204,064
UK Foreign & Commonwealth Office (FC012)	4,801	-4,801	-	-	-
European Commission (EC11)	-	466,901	-71,277	-	395,624
Afghanistan (A1UJF)	109,144	-	-59,099	-7,164	42,881
Free Press Unlimited (FPU11)	11,293	-	-10,054	-1,239	-
Swedish International Development Corporation Agency (SIDA)	48,682	-30,000	-17,099	-1,583	-
Norwegian Royal Ministry of Foreign Affairs (J1N18)	48,025	-2,383	-42,147	-3,495	-
	6,271	-	-	-	6,271
Total	<u><u>1,468,828</u></u>	<u><u>429,717</u></u>	<u><u>-789,178</u></u>	<u><u>-13,481</u></u>	<u><u>1,095,886</u></u>

The following funds are the resources to which third parties have given a specific destination:

NED2: To build the professional human rights reporting capacity of female journalists in North Kivu Province and to increase local, national and international access to independent human rights reporting.

JIN22: To assist citizens to make informed opinions and decisions, scrutinizing those in power and giving a voice to the voiceless on human rights and impunity in the DRC, Kenya, Sudan and Uganda.

JIN3: To assist citizens to make informed opinions and decisions, scrutinizing those in power and giving a voice to the voiceless on human rights and impunity in the DRC, Kenya, Sudan and Uganda.

JID4: To enhance the capacity of local journalists to cover international and local criminal justice issues in a factual, balanced and responsible manner, thereby increasing the access among audiences in Kenya to credible information on issues around criminal justice including the ICC.

FC012: To raise awareness and understanding among the Kenyan public around mechanisms and processes for justice including the ICC in a credible way.

EC11: To empower a women's network with radio reporting skills and to provide beneficiaries with access to independent news on the rule of law and women's rights in order to stimulate debate in the border areas of South Sudan and Sudan.

A1UJF: To develop the capacity of journalists from Uruzgan and to coach them in the production of reports.

FPU11: To produce the radio programme On the Scale.

SIDA: To foster a constructive and professional role for local media through focused reporting on women's rights issues, particularly those relating to sexual violence in the Kivus, DRC.

JIN18: To increase the understanding of the ICTY and other national justice mechanisms through balanced reporting to a widespread audience and enhance public debate.

6. Short term liabilities	<u>2012</u>	<u>2011</u>
	€	€
Wage tax	5,123	5,779
Increment holiday pay	5,008	6,498
Other creditors and accrued liabilities	<u>83,695</u>	<u>46,855</u>
	<u>93,826</u>	<u>59,132</u>

Employees

In 2012 there are 2,70 Fte's employed by the foundation (2011: 4,05 Fte's).

Personnel costs

Wages and supplementary services	230,796	197,619
Social charges	<u>21,756</u>	<u>30,589</u>
	<u>252,552</u>	<u>228,208</u>

Personnel costs allocated to	<u>2012</u>	<u>2011</u>
	€	€
Objectives	120,384	125,469
Income raising	60,576	51,463
Management and administration	<u>71,592</u>	<u>51,276</u>
	<u>252,552</u>	<u>228,208</u>

OFF BALANCE SHEET COMMITMENTS

The foundation has a rental agreement since 1 August 2009 till 29 February 2016, with a renewal of the agreement for the period of 5 years.

Ratios

Ratios %	2012	Budget	2011
	€	2012	€
		€	
<i>Percentage spent on objective</i>			
Spent on objective	614,564	643,010	511,930
Total expenditure	812,830	882,990	670,984
Spent on objective in percentage of total expenditure	75.6%	72.8%	76.3%
Spent on objective	614,564	643,010	511,930
Total income	856.134	853.757	677,606
Spent on objective in percentage of total income	71.8%	75.3%	75.5%
<i>Percentage management and administration</i>			
Costs management and administration	122.595	156.384	93,600
Total expenditure	812,830	882,990	670,984
Costs management and administration in percentage of total expenditure	15.1%	17.7%	13.9%