

## Extract Management Report 2020

### **Objective**

Stichting Horizon, a European foundation with its legal seat in the Netherlands was founded on 28 January 1997. Its purpose is (i) to promote the general good, in particular cultural, educational and social affairs, (ii) to distribute funds for social, charitable, scientific and/or cultural ends, and (iii) to administer the foundation's capital in such a manner that the realisation of the foundation's objects is secured long-term. The foundation does not seek to make a profit (Article 2, Articles of Association).

### **Governance**

The foundation is governed by three documents:

- Articles of Association (as amended on June 20, 2017 & revised on November 5, 2020);
- Regulations of the board of Stichting Horizon (as adopted on 30 November 2013 & revised on December 12, 2020);
- Strategy Stichting Horizon 2020 -2022.

### **Projects & Beneficiaries**

All Horizon projects are assigned to an individual member of the Project Committee (prior to June 1: to individual (advisory) board members) who act as sponsors and are the main contact for the beneficiaries of the approved projects. The office is responsible for liaising with the beneficiaries on operational matters and monitors the beneficiaries' compliance with Horizon standards on governance and (financial) transparency.

### **COVID-19 Impact on Beneficiaries**

The outbreak of corona at the beginning of 2020 prevented Horizon from visiting its beneficiaries. As an alternative, video calls were organised in which the obvious issues such as project progress, organisational developments and plans for the (near) future were discussed.

In order to get an idea of the impact of COVID-19 on the Horizon beneficiaries, the Office sent e-mails to all beneficiaries in March and April asking to what extent the COVID-19 outbreak and subsequent contingency measures affected their organisation and the planned implementation of their projects. The replies received showed that almost every beneficiary experienced negative effects to a greater or lesser extent, but none was in urgent need of (financial) support. However, some beneficiaries indicated that the situation might change if measures such as lockdowns and compulsory closure of companies and organisations were to be maintained for a prolonged period.

The board agreed that, where possible, Horizon would try to help beneficiaries to keep their organizations intact. Horizon wanted to avoid a situation where the

impact of COVID-19 would lead to the collapse of organisations (e.g. through unavoidable staff lay-offs) and the loss of everything that has been built up over decades.

The Board agreed to accept budget-neutral requests for amendments to approved projects if this would help the beneficiary to keep the organisation and projects up and running. In this respect, the Board approved the following amendments.

### **ADVI 782/20 OYO Growing Strong 2020**

On June 29<sup>th</sup> 2020, Philippe Talavera informed the sponsor on the situation in Namibia and how government restrictions impede the implementation of OYO's planned activities. He thinks it is very unlikely OYO can execute its project this year without having to make huge concessions to the programme. Moreover, he has serious doubts whether they will be able to address the target group effectively. For that reason Philippe proposed to postpone the "Growing Strong 2020" activities until early 2021 when the situation has hopefully changed for the better. In July, the Board accepted OYO's request to cancel ADVI 782/20 and approved the new project ADVI 791/20 OYO Activities Supporting Youth Groups and Dance Troupe.

### **GEOR 751/19 Weekend School 2019-2020**

On June 24<sup>th</sup> Caucasian House informed the Office that it was forced to cancel part of the scheduled Weekend School activities due to government restrictions following the COVID-19 outbreak. Instead CH created the possibility to follow some of the lessons online via Skype/ZOOM. However, not all the budget was needed, which resulted in a surplus of € 1,160. In June the Board approved CH's request to use these funds to absorb some of the salary cost, which normally would have been paid out of the income from commercial activities such as rental income from conference rooms. Due to the COVID-19 restrictions, this source of income was lost.

### **ADVI 783/20 YONA Winds Section**

YONA's project manager Gretel Coetzee explained in October that as a result of COVID-19, YONA was not able to welcome any volunteers. In absence of volunteers, YONA felt the need to find someone to help with general supervision, hygiene and adherence to COVID-19 prevention measures. The lady who cleans the classrooms every week was asked to come and help with these tasks every afternoon. This lady also helps with the general supervision of the woodwind students. YONA pays her NAD 200 per day. The request was approved by the sponsor and the Office. In addition, Horizon approved that YONA may use the remainder of the unspent budget for some necessary renovation works at the rooms in their new building. These rooms will be occupied by the volunteers arriving in January 2021.

### ***Regular Beneficiaries***

Horizon recognizes regular beneficiaries, with whom the it has a long term relationship. These organizations are Caucasian House (CH) in Tbilisi, Georgia, the Mihai Eminescu Trust (MET) in Sighişoara, Romania and Traditions pour Demain (TpD) in Rolle, Switzerland. It should be noted that the latter organization will stop its fieldwork projects in the near future. These beneficiaries have in common that they (1) have gradually developed a diversified project range, (2) aim to attract funding for their activities from different sources, (3) employ (some) staff and (4) they are allocated a fixed budget for projects every year. These budgets include a

contribution to cover overhead and salary costs. In practice, it is very difficult to find other donors willing to take on these costs, even though they are essential for the organisations' continuation. The assurance of Horizon's multi-year financial support has allowed these beneficiaries to focus on further developing their organisation and expanding their project portfolio. In 2020, approximately 48% of the budget of Horizon was assigned to these three organisations.

The Board is well aware of the advantages as well as the disadvantages of this type of long term relationships. Advantage is the mutual trust that has been built up over a period of twenty years, which explains the almost complete absence of failed projects during that time. Disadvantages are the possible lack of incentives for beneficiaries to obtain funds from other donors, which could put them in very difficult financial situation if, for any reason, Horizon decides to change its support policy in the future. A long term relationship gives rise to the discussions on the continuity and viability of the beneficiaries and the dependency/succession of key staff in particular. All these aspects are regularly discussed in the context of board meetings and during field trips to and/or video calls with the beneficiaries.

To get an idea on how dependent an organization is on support from Horizon, beneficiaries were asked to report how much of the total support received came from Horizon. In this respect MET states that 18% of the total MET budget is received from Horizon. Caucasian House reported that 88% of its budget for social cultural activities came from Horizon. In addition, it should be noted that ca 50% of the total salary costs of Caucasian House are paid by Horizon.

### **Contact with Beneficiaries**

#### *Mihai Eminescu Trust, Romania*

During the lockdown all MET staff and the President Caroline Fernolend worked from home, but participated in three Skype meetings per week. Activity on project implementation where funds had been already received – and there were several of these – continued apace. Generally projects on villages involving local builders could continue, in accordance with national guidelines. This was also the case for the projects where preparation or fulfilment could be carried out online. However, where projects involved meetings between MET staff and others, villages for example, they had to be put on hold. Some activity was nevertheless possible on the overwhelming majority.

Experience Transylvania – the wholly owned subsidiary travel company of MET – had to close down for a longer period, meaning there were no bookings for the season and therefore no income. Staff have been laid off.

In 2020 proposals for a change in the governance structure of MET Romania have been delegated to board members Jaap Fieret & Ursula Fernolend. The intention is to create an entity that is viable for the tasks ahead, by increasing the expertise and the scope of knowledge and opinion within the board, through the addition of further external members, and by revising at the same time the articles and regulations that govern it. The pressure on Caroline remains a great concern. Caroline herself has also been infected with the corona virus.

Obviously, the planned Board Trip to Romania for May had to be postponed. As the situation did not improve in the remainder of 2020, the Board agreed to reassess the situation in early 2021 before setting a new date for the Board Trip.

#### *Traditions pour Demain, Switzerland/Latin America*

TpD is still in the search for an organization interested in taking over their fieldwork projects. In addition, the sponsor to TpD informed Diego that Horizon might be interested to contribute to a legacy project. Such a project should include an overview of TpD's activities to preserve indigenous cultures & heritage and what has been achieved over the years. Part of the legacy project could be dedicated to the successful setting up and supervising of a project. Ultimately, this would result in the creation of some sort of reference work or handbook, allowing others to carry on TpD's work even after they have ended its fieldwork activities.

#### *Caucasian House, Georgia*

On June 9<sup>th</sup> 2020, Horizon set up a Zoom call with the management of Caucasian House as an alternative to a physical meeting in Tbilisi, Georgia. Due to corona measures CH had to close its office. This has not stopped them from continuing their activities. They organized several online cultural events such as live museum visits which people could join via a Zoom connection and as part of the Internet Diary they continued to record and publish "No Comment" videos on everyday life in Tbilisi. Horizon was also informed that CH managed to sell books at a virtual book fair which was created as an alternative to the annual book fair. In addition, CH announced that it has partnered with "Objective", a local television station which will broadcast CH (YouTube) films every Saturday.

Horizon was also informed on changes in CH Management and was introduced to a new member of the CH staff who will be in charge of the activities related to the Cultural Calendar. In addition CH mentioned that due to stricter hygiene rules, they will have to organise the activities related to the weekend school at another location.

### **Other Beneficiaries**

#### *Bulgaria*

Horizon-sponsored projects in Bulgaria are characterised by their focus on archaeology and ethnology. In 2020, a project of a completely different nature was approved. It concerns the support of an organisation that provides children from disadvantaged families with a socio-cultural playground in the form of an art school. This project shows great similarity to the activities of Kiebitz in Duisburg, Germany.

After almost 15 years, the Strandja excavation project is coming to an end. The fieldwork was completed by the end of 2020, and only the reporting and recording of the artefacts remains. Horizon's projects in Bulgaria continue to have a strong focus on archaeology, because in 2020 Horizon agreed to support a new (multi-year) excavation project in the Stroyno region.

#### *KulturBrennerei Genshagen, Germany*

The only physical visit to a beneficiary was made by the sponsor to this project and the former secretary in July, where they met project manager Christel Hartmann, estate owner Heinz Sostak and others closely involved in the project. Mr Sostak, an entrepreneur, has many different ideas for the development of the buildings, some of which still need to be renovated. He explained that his vision will develop over time and is not yet set in stone. This has led to challenges for Christel Hartmann, as her project is dependent on the completion of one of the buildings. The intended location for the cultural events and where a library with books from Jörg Henle's collection will also be set up, is far from being ready. In

the meantime, Christel Hartmann has been provided with a temporary building on the same estate.

*Internationales Jugend- und Kulturzentrum Kiebitz, Germany*

Despite Corona, Kiebitz managed to hold 16 of the planned 18 workshops. The two workshops that could not take place have been postponed to 2021 due to scheduling difficulties. Kiebitz said that the continuous postponement and rescheduling of workshops cost them a lot of time and effort.

Most of the rehearsals of the Kiebitz integratives Theaterproject (KiT) could be held despite the strict hygiene regulations.

*Ombetja Yehinga Organisation, Namibia*

2020 has been a hugely challenging year for OYO in general. Since March 15<sup>th</sup>, OYO has not been able to do any work in schools (which is its main focus), firstly because schools were closed and secondly, because the Ministry prohibited any extramural activities once they reopened mid-September. OYO was also not able to continue with its work in correctional facilities.

The dance troupe has not been able to have any live performances since March. Its last public appearance was on March 11<sup>th</sup>. Since October 21<sup>st</sup>, public gatherings are allowed again in Namibia for up to 200 people but organisers need to ensure social distancing. This appears to be difficult in most places with informal settings. Even though it required much flexibility, OYO managed to survive as an organisation and was able to do much needed work with the young people it worked with.

*Youth Orchestras of Namibia, Namibia*

Despite the difficulties that the pandemic brought in 2020, the children of YONA were still able to progress. The nature of a programme such as YONA, which has teachers mostly teaching part-time, means that there is quite a high turn-over of staff. Despite these challenges, YONA has always managed to source teachers; either people living in Windhoek, or online teaching.

In 2020 YONA had to deal without the help of German volunteers, but expects to welcome two new volunteers in January 2021, of which one is also a clarinet player, who will be of great help to our woodwinds ensemble.

For the other projects, the sponsors and/or the Office had regular contacts with the beneficiaries via e-mail correspondence.