

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 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.

COVID-19: Financial Impact on Beneficiaries/Projects

As in 2020, Horizon was not able to visit all projects and beneficiaries due to COVID-19. As an alternative to a physical visit, Horizon setup video calls with project managers in order to get an update on the projects and the organizations. For obvious reasons, not all projects could be implemented as originally planned, but it is worth noting that many beneficiaries found creative ways to reach their audience or achieve their goals.

However, practical solutions such as postponing activities in anticipation of better times appeared not to be possible for all beneficiaries. Some beneficiaries had to make more drastic adjustments in order to save the project or their organisation from collapse:

PCOM 816/21 OYO Recording Dance Pieces and Clips

Because of COVID-19 restrictions and lockdowns, the Ombetja Yehinga Organization (OYO) exhausted all its reserves in 2020 to pay its staff, rent, etc. and was not able to secure enough funding to start rebuilding its financial reserves since then. New regulations which came into effect in June 2021 were putting the organisation at high risk. Due to the closure of theatres and performance spaces, the groups could not rehearse/perform and there was a real risk that artistic work would go lost if dancers decided to leave OYO or when dancers forget a piece that has not been performed for a long time. To prevent this from happening OYO applied for support to record some of the existing pieces in order to keep them as an archive. This guaranteed the preservation of the repertoire and it also kept the OYO dance troupe committed and active by making the clips.

Impact on budget: € 17,000

Regular Beneficiaries

Horizon recognizes regular beneficiaries, with whom it has a long term relationship. These organizations are Caucasian House (CH) in Tbilisi, Georgia and the Mihai

Eminescu Trust (MET) in Sighișoara, Romania. 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 2021, approximately 36% (2020: 48%) of the budget of Horizon was assigned to these two organisations.

It should be noted that up until 2020, Traditions pour Demain (TpD) in Rolle, Switzerland, was also considered a regular beneficiary. However, due to the retirement of the TpD Managing Director and other strategic views of his successor, it will have to be considered whether, and in what form, the relationship with TpD will be continued in the future.

In addition to the organisations mentioned above, there are a number of organisations, such as OYO and Youth Orchestras of Namibia, that Horizon has also supported for many consecutive years, but technically cannot be regarded as Regular Beneficiaries as Horizon has not assigned them a fixed annual budget.

The Board is well aware of the advantages as well as the disadvantages of this type of long term relationships. An advantage is the mutual trust that has been built up over a period of nearly 25 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 anywhere 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 meetings of the Project Committee and during field trips to and/or video calls with the Beneficiaries. During the discussion on Horizon's strategy for the next three years, it was therefore agreed that helping Beneficiaries to find other sponsors should become a more important part of the relationship.

To get an idea on how dependent an organization is on support from Horizon, Regular Beneficiaries are asked to report how much of the total support received came from Horizon. In this respect MET states that in 2021 22% of the total MET budget came from Horizon. Caucasian House reported that in 2021 100% of its budget for social cultural activities came from Horizon. In addition, it should be noted that ca 45% of the total salary costs of Caucasian House was paid by Horizon, with the second largest sponsor covering 15% of the salary costs.

Contact with Beneficiaries

Mihai Eminescu Trust

Due to all the uncertainties involved in COVID-19, such as mandatory quarantine, local hygiene measures, limitations to the group size or suddenly changing travel restrictions, Horizon unfortunately had to decide once again to postpone the Board Trip to MET.

Traditions pour Demain, Switzerland/Latin America

On December 11th the Horizon Project Committee was introduced to TpD's new director Gaspard Nordmann, who gave a Zoom-presentation on the organization's strategic plan for the period 2021 -2024. In contrast to prior years focus will be on (much) larger multi-year projects in 5 countries only (Guatemala, Nicaragua, Bolivia, Peru and Ecuador). The reason for the more concentrated focus is explained by the limited size of the new TpD organisation. This forces them to be selective about the number of countries they want to be present in. In addition, TpD has assessed in which countries they can have the most impact. ("What we do, we do good"). Moreover, the indigenous population in these countries is the largest and TpD has strong and reliable partners in these countries.

Due to the changed strategy regarding project size, Horizon may have to reconsider its position that it always wants to be the sole, or at least the largest, sponsor of a project. A visit from sponsor Jeremy Amos to TpD's new office in Geneva is scheduled for spring 2022.

Caucasian House, Georgia

Because of the pandemic and strict measures in Tbilisi, CH decided to move the Weekend School activities to Nukriani in the rural Kakheti region; a corona "green zone" where restrictions were less stringent. The Nukriani building is more spacious and modern and has all the facilities to ensure a safe environment for teachers and children. Moreover, the large garden of the Nukriani house offered the possibility to organise outdoor activities.

On April 13th, the Office and sponsor Stefan Henle had a Zoom-meeting with the Caucasian House management. In the call the topic of a possible collaboration with the IMC Weekendschool was also addressed. The CH management indicated that it would be happy to talk to them to discuss the possibilities and would be honored if they could be part of their international network. On June 1st, the Office established contact between CH and IMC Weekendschool (in the person of Ananda Reijnen). From here on, CH and the IMC Weekendschool will take the initiative to discuss the possibilities. Where and if necessary, the Office will take a facilitating/mediating role.

Other Beneficiaries

Theater Lieder und Wrote (TLUW), Germany

On 11 October the Office met with Natascha Bondar, Julia Gorr and Vera Panina in Berlin. Vera has recently become more actively involved in the theatre and will (partially) take over the role of Julia, who has decided to focus on raising her soon-to-be-born daughter for the next two years. Vera is familiar with the theatre, as she has worked on projects for the theatre before in her speciality as a photographer.

The Office was updated on the latest developments regarding the filming of the play TraumesHeimat and TLUW informed us about the last phase of this project that they still wish to complete before the whole project can be considered finished after 5 years.

With the TraumesHeimat-project nearing its end, the theatre is looking for new projects to build on the success of TraumesHeimat. One of their ideas is to investigate how German culture, customs and folklore still live on among descendants of Germans who moved to former Soviet republics centuries ago (and vice versa). The theatre is already via internet in contact with a German "enclave"

in Kazakhstan, but a role for Horizon as a sponsor for this new project has not been discussed.

After the meeting the Office also visited the theatre in Berlin-Wedding. The premises are made available to TLUW free of charge by Club Dialog, which rents the building. It should be noted that the Wedding quarter is currently undergoing extensive renovation, which is reflected, among other things, in a rise in rents of up to 400%. Club Dialog's rental contract is up for renewal in 1 or 2 years, but it is unknown if they will or can afford to pay a substantially higher rent. In the worst case scenario, this could mean that the theatre will have to look for another venue for its musical events, theatre plays and other meetings.

IMC Weekendschool

On 25 October the Office had a video meeting with its contact persons at IMC Weekendschool.

The Office received an update on the current curriculum and how COVID-19 restrictions prohibited the implementation of the initial plans. But through YouTube videos and WhatsApp group chats they were able to continue their lessons in creative ways.

Regarding the collaboration with the Caucasian House, IMC expressed to be very enthusiastic about the process of exchanging information and is looking at possibilities for cooperation. The Caucasian House is setting up a new (pilot) curriculum for its own weekend school in which it will implement successful features from the IMC Weekendschool programme such as inviting interesting or inspiring guest speakers. A series of follow-up meeting with CH management is scheduled for early next year.

KulturBrennerei Genshagen, Germany

In April the Office had a digital meeting with Christel Hartmann and Alice Lorch in which they informed the Office that due to COVID-19 the majority of the activities planned for the first months of the year had to be postponed (again). They also told the Office that it has been decided to permanently stay in the "Kutschenhaus" rather than waiting for the former distillery to be fully renovated. They want to convert the Kutschenhaus into a Free Space for Art, where in addition to a library, there should be room for organizing literary and cultural activities for the inhabitants of Genshagen. However, at the time of the meeting there was still a lot of work to be done on the Kutschenhaus before activities could actually take place in that building. The opening of the Free Space for Art was not before June 6th.

It also became clear that the KulturBrennerei finds it hard to attract new sponsors, but they remain positive that things will change for the better when COVID-19 has disappeared. A few months after this meeting Alice Lorch left the organisation and her position as Christel's assistant was taken over by Daniela Bigalk.

In October the Office and Sponsor Stefan Henle visited the KulturBrennerei to see how the project had progressed and to meet the people involved in the KulturBrennerei in person. In the summer, they were finally able to organize the first activities, which were well attended by locals, politicians and representatives of the business community. The involvement of the latter group seems to open for sponsorship that previously remained closed. For the near future, the KulturBrennerei wants to focus on small-scale/low-cost activities that appeal to a broad (local) target group.

Internationales Jugend- und Kulturzentrum Kiebitz, Germany

Building on the first four integrative Kiebitz projects, rehearsals for new, self-staged plays began immediately in January 2021. In both Kiebitz integrative theatre groups (KiT), new participants are taking part alongside the existing ones. About 40 disabled and non-disabled people from different cultural backgrounds, aged between 10 and 70, started to rehearse twice a week. Just a few weeks after the start of rehearsals, the COVID-19 pandemic started to affect KiT, but work continued under strict hygiene measures until a lockdown was declared. During the lockdown, online contact was maintained with the participants.

After the lockdown, which lasted several weeks and during which no rehearsals could take place, Kiebitz was able to pick-up some activities again. From May to December, only the rehearsals took place under the strictest hygiene measures.

Ombetja Yehinga Organisation, Namibia (27-30 September 2021)

Sponsors Jan Haas met with OYO director Philippe Talavera in Windhoek. Philippe explained that during the pandemic the Dance Troupe had to address several challenges at once. Apart from the general difficulties and personal tragedies in connection with the pandemic, they obviously were not able to perform, which severely damaged their morale. A few dancers had left the project; some in 2020 out of fear of contracting COVID-19 during training sessions, others in 2021 due to a lack of motivation after many months of not performing, with no clear outlook on when this might change. But new trainees could be recruited and they have already matured to nearly professional levels.

Two days prior to the Karas Youth Festival, the sponsor also visited the new youth group in Noordoewer, where he watched the group train and perform. During the Karas Youth Festival where all 4 groups (Keetmanshoop, Koes, Karasburg and Noordoewer) gave a joint performance, the sponsor met with everybody involved at OYO.

Youth Orchestras of Namibia (YONA), Namibia (20 September 2021)

Sponsor Jan Haas visited the new YONA building in Windhoek where he met the director Gretel Coetzee and the head of the woodwinds department Caroline Walters. They discussed the progress of the project and challenges for the YONA organisation, such as its financial situation and the difficult process of converting the current rental contract into a 50-year lease.

During the June/July COVID-19 spike only online lessons were possible for those learners with a reliable internet connection. All other activities were paused. In mid-July some face-to-face lessons resumed, and as from early August operations have gradually returned to normal. By that time the 4 German volunteers also arrived and enabled YONA to give lessons every day of the school week.

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