



SEARCH FOR COMMON GROUND

WHAT *Ties Us* TOGETHER



ACTIVITY REPORT
2019-2020



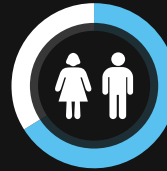
OUR WORK IN NUMBERS



491
EMPLOYEES



34%
WOMEN



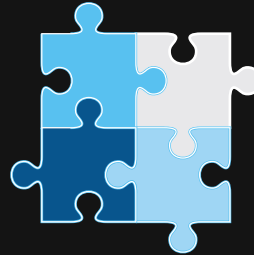
66%
MEN



89% OF STAFF WORK
IN THEIR HOME
COUNTRY



92% BASED IN
COUNTRY OFFICES



839
LOCAL PARTNER
ORGANIZATIONS

REACH:

ARTISTS



MEDIA PROFESSIONALS



MILITARY & POLICE



RELIGIOUS LEADERS



POLITICAL LEADERS



PRISONERS



ATTENDEES OF EVENTS



TOTAL

309,430



313

RADIO STATIONS



26

TV STATIONS



ESTIMATED MEDIA REACH:

39.3 MILLION

“WHAT TIES US TOGETHER WILL SAVE US.”

In 2019, we launched phase 2 of our strategic plan: “Transformation.” We were determined to adapt our core peacebuilding mission to new conflict dynamics: movements powered by social media, a surge in authoritarianism, the rise of non-state violent actors, the perils of climate change, and unprecedented levels of youth activism.

We built a powerful, long-term strategy based on our convictions of how the world is changing. Within months, it changed even more and even faster than we had anticipated.

COVID-19 is a global challenge like few others in human history. Seemingly, the pandemic presents the world with a binary choice: fracture and perish, or find new ways to collaborate to survive and, perhaps, thrive *together*.

Humanity’s response to-date both inspires and disappoints. Many people have reached out to support one another, forging community and cooperating for the greater good. But the pandemic has also exposed and exacerbated our divides, causing long-simmering social problems to explode and heightened distrust to undercut an effective collective response to the pandemic.

As a global organization, we have shouldered the effects of COVID-19 in multiple, significant ways. We have evolved and adapted our programs for a socially-distant world, leaning on our decades-long expertise in media, working on the frontlines of conflict to coordinate the immediate response to the virus, weathering financial uncertainty, and through it all seeking to support staff who are feeling the weight of the pandemic every day. We are focusing on what ties us together—as peacebuilders, citizens, and human beings, united in the vision of a safer, healthier, more just world that we know will only come about through collaboration.

That’s why, as you’ll see in this report, the past two years of “Transformation” rank among the most successful in our 25-year history in terms of our reach and scope.

From Nigeria to Tunisia to Kyrgyzstan, we have led peacebuilding programs that involved thousands of people and influenced millions of lives. We have paved the way for healthcare workers to battle COVID-19. And we have used the shared challenge presented by the pandemic to foster unprecedented cooperation across political and community-level conflicts.

Without the generosity of many allies, we could not have achieved these results. To all who answered our call for immediate financial support—thank you. Thank you

for opening your heart and seeing how peacebuilders unlock healthcare, resources, and life-saving information for those who need it most. Thank you for spreading our message of solidarity. We speak for our entire staff, network of activists and peacebuilders, partners, donors and Board of Directors in expressing our gratitude.

COVID-19 was not the only thing to shake our world. Movements for racial justice and gender equality are galvanizing mass participation worldwide. Human dignity is at the core of our work. Wherever the treatment of people falls short of this standard—and especially where that unjust treatment is persistent or systemic in nature—there is an urgent need to transform conflict. The #BlackLivesMatter and #MeToo movements leave each of us grappling with our role in confronting centuries of violence, discrimination, and injustice in our communities and across the humanitarian sector. It starts with us.

We know that the road to justice is long, requiring hard reflection and action, but it is exactly this taxing, uphill path that we as peacebuilders have chosen. We should acknowledge pain, lean in to listen, confront biases, rethink peace, and champion our neighbors.

As the world grapples with the pandemic and becomes more aware, activated and mobilized for social and racial justice, we are determined to live out our values. Rarely has collaboration felt so urgent.

We cannot deny it: the future is uncertain; to many, it is frightening.

But at Search for Common Ground, we have an unshakeable belief—grounded in decades of frontline experience transforming conflict—that what ties us together *will* save us. Beyond the false choice of win-lose thinking is a future that can work for us all, but we can only get there together.



Charline Burton,
Executive Director



Sandra Melone,
Chair of the Board of Directors



A UNITED RESPONSE TO COVID-19

COVID-19 disrupted the world, splintering existing cracks within societies and compelling us to adapt our work quickly.

In conflict zones, the pandemic adds a crisis on top of others. Pre-existing tensions and violence prevent health workers from delivering effective, timely aid. At the same time, the social isolation and economic freeze of COVID-19 has worsened already-difficult living conditions.

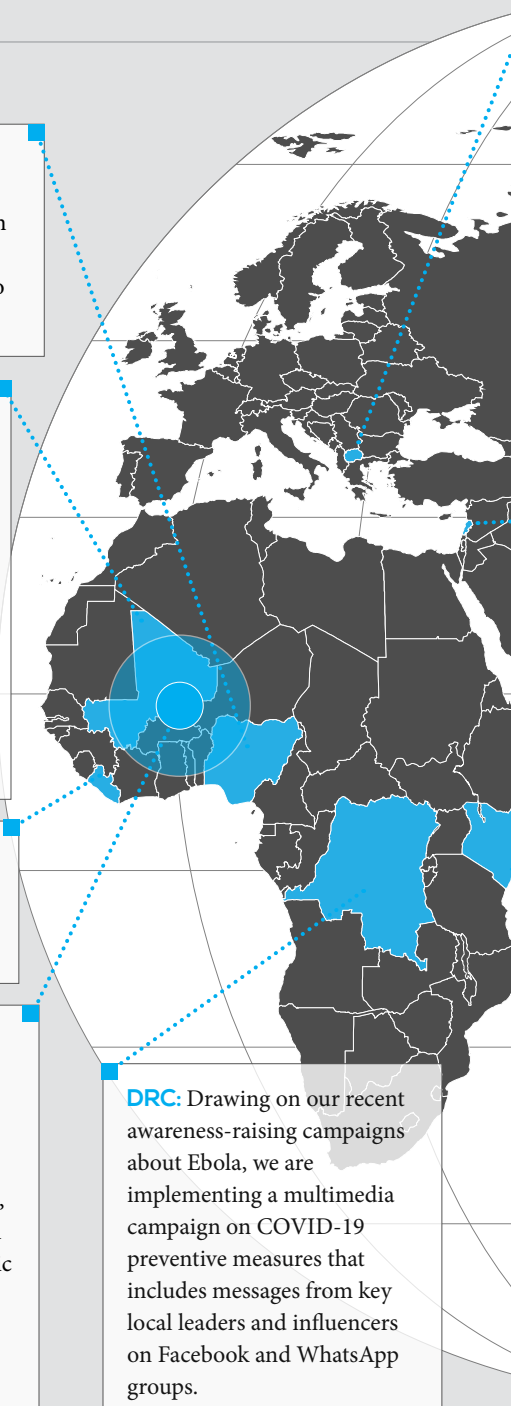
In this context, peacebuilding provides not only hope but also a foundation of trust. Our frontline teams are uniquely positioned to pave the way for humanitarian efforts to stem the spread of the virus. By bridging social divides, we create access for healthcare workers, counter dangerous rumors, and safeguard useful resources. Our deep understanding of local contexts and networks earns us trust.

Across four continents, we are working during the COVID-19 pandemic to enable health interventions that reach the most vulnerable populations; to protect and amplify the voices of marginalized communities; and to mitigate tensions in some of the world's toughest conflict zones.

Here are a few examples of our life-saving work.

Africa

We are leveraging our veteran teams, celebrated radio studios, and agreements with 100+ radio stations across the continent to produce media that provides reliable information during the pandemic. Our programs have strong listenership among demographics commonly neglected in public health campaigns, such as young people, low-income communities, rural populations, and women.



Nigeria: We are converting our popular participatory theater performances into a radio call-in drama, covering local issues like the reintegration of former Boko Haram members.

Mali: We produce interactive radio roundtables between youth and other marginalized groups, local authorities, and security forces. We have started a *CoronArt* Challenge in partnership with a local rap production studio, Zack Prod, inviting artists to express themselves on a one-minute freestyle beat to popularize public health messages.

Liberia: We are using radio to mitigate education gaps for 48,000 children affected by long-term school closures.

The Sahel: In a region where young people constitute two-thirds of the population, we are leveraging our networks of over 100 “peace ambassadors,” including young people, women, religious leaders, and other local influencers, to disseminate public health messages through our in-house radio production studios and partnerships with over 50 community radio stations.

DRC: Drawing on our recent awareness-raising campaigns about Ebola, we are implementing a multimedia campaign on COVID-19 preventive measures that includes messages from key local leaders and influencers on Facebook and WhatsApp groups.

Europe

Macedonia: We are working with teachers to design remote activities to continue our peace and social cohesion programming in schools and mitigate the education gap during quarantine. Already, we were running a reality TV show called *New Heroes!* that followed participants between ages 14 and 18 as they tackled pressing community problems. In the age of COVID-19, we are providing virtual peacebuilding training for all young people featured in season 2 of the show.

Middle East

Since 2002, we have facilitated the [Middle East Consortium on Infectious Disease Surveillance \(MECIDS\)](#), a group of public health officials and academic experts from Jordan, Palestine, and Israel. With the MECIDS platform, we are developing a cross-border cooperative emergency response to COVID-19, focusing on vulnerable Palestinian refugee communities across the region.

Lebanon: We are mobilizing young people already trained by our local team in online conflict management to respond to COVID-19. These young peacebuilders are mapping how COVID-19 is affecting local tensions and working with us to design strategic communications to build trust. We are also integrating COVID-19 response in our existing Lebanese prison program by supporting the Lebanese government to prevent outbreaks.

Yemen: We worked with UNDP to distribute hygiene kits, social media campaigns, radio messaging through our in-house studio, and conflict sensitivity training for health workers, as well as our network of over 1,000 community-based mediators. We are also producing radio programs that feature female health experts and create dramatized segments to dispel misinformation about the disease.

Asia

Myanmar: We are training local committees and influencers on how to manage rumors. As we move this work online, we are integrating responses to COVID-19 misinformation in the curriculum. We also produce weekly social media monitoring reports around misinformation and rumors, now focused on COVID-19.

Indonesia: We trained over 200 youth on social media messaging and supported 15 local organizations in developing on- and offline campaigns to promote peace and trust. Now these youth are being mobilized around COVID-related topics.

Kenya: We are holding online poetry, music, and spoken word competitions to inspire trust and coexistence in communities affected by COVID-19.

Sri Lanka: In 2019, we established the *Cyber Guardians*, a pool of 28 high-profile social media influencers working to shift harmful ethnic and religious stereotypes. Last year, the group reached one million Sri Lankans per month. We are now mobilizing the *Cyber Guardians* to foster interethnic reconciliation, spread public health facts, and dispel rumors about COVID-19.

№16
АТТИЦИАНЫН
АКТЫК ПУНКТУ

КАРА-СУУ РАЙОНУ
КОНАР-САГАТ АЙЫЛЫН АМАЛЫН
КОМДУК
АЛДЫН-АЛУУ
БОРБОРУ

Кара-Суу
көчөсү

133





ASIA

KYRGYZSTAN, A ‘PLACE OF YOUTH’

In Kyrgyzstan, one-third of the population is between 14 and 28 years old, but young people often feel left out—powerless in a country of traditional norms.

Exclusion breeds frustration, which can turn into violence. Across the country, ISIS and other extremist groups have recruited young people to fight in Syria, Iraq, and elsewhere. Tensions between ethnic Kyrgyz, Uzbek, and other communities can explode into fighting, especially in the Ferghana Valley in the south of the country.

Youth power is not new in Kyrgyzstan: in 2005, and again in 2010, popular movements helped to topple regimes. Too often, however, young people face social barriers that make them susceptible to identity-based conflicts and recruitment by violent extremist groups. Violent groups feed off despair, anger, and powerlessness, and when young people feel marginalized, vengeful pitches by recruiters resonate that much more.

JashStan upends this dynamic. For years, we have run projects under the name “*JashStan*,” which literally means “place of youth.” *JashStan* builds resilience to violent extremism by showing young people that collaborative tactics can drive real, enduring change in society.

The project launched in 27 conflict-prone communities before focusing on 15 areas by January 2019. In these communities, we targeted three groups: youth under

the age of 18 with a criminal record, children of labor migrants who were left behind by parents, and young relatives of people recently returned from combat zones or imprisoned for violent extremism.

In all cases, we support young people to become catalysts for peace in Kyrgyzstan, training participants to identify community problems—from faulty trash collection to ethnic disputes—and drive a collaborative solution. By seeding these skills, *JashStan* reduces community-based conflicts and radicalization and helps young people to channel their hunger to make a difference in their communities in positive ways.

Through *JashStan*, young people have launched 68 projects to address community needs—and these projects truly tackle a range of issues.

In the districts of Saruu, Jeti-Oguz, Karabak, and Kyzyl Kiya, *JashStan* youth are focusing on *dedovshchina*, or “school racketeering”—a practice in which older students, often from wealthy families, harass younger, poorer students and demand bribes in exchange for protection. After our training, several *JashStan* participants are leading local efforts to stop this practice.

In Nariman, Mirmakhmudov, Talas, Karabak, and Kyzyl-Kiya, *JashStan* youth are strengthening girls’ rights to education. Pursuing education after high school can hurt a girl’s marriage prospects in some Kyrgyz communities, and young activists are using



85%

said that their skills in peacebuilding and conflict resolution had “improved significantly”



40%

jumped into other youth-led projects

peacebuilding tools to hold hard conversations, shift attitudes, and enable more girls to fulfill dreams of education.

In Iskra and Karabak, *JashStan* youth are pushing to include young people in major community decisions. These initiatives are giving young people more agency, shaping both community and national debates. As *JashStan* shows, when youth collaborate with public officials, policies are better received and more likely to create powerful, lasting change.

Some of the most concrete achievements of *JashStan* are actual buildings, as young people have established 15 youth centers, libraries, and “tolerance rooms,” collaborating closely with local government agencies. These centers provide safe and reliable places for youth to learn skills and collaborate with peers on community projects.

For most participants, *JashStan* marked their first experience with any youth initiative. In follow-up evaluations, 85% said that their skills in peacebuilding and conflict resolution had “improved significantly,” with 40% jumping into other youth-led projects. After *JashStan*, participants have the confidence and experience to tackle shared problems.

The story of Bedel, a young boy who grew up in a small village, shows the power of *JashStan*:

“Before *JashStan*, my name was notorious at my school. I could be cruel and aggressive, and everyone was so afraid of me that I was able to create a protection racket: every child would have to pay me a tax every day in order not to be bullied. If someone

dared not to pay money to me, they would be beaten. I am now part of the solution. I have changed from being a problematic boy to one who is capable of speaking directly to local government in voicing our grievances and explaining the issues facing our youth.”

The program’s impact reached beyond the young participants to spark systemic change. In 2019, 45% of *JashStan* participants observed less violence in communities targeted by Search, fueled by a decrease in youth crime. Overall, 96% of youth from “at-risk communities” reported a better understanding of diversity, tolerance, and peace after *JashStan*.

Across months, *JashStan* strengthened links between the government and citizens. At the program start, 30% of participants believed that local governments engaged with youth voices when making decisions; by the end, nearly 100% believed as much. After *JashStan*, local governments in the districts of Jeti-Ögüz and Kashgar-Kyshtak set aside funding for future youth activities.

“I used to think that the government was deliberately ignoring us young people,” said Fakhridin Kamilov, a participant in the first stage of *JashStan* and currently a youth mentor in Kashgar Kyshtak. **“Now I know that the reality is that the politicians simply don’t understand our needs. It’s only when we young people find our voices that we will change society and overcome the frustrations that lead to violence.”**

In programs like *JashStan*, long-term investment in youth can cultivate a generation of young people capable of harnessing collaboration for lasting change.



MENA

TUNISIA, A PRESIDENTIAL REALITY SHOW

“What would you do if you had the powers and responsibilities of the President of Tunisia?”

This was the question that we posed to 100 Tunisians, all under the age of 30, on national television. The conversation was part of *I am the President*, our hit show to inspire and amplify youth leadership. By our final episode, with 1.1 million people watching, we had helped to change narratives around politics, democracy, and youth power.

“**The timing of the initiative is perfect,**” said Mehdi Jomaa, former Prime Minister of Tunisia. “**It will make the audience understand...complicated laws in an easy way.**”

In Tunisia, many young people feel left behind and overlooked. Turnout for voters under 25 is below 12%, while youth unemployment hovers around 34%—and drastically higher in rural communities. Many blame political leaders, with 90% of Tunisians naming government corruption as a prevalent issue.

These frustrations increase the appeal of becoming a foreign fighter, with Tunisia having the highest ISIS recruitment rate in the world. Facing these challenges, we sought to uplift a generation of young Tunisians to make lasting change, demonstrating the ingenuity and leadership of youth to the country at large.



We launched *I am the President*, Tunisia's first “political reality” TV program. The show stars a diverse group of young men and women crafting policy proposals, debating state affairs, and partnering with actual government officials. *I am the President* echoes the style of *The X Factor*, featuring a panel of three scrupulous judges, challenges, and an “election” through audience voting via text.

During auditions, we received 2,000 applications from young people across the country. We selected 100 participants through a rigorous process that ensured regional, gender, and socioeconomic diversity. These 100 contestants would spend 10 days working together at a “presidential academy.”

The show offered an unprecedented chance for young people in Tunisia, even those with little civic experience, to learn from each other and find their voices as local leaders. Together, the participants joined workshops on political communication, human rights, governance, leadership, and campaigning, among other topics.

Evenings were filled with discussions with national experts, government officials, ministers, and activists. As one participant explained, **“This [experience] helped in breaking many stereotypes regarding officials. Dealing with officials in the ministry was based on mutual interaction. I was so mesmerized when I saw an official taking notes of things I said and responding to them.”**

It wasn't just the participants who felt mesmerized. Inspired by their experience, several officials wished to collaborate with participants on real-life projects, with the Minister of Health following up already with one participant about improving government programs.

For contestants, one night turned into a watch party of the first episode of *I am the President*, featuring the

application process of the 100 participants. The room filled with applause as the viewers cheered for each other—their colleagues in the room—as they appeared onscreen.

The workshops concluded after the broadcast of the first episode, with participants polled for feedback on the experience. For many participants, the show yielded growth, with four out of five remembering the academy as an enormous learning opportunity that had shifted their personal aspirations. Afterward, the final 24 contestants were selected to continue for the remainder of the show.

Over the next 16 episodes, each with its own theme, the contestants tested their mettle by debating each other, responding to mock national crises, and building fictional policy platforms. Viewers got to watch fresh young leaders discussing politics and engaging with diverse experts.

In an evaluation survey, 83% of viewers strongly agreed that simply watching the show increased their knowledge of the political and decision-making process. Close to 80% strongly agreed that the show encouraged them to get informed on the social issues discussed during the show. In the closing evaluation, almost 96% of surveyed youth said that Tunisians now believed that youth participation in democratic processes could make a positive change.

One month after Tunisia's real-life presidential election, the second in national history, *I am the President* ended





with its own election, with finalist Mehdi Ben Ameur claiming victory by a slim margin of 20 votes. The final episode was attended by current and former members of the Tunisian parliament, government ministers, and a Palestinian Ambassador, who remarked at the thoughtfulness and eloquence of the youth participants.

The impact of *I am the President* stretched beyond the end of the season. After returning to their communities, the show's participants have become leaders in civic engagement. Many are active in combating COVID-19—spreading safety guidelines, distributing facial coverings, and creating storytelling initiatives for children during the quarantine. **One former contestant is now the vice president of their municipal committee; another has become mayor of their district.**

Working together, former participants have built *I am the President* alumni networks, with over half of former candidates still in contact with their peers. Three out of five former candidates believe that these relationships may lead to concrete community actions.

The ultimate legacy of *I am the President* is renewed enthusiasm around the political participation of young people. *I am the President* succeeded in shaping Tunisia's civic landscape, elevating the collective power of young Tunisians.

“[*I am the President*] has reinforced the idea that we all can do everything regardless of our differences,” said one of the participants.



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80%

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96%

viewers said they now believe that youth participation in democratic processes could make a positive change



AFRICA

AFTER EBOLA, BEFORE CORONA

DRAWING LESSONS FROM THE PREVIOUS EPIDEMIC

Before COVID-19 reached Guinea, there was Ebola—a virus that ravaged the country and fueled fear that threatened to tear society.

In 2013, the virus hit Guinea, and within two years, 2,543 citizens had died. Afterward, many people saw health centers as hotbeds for spreading Ebola, not sites of healing. This fear dissuaded people from receiving vaccinations and other needed health services.

Since 2019, Search has been restoring confidence and trust needed to manage epidemics in Guinea. By building ties between communities and medical experts, we can pave the way for needed healthcare and save lives.

We have done this work before, as many conflict-affected areas face dire health challenges such as high infant mortality rates, malnutrition, and measles outbreaks. Using broad-based media such as radio and TV, we spread key health information, and by partnering with local activists, we build faith in doctors and healthy practices.

In Guinea, our years of trust-building work around Ebola had unknowingly prepared communities to weather another sudden pandemic. With COVID-19 at the door, our earlier projects had laid the groundwork for effective healthcare responses.

We use participatory theater to dispel fear and misinformation about health centers and workers. Actors portray lifelike situations in plays themed around health issues, inviting the audience to join in and allow the community to be part of the solution.

A doctor, a chief, a villager, and an actor share how the program has transformed their community. Here are their stories.





Emmanuel

HEAD OF A MEDICAL CENTER

“I always wanted to be a doctor. As a child, I only dreamed of one thing: treating people and saving lives,” explains Emmanuel, the head of a medical center.

However, after 2013, his job became much more difficult. “People were convinced that the health centers were hotbeds of infection,” recalls Emmanuel. “I would be lucky if I had one or two patients. People turned to traditional medicine. They didn’t understand the need for vaccines to prevent further epidemics.”

When participatory theater came to town, actors addressed misinformation, fear, and health insecurity.

“The whole village was present. People could interact with the actors, ask questions, and allay their fears. Since then, old community habits have given way to better hygiene practices to improve everyone’s health. The number of my patients keeps growing: I now vaccinate children, monitor women during pregnancy, and treat diseases before they turn into a new epidemic.”



“I have realized that building trust is a two-way street: we too have an important role to play with our patients. I no longer take their trust for granted, and every day I work to honor it.”



Kalaya

DISTRICT CHIEF OF THE VILLAGE OF KOLLA

Kalaya, district chief of the village of Kolla, remembers the distrust that many felt toward health centers: “There has been widespread misinformation about the disease. Rumors were circulating that health center staff were injecting the virus. At the end of the epidemic, mistrust persisted, as people still did not turn to health centers for treatment.”

On many occasions, he unsuccessfully tried to convince his fellow citizens that everyone had an indispensable role to play in the fight against diseases. “During a regional measles vaccination campaign, a young doctor came to our village without warning. Fear took over, and the villagers

immediately chased him away,” recalls Kalaya. Two kilometers away, the health center intended to treat the inhabitants remained empty.

Last year, our team went to Kolla to organize a participatory theater play. Onstage, the actors tackled the theme of child immunization. They invited the villagers to join them and become actors in resolving the conflict presented in the play.

“People were able to express themselves in a way that made them aware of the need for vaccines to protect our children. Onstage, those who had chased away the doctor were saying how wrong they had been.”



“Even I, at home, am now the first one to check my newborn’s immunization record. Kolla’s children are no longer dying of measles.”



Rosina

VILLAGER FROM KOLLA

“We were convinced that medical personnel were responsible for the transmission of the Ebola virus. But even before that, most of us had never set foot in a health center. We were confident in what we had always been used to doing: treating ourselves with traditional remedies. If it had always been like that, why change?” says Rosina, a villager from Kolla.

In Kolla, mistrust and lack of information are leading to the deaths of many women. Rosina recalls that, until recently, women all gave birth at home: “In case of complications, the only remedies available were mixtures of bark and root. The young women and the newborns often died.” Two kilometers from the village, the health center is equipped with a delivery room, but unfortunately,

specialized staff do not receive any patients.

Rosina, sitting between two other women, remembers when our team came to her village to perform a play about health during pregnancy: “The plays were funny and easy to understand: we learned by laughing.”

After the actors left, Rosina decided to dedicate herself to spreading medical knowledge about pregnancy among the young girls of the village. That work continues today.

“Just as my mother taught me to recognize plants, I share what I have learned through theater. It is my role to bring women together and share the knowledge that will keep the younger generation healthy and give birth to beautiful babies.”



Today, the midwives at the health center are saving lives.”



Saran & Mamadou

LOCAL LEADERS AND ACTIVISTS

“Lack of information led to a lack of trust in health personnel. People didn’t go for treatment, so diseases persisted,” says Saran, a member of the Ebola Response Support Committee.

When the outbreak hit her village, Saran realized she had to mobilize her community to fight against the disease. She discovered that participatory theater was a powerful tool to engage her community. The troupe invited villagers to come onstage and share their own experiences.

“Testimonies kept pouring in. The theater helped people put an end to misunderstandings and acquire the knowledge they needed to assert their rights. Now they go to the health center with confidence,” she recalls.

Mamadou, a sub-prefectoral delegate, recalls childhood memories: “I was deeply touched and inspired. The play reminded me of my days as a director. With 14 young people from the village, we took up the torch and started our own theater company,” he remembers. “For centuries, theater has helped communities showcase daily human struggles, and now we see that it continues to serve its purpose.”

Now Saran is no longer alone in her fight. Through theater, Mamadou and his troupe are helping her to raise health awareness and improve living conditions in the community. “Since they started performing, we have seen a decrease in risky sexual behavior and early marriages.”



This is a long-term effort that, thanks to young people, will continue to bear fruit.”



FINANCIAL BREAKDOWN

AS OF DECEMBER 31, 2019

All amounts in this report are stated in EURO unless otherwise noted.

ASSETS	SEARCH BELGIUM
CURRENT ASSETS	
Cash and cash equivalents	6,898,092
Grants and contracts receivable	38,302,009
Pledges receivable	0
Advances	0
Due from SFCG Affiliate	696,367
Prepaid expenses	6,829
Total current assets	45,903,297
FIXED ASSETS	
Furniture and fixtures	279,486
Office equipment	386,937
Software and computer equipment	47,597
	714,020
Less: Accumulated depreciation and amortization	-206,594
Net fixed assets	507,426
OTHER ASSETS	
Deposit	2,500
Total other assets	2,500
TOTAL ASSETS	46,413,223

LIABILITIES AND NET ASSETS

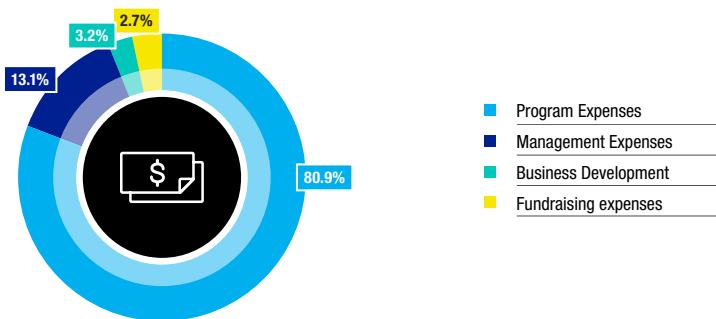
CURRENT LIABILITIES	
Short term loans	0
Accounts payable	12,815
Other accrued expenses	835,228
Donor advances	1,536,763
Refundable advances	1,153,987
Deferred revenue	40,718,363
Total current liabilities	44,257,156
NET ASSETS	
Capital	488,836
Provision	15,027
Unrestricted surplus/deficit	784,626
Net surplus/deficit 2018	877,578
Total net assets	2,166,067
TOTAL LIABILITIES AND NET ASSETS	46,423,223



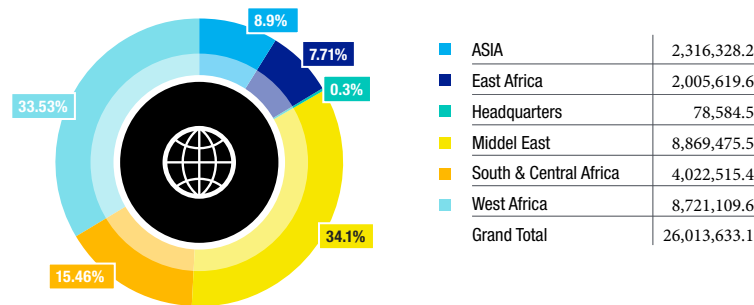


	SEARCH BELGIUM
GRANT REVENUE	30,884,551
EXPENSES	
Services & goods	21,425,333
Remuneration & social cost	8,267,042
Depreciation	239,498
Provision utilisation	0
Other expenses	0
Total Expenses	29,931,873
OPERATING PROFIT (DEFICIT)	952,678
Financial products	1,096,783
Financial costs	-1,171,883
Net financial surplus/(Deficit)	-75,100
Exceptional products	0
Exceptional costs	0
Net Exceptional surplus/(Deficit)	0
NET SURPLUS/(DEFICIT)	877,578

EXPENSE BY TYPE



PROGRAM EXPENSES BY REGION



ASIA	2,316,328.21
East Africa	2,005,619.69
Headquarters	78,584.56
Middel East	8,869,475.56
South & Central Africa	4,022,515.48
West Africa	8,721,109.65
Grand Total	26,013,633.15

LEADERSHIP

BELGIUM BOARD OF DIRECTORS

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Ingrid Stange

Founder and Chair, Partnership for Change and the PfC Social Innovation Fund

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