



ANNUAL REPORT

Edition 2020

Human Resources Without Borders

"Acting so that everyone can live with dignity from their work, here and there."

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EDITORIAL



Martine COMBEMALE
Founder

Excerpts from the speech delivered at the reception of his Legion of Honour at the Quai d'Orsay in January 2020

“ Today, **from an economic point of view, no one, from the corporate sector to the consumer, has any interest in giving up some form of forced labour.** Even the migrant worker seems to benefit.

No, we apparently have no interest in changing that system.

Unless you show a little respect for others and yourself with decency and dignity. What can move us all is to first **refuse the unacceptable.** We all have to accept that we have to go beyond our egoism and short-term economic reasoning alone.

Faced with situations of forced and child labour, **we cannot be content with "risk management".** And when we are told of the risks of forced or child labour, **we must also react with our hearts.**

We cannot be happy with a few expressions of indignation and other declarations of intent to save our reputations, or a few audits to give ourselves the illusion of action. We must **work in depth and together, because simple solutions have never worked on a complex issue.**

Today, all the planets are aligned to act and experiment with solutions.

We are fortunate in France to have a **law on the duty of corporate vigilance.** This law is structuring. It puts the impact of companies' activities on human beings well ahead of concern for their reputation. This is fundamental, and we must constantly remind ourselves of this.

Moreover, under the aegis of the UN, states, international organisations, businesses and civil society have joined together in a global partnership, **the Alliance 8.7,** to eradicate child and forced labour and thus achieve target 8.7 of the sustainable development goals.

France took over the presidency of this movement in June 2019. Logically, this leading position led France to apply for the rank of "pioneer country" to "go further and faster" with all the actors involved.

Innovating together is indeed necessary. To date, there is no turnkey solution. The answer can only be progressive, global and resolute, and it necessarily involves **experimentation**.

Experimenting, validating and then disseminating pilot solutions in the field is **precisely the way of doing things, remaining ambitious and modest at the same time, of RHSF and the solution incubator that we launched in 2019, Lab 8.7, in which major companies and the French government are already participating.**

For if reality is complex, it is not inevitable.

I'm convinced that we can move mountains if we all work together. For a cause like this, we must never give up. **We have to move forward, not for ourselves, not for our ego, but because we are all accountable and often the beneficiaries of injustice.**

So let us work together, so that everyone can live decently from their work and dream of a better future.

All the children of the world have a right to dream, not just ours."



François DELATTRE
Secretary General of the
French Ministry of
Foreign Affairs

*Excerpts from the ceremony to
award the Legion of Honor to
Martine Combemale, founder of
RHSF, at the Quai d'Orsay in January
2020*

“ I would like to thank all those who work within the Human Resources Without Borders association or in partnership with it.

In June 2019, France took over the presidency of the global partnership, Alliance 8.7. And we wish to obtain the status of "pioneer country" to achieve this target. In this context, the Ministry of Europe and Foreign Affairs is delighted to work with Human Resources Without Borders, drawing on your recognized

and unique expertise of more than 20 years in designing, testing and validating new approaches. (...).

I look forward to our cooperation to effectively and sustainably eliminate the risks of child labour and forced labour in supply chains. ”

AMBITIONS AND CONVICTIONS



FACE FACTS



These children and people often work for us.
They need our support.

Behind our goods and services, young people, women and men are too often in situations of **forced labour** or **child labour**.

Human Resources Without Borders (RHSF) is a field NGO that has been working on these issues for nearly 15 years.

THE NEED TO EXPERIMENT

To date, there is no turnkey solution to the risks of child and forced labour.

The economic origin of these risks in value chains is complex and systemic. The response can only be gradual, comprehensive and resolute. In particular, it requires the establishment of a sustainable economic model for all actors along the value chain.

A work that **requires experimentation**. This is where **RHSF's mission and expertise** lies. With nearly 15 years of experience in the field, our NGO has developed projects, networks and a doctrine that respond to this mission: to experiment, validate and disseminate pilot solutions.

REFUSE, UNDERSTAND, ACT

RHSF's commitment is based on three pillars:

- ▶ **REFUSE** - **it is morally, politically and economically unacceptable** to see human dignity violated because of our consumption patterns. There is no need to exploit the misery of others in order to live well: the history of the developed countries, which put an end to the unworthy situations born of the industrial revolution, bears witness to this. Similarly, the globalized economy can and must eradicate forced and child labour.
- ▶ **UNDERSTAND** - **any Manichean approach is doomed to failure**. It is not a matter of judging or lecturing. For practices to evolve, we need to understand and recognize the legitimate expectations of everyone, from the principal to the worker at the end of the line.
- ▶ **ACT** - **everyone, at their own level, can make a contribution**.

RECONCILING THE LEGITIMATE INTERESTS OF ALL STAKEHOLDERS

The expectations expressed by the two extreme links in the supply chain are legitimate.

- ▶ **The ordering company** must remunerate its employees, invest, provide consumers with good quality products at affordable prices...
- ▶ **The worker at the other end of the world** has the right to health and safety, to decent wage without excessive overtime... and to all other rights recognized by international law.

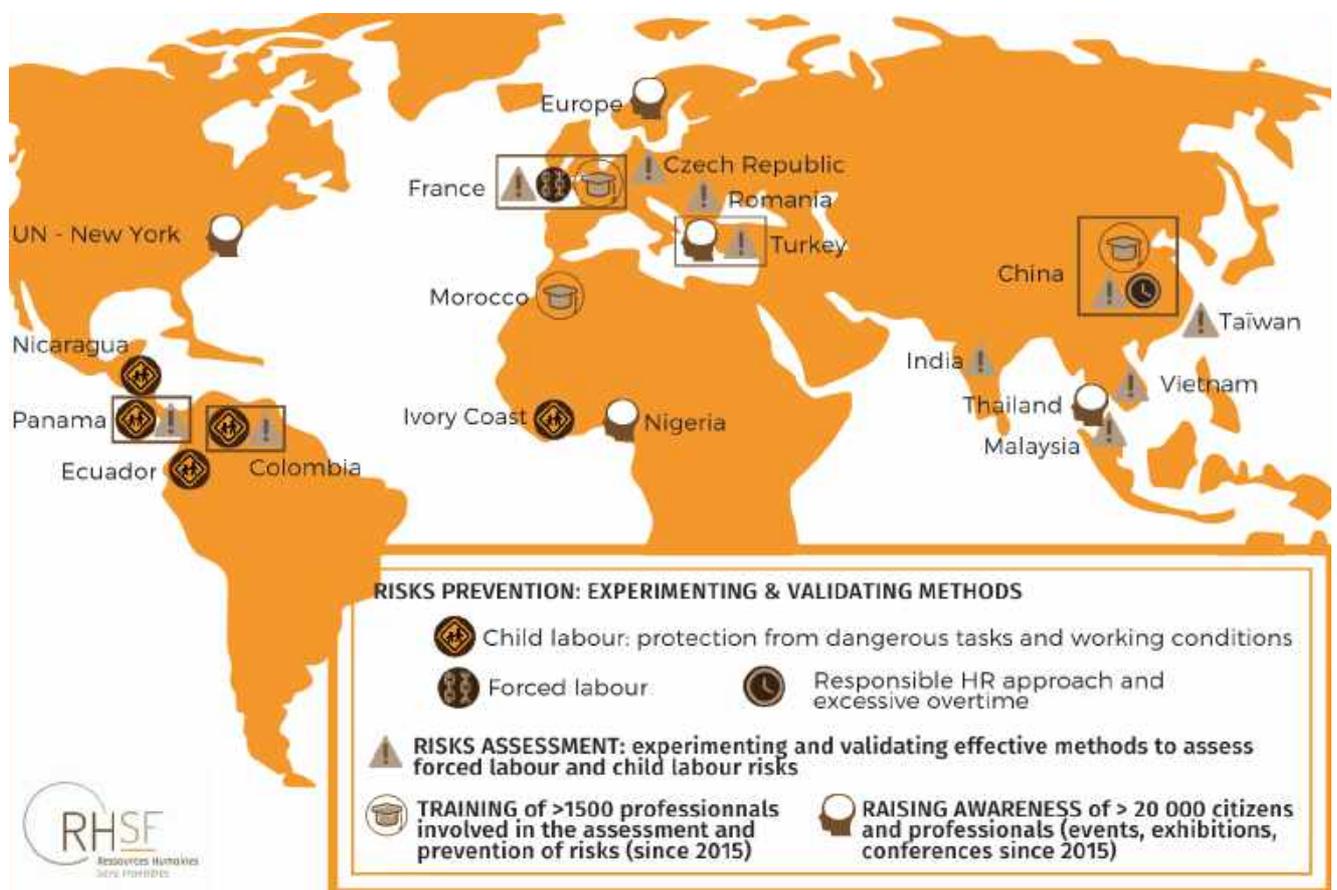
Between these two links, the supply chain can be long. And the more extensive it is, the greater the risk of exploitation, forced labour or child labour.

Reconciling the legitimate expectations of the two extreme links in the supply chain, the ordering company and the worker at the other end of the world, this is the mission that *Human Resources Without Borders* (RHSF) has set itself.

ACTIONS



ACHIEVEMENTS AROUND THE WORLD SINCE ITS CREATION



ROADMAP TO 2025: A NEW STAGE

The UN Sustainable Development Goal (SDG) 8.7, which aims to eliminate forced and child labour, sets the eradication of child labour as the target year 2025. This is a course that RHSF has logically chosen to define its own roadmap, launched in 2017 through its "Challenge 8.7" (see previous activity report).

To sustainably reduce the risks of child labour and forced labour to which workers are exposed, **RHSF bases its working hypotheses on the experience of its experts** who, for more than 20 years, have been analyzing on-site risks in the manufacturing and agricultural sectors around the world. These working hypotheses are tested and validated in the field through **experimentation projects** involving all relevant stakeholders.

On the strength of this mode of action, RHSF **enriched its roadmap in 2019 with the creation of a framework dedicated to the experimentation of new solutions, "Lab 8.7"**: the first incubator for operational prevention solutions, bringing together companies, the French Ministry of Europe and Foreign Affairs and all relevant stakeholders (see part 3 of this report).

CONTRIBUTING TO FRANCE'S ACTION AS A PATHFINDER COUNTRY

In 2019, France took over the presidency of Alliance 8.7, the global partnership for the eradication of child and forced labour (target 8.7 of the UN sustainable development goals).

Logically, this leading position has led France to apply for the rank of "pathfinder country", in order to "go further and faster" with all the actors concerned.

To meet this challenge, the French Ministry of Europe and Foreign Affairs has recognized RHSF and its Lab 8.7 as "a unique initiative in France" capable of deploying its ambitions as a leading country in the field.



ACTIONS IN THE FIELD

EXPERIMENTS IN CHINA

► Responsible human resources management in China

Five years ago, RHSF successfully reduced excessive overtime in a Chinese factory, without loss of wages for the workers and while improving quality and productivity. **This pilot project, which won two international awards, has been replicated since 2019 at 3 other suppliers in the country.**

Endemic in China, excessive overtime has adverse health effects and increases the risk of accidents at work. Yet they are useless: RHSF has proven that after 9 hours of work, a worker's productivity decreases.

Responsible human resource management also means ensuring fair recruitment, i.e. recruitment that offers the worker dignified work, without abuse or the risk of forced or child labour. This aspect of responsible human resources management will be tested in China for the first time in 2020.

REPRODUCTION
Ensures that a solution selected at the end of an experiment 0 is easily diffused on a larger scale

EXPERIMENTATION
0
Tests and validates one or more working hypothesis(es)

EXPERIMENTS IN TAIWAN

► Fair recruitment channels in Taiwan

In Taiwan, forced labour is systemic in nature. As in many countries around the world, the business model of recruitment agencies is based solely on the indebtedness of these low-skilled migrant workers, who are forced to pay up to 30 months' salary in order to work.

Existing initiatives are failing to change this business model: when they successfully made the employer bear the costs (no more than 2 months' salary), recruiters continue to charge workers a fee to achieve the same level of income as before.

Today, no turnkey solution meets this challenge.

This is why RHSF has launched a fair recruitment channels project in Taiwan in partnership with the local association Serve the People Association (SPA). Objective: to **prevent forced and child labour** in the legal supply chain by implementing a **fair**

EXPERIMENTATION
0
Tests and validates one or more working hypothesis(es)

recruitment¹ channel model that is profitable and sustainable for all stakeholders throughout the value chain.

In 2019, Taiwan's Minister of Labour confirmed his support for the project. RHSF designed the experimental plan for **two corridors: Indonesia-Taiwan and Philippines-Taiwan.**



RESEARCH COOPERATION IN EUROPE

RHSF is continually enriching its resource center dedicated to the prevention of child and forced labour. To this end, in addition to the experiments it conducts in the field, it constantly monitors initiatives around the world and cooperates on several research projects. In 2019, RHSF and 5 partner organisations from Bulgaria, Austria, Romania, Spain and the United Kingdom conducted a study on **social entrepreneurship as a means of sustainably integrating vulnerable people into the labour market.** For these people who might be exposed to exploitation risks, particularly in Eastern Europe, social enterprise is seen as a sustainable alternative that benefits both society as a whole and its creators.

On the basis of this study, RHSF and its partners have created a career guide for the development of social enterprises.

¹ Following the ILO Guidelines and Operational Guidelines on Fair Recruitment.

ACCELERATING AWARENESS IN EUROPE

Everyone, at their own level, can take action to prevent child and forced labour in supply chains. RHSF is mobilizing to **raise awareness and train all stakeholders in the supply chain**. In 2019, RHSF has conducted several projects in Europe to accelerate the awareness of various stakeholders.

- ▶ **Employers:** raising awareness of **fair recruitment** practices, preventing the risk of forced labour of foreign workers in sectors under stress (contribution to the European project MiraGe)
- ▶ **Consumer information organisations :**
 - Preliminary project to integrate the risks of child labour and forced labour into **responsible consumption criteria**
 - Coordination of a group of consumer groups to identify the keys to an **awareness campaign** adapted to the general public
- ▶ **Young people:** to lay the foundations from school onwards, education about the risks of child and forced labour and the first steps to take action (Secular and Citizen's Path scheme of the Departmental Council 31)

RHSF SOLUTIONS

RHSF pools experience and knowledge, notably with the support of academic experts and international organizations, to **structure operational solutions** to sustainably prevent forced and child labour in the supply chain.

These solutions (methods, tools, training, etc.) are passed on to the appropriate actors so that they can contribute, at their level, to the prevention of the risks of child and forced labour. They are aimed at workers, companies, trade unions, governments, NGOs and consumers.

The RHSF solutions are designed to cover the **5 pillars of risk prevention**:

1. **Map** and identify risks
2. **Assess** risks
3. **Take action** to mitigate risks
4. **Ensure** the alert feedback
5. **Measure** and improve prevention.

They are thus in line with the French law on the duty of care, which came into force in 2017.

THE RESOURCE CENTRE

SUPPORT FOR RISK MAPPING (PILLAR 1)

- ▶ **Country and stakeholder risk maps:** since its beginning, RHSF has mapped the risks of violation of fundamental workers' rights and stakeholders in 16 countries. In 2019, activities focused on :
 - Overhaul of the tool structure (finalized in 2020),
 - The creation of a new map (Thailand),
 - Updating existing country maps.



RHSF Library - Areas covered by RHSF Risk Mapping - 2019

- ▶ **Press review:** Twice a month, RHSF sends its members an update of the key news on child and forced labour around the world.

SUPPORT FOR RISK ANALYSIS (PILLAR 2)

- ▶ **Risk assessment questionnaire for organisations responding to public tenders:** because public actors have a major role to play, RHSF has set up this questionnaire as part of its support to the Occitania Region.

ASSISTANCE IN THE RAISING OF ALERTS (PILLAR 4)

- ▶ **Information posters and booklet for workers** (in 10 European languages and 5 Asian languages): as part of its support to the Occitan Region and a French contractor, RHSF has designed simple and educational tools to inform foreign workers of their fundamental rights in France and Taiwan.

TRAINING WORKSHOPS

In 2019, RHSF initiated work to structure its training services and began to test courses that will be offered more widely from 2020/2021.

ASSISTANCE IN RISK IDENTIFICATION (PILLAR 1)

- ▶ **Knowing how to identify the risks of child labour and forced labour** - awareness raising for all professionals: pilot training carried out in November 2019 for the employees of 6 companies.

SUPPORT FOR RISK ANALYSIS (PILLAR 2)

- ▶ **Knowing how to assess the risks of child labour and forced labour** - specialized training focused on function: 2 pilot training sessions for analysts and 1 training session for auditors conducted in 2019.

CONFERENCES AND SYMPOSIA

RHSF shares its experience and solutions at international conferences and meetings organised by European and international organisations. In 2019, RHSF spoke at the following events:

- ▶ *Conference of the CSR Observatory, the OECD and Vigeo: "Les entreprises face aux mises en cause de leur responsabilité sociale" (Paris)*
 - ▶ *Colloquium at UNESCO of the Centre for Social Research and Action (CERAS): "How to rethink work in the light of Laudato si", on the theme "How to integrate the risks of forced labour and child labour into the French law on the duty of vigilance" (co-editing of the associated manifesto) (Paris)*
 - ▶ *International trade fair for outdoor sports companies on the subject of the risks of forced labour in the manufacturing sector in Asia (Munich)*
 - ▶ *Conference of the ILO and the Ministry of Labour of Vietnam on Vietnam's commitment to combat child labour (Hanoi)*
 - ▶ *Conference on Invisible Work organized by the International Association for Christian Education (AIESC) (Fribourg)*
 - ▶ *Debate at the gathering of aeronautics companies (Club Galaxie) (Toulouse)*
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Colloquium on Invisible Work, AIESC, Fribourg, 2018

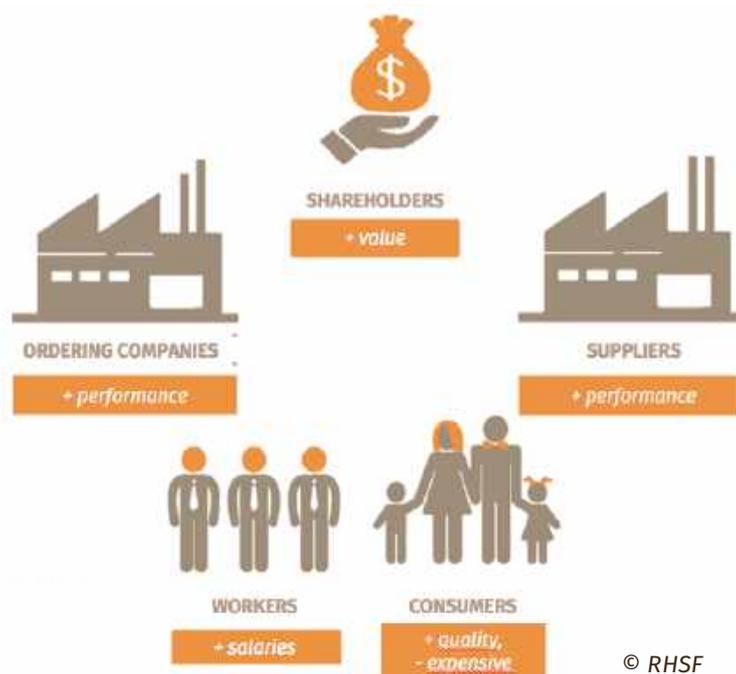


**INNOVATION FILE :
THE « LAB 8.7 »**

In 2019 Lab 8.7 program was launched to **test operational solutions for the prevention of child labour and forced labour**, validate them and **disseminate them to as many people as possible**.

WHY EXPERIMENT?

Stakeholders in value chains have **competing legitimate interests** (consumers want cheaper products, shareholders want more value, companies want more performance, etc.). Faced with these conflicting demands, many companies reduce labour costs by using subcontractors. However, the longer the value chains are, the greater the risk of abuse. Thus, **the economic origin of the risks of forced and child labour in value chains is both complex and systemic**.



Eradicating these risks therefore requires **action to be taken on relations between the various stakeholders, but also to take account of their legitimate interests**.

Not so simple... In many countries around the world, the business model of recruitment agencies is based solely on the debt of migrants, who are forced to pay up to 30 months' salary to be able to work. **Existing initiatives are failing to change this economic model:** when they successfully imposed the costs on the employer (no more than 2 months of salary), recruiters continue to charge the workers to reach the same level of income as before.

To date, there is therefore no turnkey solution. The answer can only be progressive, global and resolute. The key is to establish a sustainable business model for all stakeholders along the value chain, taking into account their respective legitimate interests.

A work that necessarily involves experimentation.

EXPERIMENTING WITH PREVENTION SOLUTIONS, WHAT IS IT?

For over 20 years RHSF experts have been analysing the risks of forced and child labour in the field, and have developed several **working hypotheses** to act on the root causes:

- ▶ **Managing human resources with a responsible approach** reduces the risks of abusive work without compromising productivity and quality, or even improving them.
- ▶ **Building fair recruitment channels** that respect ILO guidelines is necessary to address the systemic nature of child and forced labour risks.
- ▶ **In the agricultural sector, implementing an educational system that combines education and the promotion of agricultural occupations** is an effective means of preventing child labour in agriculture.

INNOVATION IS POSSIBLE! Example in China

RHSF has already experimented with the first hypothesis between 2013 and 2015 by living a unique experience of immersion in a Chinese company for 2 years. Rewarded with two international prizes, this experimental project has enabled the design of a first model of responsible human resources management which has shown positive results:

- ▶ *reduction of excessive overtime for the 1000 workers*
- ▶ *and even raise their salaries*

With beneficial side effects for the plant, such as:

- ▶ *improving quality and productivity*
- ▶ *a drastic reduction in the annual departure rate of workers*

Five years later, the system set up in this Chinese plant has enabled it to better cope with the coronavirus crisis. Its measures were supported by the employees, while strikes were taking place in neighbouring companies.

As a result of this success, RHSF has partnered with other companies in China to replicate the model in the manufacturing sector (see "Actions on the ground").

AMBITIONS

Following on from this initial experiment, the Lab 8.7 programme should make it possible to achieve the following results:

- ▶ Design, test, validate and disseminate a **PREVENTION BASE FOR CHILDREN AND FORCED WORK** consistent with the 5 pillars of the French law on the duty of vigilance (1-Know the risks, 2-Assess the risks, 3-Act, 4-Alert, 5-Measure and improve the risk prevention system).
- ▶ Reproduce, validate and disseminate a **model of RESPONSIBLE MANAGEMENT OF HUMAN RESOURCES** in the prevention of child and forced labour.
- ▶ Design, test, validate and disseminate a **model for a FAIR RECRUITMENT CHANNEL** in the prevention of child and forced labour.
- ▶ Design, test, validate and disseminate a **model of EDUCATIONAL DEVICE IN THE AGRICULTURAL SECTOR in the** prevention of child labour.

These models must be adapted to the level of development of the country, to the different sectors of activity, to the size of the production/operating units.

They include the method, tools and training that enable their application in the field.

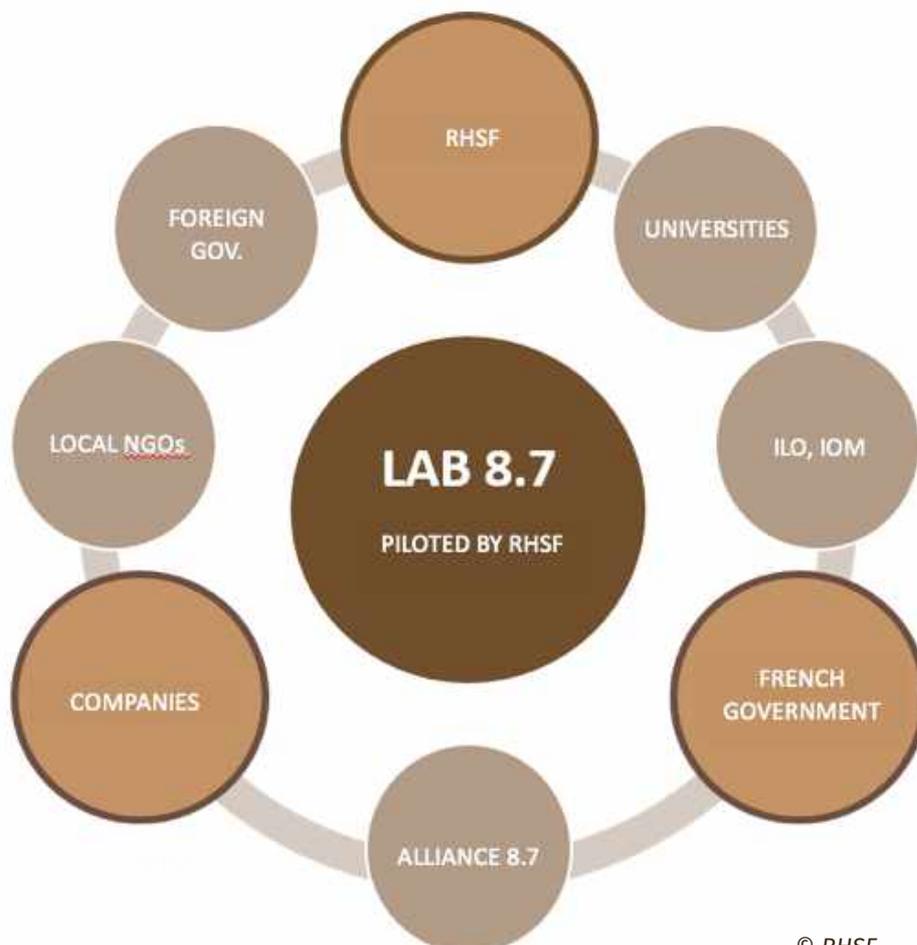
COMPLEMENTARY ORGANIZATIONS

To give itself the means to achieve its mission, Lab 8.7 is supported by a trio of complementary actors:

- ▶ **RHSF**, a pilot role;
- ▶ **Ministry of Europe and Foreign Affairs of France**, which has taken over the presidency of Alliance 8.7 and is committed to becoming a "pioneer country" in this global partnership against child and forced labour;
- ▶ **companies** involved alongside RHSF, seeking solutions to take concrete action against child and forced labour.

Lab 8.7 acts in close cooperation with :

- ▶ **companies** experimenting with solutions,
- ▶ **universities**,
- ▶ **governments** of the countries hosting the experiments,
- ▶ **representative civil society organisations**, including local NGOs,
- ▶ the **network of international organizations** (Alliance 8.7, International Labour Organization, International Organization for Migration, etc.).





FINANCIAL SUMMARY

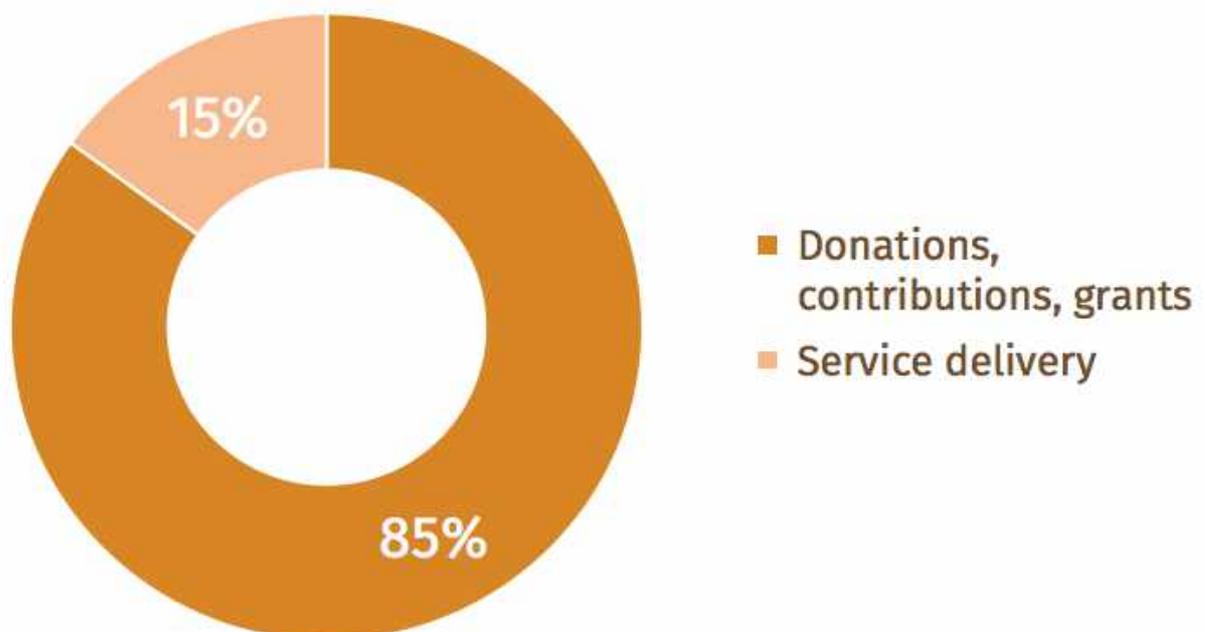
The common interest is the driving force behind RHSF's action and development.

MEANS OF ACTION

In 2019, the resources of RHSF association amounted to €105,603. Thanks to its sponsorship development strategy, grants, donations and membership fees increased 55% in comparison to 2018 (i.e. €32,000).

Service delivery in RHSF resources, on the other hand, decreased in 2019. Their importance in 2018 led RHSF to create the social and solidarity economy subsidiary "RHSF-HRWB Consulting" (SAS), to amplify the achievement of the association's objectives. RHSF is the sole partner. Consulting services were transferred to this structure as of November 2018.

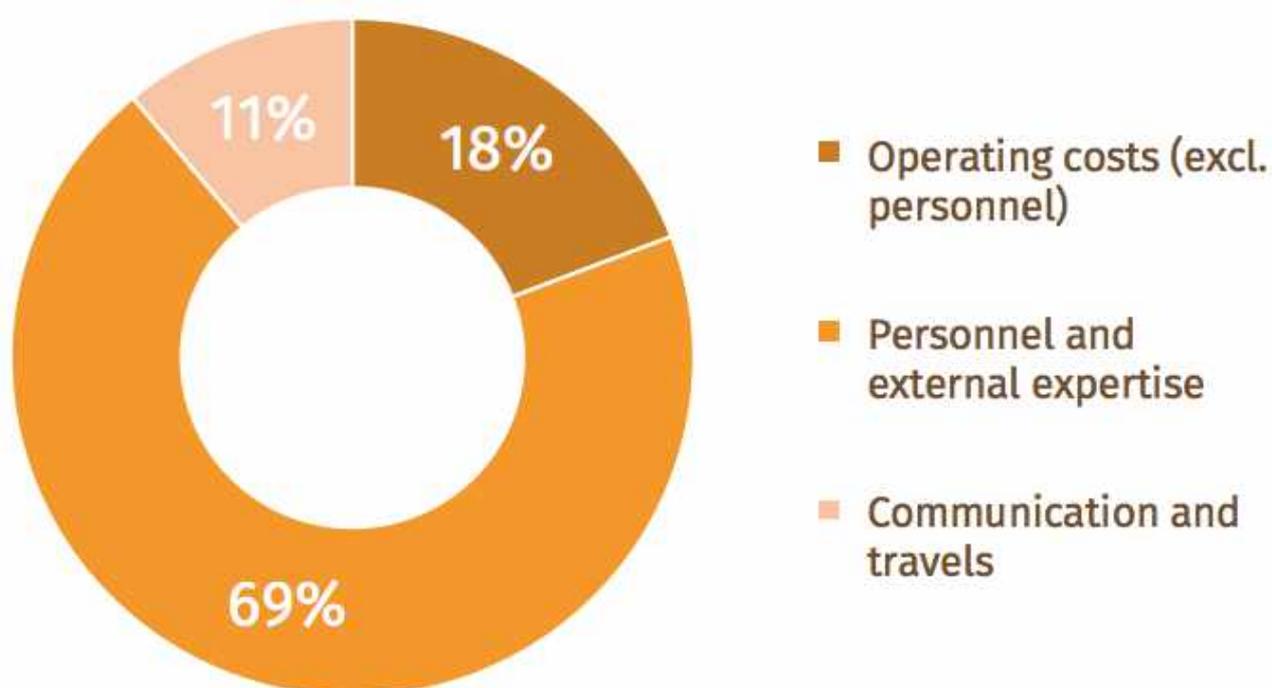
REVENUES



USE OF FUNDS

Operating expenses are down by 17% compared to 2018 following the transfer of the portion of remuneration related to the consulting activity to HRWB Consulting. Operating expenses include administrative costs (rent, energy and telecommunications bills, bank, legal and accounting fees), travel expenses, and salaries and staff expenses.

USE OF FUNDS



ANNEX

THE RHSF COMMUNITY



A MOBILIZED TEAM

Organization at 31 December 2019



Martine COMBEMALE
Funder



Magali CROESE
Management



Aziz AHAMMOUT
Operations and Research



Hui CHEN
RHSF HRWB Consulting



Estelle ECKEMAN
Communication and Trainings
and Awareness



Isabelle PONSOLLE
Secretary

OUR SKILL-BASED VOLUNTEERS

RHSF is assisted by volunteers throughout the year. Their help, know-how and time are immensely valuable.

Martine COMBEMALE

Susan BAINES

Marianne MAILLOT

Magali CROESE

Guy CLAVEL

Quentin ORDER

Jean-Marc AUDOUIN

Emilie GIBBONS

Sabine PROUVOST

Jean-Pierre AUDOUIN

Alain GUIDON

Tony TIRATAY

And all the young volunteers committed to our cause in France.

THE BOARD

RHSF's Board is composed of **independent individuals from various backgrounds** who structure and guide RHSF's development according to pragmatic and sustainable principles. **Representatives of NGOs, experts and local authorities** also participate in Board meetings to enrich the debate and enable board directors to make informed decisions.

RHSF Board Members

As of December 31, 2019

Lydie LALOUM (France), President

Isabelle COMBEMALE (France), Treasurer

Lise PETITJEAN (France), Secretary

Kabir AHM LUTFUL (France)

Karine ARCACHE (France)

Catherine CALMETTES (France)

Brigitte DERUY (France)

Marie-Laure VOLPELIERE (France)

Representatives

Corinne ADAM (Canada), expert

Davuluri VENKATESWARLU (India), expert

Joseph PAUL, NGO Tenaganita (Malaysia)

Lennon YING-DAH WONG, NGO SPA (Taiwan)

THE RHSF CLUB, COMMITTED PARTNER COMPANIES

Large companies have joined the RHSF Club since its launch in 2018, and organizations from various industries are showing increasing interest.

RHSF has thus built a **community of procurement, CSR and risk management professionals** who can meet and share confidentially about their challenges in the area of prevention of forced and child labour.

These professionals mobilise to support RHSF's projects and develop a comprehensive knowledge platform.



and other committed companies that do not wish to communicate

To join the RHSF Club, contact us:
m.combemale@rhsansfrontieres.fr

THE PARTNERS OF THE CIVIL SOCIETY

In order to ensure relevant and efficient action, to guarantee the ownership of the issues by the players and to mobilize everyone in a voluntary and constructive manner, **RHSF has established over the years a specific method of partnership work.** The principle at the heart of its method: **co-construction.**

Because it is essential to remain in direct contact with realities in the field to build solid and sustainable solutions, RHSF maintains a continuous collaboration with many international and local stakeholders, and involves all stakeholders in the analysis of issues.

The appropriate actors are then mobilized at specific stages to ensure ownership and impact.

COMMUNITY ORGANIZATIONS



Collaboration with Serve the People Association in Taiwan to clarify local practices of migrant workers' recruitment. Interviews and collection of data to foster the Fair Recruitment project.



Monitoring and information sharing on forced labour and recruitment practices in Malaysia with Tenaganita, association founded by Irene Fernandez, 2005 Alternative Nobel Prize.

www.tenaganita.net



Reception of modern slavery victims in France in partnership with the association Comité contre l'esclavage moderne (CCEM).

www.esclavagemoderne.org

INTERNATIONAL ORGANISATIONS



Collaboration with Caritas Internationalis to spread the exhibition "Behind the barcode".
www.caritas.org

Analysis of the risks of indecent work in French plantations.
www.fairlabour.org



Collaboration with IIECL on child labour project in Panama.
endchildlabour.net

Training students on corporate social responsibility and working collaboratively on labour migration.
www.montpellier-management.fr/



Promotion of human rights at work in supply chains among business leaders.
www.uniapac.org

INSTITUTIONAL PARTNERS



Collaboration with European agencies, the European Commission and more than 20 European organisations to foster the integration of foreign workers into European labour markets and to develop tools and methodologies to support vulnerable people in the creation of social enterprises.



Launch of a collaboration to develop consumer information on the risks of child and forced labour.



Collaboration with the Occitanie Region in France to build an operational framework to prevent and manage risks of forced labour in the construction sector in the context of public tenders. Support to the project for the integration of foreign workers in European labour markets.



Launch of a helpdesk with the support of the Toulouse City Council. Creation and coordination of a Group 8.7 to raise awareness with the support of the Prefecture of Haute-Garonne. Educational programmes with the support of the Departmental Council.

CONTRIBUTE TO INTERNATIONAL INITIATIVES



Commitment to France's application for pathfinder status and participation in the working groups of Alliance 8.7, the global partnership to combat modern slavery and child labour.



Contribution to the campaign led by the ILO (International Labour Organization) and its partners to convince at least 50 countries to ratify the Protocol on Forced Labour.

ABOUT

HUMAN RESOURCES WITHOUT BORDERS

RHSF is...

- ▶ **More than 20 years of field experience** in assessing and preventing the risks of child labour, forced labour and undignified working conditions in supply chains.
- ▶ **Values and principles:** refusing the exploitation of poverty, understanding everyone's expectations and approaching the subjects without manicheism, acting in the field with the appropriate stakeholders.
- ▶ **One mission:** to design, test and validate **pilot solutions; to share** our know-how with all the players involved (companies, consumers, public players, trade unions, etc.).
- ▶ **Expertise in the assessment and prevention of the risks** of forced labour and child labour in supply chains.
- ▶ **An international network** of partner organisations.
- ▶ **Actual achievements and...**
- ▶ **... full of projects**



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