



2021 annual report

VISION

TNI envisages an equitable, democratic and peaceful world in which all life may flourish.

MESSAGE FROM THE DIRECTOR

Twenty twenty one was a tumultuous year, with crisis compounding crisis. For the Transnational Institute, it began with the coup in Myanmar, where we have a major programme. It ended with the regressive outcome of the climate talks in Glasgow, which effectively gave new licence to fossil fuel companies under cover of 'net zero' – and that in the year that recorded the most extreme heat wave and the most mega-disasters ever recorded. The COVID pandemic continued to rage across the world, with bells tolling for the estimated 18 million people who died in its wake. Two years on, and still there is no international agreement on waiving the intellectual property rights preventing vaccines being made universally available. Instead, distribution of the inadequate donations made available to the Global South was outsourced to COVAX, which proved woefully inept. As was expected, the pandemic amplified all the pre-existing inequalities between and within countries. The full extent of the economic consequences we are likely still to see. With the realisation of how vulnerable to disruption global value chains are, the pandemic may also have ushered in a new phase of de-globalisation.

Meanwhile, the world witnessed the final chaotic withdrawal of US troops from Afghanistan in May. The War on Terror was ended, and the New Cold War began. The US set its sights on China in the battle for control over core digital technologies, such as 5G and Artificial Intelligence. Then at year end, the drums of war heralding the Russian invasion of Ukraine were already audible though few thought it would actually come to that. Now that it has, a new dimension compounds the maelstrom of converging crises we are living through.

With this context in mind, TNI crafted new five-year goals in line with our mission to serve as a knowledge hub for progressive social movements. We set ourselves the challenge of developing ideas for feasible pathways to just futures, on communicating these popularly with high impact narratives and, in so doing, to contribute to a growing movement willing to fight for this vision.

TNI worked with allies in 43 countries over the course of the year. We began the year with an important conference tackling some of the key political questions confronting progressive movements. We worked hard to learn from movements in new regions relevant for the challenges we see. This included work with activists in North Africa, Eastern Europe and China, whose perspectives are crucial for building a truly internationalist movement. Some examples of the efforts we were involved in with a view to stimulating visions of what is possible included a manifesto on climate-saving, gender transformative and democratic public services, and an exploration of the potential of public-community partnerships. We also produced a handbook on just energy transitions, including what agroecological food systems could look like. And we solicited emancipatory ideas to address state violence. On average, TNI (co) produced and publicised four quality products a week. More importantly, we attracted mass audiences. Nearly 27,000 people came to our webinars, more than 30,000 people have signed up to news on what we are producing, 60,000 watched or heard our audio-visual productions, and more than 2 million visitors read materials on our website. Major press outlets across the world cited our work, too, helping us to reach estimated audiences of more than a quarter of a billion. While it is hard to measure what the impact is of this exposure, we are confident that we have swelled the ranks of those who share our vision.

On the internal front, we were very sad at the sudden death in February of René Roemersma, who had helped TNI with work on fair trade cannabis over a number of years and was a dear friend to a some colleagues. We also said a fond hasta luego to Monica Vargas and Cecilia Olivet, who had worked for TNI for 7 and 16 years, respectively. We are happy that both remain connected to the Institute as Associates.

Financially, TNI's total income remained steady. We were pleased to gain the confidence of three new foundations, which helps us diversify our funding base. We have been making a concerted effort to raise donations

too, which bore fruit with a 37% increase on the previous year. Our result was healthy, largely derived from donations, consultancies and currency fluctuations. The Supervisory Board approved putting this towards our continuity fund, which currently stands at 67% of our goal of one year's operating costs.

We are immensely grateful for the support and ongoing commitment of our funders; all those who gave donations – small and large; and our wonderful Associates, President, Supervisory Board members and volunteers, who give their time and labour with such love and enthusiasm.

With warmest regards,

Fiona Dove
– Director

OUR MISSION

TNI's mission is to serve as a knowledge resource for progressive social movements.

OUR GOALS

TNI's external goals for 2021–2025 are:

Construct:

Well-researched proposals meaningfully contribute to an elaboration of viable pathways to transformative change.

Communicate:

Narratives popularising proposals for transformative change prove high impact.

Catalyse:

Strong, united and intersectional social movements constitute a growing counter-power advocating for transformative pathways.

Our internal goals are to remain:

> a relevant and effective think tank for progressive social movements.

> an effective, sustainable and caring organisation.

These goals are the outcome of an extensive Strategic Planning process, which took stock of contextual conditions for our work, including assessing the current opportunities and threats for TNI. We sought input from over 300 allies and associates, and held online workshops involving our teams as well as members of our Supervisory Board.

TNI'S 2021 IN NUMBERS

RESEARCH OUTPUT

TNI launched

98

publications, long reads and 'Myanmar in focus' articles in **8 languages**

PODCASTS

TNI released

20

podcasts that were listened to **9,620** times in 2021

MEDIA

TNI's ideas were mentioned in

152

media stories reaching a conservatively estimated audience of **251 million**

TNI's ideas were covered in: the Washington Post, Al Jazeera, CBS, The Economist, El Espectador, The Wall Street Journal, Bloomberg, The Hindu, AFP, The Daily Mail. We were mentioned by The Guardian and The Independent (UK) several times each.

SOCIAL MEDIA

TNI's ideas reached

10 million

people on Twitter. TNI's most popular tweet (on our Smoking Guns Report) reached at least **455,000 people.**

TNI's YouTube subscribers grew to over

4,000

and our videos were viewed **50,000** times

TNI'S WEB PAGES

TNI's web pages were viewed

2,134,545

times

NEWSLETTER

Subscriptions to TNI's e-newsletters grew to

30,411

subscribers – 3,440 of whom signed up in 2021

WEBINARS

TNI co-hosted

68 webinars

attended or later watched by

26,869

people, many of whom attended more than one webinar.

TNI's most popular webinar (The Great Take Over: How we fight the Davos capture of global governance) was attended or later watched by

6,774 people

from

92 countries

ACADEMIC CITATIONS

TNI associates and staff were cited

4,726

times in academic publications

DIALOGUE WITH POLICY MAKERS

TNI was in dialogue with policy makers from

47

countries and

19

international organisations

HOW WE WORK

For nearly 50 years, TNI's mission has been to serve emancipatory social movements world-wide. The Institute serves as an activist think tank – providing well-researched analysis, supporting public education, and the development of popular advocacy campaigns.

In all our work, we take as our vantage point the perspective of the Global South – by which we mean the poor, exploited, marginalised and oppressed of the world. Our scope is geographically global; scientifically social and multi-disciplinary; and thematically broad, while always seeking to connect the dots.

We are not, nor have we ever been, a single issue organisation. We take an holistic, systemic view of the problems we tackle, and in choosing where to focus, we look for the leverage to open up space for change in the longer term.

Our theory of change typically involves a combination of:

- quality knowledge (co)-production;
- strategic framing of the public debate and media outreach;
- coalition-building through continuous and respectful engagement;
- social mobilisation through campaigns;
- and direct engagement with policy-makers, law makers and political representatives.

TNI's success rests on the level of trust and respect achieved over the decades which allows the Institute to play an active role at all these levels.



TNI worked directly with
157 partners in 43 countries,
as well as through 34 global and 37 regional networks.

WHO WE WORK WITH

MOVEMENTS

TNI works in support of, and as part of, progressive social movements in developing a relevant and useful research and advocacy agenda. We work with a broad range of organizations including trade unions, organizations of small-scale farmers and fishers, environmental and feminist networks, and numerous issue-specific advocacy groups – both directly and within intersectional coalitions. We help to make links wherever possible and, in so doing, contribute to building powerful transnationally-connected movements for change.

POLICY MAKERS

From local to international levels, and across the political spectrum, TNI provides civil servants and elected representatives with information and analysis on a wide-range of themes. We do this, for example, through co-convening informal policy dialogues, presentations to parliamentary committees, or side events at UN meetings. Wherever possible we work with allies. We want to ensure a seat at the table for those being advocated for.

ACTIVIST-SCHOLARS

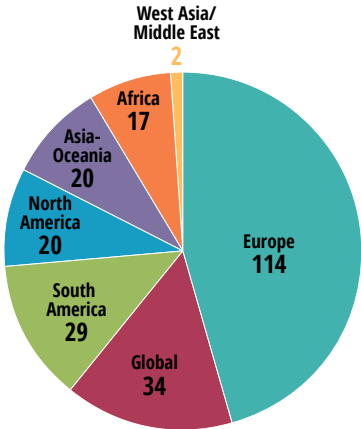
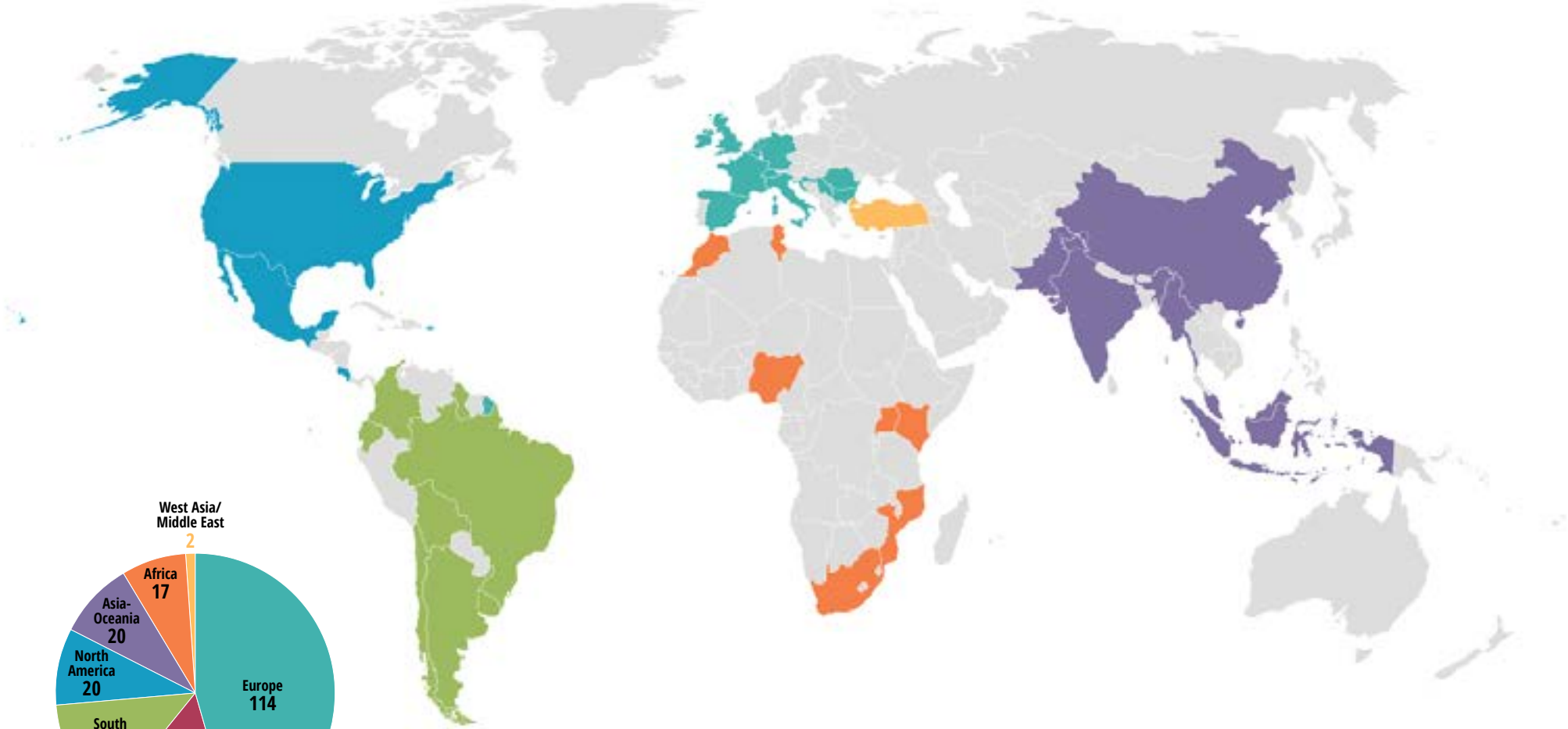
TNI strives to be a useful think tank for social movements. We work with activist-scholars to provide movements with the tools necessary to understand and take on the forces of wealth, power and control; analyses of developments that help movements stay one step ahead; and evidence-based argumentation. Activist-scholars can also serve as influential and visionary public intellectuals, and provide persuasive expertise in engagements with policy-makers and in the media. TNI also sees merit in building new generations of critical and radical intellectuals dedicated to serving the public good, providing a strong body of knowledge on which they can draw and build, and seeing knowledge production itself as a site of struggle.

MEDIA

TNI works with media to amplify the struggles of movements, to give visibility to progressive innovations, and to provide a critical perspective on the issues of the moment. This includes press outreach, active social media engagement as well as partnerships with progressive media platforms.

WORKING TRANSNATIONALLY

For a full list of our partners see **ORGANISATIONAL COLLABORATIONS IN 2021** on page 74



ACHIEVEMENTS IN 2021

In 2021, TNI began the transition to a new five-year strategy, guided by our three overarching goals: be propositional, communicate popularly for high impact, and catalyse stronger social movements. Among our many achievements this year was strengthened collaboration with activists from China, North Africa and Eastern Europe. Another was the consolidation of a new inter-sectoral coalition connecting the dots on how global governance of public policy is increasingly captured by large private companies. In line with our new goals, we invested a lot of energy in developing positive narratives aimed at catalysing a popular movement to reclaim public services, as Covid taught us we must. At the policy level, we contributed to some real breakthroughs regarding drug policy, and have succeeded in delegitimizing the Energy Charter Treaty, which makes the energy transition that much more difficult and expensive for states. We had our best year ever in terms of media outreach, with particular attention for our pioneering work on climate, militarism and justice.

Climate and justice

Corporate power and impunity has led to the wholesale looting of the biosphere, destroying livelihoods and communities, and worsening social, political and environmental conflicts. TNI's research and analysis helps people and policy-makers connect the dots between climate change, injustice and the global neoliberal economic system. We cooperate with social movements, scholars and policy-makers for a just transition from an economic system centred on extraction of resources and exploitation of people to one that is structured around equality, justice, democratic participation, and the restoration and regeneration of territories.

Unpacking narratives on climate and militarism

As climate change has risen higher on the global agenda, so too has a problematic and insufficiently probed framing of climate change as a security issue. In 2021, TNI helped reveal the interconnectedness of climate inaction and border militarisation, filling an important gap in information and analysis. Building on previous work, a short, accessible primer described the dangers of militarising the climate crisis, including the threat of deepening injustices for the most climate-affected peoples. The primer, which was viewed more than 2,500 times, caught the attention of Time Magazine, The New Humanitarian and the Guardian. As part of this work, TNI has forged new relationships between migrant justice, climate justice and peace activists.

‘Very good primer on the dangers of the “climate is a security threat” frame.’ – Naomi Klein

TNI’s groundbreaking study *Global Climate Wall: How the world’s wealthiest nations prioritise borders over climate action* showed that the richest nations are spending more than twice as much on border enforcement than on climate finance for the poorest countries. We underscored the urgent need to move away from militarised borders and toward climate action. The report, which featured a video introduction by leading US environmentalist Bill McKibben, was published in the run-up to the UN climate conference COP26 in Glasgow and launched at an online event attended by 95 people. The report received significant attention. Co-author Nick Buxton was featured on Democracy Now and some 45 media outlets, including CBS News, the Guardian, Liberation (France), and Independent (UK) covered the topic. Public figures, including Jeremy Corbyn, Diane Abbott, and George Monbiot, amplified TNI’s findings and messages. The report reached an estimate four million people via social media.

‘Important new @TNInstitute report finds world’s seven biggest emitters are spending an average of 2.3 times as much on arming borders than on climate finance.’ - Harsha Walia, Migrant rights activist

At an online press conference organised by the COP 26 Coalition prior to the G7 summit, we put the military’s role in contributing and responding to climate breakdown on the agenda. We raised awareness about the exemption of the military in global emissions calculations and the Paris Agreement, the increase in military spending, and the problematic positioning of the military as part of the solution to the crisis. Our analysis featured in an extensive article on the subject in the Irish Times.

TNI was also pleased to co-lead a new international working group, formed in the run-up to COP26, that was extremely successful in putting the issue of militarism and climate change on the agenda of the climate movement. Comprised of peace and environmental groups, activists, and researchers, the network published a petition calling for military emissions to be integrated into the Paris Agreement, organised a meeting during the People’s Summit in Glasgow, coordinated a Climate Peace Day on 4 November, and shared its analysis at a People’s Tribunal on the climate. A peace bloc brought thousands together in the Climate March, where more than 40 events were organised on the nexus of climate and militarism. A new initiative to track military emissions was launched. A question to Nancy Pelosi on the climate impact of military emissions went viral, receiving millions of visits.

Momentum against the Energy Charter Treaty

We continued to build broad support this year for elimination of the Energy Charter Treaty (ECT), one of the biggest barriers to climate action. The ECT gives energy corporations the power to sue governments for billions for taking action on climate, including policies to phase out coal, ban oil drilling, or reverse failed energy privatisation. Joint research with Corporate Europe Observatory, advocacy and movement building have been crucial for increasing awareness and opposition to the ECT. This year, we co-organised webinars, trainings and strategy meetings, including a five-part online course attended by some 200 activists, journalists and policy-makers worldwide. A new guide, co-published with allies, provided new data and clear arguments designed to support activists, concerned citizens, journalists and policy-makers in confronting pro-ECT propaganda and strengthening advocacy and lobbying against the treaty. Training and financial support to partners has contributed to expansion of the global movement against the ECT, particularly in Africa.

In Europe, TNI has played a key role in supporting national and EU-level campaigns. A new report, published for Spanish audiences, specifically analysed the cases against Spain under the ECT, including their costs and the actors involved. More than 60 Spanish organisations have signed a manifesto calling for an exit from the ECT. During ECT 'modernisation' negotiations in Brussels in July, more than 400 environmental groups, unions, charities, and NGOs signed a statement calling on states to leave the ECT before the COP26 climate talks, which received significant media attention in Europe and worldwide. Calls for termination or withdrawal from the Treaty have grown among European trade unions, civil society organisations and the public. Together with a large coalition, we mobilised more than one million people to sign a petition calling on the EU, European countries, and the UK to exit the ECT and stop its expansion.

Policy-makers, including a growing number of parliamentarians in Spain, Germany, the Netherlands and the EU, are hearing our message. The governments of France and Spain have put the possibility of a coordinated withdrawal on the agenda, and, according to media reports, Poland, Spain, France and Greece have asked the European Commission to develop legal guidance on leaving the deal. In September, the European Court of Justice (ECJ) ruled that the ECT is not applicable in intra-EU cases. TNI's analysis of the ECT was echoed in critical media coverage by Investigate Europe, Deutsche Welle, El Confidencial, Publico, Infolibre, the Guardian, El Salto, among others. Meanwhile, voices at the United Nations level, including the Chair of the UN Working Group on Business and Human Rights and other speakers at the 10th UN Forum on Business and Human Rights, have joined our broader call to make international investment agreements compatible with human rights, social and environmental goals by eliminating the investor state dispute settlement mechanism (ISDS).

A group of people, possibly farmers or community members, are standing in a field. The image is overlaid with a blue tint. The text is centered over the image.

Alternative economic futures

TNI collaborates with social movements, trade unions, intellectuals, public sector institutions, municipal governments, and others to develop and showcase people-centred, socially, environmentally and climate-just economic alternatives. We aim to build a strong countervailing force to reverse neoliberalism and privatisation and to help construct democratic, accountable and effective public services – an essential ingredient of the just transition.

The future is public

Since 2020, we have collaborated with diverse international human rights, development, debt and finance organisations in developing a collective vision and laying the groundwork for a strong broad-based movement to demand public services. The result of an extensive global consultation process, The Future is Public: Global Manifesto for Public Services offers a concrete alternative to the dominant neoliberal narrative that has failed to ensure a dignified life for all. The Manifesto, which has been translated into seven languages, has been endorsed by 199 civil society organisations and networks. At an online launch event, eight former and current UN Special Rapporteurs and regional human rights experts welcomed the Manifesto and encouraged us to continue advocating for democratising public services. The event was attended by over 500 people. TNI co-led the global coordination team and co-organised regional workshops in Europe and the Middle East-North Africa region to develop the manifesto.

Meanwhile, our publicfutures.org database shows that the tide is turning away from neoliberalism. A collaborative initiative with the University of Glasgow, the database includes over 1,500 cases of (re)municipalisation of services and/or infrastructure. Some two-hundred and fifty people, including policy and sector professionals, organisations and academics, attended the online launch event, organised together with Public Services International (PSI). In a new report commissioned by the City of Amsterdam, we conducted a systematic review of 80 public alternatives and 10 in-depth case studies of public-community collaborations to draw lessons about how such collaborations can deliver essential services and goods in cities, and serve as alternatives to private-public partnerships and outsourcing. PSI, in its own briefing paper on the topic of democratic governance in local public services, drew heavily on the TNI report.

The Future is Public narrative and database are being picked up widely. PSI and its member unions have used 'public futures' information and messages to advocate for de-privatisation and in-sourcing of local services. Unions in France, Australia, the UK, Italy and Ireland, to name a few, are leading national and regional in-sourcing campaigns targeting local councils and as part of election campaign strategies. In September, at the Local and Regional Government (LRG) Workers Network Series 2021, 70 trade unions leaders discussed re-municipalisation as an opportunity and

strategy for the de-commodification of the commons and to shape the mission of public services for the people, planet and public health.

Toward a new politics and a just transition

TNI is facilitating important conversations and analysis about emancipatory politics and a radical, comprehensive just transition. Over five days of stimulating and inspiring discussion, some 800 people from 83 countries explored questions about the state, social class, social movements and political parties, feminism and intersectional politics, eco-socialism and much more during our New Politics Conference 2021, co-organised with the Havens Wright Center for Social Justice. The conference, which featured 46 panellists in 11 sessions, made a profound theoretical contribution to many of the most pertinent debates facing the left internationally.

We also hosted the first meeting on a Just Transition Across the Rural-Urban Spectrum, which brought together social movements, activist scholars and others with the goal of inspiring new coalitions for a just transition that go beyond traditional organised labour. To that end, as part of the COP26 Coalition's online 'From The Ground Up II conference' organised in the run-up to the UN climate talks, we co-organised the panel discussion, 'Farmers are essential workers: Building coalitions around land, farming and food struggles.' The session, which explained how climate justice and food sovereignty are ultimately the same fight, attracted about 140 activists, one of the best attended breakout sessions at the conference. We also contributed significantly to research and analysis on a just transition in North Africa and were invited to share our vision of a radical, anti-imperialist and feminist just transition at the Pre-Congress Workshop of the 4th Congress of the Trade Union Confederation of the Americas, attended by some 80 unionists.

Energy, water, and agriculture

A comprehensive just transition requires radical change across all sectors. Together with Trade Unions for Energy Democracy (TUED), we are building the case for democratically controlled public ownership and management of the energy sector. In a joint report we demonstrated in no uncertain terms how neoliberal policies in pursuit of endless growth and capitalist accumulation have resulted in an energy expansion, rather than an energy transition. The report, which was published and

promoted in webinars around the COP26, debunked the myth that the transition to a low carbon world is well underway, and underlined the urgency of a public alternative. Following the report, TUED and its member unions published a common vision and policy recommendations for a public, low-carbon energy future.

Research in collaboration with Platform Authentieke Journalistiek focused on how the liberalized, private energy market in the Netherlands has undermined an equitable energy transition at the expense of low-income residents. The report, which was embraced by Dutch unions and climate justice allies, outlined democratic alternatives for the energy transition and helped strengthen the call for democratic ownership.

TNI plays a key role in facilitation of peer-to-peer learning among European cities on the topic of fair, clean and democratic energy. As part of mPower, a consortium of seven European universities and organisations, we supported local authorities in ten cities to share their experiences on a European platform, and advocate internally and European-wide to democratise energy. Under the auspices of the M2M Solidarity project, we supported local low-carbon initiatives in Hungary and Ireland to work together and explore how to build collective action based on solidarity and European shared values. Our Transformative Cities People's Choice Award drew attention to the incredible variety of transformative initiatives at the municipal level worldwide, including in the area of energy. An award granted to the town of Burgas, in Bulgaria – a country with severe energy poverty – for its efforts to improve energy efficient housing helped to magnify the project's impact, drawing praise from the country's Energy Minister, which was echoed by Bulgarian mayors, MEPs, and public officials.

'Due to its active and effective green policy, Burgas won the award in the Transformative Cities initiative in the energy sector last year, as a good example in the implementation of solutions related to economic, social, political and environmental challenges.'

– Bulgarian Energy Minister Temenujka Petkova

TNI also collaborates with partners worldwide to ensure democratic, inclusive management and control of water, and to resist attempts to put water in the hands of corporations. This year, we supported long-term partner Platform for Public Community Partnerships of the Americas (PAPC) to bring together women community water leaders to discuss the social and political participation of women in the community management of water. PAPC organised a series of four workshops, tours, and an inter-municipal meeting of municipal water managers, strengthening the capacity of women leaders and their connections to other women leaders in community water management. In Africa, partner Corporate Accountability and Public Participation Africa (CAPPA) facilitated a mobilisation of civil society organisations and trade unions in eight African countries against water privatisation. The groups developed a pan-African strategy and common messages for the Africa Week of Action Against Water Privatisation, an important step in preparation for the World Water Forum, which takes place in Senegal in 2023.

In Latin America, TNI was pleased to support the newly established Local Government Studies Institute (IGLO) of the Universidad Abierta de Recoleta (UAR) in Chile. The Institute provided systematic online education on how cities can manage public goods (land, green space, food, culture, housing, water, energy) and services, designed for public servants and officials in Chile and across Latin America. UAR and TNI jointly organised two webinars on water and care in the context of Chile's constitutional reform process and debates. The collaboration helped lay the groundwork for a major conference on reclaiming public services, to be held in Chile in 2022.

democracy

TNI researches and analyses drug policies and trends, including the underlying causes of drug production and consumption, and the impacts of drug policies on conflict, development and democracy. We advocate humane, just and evidence-based policies that focus on harm reduction and respect for the human rights of the most vulnerable actors in the global drug market, namely users and producers. TNI is building bridges between the Geneva-based and Vienna-based UN agencies and country missions with the aim of advancing UN-wide cohesion on drug policy and to increase attention to the human rights and health aspects of international drug control.

Within the framework of the Global Partnership on Drug Policies and Development, we were pleased to co-host the virtual Brandenburg Forum in Geneva to discuss key issues and opportunities with respect to drug policy and human rights regimes of the United Nations. Over 70 people participated, including UN representatives, and experts from civil society and academia. In a keynote address by the UN Assistant Secretary-General for Human Rights, the need for a human rights-based drug policy was underscored. A month later, at the 64th Commission on Narcotic Drugs, we made a statement in plenary calling on Member States to actively support the United Nations system Common Position on Drugs.

Advancing cannabis reform

'The trans-atlantic winds of change that have been blowing in the Americas for a while have now reached the shores in Europe.' So described TNI's Tom Blickman, in *The Washington Post*, the trailblazing decision by Malta and plans by Germany to legally regulate cannabis for recreational use. In 2021, TNI supported Malta's leading cannabis reform organisation, ReLeaf, and widely shared our expertise on European reform, including in an industry podcast. We helped educate US policy-makers about the international implications of a federal bill to legalise and regulate cannabis. Together with the Washington Office on Latin America (WOLA), we submitted a joint written contribution to a public consultation on a draft Senate bill, which, if adopted, would have unprecedented impacts on drug policies worldwide.

In light of the growing medical cannabis market, we drew attention to new opportunities for small farmers in the Global South to transition out of illegality while continuing to grow cannabis. In a comprehensive report, *A Sustainable Future for Cannabis Farmers: 'Alternative Development' Opportunities in the Legal Cannabis Market*, we described the realities of cannabis cultivation in the Global South, experiences with crop substitution and 'alternative development', and medical cannabis legislation and practices across the world from a developmental and small farmers' perspective. The pathbreaking report argues that lessening barriers for small farmers, while raising them for large companies, can help to steer legal cannabis markets in a more sustainable and equitable direction. TNI presented key points from the report at a side event during an Expert Group Meeting on Alternative Development, under the auspices of the Global Partnership on Drug Policies and Development, inspiring a lively discussion involving government officials about 'Alternative Development' with cannabis.

Our analysis and policy recommendations around cannabis are shaped by our long-term collaboration with cannabis farmers in diverse regions across the Global South. For years, TNI has engaged with traditional cannabis farmers in the Rif region in Morocco to build their technical and advocacy capacity toward inclusion in the (international) medical cannabis market. In an important step forward, the Moroccan Parliament voted in favour of a bill to legalise the cultivation, use and export of cannabis for medical and industrial purposes (such as hemp fibre). Legalisation of medical cannabis in Morocco, which has long been an important producer for the illegal market, creates important possibilities for the farmers to engage in a legal economy.

Meanwhile, in the Caribbean, we supported the Cannabis Revival Committee to create a cooperative for a large group of traditional farmers and facilitated a workshop with cannabis farmers to strategise about their participation in the emerging medicinal cannabis market. The workshop took place prior to a regional policy dialogue, organised by TNI and the Medicinal Cannabis Authority of Saint Vincent and the Grenadines, which involved government officials from seven Caribbean countries. Significantly, farmer representatives were given the opportunity to share their views directly with the officials, stressing the importance of their inclusion into the market. The dialogue marked the first time a group of countries from the region discussed developments of the medicinal cannabis market and options for reform.

As cannabis reform picks up steam worldwide, our new briefing paper, co-authored with allies, focused attention on lessons from the illicit tobacco trade, which is largely dominated by transnational tobacco companies. The paper provides a number of recommendations for policy-makers about the design of cannabis regulation, including development of alternatives to commercial frameworks and policies that empower communities affected by cannabis prohibition.

Kratom and poppy

TNI also played an important role in developments around kratom, an indigenous psychoactive plant native to Southeast Asia which has been used for centuries as a traditional remedy for a variety of common ailments. For over a decade, TNI has been promoting the decriminalisation of kratom in Southeast Asia, collaborating with local partners and academics, and engaging in informal dialogues with

governments. Our work bore fruit this year when Thailand lifted its ban on kratom, ending decades of repressive law enforcement against marginalised rural Muslim communities who use kratom for its psychoactive and medicinal properties. Following the lifting of the ban, more than a hundred people were released from prison and thousands were pardoned for kratom-related drug law offences. Decriminalisation marks a significant step toward improved recognition of the rights of indigenous peoples in Thailand, their use of traditional medicines and knowledge of the properties of fauna and flora.

Kratom is increasingly being used and sold in the US and Europe as an herbal medicine, health supplement and for self-medication, a trend that has pushed it higher on the global drug policy agenda. In 2021, we collaborated with researchers from Thailand, Malaysia, Myanmar and Indonesia to provide key inputs to a review of kratom in October by the World Health Organization Expert Committee on Drug Dependence (WHO-ECDD). Shortly before the meeting, we published a policy commentary detailing the severe negative consequences that would result from an international ban. On the other hand, in a commentary focused specifically on Myanmar, we argued that legal regulation of kratom in Southeast Asia could contribute to building safer communities, promoting development and supporting peace efforts. The input of TNI and partners contributed to the conclusion of the WHO-ECDD committee that no further steps towards international control were warranted at this point, a recommendation that was presented to the UN Commission on Narcotic Drugs in December.

Other work in Myanmar looked at the effects of the declining opium market on the livelihoods of opium farmers. Designed in collaboration with the farmers and members of the Myanmar Opium Farmers' Forum, Poppy Farmers Under Pressure; Causes and Consequences of the Opium Decline in Myanmar included information on use trends, regional developments and conflict, and made an important contribution to current analysis on the topic.

Strengthening connections amid geo-political shifts

In today's rapidly changing global context, TNI works to build connections with emerging movements, provide new insight and analysis, and put important under-addressed issues on the agenda. In the last few years, we have forged new alliances with diverse movements in North Africa, China and Eastern Europe, pioneering new research on a variety of topics, from the impact of Covid-19 on small-scale food producers to the adverse impact of a neoliberal paradigm for renewable energy.

North Africa

In 2021, we were pleased to present *The Arab Uprising: A decade of struggles*, a webinar series, four podcasts, and a collection of articles in both Arabic and English. TNI and our partners dispelled common misconceptions about the Arab uprisings and the region broadly, and restored to the story the issues of social and economic justice, and the participation of women and people of all ages. Our analysis was well-received among academic and non-academic circles and has been shared widely, reaching over 140,000 people through twitter, facebook and Instagram, and receiving more than 13,000 visits on our website. The articles were re-published in both Arabic and English language media. The webinars were attended by over 1000 people and viewed by another 1700 on YouTube. More than 1360 people listened to the podcasts.

TNI and the North African Food Sovereignty network (NAFSN) collaborated to examine the intersections between Covid-19 and food systems across the North African region and suggest a path forward. Based on evidence, analyses and testimonies from four countries in the region, *Towards a Just Recovery from the Covid-19 Crisis: The urgent struggle for food sovereignty in North Africa* made a significant contribution to discussions about the pandemic's impact on small-scale food producers, and their marginalisation and exclusion in shaping public policies. Opinion pieces were published in French in the Tunisian media outlet *Nawat* and in English in *Africa is a Country*, and the authors were interviewed on an American podcast. The report was also discussed by small-scale food producers and their allies in webinars and in NAFSN's assembly.

We were pleased to provide an in-depth look at renewable energy, extractivism, colonialism and the need for a just energy and agricultural transition in North Africa through a series of articles by academics and activists from the region. The articles drew on discussions and analysis from an online workshop in June involving diverse partners across Africa. The series was launched at a webinar, *Reflections on Just Transition(s) in North Africa*, organised as part of the COP26 People's Summit for Climate Justice. Among other things, TNI raised awareness about the corporate-driven transition agenda and the negative impacts of Europe's proposed Green Hydrogen and Desertec projects in North Africa, especially in relation to water and externalised environmental costs. At least a dozen Arabic, African and European media outlets published and echoed our critical analysis of the threat of 'green colonialism'.

We presented these insights to a wide variety of audiences throughout the year, including in a workshop during the Arab Forum of Alternatives and in a panel discussion, attended by more than 200 people, on the role of African renewables in the European Green Deal. We also shared our analysis with nearly 200 environmental justice activists from Oil Watch Africa and Friends of the Earth, and at a panel discussion organised by the Arab Reform Initiative at the Inaugural Conference on Environmental Politics in the Middle East and North Africa.

China

Working with researchers and activists, TNI is deepening collective learning about China and confronting the flawed narratives perpetuated by China's political rivals and the mainstream media. In our six-part *China and the world* webinar series, co-organised with *gongchao.org*, *Made In China Journal*, *Lausan*, *Critical China Scholars* and the *Asia-Europe People's Forum*, we offered activists and scholars from around the world a deep dive into China's unique history, its people, social movements, economy and politics, including its approach to key issues like foreign investment and climate change. More than 1400 people attended the webinars. Plans for follow-up are underway.

'I had to get up at 5 a.m. to watch live, but it was totally worth it... The speakers and moderators were great, the discussion was fantastic, and I learned a ton. I just can't praise this series enough.'

– Participant, TNI's China and the World Webinar Series

TNI is also working to build relationships with networks of agrarian scholar-activists in China and around the world, and to ensure the integration of Chinese perspectives in global dialogues. Global food regimes and China was the topic of the second edition of our *Agrarian Conversations Webinar Series*, broadcast in English with French, Spanish, and Mandarin interpretation. The webinar featured prominent Chinese scholar-activists and movement leaders from Spain, Mexico, Argentina and South Africa, attracting 435 participants from 62 countries, and viewed by another 300 people on YouTube.

Eastern Europe

We continued to organise spaces for exchange and reflection on political and economic dynamics in Eastern Europe. Conversations begun at a TNI workshop held in 2019 – ‘Eastern Europe after 30 years of transition: New emancipatory perspectives from the region’ – made their way to print this year in a new book on the subject. The book provides the first region-wide collection of new left perspectives on Eastern Europe’s post-socialist transformation. It combines political economy analysis with a contextual critique of major ideological concepts of the regime change. In a four-part webinar series on East European New Left Perspectives, over 700 participants delved into the subjects of decoloniality, leftist organising, and Chinese investment in the region. The series has helped us cement relationships with a burgeoning network of (mainly young) Eastern European activist-scholars spanning 12 countries in the region. The network has proven very important in light of the current war in Ukraine.

Resisting corporate capture of global governance

TNI played a crucial role in 2021 in unmasking the threat of corporate capture of global governance. In articles, webinars, infographics and a variety of discussion forums, we showed how corporations are acquiring an increasingly powerful role in global decision-making through multistakeholder bodies that lack democratic accountability and marginalise – or displace – the decision-making role of states.

Throughout the year, TNI and allies in the People's Working Group on Multistakeholderism – a powerful new network of tech, food, health, education and climate justice organisations and movements – engaged in coordinated action to demand that states, non-governmental actors and civil society halt the creation of multistakeholder mechanisms and defend participatory people-centred multilateralism. Among other things, we mobilised some 100 organisations and movements from around the world to sign on to an open letter to the global international community, delivered in the run-up to the World Economic Forum, which condemned corporate multistakeholderism and demanded a democratic reset. A new report, *The Great Takeover: Mapping of Multistakeholderism in Global Governance*, a collective undertaking of the People's Working Group, made a significant contribution to knowledge on the subject by providing a detailed mapping of multistakeholder initiatives in different sectors.

We contributed new insights into the dangers of a number of specific multistakeholder initiatives. A report published with Corporate Europe Observatory explained how big corporations have hijacked global climate-related decision-making and unpacked the corporate narrative of Net Zero. A long read drew attention to COVAX, the multistakeholder group given decision-making power over Covid-19 vaccination distribution to developing countries. The long read was the basis for an article in the French magazine *Politis*, an epilogue in a forthcoming book on the politics of state vaccine production, and articles in Italian, Cuban and South Korean media. In a policy dialogue hosted by the *Medicus Mundi International Network*, TNI highlighted the need to defend people-centred multilateralism in the World Health Organization, among other UN bodies and agencies.

The UN Food Systems Summit (UNFSS), which side-stepped existing democratic and civil society mechanisms and excluded small-scale food producers and indigenous communities, represented another attempt by corporations to push their own agenda. TNI denounced the Summit in a series of social media videos and a podcast, as well as an Op Ed published in the Dutch newspaper *NRC*. Through webinars and strategy meetings with allies, TNI helped contextualize the problem and build a counter movement, the People's Autonomous Response to the Food System Summit. Our research and analysis was solidly reflected in the broadly-supported civil society narrative condemning multistakeholderism and the Summit, including a report by the Liaison Group of the People's Autonomous Response to the Food

System Summit. The critique of multistakeholderism also featured in the call for a boycott of the UNFSS and the reasons for the counter-summit.

The collective efforts of TNI and allies contributed to statements in support of social movement positions by the Special Rapporteur on the Right to Food, a critical letter from academics (including TNI Associates), the withdrawal of support for the Summit by the expert body IPES-Food, and an invitation by the Dutch Ministry of Agriculture to share our analysis and concerns about the Summit. Ultimately, the legitimacy of the Summit was severely undermined, and awareness and criticism of corporate multistakeholderism spread widely. In response to the global pressure, the UN Special Envoy to the UNFSS, Agnes Kalibata, called for wider support for agroecology and small-scale farmers and greater recognition of indigenous knowledge.

BOARD REPORT

The foundation *Stichting Transnational Institute* was registered with the Dutch Chamber of Commerce on 21 March 1974.

The objectives of the foundation are to strive for a world of peace, equity and democracy on a sustainable planet brought about and supported by an informed and engaged citizenry, as well as all that is directly or indirectly connected therewith or may be conducive thereto, all to be interpreted in the broadest sense, if in the general interest. The foundation seeks to realise its objectives, *inter alia*, by

- a) strengthening the capacity of progressive international social movements to advocate for change
- b) acting as a unique nexus between social movements, engaged scholars and policy makers
- c) producing rigorous research and analysis
- d) organising international conferences; and
- e) collaborating with other organisations worldwide

The governance structure of TNI is set up as follows:

- The Supervisory Board, which is responsible for supervising the management of the Foundation and the general course of affairs, and for providing the Management Board with advice.
- The Management Board (Executive Director), which is responsible for the realisation of the objectives of the Foundation, the strategy, the policy and the results thereof.
- The Fellowship, which consists of recognised international experts in the substantive areas that are relevant for the work of TNI, and advises the Supervisory and the Management Board on issues of substance.
- The Board of Advisors, composed of eminent international experts, which renders assistance to the organisation in more general terms.

The structure is set out below:



TNI strives to ensure that each of these organs reflects TNI's international composition, orientation and ambitions, with due consideration for gender.

Composition of the Supervisory Board

The Supervisory Board is selected on the basis of the criteria laid down in the by-laws, and profiles which are regularly reviewed and revised. A committee – comprised of one Supervisory Board member, one staff member (usually the Executive Director), and one fellow – interviews candidates and makes a recommendation to the Supervisory Board, which makes the final decision.

Supervisory Board members serve a four-year term, once renewable, and are not remunerated. The Supervisory Board meets at least three times per year to discuss operational progress and to approve budgets, annual reports, and policies. Detailed information about the Supervisory Board members can be found on the TNI website [here](#).

Susan George has served as President of TNI, an honorary position, since 2015.

The composition of the Supervisory Board in 2021 was as follows:

Pauline Tiffen, Chairperson	12/12/2014 – 11/12/2022 (2nd term)
Frenk van Enckevort, Secretary	15/06/2018 – 14/06/2022 (1st term)
Ruth Kronenburg, Treasurer	29/10/2018 – 28/10/2022 (1st term)
Imad Sabi	01/03/2021 – 28/02/2025 (1st term)

In 2021, one new member of the Supervisory Board was appointed and a search was conducted for a new member to be appointed in 2022.

Composition of the Management Board

The Management Board consists of one person, the Executive Director, Fiona Dove. The following staff report directly to her: the Personnel Officer, Programme Directors, Communication Coordinator, Evaluation Officer and Community Builder.

The leadership expected from the Executive Director is to provide vision and to help staff think strategically. She is supported in the daily management by a Management Team, comprised of the Personnel Officer, a Programme Director, a Project Coordinator and the Communication Coordinator, which meets weekly.

The Supervisory Board determines the remuneration of the Executive Director. The remuneration complies with both the guidelines of the Dutch charity association (Goede Doelen Nederland) as well as those of the Dutch Government (*Wet Normering Topinkomens*).

Remuneration of the Executive Director (in Euros):

	2020	2021
	€	€
Gross salary	86,384	86,740
Holiday pay	6,670	6,939
End of year payment	500	500
Brutto Income	93,554	94,179
Taxes and premiums paid by TNI	10,090	9,905
Pension contribution from TNI	12,808	14,735
	116,452	118,819

Composition of the International Fellowship

As laid down in the Institute's by-laws, Fellows serve a four-year term, renewable once. Former Fellows join the ranks of TNI Associates, which may also include other researchers and scholars who make substantial ongoing contributions to the TNI community. Together, they have constituted the 'think tank' dimension of TNI. The current Fellowship expired at the end of 2020, following a one year extension on the maximum terms of office for Fellows.

No new appointments have been made pending the outcome of an extensive strategic planning process, which included reconceptualising the nature and role of Fellows and Associates. Final conclusions are only expected in 2022, with a view to implementation in the second half of that year.

Composition of the International Advisory Board

The International Advisory Board, and its composition, is also under consideration pending the outcome of the strategic planning process. It was not operational in 2021.

Personnel

TNI's internal organisational culture is highly consultative. As far as possible, decisions are taken through a process of consensus-building. While most staff are expected to be self-steering, there are also clear lines of accountability and recognition of the authority of the team leader to make final decisions. There is no hierarchy with respect to public representation: all staff are encouraged to accept public speaking engagements, and to engage with the media.

A total of 74 people were contracted to work for TNI in various capacities and under various conditions in 2021.

Staff

By the end of 2021, the foundation had 23.54 full time equivalent (FTE) employees (in 2020: 23.71) on the payroll. The average number of FTE over the year was 23.21 (in 2020: 24.16) — representing a decrease of 0.95 FTE. At the end of the year, these figures represented 27 individuals (in 2020: 27), including 2 staff hosted by TNI on behalf of external networks (see fiscal sponsorship below).

In 2021, one staff member resigned. Two staff members were on long-term sick leave, with every effort made to support their recovery and gradual reintegration into the workplace on a full-time basis. We saw somewhat of a baby boom in this second Covid-19 year, with three babies born to staff members. Two other staff took unpaid parental leave.

TNI uses as its guideline the Collective Bargaining Agreement (CAO) for the Care and Welfare Sector in The Netherlands. Staff receive an incremental increase for each year of service. In addition, and in line with the CAO, staff were awarded a 2.5% salary increase effective from 1 December 2021. The ratio of the highest:median salary was 1.94 and the highest:lowest was 3.22 (on the basis of full-time equivalent). These figures do not take account of years of service or income tax differentials, which would bring down the ratio.

According to the 2021 benchmark of Partos, the umbrella body for non-governmental organisations operating within the development cooperation sector, TNI salaries are within the norm for the sector.

There is a training budget set at 1% of the personnel budget, and guided by a training policy. 11 staff benefited from training courses in 2021 at a cost of €3,935. These included courses on legacy fundraising, social fundraising, EU fundraising, online facilitation, online investigations, hope-based communications and emergency medical assistance.

In addition, in-house collective training took place on digital security, and weekly lunch-time accelerator sessions were self-organised by staff for self-education purposes.

The costs of the employees on the payroll were:

	2020	2021
	€	€
Salaries	1,118,789	1,101,984
Social security	202,371	191,066
Pension premiums	92,453	105,585
Sickness insurance	19,013	24,689
Other personnel costs	28,867	36,461
	1,461,493	1,459,785

Volunteers and Interns

TNI had 4 volunteers in the course of 2021, and welcomed 8 interns hailing from Germany (3), Italy, France, UK, USA and Indonesia. Most were students at Dutch universities. They are paid an honorarium in line with Dutch norms.

External Staff

TNI is registered as an employer only in The Netherlands and Belgium. Where staff members are located in other countries, they are employed on freelance contracts and expected to pay their own taxes and make provisions for their own social security. They are treated equally with payroll staff, with their salaries pegged to TNI's salary policy and compensation for taxes, social security and pension contributions built into the calculations, adjusted for domestic tax rates and costs of living. In 2021, TNI contracted 15 such staff, located in Brazil, UK (2), Spain (2) and Myanmar (10).

Other Contracts

A further 32 people were contracted on a consultancy basis for specific deliverables in the course of 2021, including in Egypt, Lebanon, Tunisia (2), Morocco (2), Mali, Myanmar, Indonesia, India, Bolivia, Argentina (2), Colombia, Germany (2), Denmark, Netherlands (10), Spain, UK (3), USA (2). They set their own fees and are responsible for paying their own taxes.

Staffing of Fiscally Sponsored Projects

In addition, TNI serves as the fiscal sponsor for three projects where staff members are contracted by TNI. These are:

- Handel Anders Network (Netherlands), the coordinator is on TNI's payroll.
- Civil Society Mechanism of the Committee on Food Security FAO, with the Netherlands-based coordinator being on TNI's payroll.
- Drug Policy Alternatives Group (Myanmar), with the coordinator and an assistant contracted on a freelance basis.

TNI strives to establish and uphold ethical standards within its organisation. The organisation has in place policies and procedures in line with this. These include integrity policies covering such matters as discrimination, (sexual) harassment, fraud and corruption, whistle-blowing and complaints. Staff elect an Internal Integrity Officer, while the Board appoints an external agency to serve as an External Integrity Officer. TNI convenes monthly staff meetings, and thus complies with Dutch regulations on employee participation.

No inappropriate behaviour, misconduct or any other breaches of TNI's integrity policies were reported in 2021. No grievances nor disciplinary procedures were required, and no complaints were received on the basis of the Complaints Policy published on the TNI website.

TNI owns its office building, originally built in the 19th century as a school. It is zoned for cultural and educational purposes by the City Council.

TNI strives to attract tenants that share TNI's vision and values. In 2021, it housed:

- a childcare centre
- a meditation centre
- two non-profit organisations (consumer rights with respect to food; a support organisation for animation filmmakers)
- a Dutch streetwear company associated with the hip-hop scene of Amsterdam

TNI is committed to upholding environmental standards and contributing to a just transition to more sustainable economies. We strive to do this in our own conduct as an organisation, as well as by seeking the structural change we believe necessary through our programmes.

Since their installation in mid-2017, solar panels installed on the roof of our building have enabled us to save 38 tons of CO2 and have generated a total of 53.78 MWh of solar

energy, continuing to provide the anticipated third of our electricity needs annually. The balance is sourced from wind energy supplied by local farmers. In addition, we continue to invest in insulation of the office building, and make every effort to reduce our energy consumption. In 2021, with few staff using the office due to Covid-19, energy consumption was very low. Our energy supplier repaid a significant proportion of the costs charged in advance between mid-2020 and mid-2021, which resulted in a net credit.

We separate our waste (paper, glass, chemical, plastic, batteries, ink cartridges) for responsible recycling purposes. Only recycled or FSC-certified paper is used for printing. Printing is kept to a minimum and the default setting for office printers is double-sided.

We encourage staff to consider travelling only where strictly necessary, and to use trains for short distance trips. We reimburse travel costs to and from the office on the basis of public transport only. We have also invested in improving our video conferencing facilities and online facilitation skills to help minimise the necessity for travel, and encourage staff wherever possible to travel by train rather than fly or drive. None of our staff uses a car to travel to work.

TNI's Procurement Policy privileges small suppliers that share our values, with this being the primary criterion used in procuring supplies and (technical) services. This includes demonstrable commitments to ecological sustainability, fair trade practices and cooperative ownership structures.

Some examples of how TNI puts its values into practice in this regard, include:

- A worker-owned cooperative is contracted for cleaning services.
- An informal network of artisans and small companies with strong affinity for TNI's values are contracted for building maintenance.
- We use auditing and financial administration companies specifically dedicated to serving the non-profit sector.

- We use a non-profit travel agency specifically dedicated to supporting humanitarian organisations.
- We source our tea and coffee supplies from a fair trade company, which TNI has supported over many decades, and buy other organic and fairly produced products as far as possible.

There were no procurements over €30,000 in 2021 that would require a tender process under TNI's Procurement Policy.

For tax purposes, TNI operates with fiscal number 0034.74.082. It pays taxes on salaries.

TNI is not considered an enterprise and, as such, is exempt from charging and paying VAT, save where clearly commercial activities might be involved. TNI undertook one consultancy in 2021 on which VAT was charged and paid over to the tax authorities.

TNI is acknowledged by the Dutch tax authorities as an organisation that works for the general interest (ANBI: Algemeen Nut Beogende Instelling). This allows those who make donations to TNI to qualify for tax rebates within the European Union.

TNI has long been formally recognized as holding the equivalent of 501 (c) status in the US. This status is reconfirmed annually with a certificate that may be used by members of NGOSource.

TNI regularly assesses legal, security, financial, reputational and operational risks. Overall risks are assessed annually in terms of probability and severity of impact and improved mitigation measures put in place where necessary.

Below we discuss the main high probability and high impact risks addressed in 2021 and identified for 2022.

Financial Sustainability

As a non-profit organisation TNI is primarily dependent on grant income, which is a perennial and priority risk the Institute must manage.

In 2021, we had identified two key risks. The one concerned the sustainability of our Myanmar programme in anticipation of the coup, which subsequently happened in February. Fortunately, the funders were prepared to continue supporting TNI's work in Myanmar, even under the worsening conditions, and further, have committed to extending their support to mid-2024. The other risk concerned one foundation, which has been generously funding

multiple projects at TNI, and is undergoing profound restructuring and reorientation. Fortunately, of the seven projects funded by the foundation, three will continue to be funded into 2023. Meanwhile, all other existing funders have remained loyal and renewed contracts.

In 2021, we increased the proportion of funding from sources other than the Dutch Ministry of Trade and Development (via the Fair, Green and Global Alliance – FGG). The proportion went down from 48% in 2020 to 41% in 2021, reducing the longer term risk should this not be renewed from 2026. At the same time, we made progress in our goal of increasing the proportion of funding received from foundations, from 14% in 2020 to 20% in 2021. Three new foundations are supporting our work, helping us to further diversify our funding base. Meanwhile, the proportion of total income generated from own sources increased from 4% to 6% over the last year. We are pleased to note that donations increased by 37% in 2021, and that our building generated a surplus for the first time ever. This allows us to continue to build our reserves, which is the ultimate guarantor of sustainability should we lose a major grant.

Source	Specification	% of total income in 2021	% of total income in 2020
Dutch government	Netherlands Ministry of Trade & Development	41	48
Other public sources	Swedish International Development Agency; Swiss Development Cooperation; GIZ; Irish Research Council	29	19
Philanthropic foundations	Open Society Foundation; Funders for Fair Trade; Rockefeller Brothers Fund; Schöpflin Stiftung; European Cultural Foundation; Asia Foundation	20	14
European Union	Development Education and Awareness-Raising; Justice and Home Affairs; Erasmus+; H2020; EuropeAid	3	14
Own means	Rental, book sales, donations, currency gains, interest, consultancies/secondments	6	4
Other income	Sub-contracts	1	1

Covid-19

Another important risk identified for 2021 was the ongoing Covid-19 pandemic. All our staff are vaccinated, yet most had contracted Covid-19 by the end of 2021 – fortunately none required hospitalisation.

TNI continued to allow staff to work from home throughout 2021, lending equipment as required, and arranging regular online team/staff meetings. Staff who did not normally work from home continued to be compensated in line with the recommendations of the National Institute for Budget Information. Meanwhile, for those who needed to come into the office, measures to minimize contact risk continued to apply, including ventilation, and provision of appropriate equipment, such as shields between desks and the availability of sanitisers. Protocols agreed included not coming in to the office if any potential symptoms were manifest, doing self-tests if there was any possibility of infection, and informing staff if Covid-19 had been contracted and there was a chance of contamination.

Almost no international travel took place in 2021, with most activities remaining online. This resulted in under-spending, but fortunately funds could be carried over to the following year. Where necessary, no-cost extensions and/or permission for budget reallocations were sought from funders, all of whom were exceedingly considerate and cooperative.

Going into 2022, it is clear that Covid-19 has become a reality with which we all have to learn to live. The extended pandemic, social isolation, and limited face-to-face moments have taken their toll on staff, and care and self-care have become important organisational values.

Security and safety

Security and safety continued to be a key risk monitored in 2021, particularly in light of the coup in Myanmar and increased repression of activists in a number of countries where TNI has partners. We also kept an eye on adherence to ICT policies in light of the potential breaches due to staff working from their own computers at home.

Myanmar

With the February 2021 military coup in Myanmar, the security and safety protocols drafted in anticipation of this went into effect. This included strictly only using secured email and telephonic channels, and putting physical files into safekeeping. The situation in the country is expected to deteriorate further in 2022, so data security and safe communications remains a risk to be mitigated.

Data security and safe communications

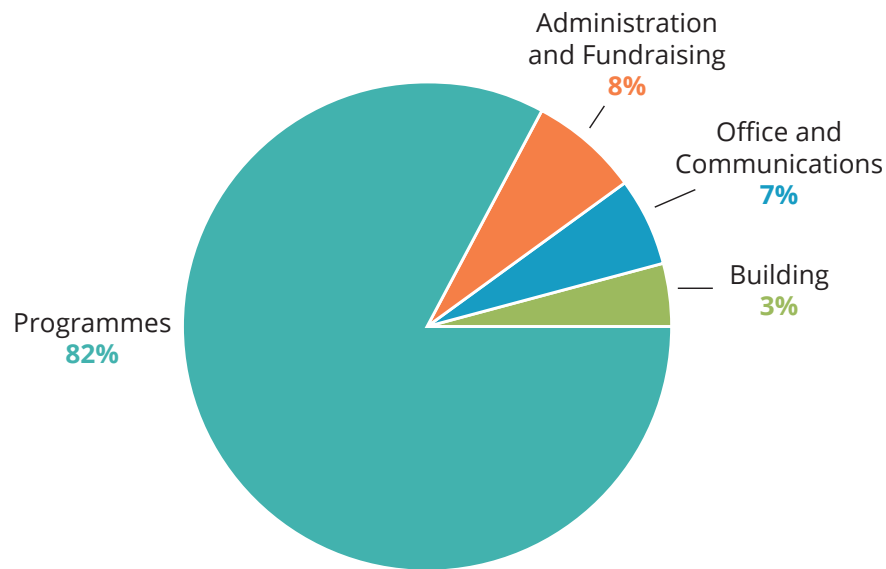
TNI has had a comprehensive Information & Communication Technology (ICT) policy in place for some years now, including data protection, data security and data breach policies and procedures. Our Computer Support team conducts regular education of staff in this regard, working one-on-one with staff as required.

In 2021, with staff working from home during the pandemic, every effort was made to ensure ongoing adherence to the ICT policy and awareness of the need for safe communications. There were no data breaches or other ICT incidents in 2021.

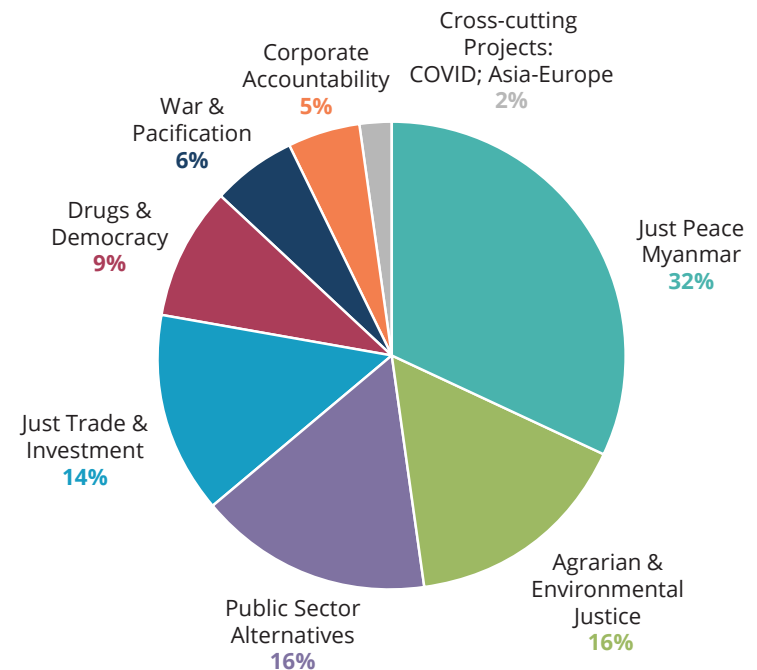
In 2022, data security and safe communications will remain a priority risk area to monitor and regularly upgrade. This will include encouraging more people to use password managers, and two-step authentication processes.

For 2022, the goal is to continue to diversify our funding base with a particular emphasis on raising the proportion of income from foundations and donations. Strategies include employing an embedded fundraiser and/or commissioning experienced consultants to undertake prospecting and match-making on our behalf; continuing to invest in training of staff and in relations with existing (and potential) funders; and better linking our communications, audience engagement and individual giving.

TNI spent 82% of its income in 2021 on programme implementation, 8% on administration and fundraising, and 10% on supplies and infrastructure (office and communications, building).



TNI raises grants for projects developed by our seven programme themes. Our largest programme, at 32% of all programme funding, is focused on Myanmar. It is our only country-focused programme and draws on the specialist knowledge of a number of the other programmes. Indeed, there is a lot of collaboration across TNI programmes as many of the issues covered are interconnected. The programmatic divisions correlate with coordination structures and distinguish main umbrella fields. The change to proportional expenditure year-on-year depends on fundraising success, and whether TNI is holding funds for bigger networks – as was the case in 2021 with our Just Trade & Investment programme. Cross-cutting programmes in 2021 included work under the rubric of the Asia-Europe People’s Forum and on the implications for social movements of the Covid-19 crisis.



The result in 2021 was €83,787, derived mostly from donations, currency gains, consultancies, and rent. Of this, €16,169 had been held in a restricted fund for the ISDS campaign in 2020, which has now been fully spent in 2021. This leaves a net result of €67,618.

The 2021 result is added to TNI's reserves, which therefore, now stands at €1,334,361. This constitutes 67% of the goal set by the Board of one year's fixed operational costs or a survival rate of 244 days, as compared to 58% and 212 days at the end of the previous year. The formula used in the Reserves Policy

is: liquid reserves/fixed operational costs x 365 days. Liquid reserves are approximately 89% of the amount listed as reserves in our annual accounts, with the remaining 11% requiring the Institute to sell its building.

The ratio of current assets to short-term liabilities remains healthy at 173% (compared to 138% in 2020).

FINANCES

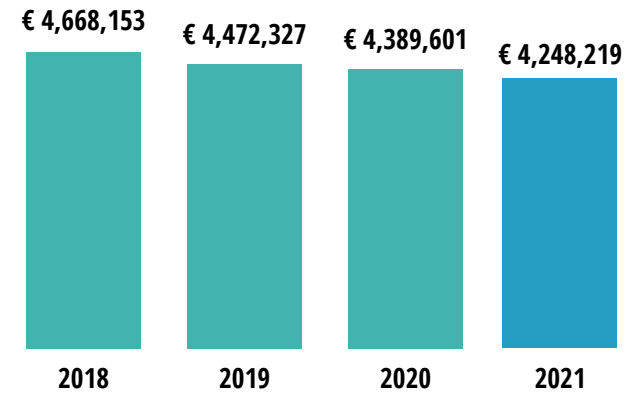
TNI is committed to the principles of independence, transparency, and accountability. TNI's financial reporting was rated 5 stars for 'excellence' by the Transparify initiative.

Source: TNI Audited Financial Accounts 2021

FINANCES

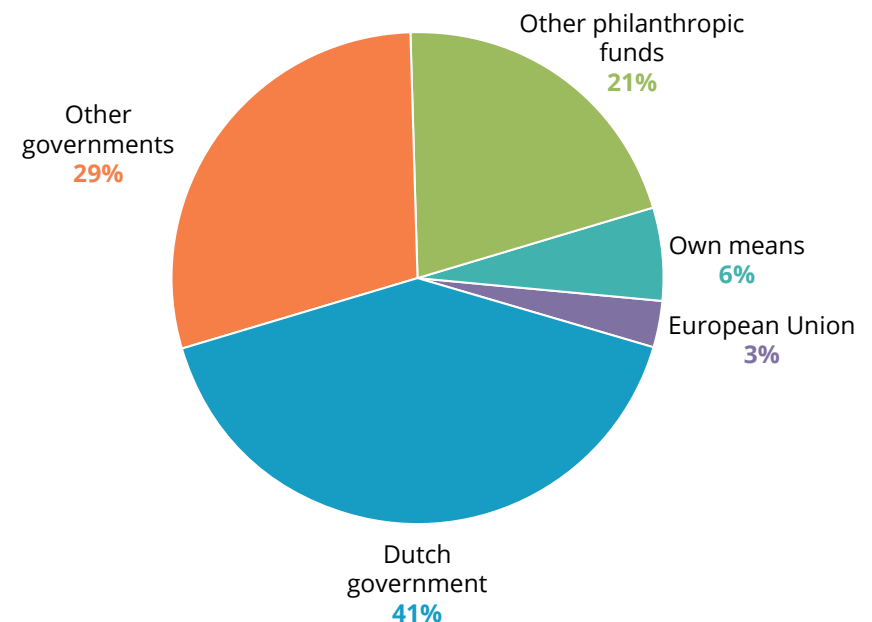
INCOME OVER THE LAST 4 YEARS

	<i>in Euros</i>
2021	€ 4,248,219
2020	€ 4,389,601
2019	€ 4,472,327
2018	€ 4,668,153



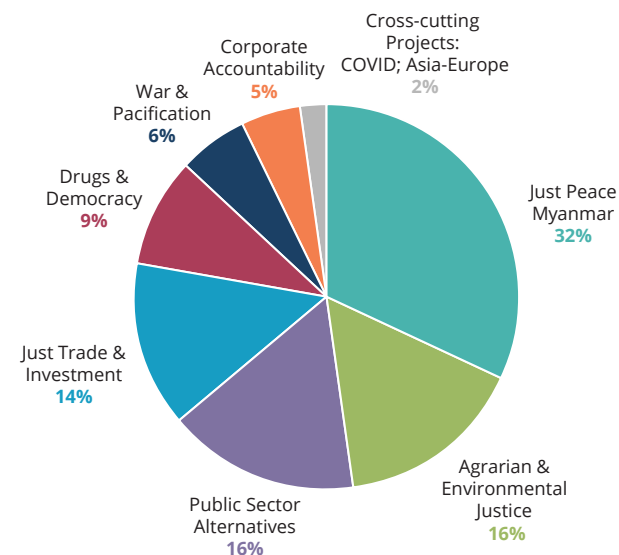
WHERE WE GOT OUR MONEY

	<i>percentage</i>
Dutch government	€ 1,746,091 41%
Other governments	€ 1,247,573 29%
Other philanthropic funds	€ 873,372 21%
Own means	€ 237,334 6%
European Union	€ 143,849 3%



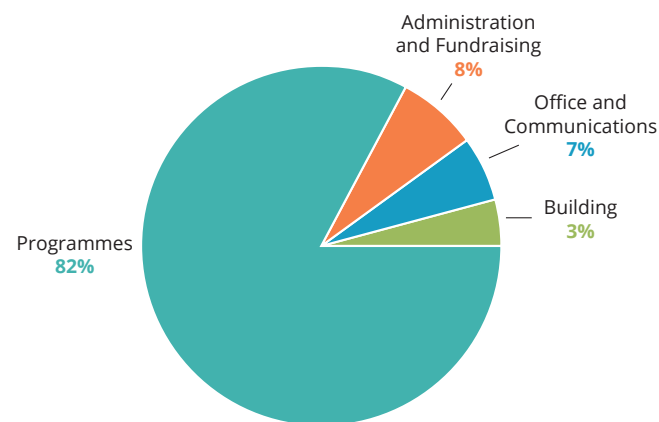
WHAT PROJECTS OUR MONEY IS SPENT ON

	<i>in Euros</i>	<i>percentage</i>
Just Peace Myanmar	€ 1,304,393	32%
Agrarian & Environmental Justice	€ 630,692	16%
Public Sector Alternatives	€ 625,989	16%
Just Trade & Investment	€ 551,545	14%
Drugs & Democracy	€ 347,569	9%
War & Pacification	€ 248,178	6%
Corporate Accountability	€ 221,338	5%
Cross-cutting Projects	€ 97,350	2%
TOTAL	€ 4,027,054	100%



HOW WE SPEND OUR MONEY

	<i>in Euros</i>	<i>percentage</i>
Programme Activities	€ 3,450,104	82%
Salaries (administrations & fundraising)	€ 348,672	8%
Office & Communications	€ 277,366	7%
Building	€ 123,006	3%
TOTAL	€ 4,199,148	100%



The annual budget (in Euros) was approved by the Supervisory Board in October

Budget 2022
€

Income

Grants	3,687,178
Other Income	10,000
Total income	3,697,178

Expenditure

Overhead

- Personnel costs	320,689
- Building expenses	-15,713
- Office and communication	324,525
Total overhead	629,501

Project costs

- Direct project costs	1,840,818
- Personnel costs charged to projects	1,214,817
Total project costs	3,055,635

Total expenditure **3,685,136**

Result **12,042**

Donor	Project name	Role	Start	End	Total budget	Currency
Dutch Ministry of Foreign Affairs	Fair, Green & Global	partner	1/1/2021	31/12/2025	9,736,420.00	EUR
Dutch Ministry of Foreign Affairs	Myanmar – Sustainable Rural Areas	sole	1/9/2021	31/5/2022	50,000.00	EUR
Swedish International Development Agency	Promoting Ethnic Rights in Myanmar	sole	1/9/2017	31/5/2021	26,300,000.00	SEK
Swiss Development Cooperation	Ethnic Conflict in Myanmar	sole	1/6/2017	31/5/2021	1,664,294.00	EUR
Deutsche Gesellschaft für Internationale Zusammenarbeit	Global Partnership on Drugs Policies & Development	sole	1/10/2021	31/5/2022	50,000.00	EUR
Deutsche Gesellschaft für Internationale Zusammenarbeit	Myanmar - sustainable Rural Areas	sole	1/1/2021	30/6/2021	29,945.79	EUR
European Union (H2020)	Municipal Power – mPower	partner	1/5/2018	31/7/2022	255,750.00	EUR
European Union (H2020)	Making Agriculture Trade Sustainable	partner	1/7/2021	31/12/2023	230,240.00	EUR
European Union (through 11.11.11.)	Asia-Europe Peoples Forum	partner	21/12/2017	31/7/2021	109,476.00	EUR
European Union (EuropeAid)	Ensuring the social-economic rights and decent work conditions for South Africa small-scale fishers	partner	1/1/2020	28/2/2023	75,807.00	EUR
European Union (Erasmus+)	Deck to Dish: Advanced training in Community Supported Fisheries	partner	1/9/2019	31/12/2021	40,125.00	EUR
Found. Open Soc. Policy center	Drugs & Democracy 2020-2021	sole	1/2/2020	31/1/2021	225,000.00	USD
Found. Open Soc. Policy center	Drugs & Democracy 2021-2022	sole	1/4/2021	30/3/2023	400,000.00	USD
Found. to Promote Open Society	COVID-19 core grant	sole	1/6/2020	31/12/2021	100,000.00	USD
Found. Open Soc. Policy center	Securitisation of Health	sole	1/10/2021	31/1/2022	125,000.00	USD
Found. to Promote Open Society	Public Services	sole	1/1/2021	1/3/2023	244,000.00	USD
Found. Open Soc. Policy center	Drug Policy Advocacy Group IV	sole	1/8/2020	31/7/2022	100,000.00	USD
Found. to Promote Open Society	Education programme	sole	1/1/2022	30/6/2023	160,000.00	USD
Found. Open Soc. Inst. New York	Future beyond shell	sole	1/7/2020	30/6/2021	50,000.00	USD
Found. to Promote Open Society	More humanitarian approach to migration and refugee policies and border management in Europe	sole	14/5/2019	30/6/2021	99,600.00	USD
Found. Open Soc. Policy center	Alternative Security	sole	1/6/2018	1/9/2021	120,000.00	USD
Found. to Promote Open Society	European Network of Corporate Observatories	lead	1/1/2020	31/12/2022	200,000.00	USD
Rockefeller Foundation	Trade & Investment	sole	15/7/2019	15/7/2021	300,000.00	USD
Rockefeller Foundation	Trade & Investment	sole	23/7/2021	31/10/2023	500,000.00	USD
Rockefeller Foundation	Strengthen Transatlantic trade advocacy	sole	16/3/2020	16/3/2021	55,000.00	USD
European Cultural Foundation	Reimagining democracy	sole	4/12/2019	1/11/2021	19,500.00	EUR
European Cultural Foundation	M2M Solidarity	sole	1/1/2020	31/12/2021	23,875.00	EUR
Anonymous donor	Energy charter treaty	sole	1/1/2020	28/2/2021	60,000.00	EUR
Anonymous donor	Ending the Energy charter treaty	sole	13/3/2021	31/5/2022	60,000.00	EUR
The Asia foundation	Conflict, Stability and Security	sole	6/11/2020	15/3/2021	32,720,927.00	MMK
Rosa Luxemburg Stiftung	North Africa	sole	1/1/2021	31/12/2021	42,750.00	EUR
Friedrich Ebert Stiftung	Energetic transition in North Africa	sole	1/1/2021	1/12/2022	45,000.00	EUR

PEOPLE

TNI STAFF IN 2021

MANAGEMENT TEAM

- Fiona Dove (Executive Director)
- Pietje Vervest & Ernestien Jensema (Programmes)
- Denis Burke (Communications)
- John Kerseboom (Personnel)

COMMUNICATIONS

- Denis Burke (Coordinator)
- Melissa Koutouzis (Communications Officer)
- Mercedes Camps (Spanish translator, USA)
- Shaun Matsheza (Podcasts/writer)
- Hilde van der Pas (Dutch press liaison/social media)
- Jorrit Stoker (Webmaster)

COMMUNITY-BUILDERS

- Nick Buxton (Knowledge Hub Coordinator, USA)
- Jess Graham (Fundraiser)
- Niels Jongerius (Netherlands)

OFFICE & ADMINISTRATION

- Misrak Alayu (Front Office)
- Katja Gertman (Bookkeeping Assistant)
- Albi Janssen (Network Engineer)
- John Kerseboom (Personnel)
- Stephanie Olinga-Shannon (Evaluation)
- Sebastian Stellingwerf (ICT)
- Susane Senz (ICT)

PROGRAMME DIRECTORS

- Martin Jelsma (Drugs & Democracy)
- Pietje Vervest (Economic Justice)

PROGRAMME COORDINATORS

- Brid Brennan (Corporate Power)
- Ernestien Jensema (Drugs & Democracy)
- Satoko Kishimoto (Public Alternatives)
- Niamh Ni Bhriain (War & Pacification)
- Cecilia Olivet (Trade & Investment)

PROGRAMME STAFF

- Tom Blickman
- Daniel Chavez
- Sylvia Kay
- Pien Metaal
- Katie Sandwell
- Lavinia Steinfort
- Sol Trumbo Vila

PROGRAMME ASSOCIATES

- Arun Kundnani (UK/USA)
- Bettina Müller (Germany)
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- Sofia Scasserra (Argentina)
- Zoe Brent (Spain)

INTERNS

- Alhafiz Atsari (Indonesia)
- Alice Pomfret (UK)
- Brian Dane (USA)
- Bruno Palombini Gastal (Spain)
- Daniel Boston (USA)
- Ghiwane Boumediene (France)
- Jelto Makris (Germany)
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VOLUNTEERS

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- Mustaffa Habashi (Handyman)
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- Susan Medeiros (Front Office)

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- Ben Hayes (UK)
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- David Bewley-Taylor (UK)
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TNI COLLABORATIONS IN 2021

TNI would like to thank all those individuals who cooperated with us in 2020. Your time, labour and expertise has been much appreciated. Apologies in advance to anyone who was inadvertently omitted. There are many, in Myanmar particularly, who cannot be named for reasons of safety but know that we thank you too.

AFRICA

ALGERIA

- Malia Bouattia

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- Koumbou Boly Barry

CAMEROON

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- Kevin*
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- Nuria del Viso
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- Paloma Chen
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- Tània Corrons

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- Volodymyr Ischchenko
- Yuliya Yurchenko

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- Ala'a Shehabi
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- Ann Fordham
- Andrew Cumbers
- Andrew Feinstein
- Andrew Metheven
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- Azfar Shafi
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- Dave Bewley-Taylor

- Dottie Guerrero
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- Joanna Allan
- John McDonnell
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- Laleh Khalili
- Laura Stegemann
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- Martin Smith
- Miriyam Aouragh
- Meriam Madrouk
- Paul Rogers
- Rafeef Ziadah
- Steve Tibbet
- Stuart Parkinson
- Tania Martinez

WEST ASIA

BAHRAIN

- Ala'a Shehabi

IRAN

- Marya Rahmanian

IRAQ

- Zahra Ali

ISRAEL

- Alys Samson Estapé

LEBANON

- Fourate Chahal

TURKEY

- Irmak Ertor
- Joris Leverink

ORGANISATIONAL COLLABORATIONS IN 2021

MEDIA PARTNERS

- La Diaria (Uruguay)
- Open Democracy (UK)
- Platform voor Authentieke Journalistiek (Netherlands)
- ROAR (Netherlands)

GLOBAL

- Action Aid
- Corporate Accountability International
- Critical China Scholars
- FIAN International
- Friends of the Earth International
- G2H2- Geneva Global Health Hub
- Global Campaign for Education
- Global Campaign to Reclaim People's Sovereignty, Dismantle Corporate Power & Stop Impunity
- Global Initiative for Economic, Social and Cultural Rights
- Global Interparliamentary Network
- Global Partnership on Drugs Policy and Development
- Global Platform for the Right to the City
- Global Strategic Communications Council
- Habitat International Coalition
- Harm Reduction International
- International Drug Policy Consortium
- International Planning Committee for Food Sovereignty
- International Indian Treaty Council
- Initiative for Social and Economic Rights
- Just Net Coalition
- La Vía Campesina
- Oxfam
- Penal Reform International
- People's Health Movement
- Public Services International
- Red Intercontinental de Promoción de la Economía Social Solidaria
- Scientists for Global Responsibility
- Society for International Development
- Stop the Wall Campaign
- Trade Unions for Energy Democracy
- Women Engage for a Common Future International
- World Forum of Fisher Peoples
- World Forum of Fisher Harvesters and Fish Workers
- World March of Women

AFRICA

REGIONAL

- East African Centre for Human Rights
- North African Food Sovereignty Network
- Southern Africa Campaign to Dismantle Corporate Power

KENYA

- Voices of Community Action & Leadership

MAURITIUS

- Centre for Alternative Research and Studies

MOROCCO

- Attac Morocco
- Foundation for the Development of the Rif

MOZAMBIQUE

- Justica Ambiental/FoE

NIGERIA

- Corporate Accountability and Public Participation Africa

SOUTH AFRICA

- Alternative Information & Development Centre
- Groundwork/FoE
- Institute for Poverty, Land and Agrarian Studies, University of the Western Cape
- Masifundise

TUNISIA

- Tunisian Observatory of Economy
- Tunisian Platform of Alternatives

UGANDA

- Initiative for Social and Economic Rights
- Southern and Eastern Africa Trade Information and Negotiations Institute

AMERICAS

REGIONAL

- Amigos de la Tierra de América Latina y Caribe
- Caribbean Network of Fisherfolk Organisations
- Caribbean Cannabis Working Group Fair Trade
- Colectivo de Estudio de Drogas y Derecho
- Consejo Latinoamericano de Ciencias Sociales

- Jornada Continental por la Democracia y contra el neoliberalismo
- Internacional de Servicios Públicos- América Latina
- Plataforma América Latina mejor sin TLC
- Plataforma de Acuerdos Públicos Comunitarios de las Américas
- Trade Union Confederation of the Americas

ARGENTINA

- ATTAC Argentina
- Intercambios

BAHAMAS

- Bahamas Commercial Fishers Alliance

BOLIVIA

- Accion Semilla

BRAZIL

- Homa Institute
- Movimento dos Atingidos por Barragens (MAB)

CANADA

- International Institute for Sustainable Development
- ETC Group

CHILE

- Plataforma Chile mejor sin TLCs
- Institute for Local Government, Universidad Abierta de Recoleta

COLOMBIA

- DeJusticia
- Integration de Educacion Ambiental y Social
- Observatorio de Cultivos y Cultivadores Declarados Ilícitos/VisoMutop
- Sindicato de Trabajadores de las Empresas Municipales de Cali

COSTA RICA

- Asociación Costarricense para el Estudio e Intervención en Drogas

ECUADOR

- Unión de Afectados por Texaco (UDAPT)

GUYANA

- Guyana National Fisherfolk Organisation

MEXICO

- Mexico Unido contra la Delincuencia
- SAINT VINCENT AND THE GRENADINES
- Cannabis Revival Committee
- Medical Cannabis Authority

URUGUAY

- Red de Ecología Social/FOE
- Red de Semillas

USA

- American Friends Service Committee
- Drug Policy Alliance
- Funders for Fair Trade
- Grassroots Global Justice Alliance
- Havens Wright Center for Social Justice, University of Wisconsin-Madison
- Institute for Policy Studies
- Immigrant Defense Project
- International Indian Treaty Council
- Mijente
- No Más Muertos/No More Deaths
- Northwest Atlantic Marine Alliance
- Open Society Foundation
- Positions Politics
- Rockefeller Brothers Fund
- The Democracy Collaborative
- USA Community-supported Fisheries Network
- Washington Office on Latin America

ASIA-OCEANIA

REGIONAL

- Asia-Europe People's Forum
- Asian Task Force for a Binding Treaty
- EU-ASEAN FTA network
- Focus on the Global South

CHINA

- Lausan
- Made in China Journal

INDIA

- ActionAid India
- Indira Gandhi Technical College
- It for Change
- People's Health Movement
- National Fishworkers Forum

INDONESIA

- Eko Marine
- Indonesia for Global Justice
- Lingkar Ganja Nusantara
- Solidarity Perempuan
- Samdhana

MALAYSIA

- Monitoring Sustainability of Globalisation

PAKISTAN

- Crofter Foundation
- Pakistan Kissan Rabita Committee

MYANMAR

- Not named for security purposes

WEST ASIA / MIDDLE EAST

TURKEY

- Association of Istanbul Fishing Cooperatives
- Birlik Fisheries Cooperative

EUROPE

REGIONAL

- Centre Europe Tiers Monde
- Commons Network
- CommonsPolis
- Corporate Europe Observatory
- Ecolise
- Energy Cities
- European Coordination Via Campesina
- European Left Media Outlet
- European Network on Debt and Development
- European Network Against the Arms Trade
- European Network of Corporate Observatories
- European Public Services Union
- Friends of the Earth Europe
- Minim – Municipalism Observatory
- Nyeleni Europe and Central Asia
- Platform of Filipino Migrant Organisations in Europe
- Rosa Luxemburg Stiftung
- Seattle to Brussels network
- Transform Europe!
- Transnational Migrant Platform-Europe

BELGIUM

- 11.11.11
- Agir pour la Paix
- CADTM

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- Asienhaus
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- Global Partnership on Drug Policy and Development
- Gongchao
- PowerShift
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- Crocevia
- Feminist Hiking Collective
- Forum Droghe
- Re-Common
- Society for International Development
- Terra Nuova

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- Both Ends
- Clean Clothes Campaign
- Code Rood
- Commission For Filipino Migrant Workers
- De 99 van Amsterdam
- De Goede Zaak
- European Cultural Foundation
- Extinction Rebellion
- FNV
- Foodwatch NL
- Fossilvrij
- Fossil Free Feminists
- Friday's For Future
- Gastivists
- Greenpeace
- Handel Anders!
- Institute for Social Studies, Erasmus University
- Internationale Socialisten
- IZI-solutions
- Milieudefensie
- Noor Images
- PARTOS
- Platform Aarde Boer Consument
- Platform Stop Racisme
- Shell Must Fall
- SOMO
- Stop Wapenhandel
- Toekomstboeren
- Voedsel Anders
- Wise

ROMANIA

- Ecoruralis
- SERBIA
- Masina

SPAIN

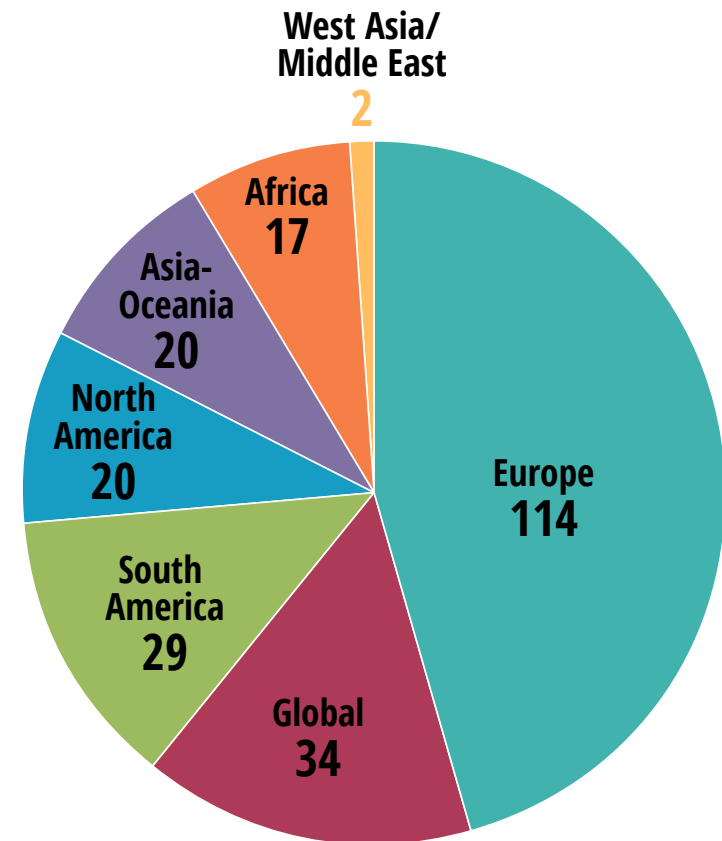
- APROAMAR Asociacion Autónomos del Mar
- Agora. Inteligencia colectiva para la sostenibilidad
- Barcelona En Comú
- Bizilur, Association for Cooperation and Development of the people
- Centro Delás
- Debt Observatory in Globalisation
- Engineers Without Borders Catalonia
- International Center for Ethnobotanical Education, Research, and Service
- International Institute for Non-Violent Action
- Observatorio de Multinacionales en América Latina
- Suds Internacionalisme Solidaritat Feminismes

SWITZERLAND

- Centre Europa Tiers Monde

UNITED KINGDOM

- Conflict and Environment Observatory
- Global Justice Now
- Health Poverty Action
- Real Farming Trust
- Release
- Platform London
- Public Services International Research Unit
- Scottish CND
- Statewatch
- Global Drug Policy Observatory, Swansea University
- Transform Drug Policy Foundation
- University of Glasgow
- War on Want
- We Own It



tni.org



annual accounts 2021

Transnational Institute
at Amsterdam

date 16 June 2022
reference 22-408/MdV

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A. Balance sheet

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
ASSETS		
Fixed assets		
- Tangible fixed assets	<u>1.644.813</u>	<u>1.688.660</u>
Total fixed assets	<u>1.644.813</u>	<u>1.688.660</u>
Current assets		
- Receivables	233.940	525.843
- Cash and cash equivalents	<u>2.668.524</u>	<u>3.512.658</u>
Total current assets	<u>2.902.464</u>	<u>4.038.501</u>
Total assets	<u><u>4.547.277</u></u>	<u><u>5.727.161</u></u>
LIABILITIES		
Reserves and funds		
- Continuity reserve	1.334.361	1.250.574
- Restricted fund	<u>0</u>	<u>16.169</u>
Total reserves and funds	<u>1.334.361</u>	<u>1.266.743</u>
Provisions	<u>75.798</u>	<u>83.289</u>
Long-term liabilities	<u>1.454.608</u>	<u>1.464.032</u>
Short-term liabilities	<u>1.682.510</u>	<u>2.913.097</u>
Total liabilities	<u><u>4.547.277</u></u>	<u><u>5.727.161</u></u>

B. Statement of income and expenditure

	<u>Realisation 2021</u>	<u>Budget 2021</u>	<u>Realisation 2020</u>
	€	€	€
<u>Income</u>			
Income from grants	4.010.885	4.789.275	4.217.093
Income from other sources	<u>237.334</u>	<u>159.400</u>	<u>172.508</u>
Total income	<u>4.248.219</u>	<u>4.948.675</u>	<u>4.389.601</u>
<u>Expenditure</u>			
Administration and fundraising			
- Personnel costs	348.672	361.427	353.346
- Building expenses	123.006	178.370	146.062
- Office and communication	<u>277.366</u>	<u>319.055</u>	<u>350.110</u>
Total administration and fundraising	<u>749.045</u>	<u>858.852</u>	<u>849.518</u>
Research and activities	<u>3.450.104</u>	<u>4.083.153</u>	<u>3.452.462</u>
Total expenditure	<u>4.199.149</u>	<u>4.942.005</u>	<u>4.301.980</u>
Balance of income and expenditure before financial income and expenditure	<u>49.070</u>	<u>6.670</u>	<u>87.621</u>
Financial income and expenditure	<u>18.548</u>	<u>-6.000</u>	<u>-11.368</u>
Balance of income and expenditure	<u>67.618</u>	<u>670</u>	<u>76.253</u>
Allocation of balance from income and expenditure			
- Continuity reserve	83.787	670	76.253
- Restricted fund (ISDS campaign)	<u>-16.169</u>	<u>0</u>	<u>0</u>
Balance from income and expenditure	<u>67.618</u>	<u>670</u>	<u>76.253</u>

C. Cash flow statement

	2021		2020	
	€	€	€	€
<u>Cash flow from operating activities</u>				
Result		67.618		76.253
Depreciations		<u>62.857</u>		<u>57.918</u>
			130.475	134.171
Mutations in work capital:				
- Receivables		291.903		-13.779
- Provisions		-7.491		18.135
- Short-term liabilities		<u>-1.230.587</u>		<u>995.962</u>
Total mutations in work capital		<u>-946.175</u>		<u>1.000.318</u>
Total cash flow from operating activities		-815.700		1.134.489
<u>Cash flows used in investing activities</u>				
Purchases		-19.010		-17.994
<u>Cash flows used in financing activities</u>				
Decrease in debt		-7.444		-7.562
Other long term liabilities		<u>-1.980</u>		<u>-1.980</u>
Total cash flows used in financing activities		<u>-9.424</u>		<u>-9.542</u>
Net increase in cash and cash equivalents		<u>-844.134</u>		<u>1.106.953</u>
Cash and cash equivalents at year end		2.668.524		3.512.658
Cash and cash equivalents at beginning of year		<u>3.512.658</u>		<u>2.405.705</u>
Changes in cash and cash equivalents		<u>-844.134</u>		<u>1.106.953</u>

D. Accounting principles

General

Assets and liabilities are stated at face value unless a different valuation principle is mentioned.

Going concern

The accounting policies within the financial statements are based on the assumption that TNI will be able to continue as a going concern.

RJ C1

This presentation of the financial statements is in accordance with Dutch Accounting Standard Board's Guideline for Annual Reporting C1 for small not-for-profit organisations.

Currency

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Any resulting exchange differences are recognised through income and expenditure.

Amounts denominated in foreign currency have been converted into Euro using the exchange rate valid on the transaction date. Exchange differences are accounted for in the statement of income and expenditure, unless a different rate is mentioned.

Changes in accounting principles

The valuation and the principles for determination of results remained unchanged compared to 2020.

Fixed assets

These are shown at historical cost. Depreciation and amortisation are calculated based upon these assets according to the straight line method on the expected useful life of the class of asset concerned. If there is deemed to be a permanent diminution in the value of an asset, the appropriate value adjustment is made.

Depreciation percentages are 33,3% for computer equipment, 25% for inventory, 10% for solar panels and 2% for the building.

Receivables

Receivables are stated at face value with a net of provisions for doubtful debts where necessary.

OTHER INFORMATION

Allocation of results

The result has been allocated to the continuity reserve in accordance to the reserve policy.

E. Notes to the balance sheet

ASSETS

Tangible fixed assets

	<u>Buildings</u>	<u>Office equipment</u>	<u>Total</u>
	€	€	€
Opening balance	1.648.788	39.872	1.688.660
Investments	0	19.010	19.010
Minus: depreciation	-48.353	-14.504	-62.857
Depreciation desinvestments	0	0	0
Minus: desinvestments	<u>0</u>	<u>0</u>	<u>0</u>
Net book value per 31 December 2021	<u><u>1.600.435</u></u>	<u><u>44.378</u></u>	<u><u>1.644.813</u></u>
Accumulated investments	2.506.123 *	128.051	2.634.174
Minus: accumulated depreciations per 31 December 2021	<u>-905.688</u>	<u>-83.673</u>	<u>-989.361</u>
Net book value per 31 December 2021	<u><u>1.600.435</u></u>	<u><u>44.378</u></u>	<u><u>1.644.813</u></u>

* The building was appraised, in a valuation by 'MVGGM Vastgoedtaxaties' on 12 June 2020, at a value of € 3.770.000.

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
<u>Receivables</u>		
Prepayments and invoices received in advance	71.222	62.962
Grants	68.615	286.317
Accounts receivable	31.767	43.349
Other receivables	<u>62.336</u>	<u>133.215</u>
Total receivables	<u><u>233.940</u></u>	<u><u>525.843</u></u>

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
- Grants		
Deutsche Gesell. für Int. Zusammenarb.	27.460	4.487
Friedrich Ebert Stiftung (FES)	22.692	0
Found. Open Soc. Policy center	10.489	419
European Union	7.449	3.325
Rosa-Luxemburg-Stiftung	525	0
European Union DG JUST	0	131.424
Dutch Ministry of Foreign Affairs	0	106.901
European Union (through 11.11.11.)	0	28.367
Handel Anders	0	7.535
Erasmus+/Terre de Liens	0	2.699
Irish Research Council	0	1.160
Found. Open Soc. Inst. New York	0	0
	<u>0</u>	<u>0</u>
Total grants *	<u>68.615</u>	<u>286.317</u>

* A more detailed overview of the fund movement for each grant is shown in 'G: Summary of projects 2021' on page 15.

- Other receivables

Miscellaneous receivables	47.290 *	54.269
Advances projects, pending deliverables	15.046	76.140
Advances employees	0	2.800
Interest	0	6
	<u>0</u>	<u>6</u>
Total other receivables	<u>62.336</u>	<u>133.215</u>

* Concerns a loan agreement of € 30.000, to be settled in 2022 and a restitution of energy expenses due to lower usage.

Cash and cash equivalents

ABN AMRO Bank	1.108.687	2.413.272
Accounts in foreign currencies	767.251	314.989
ASN Bank	609.082	611.695
Triodos Bank	180.471	169.470
PayPal	2.374	1.002
Petty cash	659	1.441
Credit card	0	789
	<u>0</u>	<u>789</u>
Total cash and cash equivalents	<u>2.668.524</u>	<u>3.512.658</u>

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
- Accounts in foreign currencies		
ABN AMRO Bank USD	725.349	314.541
ABN AMRO Bank GBP	<u>41.902</u>	<u>448</u>
Total accounts in foreign currencies	<u><u>767.251</u></u>	<u><u>314.989</u></u>

LIABILITIES

Continuity reserve

Balance 1 January	1.250.574	1.174.321
Allocation net result	<u>83.787</u>	<u>76.253</u>
Balance 31 December	<u><u>1.334.361</u></u>	<u><u>1.250.574</u></u>

The reserve exists to ensure that the organisation can also meet its obligations in the future. The reserve increases from € 1.250.574 to € 1.334.361 at year end. The liquid reserves, continuity reserve -/- net value of the building (€ 145.827), are therefore set at € 1.188.534. This constitutes 67% of the goal set by the Board of one year's fixed operational costs.

Restricted fund (ISDS campaign)

Balance 1 January	16.169	16.169
Allocation net result	<u>-16.169</u>	<u>0</u>
Balance 31 December	<u><u>0</u></u>	<u><u>16.169</u></u>

The fund contains unused funding received from donations and partner organisations to support the ISDS campaign project. Activities within the S2B project for the ISDS campaign utilizing this fund were made in 2021.

Provisions

- Building restoration

Balance 1 January	83.289	65.154
Provision	23.454	23.454
Restoration	<u>-30.945</u>	<u>-5.319</u>
Balance 31 December	<u><u>75.798</u></u>	<u><u>83.289</u></u>

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
<u>Long-term liabilities</u>		
Mortgage Triodos Bank NL85 TRIO 0212 1493 42	1.440.000	1.440.000
Mortgage Triodos Bank NL10 TRIO 0212 1492 37	14.608	22.052
Other long-term payables	<u>0</u>	<u>1.980</u>
Total long-term liabilities	<u><u>1.454.608</u></u>	<u><u>1.464.032</u></u>
- Mortgage Triodos Bank NL85 TRIO 0212 1493 42		
Balance 1 January	1.440.000	1.440.000
Paid mortgage	<u>0</u>	<u>0</u>
Balance 31 December	1.440.000	1.440.000
Included in current liabilities	<u>0</u>	<u>0</u>
Total mortgage Triodos Bank NL85 TRIO 0212 1493 42	<u><u>1.440.000</u></u>	<u><u>1.440.000</u></u>
- Mortgage Triodos Bank NL10 TRIO 0212 1492 37		
Balance 1 January	29.778	37.340
Paid mortgage	<u>-7.444</u>	<u>-7.562</u>
Balance 31 December	22.334	29.778
Included in current liabilities	<u>-7.726</u>	<u>-7.726</u>
Total mortgage Triodos Bank NL10 TRIO 0212 1492 37	<u><u>14.608</u></u>	<u><u>22.052</u></u>

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
<u>Short-term liabilities</u>		
Grants (received in advance)	1.335.586	2.349.653
Accounts payable	135.383	153.249
Provision vacation pay	47.070	54.653
Wage withholding tax	34.621	32.105
Provision vacation days	29.602	33.002
Payments received in advance	10.665	0
Triodos Bank mortgages, redemption due in next year	7.726	7.726
Security on rent	7.361	7.361
Liabilities to partners	6.258	125.379
Payable VAT	4.013	0
Other short-term liabilities	<u>64.225</u>	<u>149.969</u>
Total short-term liabilities	<u><u>1.682.510</u></u>	<u><u>2.913.097</u></u>
- Grants (received in advance)		
Found. Open Soc. Inst. New York	418.310	280.143
Dutch Ministry of Foreign Affairs	253.432	1.168.371
S2B network	146.669	171.847
Rockefeller Foundation	144.497	113.720
European Union	98.912	54.241
Swiss Developm. Cooperation	75.343	74.982
National Philanthropic Trust UK	47.570	0
Energy Charter Treaty	37.267	29.051
Handel Anders	35.218	0
Deutsche Gesell. für Int. Zusammenarb.	26.262	0
Found. Open Soc. Policy center	24.524	15.523
European Cultural Foundation	15.041	21.219
PLAAS, Univ. of Western Cape	8.450	11.212
Swansea University	2.870	2.870
Erasmus+/Urgency	1.221	4.879
Swedish Int. Developm. Agency	0	367.680
The Asia Foundation	0	19.138
Found. to Promote Open Society	<u>0</u>	<u>14.777</u>
Total grants (received in advance) *	<u><u>1.335.586</u></u>	<u><u>2.349.653</u></u>

* A more detailed overview of the fund movement for each grant is shown in 'G: Summary of projects 2021' on page 15.

	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€
- Other short-term liabilities		
Payables expenses	64.225	145.754
Rent received in advance	<u>0</u>	<u>4.215</u>
Total other short-term liabilities	<u><u>64.225</u></u>	<u><u>149.969</u></u>

RIGHTS AND OBLIGATIONS NOT INCLUDED IN THE BALANCE SHEET

Contingent rights and liabilities

TNI rents out nine office units to several tenants. The monthly rental fee gives TNI an income of € 14.500, excluding service fee, if all units are rented out. The rental fee is updated yearly with inflation as of May 1st. As of 31 December, all nine units were rented out. Of these nine rental contracts, five have a minimum of two months notice, three a minimum of six months, and one unit requires a minimum of twelve months notice before the contract can be terminated.

Post balance sheet events

There have been no significant events post balance date which would materially affect the annual accounts.

F. Notes to the statement of income and expenditure

	<u>Realisation 2021</u>		<u>Budget 2021</u>		<u>Realisation 2020</u>
	€		€		€
INCOME					
<u>Income from grants</u>					
Dutch government	43% 1.746.091		41% 1.947.285		50% 2.124.600
Other governments	31% 1.247.573		26% 1.264.065		20% 830.519
European Union	4% 143.849		2% 107.527		14% 607.544
Other philanthropic funds	22% 873.372		31% 1.470.398		16% 654.430
Total income from grants	100% <u>4.010.885</u>		100% <u>4.789.275</u>		100% <u>4.217.093</u>
<u>Income from other sources</u>					
Income from rent	172.981		159.400		138.010
Donations and contributions	13.566		0		9.898
Other income	<u>50.787</u> *		<u>0</u>		<u>24.600</u>
Total income from other sources	<u>237.334</u>		<u>159.400</u>		<u>172.508</u>

* Concerns income from research/consultancy services, book sales and secondment of staff.

	<u>Realisation 2021</u>	<u>Budget 2021</u>	<u>Realisation 2020</u>
	€	€	€
EXPENDITURE			
<u>Personnel costs</u>			
Salaries	1.101.984	1.198.561	1.118.789
Social security	191.066	222.912	202.371
Pension premiums	105.585	88.507	92.453
Arbo/sickness insurance	24.689	18.338	19.013
Other personnel costs	<u>36.461</u>	<u>33.211</u>	<u>28.867</u>
Subtotal personnel costs	1.459.785	1.561.529	1.461.493
Minus: personnel costs research and activities	<u>-1.111.113</u>	<u>-1.200.102</u>	<u>-1.108.147</u>
Total personnel costs administration and fundraising	<u><u>348.672</u></u>	<u><u>361.427</u></u>	<u><u>353.346</u></u>
<i>FTE (average over the year)</i>	23,21	23,38	24,16
<i>Number of employees per December 31st</i>	23,54	23,38	23,71
<u>Building expenses</u>			
Depreciation	48.353	49.370	48.353
Interest mortgage	40.822	45.500	41.011
Provision building maintenance	23.454	30.000	23.454
Maintenance, cleaning and purchase	23.823 *	47.000	16.584
Energy and water	-1.360 **	25.000	25.512
Insurance, lease and taxes	31.663	29.500	29.671
Contribution tenants/service charges	<u>-43.748</u>	<u>-48.000</u>	<u>-38.523</u>
Total building expenses	<u><u>123.006</u></u>	<u><u>178.370</u></u>	<u><u>146.062</u></u>

* When setting the budget, quotations for planned paint work indicated the costs would be higher than in the original maintenance budget. Quotations subsequently received, however, were within the original maintenance budget and the additional amount reserved proved not to be required.

** Including a restitution of unjust charges of € 45.204 over the period of July 2020 up to December 2021.

	<u>Realisation</u> <u>2021</u>	<u>Budget</u> <u>2021</u>	<u>Realisation</u> <u>2020</u>
	€	€	€
<u>Office and communication</u>			
Office supplies & communications	64.478	68.205	90.834
Office materials	2.539	3.000	4.599
Other organisational costs	27.296	8.500	16.849
External assistance	198.157 *	170.000	180.990
Auditor	19.023 **	42.350	35.090
Depreciation inventory	14.504	12.000	9.565
Fundraising	<u>1.370</u>	<u>15.000</u>	<u>12.183</u>
Total office and communication costs	327.366	319.055	350.110
Direct office and communication costs charged to projects	<u>-50.000</u>	<u>0</u>	<u>0</u>
Total office and communication	<u><u>277.366</u></u>	<u><u>319.055</u></u>	<u><u>350.110</u></u>

* The expenditure on external assistance increased due to hiring of additional consultancy on strategic planning and design of new digital systems.

** Constitutes of -/- € 13.647 of excessive expenses reserved for the audit costs included in the annual accounts of 2020 and € 32.670 reserved for the audit of the annual accounts of 2021.

Research and activities

Personnel costs	1.111.113	1.200.102	1.108.147
Activity costs	987.839	1.643.338	967.071
Travel and accommodation	306.524	374.797	212.286
communication	441.586	490.119	392.275
Miscellaneous project costs	401.443	115.322	64.533
Research partner fees	229.265	259.475	742.185
Contributions by third parties	<u>-27.665</u>	<u>0</u>	<u>-34.035</u>
Total research and activities	<u><u>3.450.104</u></u>	<u><u>4.083.153</u></u>	<u><u>3.452.462</u></u>

Financial income and expenditure

Interest received	0	0	7
Banking fee	-8.485	-6.000	-6.694
Exchange gains & losses	33.277	0	-4.681
Paid interest	<u>-6.244</u>	<u>0</u>	<u>0</u>
Total financial income and expenditure	<u><u>18.548</u></u>	<u><u>-6.000</u></u>	<u><u>-11.368</u></u>

G. Summary of the projects 2021

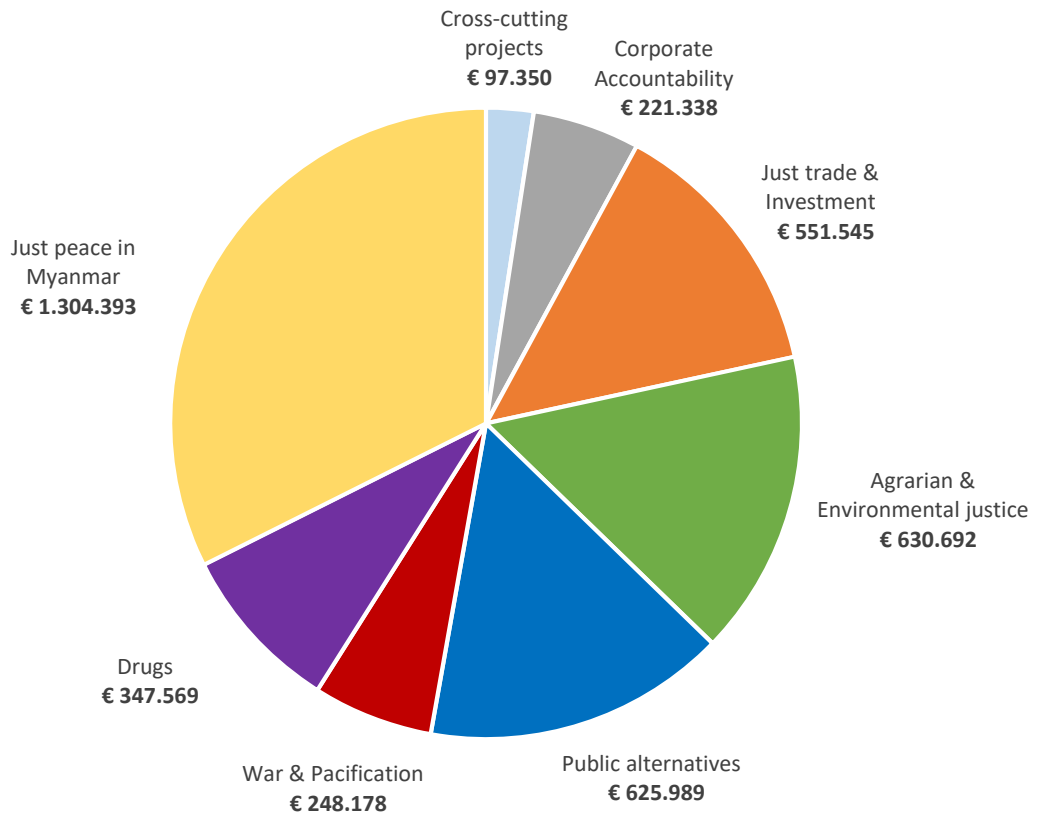
	Liabilities 31-12-2020	Receivables 31-12-2020	New grants 2021	Expenditure on salaries 2021	Expenditure on activities 2021	Expenditure on overhead 2021	Total expenditure 2021	Income 2021	Reva- luations	Liabilities 31-12-2021	Received 2021	Receivables 31-12-2021	Balance liabilities and receivables
	€	€	€	€	€	€	€	€	€	€	€	€	€
	A	B	C	D	E	F	G	H	I	J = A+C-H+I	K	L = B+C-K+I	M = L-J
Dutch Ministry of Foreign Affairs		106.901	0	0	0	0	0	0		0	106.901	0	0
Dutch Ministry of Foreign Affairs	9.736.420	8.568.049	0	658.687	822.085	222.116	1.702.888	1.702.888		8.033.537	778.914	7.789.135	244.402
Dutch Ministry of Foreign Affairs	0	0	52.233	0	43.204	0	43.204	43.204		9.029	52.233	0	9.029
Swedish Int. Developm. Agency	319.627	0	521.826	95.634	676.344	69.478	841.455	841.455		0	521.826	0	0
Swiss Developm. Cooperation	212.910	89.875	334.419	47.004	272.000	28.688	347.692	347.692		199.637	300.000	124.294	75.343
Deutsche Gesell. für Int. Zusammenarb.	21.120	25.607	2.817	14.142	7.819	1.976	23.937	23.937		0	28.424	0	0
Deutsche Gesell. für Int. Zusammenarb.	0	0	50.000	4.507	1.942	580	7.029	7.029		42.971	33.291	16.709	26.262
Deutsche Gesell. für Int. Zusammenarb.	0	0	29.946	11.257	13.936	2.267	27.460	27.460		2.486		29.946	-27.460
European Union	104.551	50.310	0	53.131	6.530	14.915	74.575	74.575		29.976	12.885	37.425	-7.449
European Union	0	131.424	0	0	0	0	0	0		0	131.424	0	0
European Union	60.174	63.499	0	12.225	0	670	12.895	12.895		47.279	19.737	43.762	3.517
European Union	0	0	230.240	12.710	0	3.177	15.887	15.887		214.353	111.283	118.957	95.395
European Union (through 11.11.11.)	0	28.305	15.662	14.648	-11	1.025	15.662	15.662		0	43.967	0	0
Erasmus+/Terre de Liens	23.415	26.114	-18.294	5.121	0	0	5.121	5.121		0	7.820	0	0
Erasmus+/Urgency	28.954	24.075	0	16.252	3.456	0	19.708	19.708		9.246	16.050	8.025	1.221
Found. to Promote Open Society	14.715	0	3.845	3.053	15.508	0	18.560	18.560		0	3.845	0	0
Found. Open Soc. Inst. New York	52.645	0	0	51.772	874	0	52.645	52.645		0	0	0	0
Found. Open Soc. Inst. New York	0	0	353.152	32.254	10.552	0	42.806	42.806		310.346	353.152	0	310.346
Found. Open Soc. Inst. New York	78.955	0	2.733	80.085	1.603	0	81.688	81.688		0	2.733	0	0
Found. Open Soc. Inst. New York	101.759	27.462	0	30.803	18.557	0	49.360	49.360	4.371	56.770	31.833	0	56.770
Found. Open Soc. Inst. New York	198.633	198.633	0	31.701	52.153	0	83.853	83.853		114.780	135.047	63.586	51.194
Found. Open Soc. Inst. New York	0	0	141.272	0	0	0	0	0	0	141.272	0	141.272	0
Found. Open Soc. Inst. New York	32.413	0	0	7.169	25.244	0	32.413	32.413		0	0	0	0
Found. Open Soc. Policy center	81.836	39.574	0	2.204	50.547	0	52.751	52.751	3.978	33.063	0	43.552	-10.489
Found. Open Soc. Policy center	12.132	4.884	0	0	12.401	0	12.401	12.401	269	0	5.153	0	0
Found. Open Soc. Policy center	113.256	105.829	0	11.737	29.157	0	40.894	40.894	4.510	76.873	57.990	52.350	24.523
National Philanthropic Trust UK	0	0	47.570	0	0	0	0	0	0	47.570	47.570	0	47.570
Funders for Fair Trade	171.847	0	23.960	0	53.327	0	53.327	37.158		158.649	11.980	11.980	146.669
Funders for Fair Trade	28.965	36.500	41.000	33.477	1.270	0	34.747	34.747		35.218	77.500	0	35.218
Funders for Fair Trade, Shöpfung and Rockefeller Foundation	462	0	0	0	0	0	0	0	-462	0	-462	0	0
Rockefeller Foundation	0	0	0	0	0	0	0	0		0	0	0	0
Rockefeller Foundation	100.058	0	0	38.656	61.625	0	100.281	100.281	224	0	224	0	0
Rockefeller Foundation	0	0	424.203	13.826	54.837	0	68.663	68.663	9.695	365.235	213.160	220.738	144.497
Rockefeller Foundation	13.200	0	0	4.624	8.576	0	13.200	13.200		0	0	0	0
European Cultural Foundation	10.357	5.850	0	2.835	3.500	0	6.335	6.335		4.022	5.850	0	4.022
European Cultural Foundation	23.875	7.163	0	3.938	1.755	0	5.693	5.693		18.182	0	7.163	11.019
Irish Research Council	0	1.160	0	0	0	0	0	0		0	1.160	0	0
PLAAS, Univ. of Western Cape	6.412	0	0	0	0	0	0	0		6.412	0	0	6.412
PLAAS, Univ. of Western Cape	4.800	0	0	0	2.763	0	2.763	2.763		2.038	0	0	2.038
Rosa-Luxemburg-Stiftung	0	0	42.869	0	43.394	0	43.394	43.394		-525	42.869	0	-525
Friedrich Ebert Stiftung (FES)	0	0	45.000	0	22.692	0	22.692	22.692		22.308	0	45.000	-22.692
The Asia Foundation	19.138	0	0	10.378	7.160	1.754	19.291	19.291	153	0	153	0	0
Anonymous donor	29.051	0	0	16.781	12.270	0	29.051	29.051		0	0	0	0
Anonymous donor	0	0	60.000	20.808	1.925	0	22.733	22.733		37.267	60.000	0	37.267
Swansea University	2.870	0	0	0	0	0	0	0		2.870	0	0	2.870
Total	11.604.550	9.541.214	2.404.453	1.341.416	2.338.992	346.647	4.027.054	4.010.885 *	22.739	10.020.862	3.214.513	8.753.893	1.266.971

* Grant settlement with the funder is finalized after the grant contract has ended through final reporting. The presented grant income has therefore only been partially accepted by the donor as a proportion of the grant income will be submitted for approval after the reporting period.

H. Summary of the projects per theme 2021

		Expenditure on salaries 2021	Expenditure on activities 2021	Expenditure on overhead 2021	Total expenditure 2021
		€	€	€	€
Cross-cutting projects					
Found. Open Soc. Inst. New York	COVID-19 core grant	80.085	1.603	0	81.688
11.11.11.	AEPF	14.648	-11	1.025	15.662
Total Cross-cutting projects		94.733	1.592	1.025	97.350
Corporate Accountability					
Dutch Ministry of Foreign Affairs	FGG: Corporate Capture & Binding Treaties	30.023	124.776	25.646	180.444
Found. Open Soc. Policy center	Europ. Network Corp. Observatories	11.737	29.157	0	40.894
Total Corporate Accountability		41.760	153.932	25.646	221.338
Just trade & Investment					
Dutch Ministry of Foreign Affairs	FGG: Trade & Investment Treaties	29.222	139.702	28.207	197.131
Funders for Fair Trade	S2B network	0	53.327	0	53.327
Funders for Fair Trade	Handel Anders	33.477	1.270	0	34.747
Funders for Fair Trade, Shöpfung and Rockefeller Foundation	No more ISDS	0	0	0	0
Anonymous donor	Energy Charter Treaty	16.781	12.270	0	29.051
Anonymous donor	Ending the energy charter treaty	20.808	1.925	0	22.733
Found. Open Soc. Inst. New York	Future Beyond Shell	7.169	25.244	0	32.413
Rockefeller Foundation	Advance Democratic Practices	4.624	8.576	0	13.200
Rockefeller Foundation	Investment Regime	0	0	0	0
Rockefeller Foundation	ISDS	38.656	61.625	0	100.281
Rockefeller Foundation	ISDS 2021	13.826	54.837	0	68.663
Total Just trade & Investment		164.563	358.775	28.207	551.545
Agrarian & Environmental justice					
Dutch Ministry of Foreign Affairs	FGG: Natural Resource Rights	26.338	18.629	6.349	51.316
Dutch Ministry of Foreign Affairs	FGG: Agro-ecological Alternatives	56.876	190.724	40.467	288.067
Dutch Ministry of Foreign Affairs	North Africa	0	143.360	25.488	168.848
European Union	Fisheries	12.225	0	670	12.895
European Union	Making Agriculture Trade Sustainable	12.710	0	3.177	15.887
Erasmus+	Landstrat	5.121	0	0	5.121
Erasmus+	Community supported fisheries	16.252	3.456	0	19.708
PLAAS, Univ. Of Western Cape	Emancipatory Rural Politics Initiative	0	0	0	0
PLAAS, Univ. Of Western Cape	Webinars	0	2.763	0	2.763
Rosa-Luxemburg-Stiftung	North Africa food sovereignty	0	43.394	0	43.394
Friedrich Ebert Stiftung (FES)	Energy Transition in North Africa	0	22.692	0	22.692
Total Agrarian & Environmental justice		129.523	425.017	76.151	630.692
Public alternatives					
Dutch Ministry of Foreign Affairs	FGG: Public Alternatives	286.399	115.561	53.573	455.533
Found. Open Soc. Inst. New York	Public Services	31.701	52.153	0	83.853
European Cultural Foundation	Reimagining democracy	2.835	3.500	0	6.335
European Cultural Foundation	M2M Solidarity	3.938	1.755	0	5.693
European Union - H2020	mPower	53.131	6.530	14.915	74.575
Total Public alternatives		378.002	179.499	68.488	625.989
War & Pacification					
Dutch Ministry of Foreign Affairs	Civic Space & Human Rights Defenders	90.260	57.046	20.551	167.857
Found. Open Soc. Inst. New York	Right to breath	30.803	18.557	0	49.360
Found. Open Soc. Policy center	Alternative Security	0	12.401	0	12.401
Found. Open Soc. Policy center	Humanitarian migration policy	3.053	15.508	0	18.560
Total War & Pacification		124.116	103.511	20.551	248.178
Drugs					
Dutch Ministry of Foreign Affairs	Fair Trade Medicinal Plants	139.568	32.288	21.835	193.692
Found. Open Soc. Inst. New York	Drugs & Democracy 2020-2021	51.772	874	0	52.645
Found. Open Soc. Inst. New York	Drugs & Democracy 2021-2022	32.254	10.552	0	42.806
Deutsche Gesell. für Int. Zusammenarb.	Global Partn. Drug Pol. 2019-2020	14.142	7.819	1.976	23.937
Deutsche Gesell. für Int. Zusammenarb.	Global Partn. Drug Pol. 2021-2022	4.507	1.942	580	7.029
Deutsche Gesell. für Int. Zusammenarb.	Sustainable Rural Areas	11.257	13.936	2.267	27.460
Total Drugs		253.499	67.410	26.660	347.569
Just peace in Myanmar					
Swedish Int. Developm. Agency	Ethn. conflict Burma	95.634	676.344	69.478	841.455
Swiss Developm. Cooperation	Prom. Ethn. Rights Burma	47.004	272.000	28.688	347.692
Dutch Ministry of Foreign Affairs	Ethnic Conflict Myanmar	0	43.204	0	43.204
The Asia Foundation	Conflict, Stability and Security	10.378	7.160	1.754	19.291
Found. Open Soc. Policy center	Drug Policy Advocacy Group VI	2.204	50.547	0	52.751
Total Just peace in Myanmar		155.219	1.049.255	99.920	1.304.393
Total		1.341.416	2.338.992	346.647	4.027.054

Project expenses per theme



Other information

Independent auditor's report

The independent auditor's report is included at the next page of the annual accounts.

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Transnational Institute based in Amsterdam, the Netherlands.

A. Report on the audit of the financial statements 2021 included in the annual report

Our opinion

We have audited the financial statements 2021 of Stichting Transnational Institute based in Amsterdam, the Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Transnational Institute as at 31 December 2021 and of its result for 2021 in accordance with the Guidelines for annual reporting C1 Small not-for-profit organisations of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2021;
2. the statement of income and expenditure for 2021; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Transnational Institute in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the supervisory board's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

Dubois & Co. Registeraccountants is een maatschap van praktijkvennootschappen. Op alle opdrachten die aan ons kantoor worden verstrekt zijn onze algemene voorwaarden van toepassing. Deze voorwaarden, waarvan de tekst is opgenomen op de website www.dubois.nl, bevatten een aansprakelijkheidsbeperking.

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We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the supervisory board's report, in accordance with the Guidelines for annual reporting C1 Small Not-for-profit organisations of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting C1 Small not-for-profit organisations of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to dissolve the foundation or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 29 June 2022

Dubois & Co. Registeraccountants

J.J.M. Huijbregts RA