



ANNUAL REPORT 2021

**International Federation for the Economy
for the Common Good e.V.**

Stresemannstr. 23
22769 Hamburg
Deutschland

Prologue

The year 2021 was challenging and special in many ways for the International Federation for the Economy for the Common Good e.V. (also known as IF). The impact of the global Corona pandemic has affected the work of our movement in many ways. Personal exchanges had to be reduced to a minimum and any kind of public events had to be cancelled. For an organisation that is committed to empathetic cooperation, this was a painful - but also instructive - process. Online meetings are now a natural part of our work, which will ultimately benefit the internationalisation of our movement. The cross-continental exchange could be intensified and thus countries outside the German/Austrian/Switzerland area could participate more in the development of the movement.

Despite all adversities, we were again able to achieve double-digit growth in 2021 and reach important milestones, especially in the area of internal organisation. 2021 was the first full business year in which we gradually took over the business of the "Internationaler Verein zur Förderung der Gemeinwohl-Ökonomie e.V." (former International Promoting Association - IPA), which was dissolved at the end of last year. All contents and responsibilities were transferred to the International Association and the entire contractual basis was and still is translated into English.

We emerge from this year organisationally strengthened and, in a position, to master the great challenges that currently await us. For never has the common good economy been more relevant, never has it been more important than today.

The European Directive on Sustainability Due Diligence negotiated this year could be a milestone in minimising the negative impact of companies on workers, communities and the environment worldwide. The course is now being set for the social-ecological –and with us also ethical– transformation. By participating in the policy implementation process through our membership of the European Financial Advisory Group, the Common Good Economy has entered a new phase in its ten-year history. We are sitting at the navigation table where the course of the tanker economy will be determined from now on. From a vision that seems to turn everything upside down, step by step more and more political and economic reality is emerging.

The global dissemination of the Common Good Economy is supported by the International Association with a variety of projects and services. You will find a detailed overview of the individual activities in this annual report, which we would like to share with you.

All this is only possible thanks to your idealistic, financial and active support! We would therefore like to take this opportunity to explicitly thank you for your trust in the Common Good Economy and the Common Good Economy movement. Together we will make a good life for all possible!

With common good greetings



Dr. Heidi Kharbhih
Executive Director



Bridget Knapper
Executive Director



Manfred Jotter
Executive Director

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Annual Report 2021

Interesting facts about the federation

The International Federation was founded on 29th September 2018 as the umbrella organisation of the international Common Good movement. Only national associations of the Common Good movement are admitted as full members. At the turn of the year 2020, it has eleven full members:

- Germany: GWÖ-Deutschland e.V., Berlin
- Austria: Bundesverband Gemeinwohl-Ökonomie Österreich, Wien
- Switzerland: Verein zur Förderung der Gemeinwohl-Ökonomie Schweiz, St. Gallen
- Spain: Asociación Federal Española para el Fomento de la Economía del Bien Común, Miranda de Azán
- Italy: Federazione per l'economia del bene comune in Italia, Bressanone
- Schweden: ECG Sverige - Ekonomi för det allmänna bästa, Göteborg
- Netherlands: Goed-Economie Nederland, Utrecht
- Great Britain: Economy for the Common Good UK CIC, London
- Belgium: Economy for the Common Good Belgium, Vorst
- Luxembourg: Gemeinwohl-Ökonomie Luxemburg a.s.b.l., Luxemburg
- Chile: Economía del Bien Común Chile, Santiago de Chile

We welcome a supporting member to our ranks since 2018:

- Gemeinwohl-Ökonomie Bayern e.V., München - Deutschland

The board members of the Federation were elected at the annual general meeting on 04 April 2020. The executive directors are Bridget Knapper, Dr Heidi Kharbhih and Manfred Jotter. Their periods of office end with the Annual General Meeting in 2022.

Purpose and scope of the Federation

As an umbrella organisation, the International Federation is a Federation of bodies promoting the common good economy. The aim of the International Federation is to promote the cooperation of its member organisations, to form a platform for this and to create structures that enable synergies and make better use of potentials.

It is important that the Common Good Economy movement can emerge and be promoted in a participatory way according to the needs of its members and their regional circumstances. The purposes of the Federation according to its statutes are:

- the general promotion of democratic governance
- the promotion of civic engagement for non-profit purposes.
- the promotion of education, public education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance in all areas of culture and the idea of international understanding.
- the promotion of consumer advice and consumer protection

Board meetings and general meetings

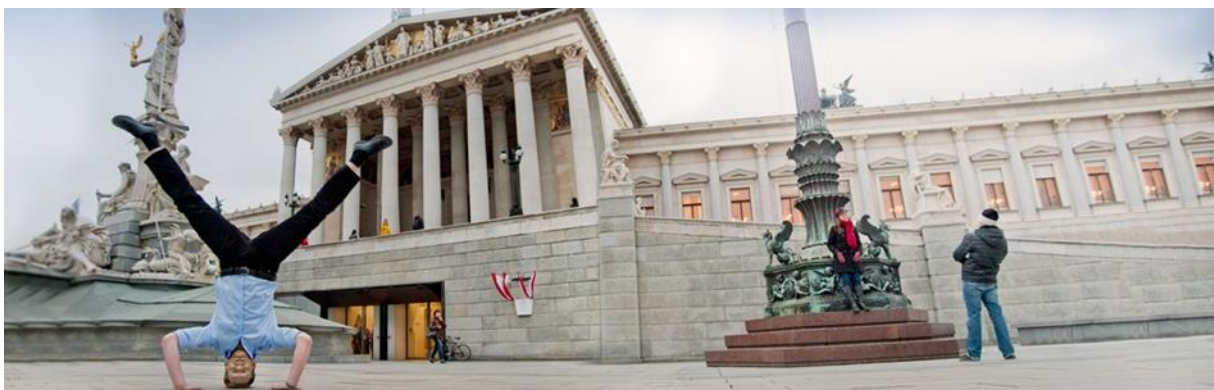
The Corona pandemic continued to have a significant impact on the way we hold our regular meetings and gatherings in 2021.

Board meetings took place a total of twelve times in the extended circle of the ECG Management Team (EMT) in mostly 3-to-4-hour online meetings. Federation Members Council (FMC) meetings were held online a total of four times in 2021.

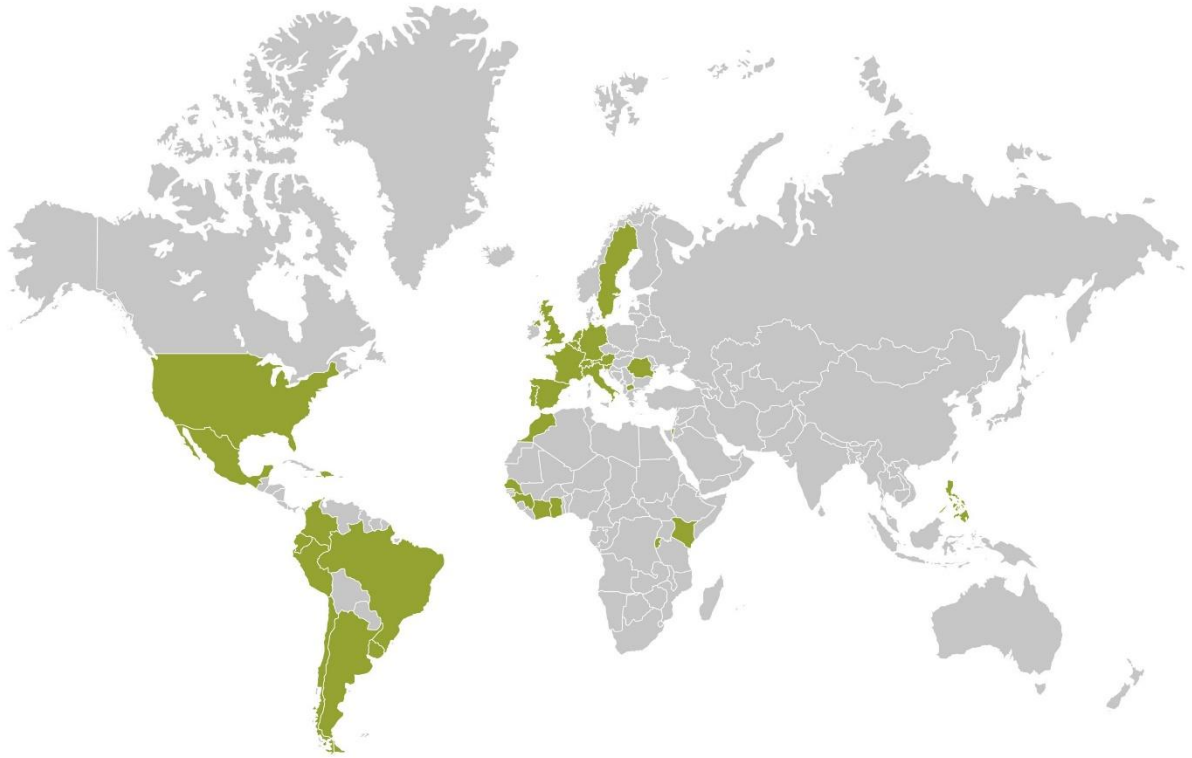
At the Annual Members' Meeting on 12 June 2021, the Board of Directors was discharged for the 2020 financial year.

Date	Location	Purpose
01.02./12.02./19.02/25.02.21	Online	Board Meeting / EMT
19.03.- 20.03.2021	Online	Board Meeting / EMT
30.04.2021	Online	Board Meeting / EMT
11.06./15.06./02.07.2021	Online	Board Meeting / EMT
16.08./18.08.2021	Online	Board Meeting / EMT
25.09.2021	München	Board Meeting / EMT
13.11.2021	Frankfurt	Board Meeting / EMT
27.02.2021	Online	Interim FMC Meeting
17.04.2021	Online	FMC Meeting
12.06.2021	Online	Annual FMC Meeting 2021
18.09.2021	Online	FMC Meeting
27.11.2021	Online	FMC Meeting

Development of the Common Good Economy 2021

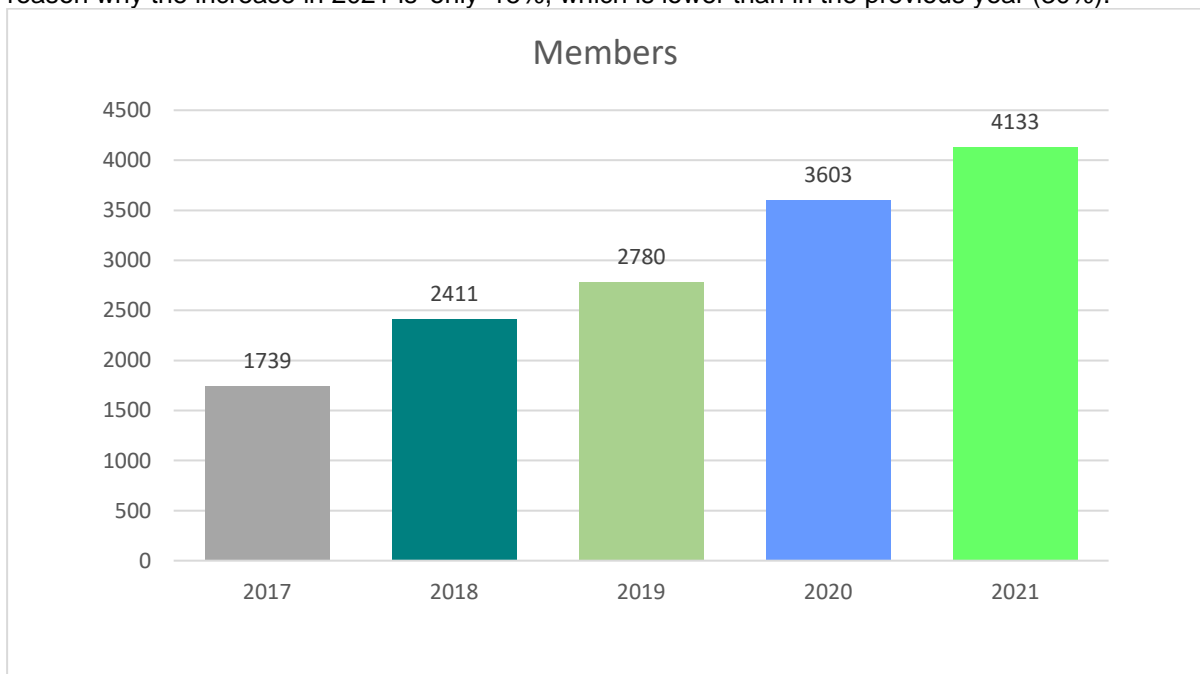


The Common Good Economy movement is active in more than 33 countries as of 31 December 2021. There are over 36 regional and national associations. Of the 14 national associations, ten are currently united in the International Federation of the ECG. The federation regrettably loses its longstanding national association member from the UK in 2021. The ECG Association UK decided to cease its activities at the end of the year.



Overview Map – Activity of the ECG movement

The membership figures of all associations continue to develop very positively. Since the foundation of the so-called founding association in Vienna/Austria, the membership figures of the associations worldwide have been steadily increasing. Presumably, the uncertainties of the pandemic are the reason why the increase in 2021 is 'only' 15%, which is lower than in the previous year (30%).



Activity report 2021

The corona pandemic led to almost all board meetings being held online, with two exceptions. Larger meetings, such as the Delegates Assembly 2021, but also the membership assemblies called FMC (Federation Members Council) took place exclusively online.

As in previous years, the Executive Board met in the extended circle of the EMT. The EMT consists of the board members of the International Federation. They advise together with the members of the ICT, a body which is appointed by the Delegates Assembly of ECG movement. In 2021 these were: Gus Hagelberg, Christian Felber and Luciana Cornaglia, who was appointed to this body in April. We would like to take this opportunity to thank the members of the ICT for their constructive and successful cooperation and for their great commitment.

At the end of 2020, the International Federation had completely taken over the operational activities of its predecessor, the International Promoting Association (IPA). Thus, the current year was marked by the consolidation and reorientation of all international ECG activities. Four major, important and strategically valuable projects were at the forefront:

1) The *Strategy Coordination Team* was established in early 2021 with the aim of developing the process of defining and updating a global ECG strategy. In February 2021, the first workshop took place with the participation of national associations, stakeholder groups and some international working groups. The aim was to identify strengths and areas for improvement for the ECG movement. Based on the results, the first strategic roadmap was drafted, which summarises the 25 strategic goals in a visual way. Subsequently, the different stakeholders were asked to define the key performance indicators (KPIs). The information is available in the ECG WIKI. In parallel, work has been done on defining the annual strategy process and dovetailing it with the annual budget process. ECG has thus designed a coherent overall process from strategy to budget planning, which will be updated in subsequent years.

2) In May 2021, the *Organisational Structure Working Group* was established and meets once a month. The *Organisational Structure Project* is dedicated to the question of whether our organisation is structurally set up correctly. Which elements of our organisation are working, where is there potential for improvement? Three subgroups were formed to look more closely at long-term strategy and implementation: a) self-managed organisations; b) communication and transparency; c) commercially oriented hubs and services.

An organisational design survey was launched in December 2021 to get direct input from active members across the movement around the world. Out of 3500 mails sent, 350 responses were received. The results are currently being analysed to share the diagnosis and possible courses of action.

3) The *Professional Services Project* (PS Project): Our commercial services have organisational shortcomings and are under-accepted in the market. Since Sept 2020, the PS Project has been dedicated to addressing these shortcomings and achieving a better attraction of services. The working group identified five commercial areas:

1. the ECG balance sheet advisory service
2. the Audit Services (ECG Certifications and Assessments)
3. the ECG speaker service
4. the ECG Academy
5. the ECG policy development and consulting service

Using the Business Model Canvas method, we analysed and described the business models of these sectors in detail. This prepared the ground for the elaboration of considerations and options for our future organisational structure. The final recommendations for the organisation are still pending and are currently being discussed intensively.

For one of the most active areas, Audit Services, a new organisational structure already had to be found at short notice because the previous operator will cease its activities in 2022. The turnover volume proved to be too low to justify an independent business operation. At the same time, it turned out that the IF is excellently suited for these purposes in terms of its resources. On the recommendation of the EMT, the FMC decided in September that the IF would take over the

commercial tasks within the framework of a business operation. From December 2021, the IF took over the commercial processing of the movement fees, which is payable by each commercial organisational unit of the movement. A service agreement with the consultants and the auditors regulated the details. From Jan 2022, the IF will take over the commercial handling of the audit processes. Accompanying resolutions of the FMC further regulated the procedure for collecting and distributing the movement fee.

4) The *label project* was already launched in Nov 2019. Its aim is to develop and implement a quality label for the organisations that have been audited. Details of the project can be found in the detailed project report No. 630 in the back of the annual report.

In addition to these four strategic projects, there were other important activities during the year that we would like to briefly report on:

Quarter 1 – January to March 2021

- The FMC decides to prepare a common good balance for the IF and its organisation. The reporting period is 2021 and 2022.
- The salary level for IF staff has been unchanged since 2017. According to our core values, we want to pay adequate salaries for our staff. We want to offer them attractive jobs and thus provide them with the framework for a good life. We know from many feedbacks that an adjustment of our salary model to the general price development was urgently requested. Therefore, the EMT decided to adjust the salary model to the average income of the year 2021.

Quarter 2 – April to June 2021

- The federation's long-term strategy is to reduce membership fees for its partner organisations. After three years of stable membership fees, the FMC decided in April to reduce membership fees from 33% to 29%, starting in 2022. Further reduction steps are to follow.
- The annual meeting of the IF will take place on 12.06.2021. The board reports on the past financial year 2020. The responsible board team consisting of Bridget Knapper, Heidi Kharbhih and Manfred Jotter are discharged as responsible board members. Their board roles were authorised for a total of two years. They will continue until summer 2022.
- We are launching the ECG Academy project. You can find more details about this in the end of the annual report no.620.
- Our committee landscape gets two new committees:
 - The "Hubs Coordination Meeting" aims to regularly inform all Hubs about news and to create a forum for exchange and networking. The regular meeting provides an overview of the activities of the ECG movement and creates transparency. In addition, a body is created that can support the ECG in making directional decisions.
 - The Local Chapter Support Team is a group of coordinators from different countries. It supports the foundation of a new local chapters and helps with the exchange of information or materials. It works closely with the International Reception and helps with the onboarding of interested and new members. The trainers of the LC coordinators have been specially trained as part of a training programme of the IF in 2021. More details can be found in the back of this report under report no. 540 and report no. 700.
- The Delegates Assembly will take place online in June. 110 participants and 59 delegates from 16 different countries discuss and decide on the 10 proposals submitted. Among them the adoption of a new hub structure or the adoption of the budget process for the IF. The Delegates Assembly confirms two new international hubs on health and faith.

Quarter 3 – July to September 2021

- The FMC adopts the new Service Catalogue, which has been agreed between the participating associations and the hubs. The Service Catalogue describes the services offered by the IF to its member organisations.
- We start an external data protection officer service. (see also project No. 710 in the back of the annual report) The data protection officer starts his work with an inventory and will advise the IF and its partner organisations on all data protection issues.
- The ECG Governance was revised and translated after 10 years. It is now also available to members in English. The ECG Governance describes general processes and rules. For example, the ECG Governance explains the requirements for founding regional groups or actor circles.
- We start the budget process for 2022. The budget team starts the first consultations on the 2022 budget. It was important for us to make sure that the process is clearly linked to our strategy and service catalogue. The budget planning was developed as a process over several iterations involving the budget team, hubs, working groups and EMT. The process leads to the budget development which will be approved by the FMC in November.

Quarter 4 – October to December 2021

- The Board of the ECG UK Association decides to close the association. After four and a half years of work, the Board felt that the Association was not achieving the aims for which it was founded. However, the UK group has made a significant contribution to the formation and development of the IF, with members serving on IF working groups, hubs and the MDT. For this we all owe thanks.
- The IF will take over the commercial administration of the Movement Fees from 01.12.2022 as agreed. The Movement Fee will be paid to the Federation by all commercially active organisational units at a rate of 10% of turnover. It is used to support the movement. This includes funding the movement support services of the IF such as supporting the fundamental work on the Common Good Matrix. The income from Movement Fees is held in trust in a separate booking part of the Federation. They are to be divided in the ratio 40/40/20 between the IF's budget, the budgets of the partner organisations and to cover administrative expenses.
- According to the resolution of the 2021 Assembly of Delegates, a 40% discount on membership fees for non-profit organisations has been decided. We are pleased that in this way we are honouring the charitable and community-oriented activities of organisations in a special way.
- In November, the FMC approved the release of the 2022 budget in the amount of approximately € 563,000. This compares to planned income of €372,000. The gap of around € 191,000 is to be financed through increased fundraising and the reduction of existing association assets.
- We conclude the successful year with a positive review of the year.

Outlook 2022

We are awaiting the results from the strategic projects and are looking forward to the recommendations for action that will result from them for the following years. The agreed KPIs of our strategic roadmap will help us to track progress towards the agreed goals. The launch of the label and the further development and professionalisation of our commercial services are as much in our sights as the further growth of our movement.

The further development of our internal organisation is still on the agenda. How can we improve co-creation? Does self-organisation help us to improve our cooperation? The *Organisational Structure*

Project will give us first results on this in 2023. Here, it is important to integrate the new members into our processes and structures and to support their further development.

Finance report 2021

Balance Sheet 2021

International Federation for the Economy for the Common Good e.V.
Balance sheet as of 31/12/2021

ASSETS	EUR		LIABILITIES	EUR	
	actual year	previous year		actual year	previous year
A. Fixed assets			A. Federations' equity		
I. Intangible Assets			I. Retained earnings		
1. Industrial and similar rights	2.430	0	1. Retained earnings previous year	218.907,08	4.278,62
II. Investments			II. Net income	-44.256,78	214.628,46
1. Participation interests	5.040	5.000			
B. Current assets			B. Creditors		
I. Trade Debtors	4.614	0	1. Trade creditors	21.191,03	12.770,91
II. Cheques, Cash at bank	183.757,53	226.677,99			
	<u>195.841,53</u>	<u>231.677,99</u>		<u>195.841,33</u>	<u>231.677,99</u>

Profit and Loss 2021 (shorted version)

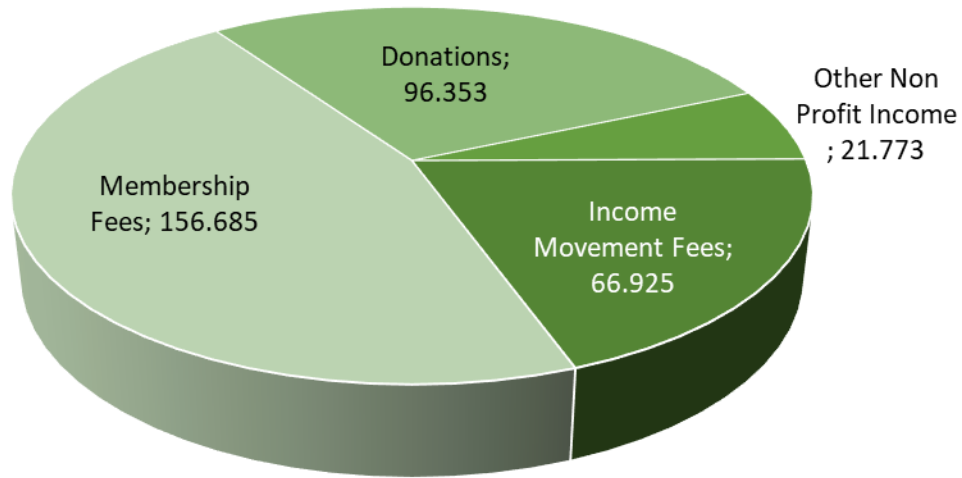
Profit and Loss 2021	EUR	EUR
	Current Year	Previous Year
I. Non-Profit Area		
Membership Fees	156.685	105.621
Other Income Non-Profit Area	7.873	0
Donations	96.353	268.058
Rental and leasing income	3.900	0
II. Commercial Area		
Income Movement Fees	66.925	0
Other Operating Income (Sponsoring)	10.000	423
Total Income	341.736	374.102
III. Expenses (details see use of funds 2021)	-385.992	-159.473
Net-Income	-44.257	214.628

Source of funds 2021

The IF's income consists of donations of EUR 96,353 (previous year EUR 268,058), membership fees of EUR 156.685 (previous year EUR 105,621), revenue from the movement fee of EUR 66,925 (previous year EUR 0) and other income of EUR 21,773 (previous year EUR 423).

The membership fee of the member associations is calculated according to the membership fee income of the participating associations. According to the calculation model, member associations with a membership fee income of up to 5,000 EURO pay a membership fee of 15%. For membership fees

over 5,000 euros, the member associations pay 33% of their fee volume. In 2021, membership fees amounting to 156,685 EUR were paid to the IF. Many thanks at this point for this excellent solidarity and cooperation.



Use of funds 2021 (EUR)

The majority of the donation volume came from large donations. The largest donation was 75,000 EUR, the smallest 5 EUR.

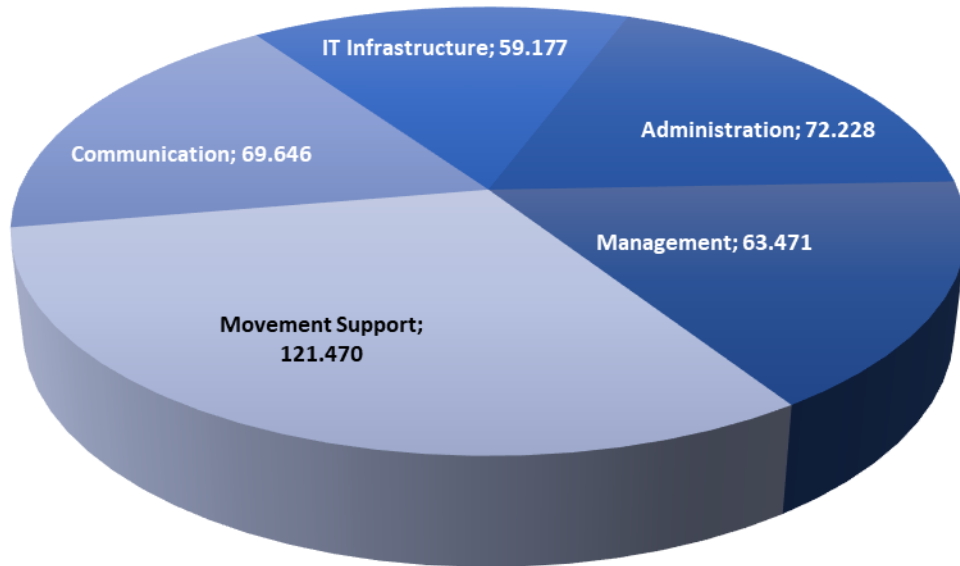
We would like to take this opportunity to thank all donors for their support!

Donations	EUR
Total large donations > 5.000 EUR	92.000
<i>GLS Treuhand, Humanistic Business Foundation</i>	<i>75.000</i>
<i>BioKaiser GmbH</i>	<i>12.000</i>
<i>Stiftung Gemeinwohl-Ökonomie NRW</i>	<i>5.000</i>
Total small donations < 5.000 €	4.353
Total Donations 2021	96.353

In addition to the non-profit purpose, non-profit organisations are allowed to do commercial business. If they indirectly serve the non-profit purpose, such businesses can be implemented under tax-privileged conditions. In 2021, we start such a tax-privileged commercial business with the collection and levying of movement fees. The turnover from the tax-privileged special-purpose business amounts to 66,925 euros in 2021. The majority of this comes from the movement fees of the ECG consultants (48,810 EUR) and the speakers (1,640 EUR). The remaining part is from movement fees from previous years and sponsorship income (16,475 EUR).

Use of funds 2021

In 2021, the IF has expenses of EUR 385,992, which were used in four areas for the objectives of the Federation.



Use of Funds 2021

The activities of the ECG movement were supported with a total of EUR 121,470 EUR. This includes, for example, support for the matrix development team, payment of travel expenses for hub meetings and funding for international fundraising.

69,646 EUR went to the area of public relations, which was mainly used for press and media relations and in the graphic design of working materials.

We spent 59,177 EUR on the provision and expansion of our IT infrastructure, which is now used by all ECG organisations worldwide.

The costs for administration amounted to 72,228 EUR. For the management of our highly structured and diversified organisation we used 63,471 EUR.

In detail, the four areas are divided into the following projects and services:

Pos.	Budget Postion	EUR
Total Movement Support		121.470
10	Delegates Assembly - Organizational Budget	2.000
20	EU-Advocacy	27.134
21	EU-Advocacy Event	2.496
80	Reception Service	7.102
170	International Fundraising	27.089
200	Initial Support for new national associations	1.000
220	International Hubs-Support - travel expenses	2.188
390	International MDT-Support + travel expenses	3.305
392	MDT Coordination	3.950
410	Data Protection Officer Service	4.165
540	International Coordinators Training	0
620	ECG Academy	5.000
630	P-ECG-Label	5.899
680	Science Hub Service & Conference	15.160
690	Speakers coordination and commercial management	6.959
700	Train the Trainer	8.023
Total Communication		69.646
40	International PR Coordinator	41.326
150	International Representation and Networking	24.000
160	Graphic & Layout frame contract	4.320
Total IT-Infrastructure		59.177
100	IT-Infrastructur incl. WIKI-Web Service	51.143
670	Audit Registration Online Tool	8.035
Total Administration		72.228
30	ECG Management Team	9.938
240	IF Management & Executive Board	20.205
400	IF Administration	25.450
440	IF office Hamburg	16.635
Total Management		63.471
30	ECG Management Team	39.752
240	IF Management & Executive Board	23.719
Total:		385.992

A detailed report on the individual budget items can be found at the back of the annual report.

Cash audit report 2021



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FOR THE COMMON GOOD e.V.
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22769 Hamburg

17.05.2022
10902

Dipl.-Ing. Andrej Philipp
Steuerberater

Mirko Vogel
Steuerberater

Dipl.-Ing. Eike Weichert
Steuerberater

Daniel Zietz
Steuerberater
im Angestelltenverhältnis gem. § 68 StBerG

Kassenprüfbericht 2021

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Der INTERNATIONAL FEDERATION FOR THE ECONOMY FOR THE COMMON GOOD e.V. erzielte im Jahr 2021 Einnahmen in Höhe von 341.735,50 EUR. Die Aufwendungen beliefen sich in Höhe von 385.992,28 EUR.

info@apsteuerberatung.de
www.apsteuerberatung.de

Das Vermögen des Vereins betrug zum 31.12.2021 174.650,30 EUR (im Vorjahr 218.907,08 EUR).

In Bürogemeinschaft

Heidecke, Schulz & Partner
Rechtsanwälte

Alle Einnahmen und Ausgaben wurden ordnungsgemäß nachgewiesen. Ein Verstoß gegen die Satzung wurde nicht festgestellt.

Ide Schneider & Partner
Rechtsanwälte & Steuerberater

Mit freundlichen Grüßen

Dipl. Ing. Andrej Philipp
Steuerberater

Geschäftsführer

Dipl.-Ing. Andrej Philipp
Steuerberater

Mirko Vogel
Steuerberater

Dipl.-Ing. Eike Weichert
Steuerberater

Amtsgericht Potsdam
HRB 23272 P
USt-IdNr. DE271916955

Translation of Cash audit report 2021 by A&P Steuerberatungsgesellschaft MBH

Dated 17/05/2022:

The IF had income of EUR 341,735.50 and expenses of EUR 385,992.28 in 2021.

The assets of the association as of 12/31/2021 are 174,650,30 EUR (previous year 218,907,08 EUR).

All income and expenses have been properly accounted for. A violation of the statutes was not found.

Yours sincerely

Dipl. Ing Andrej Philipp, Tax consultant

Project- & Service Reports 2021

Each project report includes a table with explanations of expenditures.

I. Movement Support

10 Delegates Assembly - Organisational Budget

Authorised ECG funding: EUR 8.000

Project / Service Manager: Gus Hagelberg, gus.hagelberg@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

Organisation, planning, running the ECG Delegates Assembly 2021.

Communicating the results of the Assembly to the movement and adding the voting results to ECG Governance.

Process report:

The Delegates Assembly 2021 was organised and conducted by a group of six individuals. An addition four people assisted in the moderation of the facilitation workshops.

The Delegate's Assembly was conducted online in English.

Results:

The Delegates Assembly 2021 successfully took place with around 114 participants from 16 countries. 11 proposals were voted on and nine were approved and added to ECG Governance.

Edited by Gus Hagelberg, 4.4.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
contractor	Organisation,		
contractor	Facilitation		2.000
Total		8.000	2.000
Variance Plans – Actual			6.000

IF = International Federation, Edited by Manfred Jotter, 25.05.2022

20 EU-Advocacy (PPM0091)

Authorised ECG funding: EUR 32.300

Project / Service Manager: Joost Mulder, mulder@bettereurope.eu

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Establishment of the Economy for the Common Good as a relevant stakeholder in the European decision-making process.
- Exchange with decision-makers in the various EU institutions regarding EU legislative initiatives relevant to ECG's advocacy work.
- Developing position papers on important legislative initiatives and EU policy issues
- Establishing contacts with other NGOs and civil society organisations and joining the NGO coalition "Alliance for Corporate Transparency".
- Organising an event in Brussels with several EU decision-makers on the topic of sustainable business.

Process report:

We spent the second year of the service contract further developing the role of ECG as a credible stakeholder in Brussels. To this end, the EU Policy Group, together with Better Europe, further elaborated the advocacy strategy of the Common Good Economy. We also organised more advocacy meetings with EU decision-makers, such as representatives of the Permanent Representations of the EU Member States and members of the European Parliament. We used these meetings to communicate ECG's position on key EU legislative initiatives to the relevant actors. When the European Commission published the legislative proposal on corporate sustainability reporting ("CSRD"), we spent a lot of time and resources actively participating in the legislative process. To this end, we issued a press release for publication and a thematic position paper. In addition, the EU Policy Group, together with Better Europe, drafted concrete legislative amendments to the CSRD which we submitted to the Members of the European Parliament. To bring the concept of the Economy for the Common Good to a broader audience of decision-makers and increase the visibility of the CSRD in Brussels, we organised an event on sustainable business in September 2021. This was conceived over several months working together with the PR group and finally was held in September 2021 and was watched by over 500 spectators. In 2021, the EU Policy Group, with the help of Better Europe, managed to become a member of the NGO coalition 'Alliance for Corporate Transparency'. In addition, we explored the advantages of membership in the "European Financial Reporting Advisory Group", tasked with developing the EU mandatory sustainability reporting standards.

Results:

- Thanks to the intensive exchange between the EU Policy group and Better Europe, the advocacy strategy has been further elaborated.
- Over 20 advocacy meetings with relevant EU stakeholders have taken place during 2021.
- ECG actively participated in the EU legislative process on CSRD and submitted legislative amendment proposals to members of the European Parliament.
- We developed several documents in support advocacy work, such as press releases and position papers.
- In September 2021, the ECG event '*Towards sustainable business: Assessing and tackling ethical gaps in the new EU sustainability instruments*' took place in Brussels, bringing together several strategic partners and decision-makers. Speakers included Christian Felber, Bridget Knapper and Antje von Dewitz from the ECG side, MEP Pascal Durand (Renew, France) and MEP Sirpa Pietikäinen (EPP, Finland) as well as Caroline Avan (Oxfam), Martin Rich (Future

Fit Foundation), Susanna Arus (Frank Bold), Antje Schneeweiß (Aki) and Tom Dodd from the European Commission. So far, over 500 viewers have watched the recording of the event.

- ECG became a member of the Alliance for Corporate Transparency, an NGO coalition actively working to improve sustainability reporting in Europe.

Edited by Isabella Ritter, 01.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor fees		27.134
Total		32.200	27.134
Variance Plans – Actual			5.066

IF = International Federation, edited by Manfred Jotter, 25.05.2022

21 EU-Advocacy Event

Authorised ECG funding: EUR 3.000

Project / Service Manager: Katja Szczecinna-Hinz, federation-office@ecogood.org

Project / Service period: 01.12.2021 – 31.12.2021

Project / Service goals:

Together with other organisations of civic society (Oxfam, Future Fit and others) we planned an event to provide an overview of the most contentious points in the CSRD proposal and give suggestions to strengthen the legislation.

Audience: Members of the European Parliament, Members of the EU Commission, National MPs & policymakers, Partner organisations, Press & Media

Process report:

The event successfully takes place in September 2021.

Results:

Greater awareness amongst policymakers of ECG, the model and tools.

ECG framework is considered in the new CSRD reporting standard.

We hope that the event influences also companies and municipalities to complete a Common Good Balance Sheet.

Edited by Manfred Jotter, 31.03.22

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Diverse	Event Costs, organisation rentals, travelling expenditure		2.496
Total		3.000	2.496
Variance Plans – Actual			504

IF = International Federation, edited by Manfred Jotter, 25.05.2022

80 International Reception Service

Authorised ECG funding: EUR 7.000

Project / Service Manager: Gus Hagelberg, gus.hagelberg@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Local Chapters are led through the on-boarding process
- manage and update data, including contact information, on Local Chapters, Hubs and Associations in the ECG database, mailing lists and ECG Wiki
- All requests are answered and forwarded to the responsible person or group
- Participate and help organise meetings of the in the Local Chapter Support Team
- manage inquiries made to the international movement
- manage inquiries regarding the creation, printing and delivery of ECG materials

Process report:

International Reception is mainly responsible for supporting local chapters in their on-boarding process and preparing them with all information they need to integrate themselves into the movement. Local Chapters are listed on the global website www.ecogood.org, they receive their own contact, their own logo and are added to the database SmartWe and to general mailing lists. All this data needs to be updated, validated and changed when necessary.

If questions regarding these services or any other ECG related questions appear, International Reception is responsible to either answer them or forward them to the responsible person or group. International Reception is also responsible to answer or forward all other questions or requests from outside or inside the movement.

Results:

- due to Covid ECG had fewer new Local Chapters in 2021
- 30 applications for new Local Chapters or changes in status were processed
- International Reception focused on supporting and strengthening existing Local Chapters
- Improving various internal processes
- 38 on-boarding processes of local chapters have been accompanied in 2018.

- 14 new local chapters have been registered as 'in development', 5 of them have applied for the status 'active' later within the same year, 2 applied for the status active in 2021. There are now 7 new local chapters 'in development'.
- 24 new local chapters have been registered as 'active'.
- Multiple meetings with the Local Chapter Support Team were organised and attended.
- Specific attention was given to the newly created Continental Chapter Latin America

Edited by Gus Hagelberg, 4.4.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Employee	Salary incl. social benefits		7.505
Total		7.000	7.505
Variance Plan – Actual			-505

IF = International Federation, edited by Manfred Jotter, 25.05.2022

170 International Fundraising (PPM0098)

Authorised ECG funding: EUR 40.800

Project / Service Manager: Hendrik Brosche, hendrik.brosche@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

The main objective of the position is to develop systematic and sustainable fundraising for the ECG. The scope of duties includes international fundraising and acts supportive in the development of regional fundraising.

Process report:

- Despite the continuing challenging situation due to the COVID-pandemic, the fundraising in 2021 was driven by a growing enthusiasm in the ECG movement. Thanks to the earlier work, fundraising interest and engagement grew around the world in many ECG countries especially in Latin America.
- Strategy-wise, we shifted capacities towards public grants fundraising. With the intention of collecting first experiences, we engaged in several application processes as junior partners and started building a network with experienced organisations. This led to first small public grants as well as new opportunities that we were invited for by these organisations. Additionally, we set up several workshops on public grant fundraising to spread this knowledge within the ECG organisation. This success story was continued with a large donation to hire a public grant fundraiser dedicated for this field of activity.
- Another highlight was the ideation and execution of the major donor day. On this day, ten major donors or potential donors were invited for a detailed look into the current ECG strategy and identify ways of how they could support the movement in achieving their targets. This led

to 30k general donations and 75k dedicated donations for matrix development. It is planned to continue this event in 2022.

- Furthermore, we also updated our systems, so that from now on, every member who has access to our CRM system can maintain their own fundraising contacts, update contact details and the contact history. Furthermore, a detailed planning with expectancy levels and responsibility areas is possible on every organisational area.
- Due to personal reasons, Hendrik Brosche has left the organisation in September. This change was used to realign the position and split the tasks into a strategic and an operative role.

Results:

93.351 EUR donations and 10.000 € Sponsoring acquired.

529 new members leads to a total of 4133 members at the end of 2021. Again, strong membership of 15%.

Edited by Hendrik Brosche, 22.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Employee	Salary incl. social benefits		24.798
	Travel expenditure		334
	Other Costs		1.957
Total		40.800	27.089
Variance Plans – Actual			13.711

IF = International Federation, edited by Manfred Jotter, 31.03.2022

200 Initial Support for new national associations

Authorised ECG funding: EUR 3.000

Project / Service Manager: Manfred Jotter, manfred.jotter@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- One-off start-up aid (welcome package) of EUR 1,000 each for new national associations.
- Support for the establishment and maintenance of international connections, e.g. for:
 - Establishment of reporting structures
 - Translation of central documents
 - Travel expenses for international purposes

Process report:

- The „welcome package“ has been paid out in 2021 for the benefit of EBC Belgium

Results:

- The welcome package will be gladly accepted by all associations and used for its intended use.

Edited by Manfred Jotter, 31.03.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

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EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
EBC Belgium	Support New Entry	1.000	1.000
Total		3.000	1.000
Variance Plan – Actual			2.000

IF = International Federation, edited by Manfred Jotter, 31.03.2022

220 International Hubs-Support - travel expenses

Authorised ECG funding: EUR 5.000

Project / Service Manager: Manfred Jotter, manfred.jotter@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- The IF supports the valuable work of the internationally active hubs by covering the travel and accommodation costs of the annual hub meeting. Due to the Corona pandemic, there were only two face-to-face meetings in 2021.
- The aim of the face-to-face meetings are:
 - To get to know each other personally and to promote cooperation.
 - Exchange and discussion, forming opinions and making decisions
 - Discussing projects and fundamental issues
 - Setting annual goals and plans
 - Organisational development

Process report:

- Annual meeting of spokespersons from 09.-10.10.2021
- Annual meeting of Education Hub from 29.-31.10.2021

You can find the annual reports of the hubs here:

<https://wiki.ecogood.org/display/HUBS/Annual+Reports+of+ECG+Hubs>

Results:

In 2021 the meetings of the hubs took place as planned.

Edited by Manfred Jotter, 31.03.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
WG Spokespersons	Travel expenditure		1.154,00
Education Hub	Travel expenditure		1.034,18
Total		5.000	2.188,18
Variance Plan – Actual			2.811,82

IF = International Federation, edited by Manfred Jotter, 31.03.2022

390 International MDT-Support + travel expenses

Authorised ECG funding: EUR 12.000

Project / Service Manager: Manfred Jotter, manfred.jotter@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Face-to-face meetings for the members of the matrix development team to support the team's objectives. Ensure the quality and effectiveness of the ECG balance sheet.
- Face-to-face meetings for the members of the matrix development team municipalities to support the team's objectives. Ensure the quality and effectiveness of the ECG balance sheet for municipalities.

Process report:

Due to the Corona pandemic, only one face-to-face meeting of the Matrix Development Team (MDT) took place.

The main topics were:

- Continuation of the work on the Matrix 5.0
- Working group on relevance filtering & weighting. Find a solution for the maintenance of the balance calculator until a new solution is developed
- New working group was set up to study and understand the new EU regulations and to propose what adoptions should be done

Results:

PPM proposal for the review of the ECG balance calculation model

You can read more over the work of the MDTs here:

<https://wiki.ecogood.org/display/HUBS/Annual+Reports+of+ECG+Hubs>

Edited by Manfred Jotter, 31.03.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of science and research.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
MDT	Travel & overnight costs		3.305
MDT municipalities			
Total		12.000	3.305
Variance Plan – Actual			8.695

IF = International Federation, edited by Manfred Jotter, 31.03.2022

392 MDT Coordination

Authorised ECG funding: EUR 0

Project / Service Manager: Ulrike Reimann, ulrike.reimann@ecogood.org

Project / Service period: 01.12.2021 – 31.12.2021

Project / Service goals:

The Matrix Development Team needs urgently paid coordination. The goal of this service is to coordinate the work of the Matrix Development Team and elaborate Matrix 6.0 and other tasks.

Process report:

The project was originally planned for 2022. Fortunately, we found a suitable coordinator very quickly. Because there was an urgent need, the EMT decided to start the coordination work already in November 2021. The additional expenditure was not planned for 2021.

Results:

So far, no results for reporting

Edited by Manfred Jotter, 31.03.22

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

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- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of science and research.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor fee		3.305
Total		0	3.305
Variance Plans – Actual			-3.305

IF = International Federation, edited by Manfred Jotter, 25.05.2022

410 Data Protection Officer Service (PPM0099)

Authorised ECG funding: EUR 12.000

Project / Service Manager: Klug Datenschutz, mail@klug-datenschutz.de

Project / Service period: 01.08.2021 – 31.12.2021

Project / Service goals:

- We started with this project in August 2021. The goals were:
 - Making all relevant documents compatible with the data protection – law.
 - Prove, that all processing operations comply with data protection.
 - Regulate the data flows in the existing structure.
 - Answering all upcoming questions on the subject and the matter of data protection.

Process report:

- The most documents were proved. Suggestions were made. Examples for data protection information for the website and for the members and clients were sent to the Data Policy board.
- The biggest project was the presentation of the (legal) possibilities of data transfer in the current structure (Amendment of the statute, order processing, joint controllers, the privilege of concern).
- Is a cookie banner required in Germany?

Results:

- Changes were made. Documents have been revised.
- The discussion about the possibilities of data transfer in the current structure is ongoing.
- The questions so far were answered.

Edited by Karsten Klug, 04.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the promotion of general democratic governance
- the promotion of civic engagement

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Matrix Development Team (MDT) MDT municipalities	Travel & overnight costs	12.000	4.165
Total		12.000	4.165
Variance Plan – Actual			7.835

IF = International Federation, edited by Manfred Jotter, 31.03.2022

540 International Coordinators Training

Authorised ECG funding: EUR 5.000

Project / Service Manager: Bendix Balke, bendix.balke@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

Train Local chapter coordinators in Spain to support development of local chapters especially activists of Spanish language area.

Process report:

Project has been postponed to 2021 due to corona pandemic restrictions.

Results:

Project goals has been postponed to 2021 due to corona pandemic restrictions.

The service / project is ongoing. The services will be launched in 2021

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	purpose	Total Plan	Total Actual	IF Actual	IPA Actual
name	purpose				
EUR Total		5.000	0,00		
Variance Plans – Actual			5.000		

IF=International Federation, Edited by Manfred.Jotter 14/04/2021

620 ECG Academy (PPM96)

Authorised ECG funding: EUR 10.000

Project / Service Manager: Christian Einsiedel, christian.einsiedel@stiftung-gwoe.nrw

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

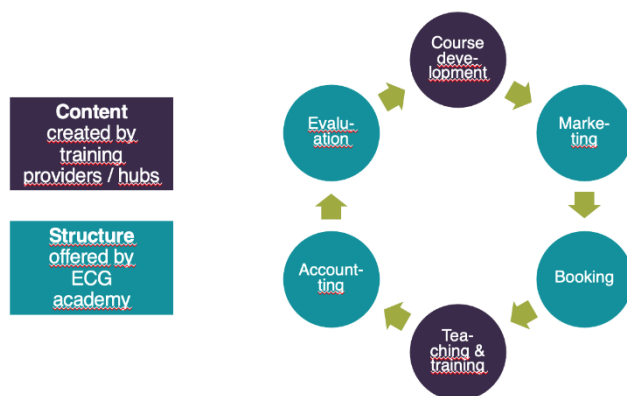
Identify the critical path and propose a solid organisational framework for international ECG educational institutions

Process report:

- Project has been delayed due to various constraints and will thus continue until the end of April, 2022
- Research, two workshops and several bilateral exchanges have been conducted
- Two additional workshops and a questionnaire are prepared

Results:

- All Workshop results are documented in ECG Wiki:
[https://wiki.ecogood.org/pages/viewpage.action?pageId=191168522#Academy\(ProfessionalServices\)-Project:ECGacademyfundamentals](https://wiki.ecogood.org/pages/viewpage.action?pageId=191168522#Academy(ProfessionalServices)-Project:ECGacademyfundamentals)
- Academy Business Model Canvas is drafted
- Stakeholders in the DACH area are identified
- Two general ideas of an ECG academy have been tested: The idea of a centralised academy superstructure was met with great resistance, whereas the idea of a shared platform underneath a network of individual academies was appreciated
- Three pillars have been identified as minimum requirements for an academy platform: 1. Organisational framework, 2. IT infrastructure, 3. Two-way transparency
- Six key academy services / processes have been identified. The following vision should be realised in iterative steps, starting with marketing:

Operating system: Key academy services (vision)

- The project will conclude with a final report including international feedbacks, as well as with a PPM proposal for a follow-up project.

Edited by Christian Einsiedel, 15.01.2022

The service / project is ongoing. The services will be continued in 2022.

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of education, adult education and vocational training.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Shared Project fee		5.000
Total		10.000	5.000
Variance Plan – Actual			5.000

IF = International Federation, edited by Manfred Jotter, 31.03.2022

630 ECG-Label

Authorised ECG funding: EUR 16.561

Project / Service Manager: Heidi Kharbhih, heidi.kharbhih@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Develop a label placeable on products and other places for audited companies with three purposes.
- Determine all label related issues
- Register Label as EU-Trademark
- Prepare Launch of the Label

Process report:

- The project team prepared different proposals and take the decision ecogood.
- We clarified legal issues in regard to define and release a label to public.
- We enter EUIPO registration process at the end 2020

In March 2021 the EUIPO registration process has been stopped by objection of a market player. After negotiation with opponent party, we decided to go for a new label called ecoNgood with slightly different design.

- We entered EU-IPO registration process again at the end of 2021.
- We discussed and work out using regulations and other design issues.



Results:

- Label ecoNgood has been registered successfully for EU-trade mark in Feb 2022.
- The project team decided to award the label exclusively to audited companies.
- We decided to add a QR code to the label (where there is enough space). The QR code is linked to detailed information, e.g., test certificate, points, ECG balance
- We decide on the right of use for validity period of 2 years+1 year Goodwill;
- We prepare Launch in 2023

The service / project is ongoing. The services will be continued in 2021

The service supports the objectives of our association by supporting the following purposes:

- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

Edited by Manfred Jotter, 15.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of civic engagement
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Project Management	Contractor fees		5.250
	Legal advice		649
Total		16.561	5.899
Variance Plan – Actual			10.662

IF = International Federation, edited by Manfred Jotter, 25.05.2022

680 Science Hub Service & Conference (PPM92)

Authorised ECG funding: EUR 37.500

Project / Service Manager: Sara Franzek, sara.franzek@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Coordination of Science & research hub work.
- Prepare and organise and host 2nd international scientific conference in 2022
- Support of and widening of the ECG scientific community

The service could be realised mainly due to an earmarked donation

Results:

- The work of the science & research hub was coordinated.
- The 2nd scientific international conference successfully takes place in Feb 2022.

Edited by Manfred Jotter, 25.03.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of education, adult education and vocational training.
- the promotion of science and research.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractors	Contractor Fees		15.160
Total		37.000	15.160
Variance Plans – Actual			22.340

IF = International Federation, edited by Manfred Jotter, 25.05.2022

690 Speakers coordination and commercial management (PPM94)

Authorised ECG funding: EUR 6.000

Project / Service Manager: Anna Schneeberger, anna.schneeberger@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Coordination of official ECG Speakers & ECG talks, discussions, etc. to spread the idea/philosophy of the ECG & inspire people to become part of the movement
- Financial accounting of all cost units concerning the ECG Speakers Hub
- Management of e-mail account "vortrag@ecogood.org"
- Management of requests for ECG talks that are coming in through the e-mail account "vortrag@ecogood.org"
 - Communication with clients, mediation of official ECG Speakers, financial management, accounting
- Data management of Speakers Hub members
- Administration of the "ECG Speakers page" on the ECG website
- Administration of materials from the ECG Speakers Hub via Datacloud & Wiki
- Support and co-organisation of Speakers Hub meetings
- Responsible for internal communication within the Hub
- Support of onboarding and quality management teams of the Speakers Hub

Process report:

- Realisation/execution of all of the above-mentioned tasks throughout the year
- Several work meetings between strategic coordinator (Christian Felber) and request management (Anna Schneeberger) to secure a transparent and efficient workflow
- Several meetings with Speakers Hub onboarding-team
- Communication & exchange with Speakers Hub quality manager (Jörn Wiedemann)

Results:

- Update of data from active members of the Speakers Hub (currently 81 members; 69 official ECG Speakers)
- Management of 54 requests for ECG talks, discussions, workshops for 2021 and 2022
 - of which 33 ECG successfully took place *in* 2021
- Onboarding of several official new ECG Speakers
- Improvement of certification- and onboarding-procedure for new speakers
- Online hub- & certification-meeting for new ECG Speakers in March & December 2021
- Productive hub meeting at the ECG summer week in July 2021
- New website for official ECG Speakers from Austria

Edited by Schneeberger Anna, 04.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

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- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of science and research.

- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Employee	Salary incl. social benefits		6.959
Total		6.000	6.959
Variance Plan – Actual			-959

IF = International Federation, edited by Manfred Jotter, 25.05.2022

700 Train the Trainer (PPM0093)

Authorised ECG funding: EUR 12.000

Project / Service Manager: Bendix Balke, bendix.balke@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

15 active individuals from the international movement have been trained in ECG to become a trainer of LC coordinators in the international movement. The trainers became familiar with the structures and IT system landscape of the ECG and enabled the LC coordinators to coordinate groups in a democratic, motivating, appreciative and participatory manner.

Process report:

In September and October 2021, trainers were trained in four 2-hour online courses (Structures of the ECG movement; Moderation; IT systems of ECG and Conflict Management) and a face-to-face training over a weekend (Role of Coordination, Democratic Leadership and Cooperation, Decision-making, Setting Goals).

After these preparations, each national association is responsible for ensuring that the newly trained trainers deliver trainings to the local chapter coordinators in their country/region. If the national federations are not able to hold these trainings, the international movement will support them.

Results:

- 7 male trainers and 8 female trainers were trained by 2 trainer-trainers to conduct trainings for the Local Chapters coordinators.
- The project leaders continue to accompany the trainers on a voluntary basis.
- The trainers support the LC Chapter Support Team.
- The training material is available in German and English. Trainers also offer training in Spanish and French.
- National ECG associations are planning such trainings for 2022/2023.



Edited by Bendix Balke, 03.04. 2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

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EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor Fees		3.000
	Travel Expenditure		5.023
Total		12.000	8.023
Variance Plan – Actual			3.977

IF = International Federation, edited by Manfred Jotter 30.03.2022.

II. Communication

40 International PR coordination

Authorised ECG funding: EUR 60.809

Project / Service Manager: Ole Müggenburg, ole.mueggenburg@ecogood.org

Stella Schaller, Daniela von Pfullstein

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Raise awareness of ECG as a new sustainable economic model with international media
- Compile and maintain a database of international media and develop contacts with journalists
- Position ECG to benefit from affiliate international partnerships and act collaboratively to increase its profile
- Support activists in their PR work, e.g. advocacy, fundraising, speakers and spokespeople
- Collaborate with and support communications coordinators in national associations on international media campaigns
- Create content for communications across all platforms and to varied audiences e.g. press releases, newsletters, social media and website
- Coordinate crisis management response with media monitoring team

Process report:

- First international ECG awareness campaign - Common Good Product Now! Roll out in 5 languages. Incl. campaign website, global petition and recruitment of 18 international renowned ambassadors.
- Coordination with national communications teams and communications hub on campaigns and press release translation
- Live and broadcast event of EU CSRD discussion at Brussels
- Press releases to international media
- Ongoing content production and community management for ECG social media channels: Facebook, Youtube, Twitter, LinkedIn

- Maintaining of website
- Liaised with hubs and activists to create new content for flyers etc
- Researched and compiled a database of international media
- Support of Best Economy Forum (staff plus content production)
- Event support at fundraising day

Results:

- 1st global social media campaign with ten thousands of contacts (no global social media monitoring available)
- 1st EU event
- Distribution of 5 international press releases
- 1 extra press release for Best Economy Forum
- Set-up of global media database with more than 2.000 media contacts
- 12 issues of internal newsletter Seedlinks
- 6 issues of external newsletter 'Your ECG Update'
- Publication of Book "Good Practices" (English and German)
- Publication of "10 Prototypes" flyer
- More than 60 news items uploaded to website
- More than 100 generic news postings on Facebook, LinkedIn and Twitter
- Wiki page for ECG improved
- Wiki Page for Christian Felber improved
- Crisis PR management of Corona debate
- Due to the fact that a global media monitoring is not affordable articles tracked



Edited by Ole Muggenburg, 01.04.2022

The service / project is ongoing. The services will be continued in 2022

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- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Employee	Salary incl. social benefits		10.460
Contractor	Contractor Fees		30.169
	Travel Expenditure		697
Total		60.809	41.326
Variance Plans – Actual			19.483

IF = International Federation, edited by Manfred Jotter, 25.05.2022

150 International Representation and Networking

Authorised ECG funding: EUR 25.000

Project / Service Manager: Christian Felber, christian.felberg@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- External Communication – International dissemination of the idea
- Public Relations – Increasing publicity and improvement of the movement's image
- Politics – Positive impact on politics and legislation
- Networking – opening doors for ECG and building bridges and contacts
- Fundraising – Acquisition of finances for the movement

Process report:

- External Communication: Co-organisation of international events in 3 languages, integration of the regional chapters, set a first impulse for regions and communities;
- Public Relations: accepting and promoting international media appearances
- Politics: Establishing and intermediating contacts to politicians; influencing policy makers and legislative processes globally;
- Fundraising: Establishing contacts (emails, phone calls, personal meetings) and meetings with potential and existing funders; creating a network of donors

Results:

- Dissemination: 113 international webinars plus on-site appearances e.g. in Denmark ([Impact the Future](#));
- The German edition of the "Gemeinwohl-Ökonomie" appeared on the SPIEGEL-Bestseller list, 11 years after its first publishing;
- PR: TV, audio and print interviews in various countries and languages, e.g. „Soevereine burgers zouden" in [De Wereld Morgen \(Belgien\)](#) or „Change everything" with John Biewen at [Scene on Radio](#)
- Politics: Development of position on Common Good Product, influence on constitutional assembly in Chile; promotion of ECG regions

- Fundraising: 1st Senior Donors Meeting at Schloss Morstein with several funding confirmations; interaction with 22 potential funders: persons, companies, and foundations



- Other: Online course “Geld und Demokratie” with Genossenschaft für Gemeinwohl and Pioneer of Change; Study on “Ethical World Trade” for a major environmental organisation that will be published in 2022.

Edited by Christian Felber, 10.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
contractor	Contractor fee		24.000
Total		25.000	24.000
Variance Plans – Actual			1.000

IF = International Federation, edited by Manfred Jotter, 25.05.2022

160 Graphic & Layout frame contract

Authorised ECG funding: EUR 5.000

Project / Service Manager: Manfred Jotter, manfred.jotter@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- The graphics team works for the entire ECG movement. Orders within the budget volume mentioned are therefore decided by one ECG Management Team (EMT) member on behalf of the EMT, which in turn brings together the requests for graphic design from the entire movement. The commissioning is then carried out by the client.
- The graphics team is responsible for a visually appealing design of the designed files that supports the content statement. It cannot be obliged to implement certain graphic specifications 1:1. In the event of any ambiguity regarding the content, the team must contact the client or, if necessary, the ECG Editorial Service.

Process report:

- Accompaniment and organisation of the design process: clarification of orders, submission of offers, design of drafts, feedback organisation
- Organizing and coordinating all issues related to the design tasks; maintaining the mail address grafik@ecogood.org and answering inquiries related to graphics

Results:

- Matrix adaptations
- Logos
- Newsletter design
- Coordination with EMT and AK Communication
- Various information materials for joint purchasing
- Answering graphic enquiries
- Various graphics & icons for WEB & PRINT
- Ecogood Business Canvas + Guide
- Social Media Campaign G20! Adaptation
- Advent calendar for social media
- Company flyer
- International Federation: Logo & Stamp

Edited by Manfred Jotter, 31.03.2022

The service / project is ongoing and will be continued in 2021.

The service supports the objectives of our association by supporting the following purposes:

- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor fees	5.000	4.320
Total		5.000	4.320
Variance Plans – Actual			680

IF = International Federation, edited by Manfred Jotter, 31.03.2022

III. IT-Infrastructure

100 IT-Infrastructure incl. WIKI-Web Service

Authorised ECG funding: EUR 62.600

Project / Service Manager: Christian Süßenguth, christian.suessenguth@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Provide the main IT infrastructure services as committed
- Coordinate collaboration between IT provider, IT Support team and IT Operations team
- Improve our IT system according to the needs of the movement and in line with budget limits

Process report:

- At the beginning of the year, we topped-up our server resources to fit the need of the growing movement
- The internal IT processes were streamlined, optimised and documented. This covered the IT support process, the IT stakeholder process and the SCRUM process
- We integrated volunteers and staffed persons into the IT Hub and split the Hub into three parts to collaborate in a more efficient way (Support, Operations, Coordination)
- We restructured the Wiki (spaces and content) and reduced the use of multi-language spaces to where it is absolutely necessary
- We rolled out new IT tools (which got introduced within / over the migration phase) to the movement and wrote tutorials and documentation for them
- We secured our systems and provided a new password reset tool which measures how secure the given password is
- We wrote a self-service portal for mailing lists
- We got a process up and running for providing new country-websites from a template
- All critical outages or major issues within the IT infrastructure could be resolved within less than 8 hours

Results:

- The following standard services have been provided without heavy malfunctions or failures (new services are printed in **bold**)
 - Wiki (Knowledge database)
 - Datacloud (Collaboration and file storage tool)
 - With many additional apps like Forms, Polls and Deck
 - SmartWe (Membership database)
 - Email (Basic communication medium)
 - **Chat** (Easier and faster internal communication)
 - Mailing lists (Communication within groups)
 - Website (Marketing website / Membership form)
 - **Surveys** (Survey functionalities – simple and advanced)

Edited by Christian Süßenguth, 06.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement

- the promotion of education, adult education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Service Provider	Service Fee		11.435
Contractor	Contractor fees		39.657
	Other costs		51
Total		62.600	51.143
Variance Plans – Actual			11.457

IF = International Federation, edited by Manfred Jotter, 25.05.22

670 Audit Registration Online Tool (PPM0090)

Authorised ECG funding: EUR 6.200

Project / Service Manager: Roland Wiedemeyer, roland.wiedemeyer@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Prepare the audit tool base with technical multilanguage support.
- Prepare the English and Italian translation of the audit registration and infosystem.

Process report:

- The translation to English and Italian is done.
- Forms, report, process description is done.

Results:

- The whole translation process is done.
- The translation of the application is completed.
- Process adaptation for additional countries (Spain, Netherlands) are prepared but because of short resources postponed into the future.

(The Spanish and Dutch translations were not included in the application.)

- No open issues.
- Project is closed

Edited by Roland Wiedemeyer, 04.04.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor Fees		6.200
Total		6.200	8.035
Variance Plan – Actual			-1.835

IF = International Federation; Edited by Manfred Jotter, 31.03.2022

IV. Management and Administration

30 ECG Management Team (EMT)

Authorised ECG funding: EUR 53.000

Project / Service Manager: Heidi Kharbhih, Heidi.Kharbhih@ecogood.org

Project / Service period: 01.1.2021 – 31.12.2021

1. Gus Hagelberg

Project / Service goals:

- Community Management
- Coordination of Local Chapters
- Supervisory role of staff International Reception
- Internal Communication
- Decision-Making processes within the Movement
- Hub Host

Process report:

- Supervising International Reception and hiring new staff person
- Organisation and hosting of Delegates Assembly 2021
- Co-Coordination of the Local Chapter Support Team
- Support in On-boarding process of new Local Chapters supporting existing Chapters
- Contribution to membership newsletter Seedlinks
- Participation in the Working Group Self-Managed Organisation

Results:

- Recruitment of new staff for International Reception
- Organise and Host Delegates Assembly 2021
- Finalisation of updated version of ECG Governance
- Implementation of Decision Tracker for movement decisions
- Restructuring and improving ECG Wiki
- Publication of 12 issues of membership newsletter Seedlinks
- Preparation of a movement-wide survey
- Onboarding of two new ECG Hubs

- Continued support of Youth Hub and Health Hu, including four meetings
- Continued operations of International Website

2. Christian Felber

Project / Service goals:

- Coordination of external communication: public relations and announcements
- Website development: development and refinement of content
- Policy: position development & advocacy
- Science hub: expansion of activities & community building
- Speakers' hub: further development & support for request management
- Spokespersons circle: organisation and development of rules of procedure

Process report:

- External communication: input to press officers internationally (Ole and Stella), in Germany (Fenja and Sybille) and Austria (Silvia Painer), international public appearances and international media work (see also 150 International Representation and Networking), member of label steering team;
- Website: progressive refinement and completion;
- Politics: international coordination; Development of EU policy team and collaboration with public affairs agency in Brussels; Cooperation with various actors in Brussels;
- Contact person for new Science Hub coordination (3-person international team), building the scientific community;
- Coordination of the Speakers Hub with request manager Anna Schneeberger
- Management and development of ambassadors and spokespersons circles

Results:

- External communication: International awareness of ECG is advancing; 113 international webinars plus on-site appearances e.g. in Denmark ([Impact the Future](#));
- Inclusion of regional groups in public appearances; providing an initial impulse for new local chapters, ECG companies, communities, and regions
- Website: Continuous contributions to the development of international website
- Politics: Major [ECG event](#) on CSRD in Brussels, continuation of the collaboration with the City of Amsterdam; [City of Münster](#) joins ECG movement, Resolution of [City of Cádiz](#)
- Science: Publishing of theoretical fundament of ECG model in sustainability: [From Neoclassical Economics to Common Good Economics](#)
- Speakers' hub: 54 lecture requests managed, 33 lectures held
- Spokespersons: Physical meeting at Grünwald in May

3. Luciana Cornaglia

Project / Service goals:

- Coordinator of Strategy Working Group
- Project Portfolio Management (PPM) and Project Management Overview/Strategy
- Speakers Hub / Speakers Coordination
- Association Support
- Hubs Host
- Common Good Product
- IT Hub

Process report:

- Managing, integrating, and connecting all the portfolio projects and initiatives, to the Strategy (Managing PPM Process & Coordinating the Strategy Working Group).

- Coordinating Hub Hosting to encourage and motivate Hub's working and learning together, sharing best practices and improving the performance
- Accompanying the development of the IT HUB and its staff, consolidating good agile project management practices, and ensuring its synchronisation with the movement's strategy.
- Contributing to the international deployment of the Speakers HUB
- Contributing to the development and international deployment of the Common Good Product Working Group
- Helping with the On-Boarding Process for new National Associations, offering general information about how to participate in the movement, important information in the WIKI, IT available tools, etc.

Results:

- On-boarding of the EMT
- New Strategic Map, Strategic Balanced Scorecard and KPI's were defined and uploaded in the WIKI.
- Relaunch of Hubs Coordination meetings to promote greater participation and interaction between Hubs and, in addition, a new template in the WIKI for Terms of Reference for Hubs.
- Became the "contact person" for speakers in Spanish
- Accompanying the IT leader in monitoring and prioritizing issues and projects in that area.
- Accompanying the Common Good Product WG and keep informed the EMT about the progress.
- Became the "link person" for all Latin America topics.

4. Bridget Knapper

Project / Service goals:

- Strategy coordination between the strategy working group, EMT and FMC
- External Communications
- External Cooperation
- Coordination of International Speakers
- Co-coordination of French/Francophone Group
- Executive support of Federation Members Council and contract support for International Federation

Process report:

- Managing the coordination and communication between the strategy working group, EMT, FMC and movement
- Coordination with the Communications Hub
- Line management and coordination of PR staff
- Co-editing the international newsletter
- Collaborating on external communications initiatives
- Coordination with partners
- Liaison with volunteer coordinator for international speaking engagements
- Participation in French/Francophone Group

Results:

- Strategic goals are integrated into decision-making of EMT and FMC
- Strategy Map and Balanced Scorecard communicated across the movement
- Recruitment of PR staff
- PR infrastructure and working processes established
- 4 issues of the International Newsletter

- Coordination with partners including Oxfam and Future-Fit Foundation for the EU CSRD live and broadcast event, including hosting the event
- Crisis PR coordination of Corona debate
- Moderation and minute taking of FMC meetings, contract signing for the International Federation

5. Heidi Kharbhih

Project / Service goals:

Professional Services and Operations

- Human Resources Management and Organisational Structure
- Project Management 'Professional Services Working Group
- Project Management 'Organisational Structure Working Group
- Project Management 'Label Project
- EMT Contact person to Municipalities Hub, Matrix Development Team, Audit Hub, Consultants Hub, Companies Hub

Results:

- Initiation International staff meeting
- Initiation of Hubs Coordination Meeting communicated
- Creation and updating of 'Terms of reference'/Task descriptions for the main organisational units
- Successful organisation and moderation of the GWÖ Delegates Assembly 2021
- 4 issues of the international newsletter
- Moderation and coordination of assigned project teams.
- Moderation and taking of minutes of FMC minutes

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
contractors	Contractor fees		47.633
	Travel expenditure		2.057
Total		53.000	49.690
Variance Plan – Actual			3.310

IF = International Federation, edited by Manfred Jotter, 25.05.2022

240 IF Management & Executive Board

Authorised ECG funding: EUR 46.920

Project / Service Manager: Manfred Jotter, manfred.jotter@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Management and administration (20 h position) of the business of the International Federation for the Economy for the Common Good e.V., (IF).
- Liquidation of the business of the International Promoting Association (IPA); the IPA ended its activities in 2020 and already transferred its tasks to the IF in 2020.
- Member of the Federation Management Team (FMT) and the ECG Management Team (EMT), responsible for Finance & Legal in both bodies;
- Responsible for Trademark and Data Protection, PPM member, Data Policy Board member, representative of the IF at BEST ECONOMY gGmbH, member of the Board of Trustees at Stiftung für GWÖ NRW and responsible for advising associations on association issues.

Process report:

- Further development and constant adjustment of the financial planning for the 2022 and 2023 business year. Collaboration with the budget team, collaboration in the further development of the budget process, coordination of budget requirements.
- Contract design and contract management
- Transparency: Publication of financial reports and annual financial statements in WIKI. Reporting for donors.
- Monitoring of various projects within the framework of the international movement.
- Set-up, Organisation and implementation of the special-purpose operation and business operations for the IF.

Results:

- Organisation of the ordinary business operations of the IF and the ordinary liquidation of the IPA, completion of the annual accounts 2021 for the IF and the IPA. Personnel management for IF administration as well as legal personnel support for IF employees.
- Organisation and introduction of the Consultant Service as a special-purpose operation and the Audit Service as a business operation; introduction of the accounting structures and contractual support for the transition of the business operation to the IF.
- Adoption of the 2022 budget in Nov 2021.
- Support, monitoring and completion of various projects and processes of the international GWÖ movement:
 - Label Project
 - data protection
 - Commercial Services Project
 - Budget process 2022
 - Strategy project
 - PPM team

... and many more

The service / project is ongoing. The services will be continued in 2022.

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- the promotion of civic engagement

- the promotion of education, adult education and vocational training.
- the promotion of science and research.
- the promotion of an international mindset, tolerance towards all cultural groups and the idea of international understanding.
- the promotion of consumer advice and consumer protection.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Managing Director	Gross salary		35.400,00
	Social insurance fees		8.071,94
	Travel expenses		451,74
Total		46.920	43.923,68
Variance Plans – Actual			2.996,62

IF = International Federation, edited by Manfred Jotter, 31.12.2022

400 IF Administration (PPM 0087)

Authorised ECG funding: EUR 19.700

Project / Service Manager: Katja Szczecinna-Hinz, federation-office@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

- Support of the organisational and administrative work of the International Federation for the Economy for the Common Good e. V. (IF).
- As of 30.11.2021 start of the new movement service within the framework of the so-called "Commercial Services" of the Federation, i.e., takeover and legal succession of the following business areas of GWÖ GmbH in Vienna:
 - GWÖ-Consultant Agreements (BVB)
 - GWÖ-Consultants-Certificates
 - GWÖ-Consultant Movement Fees (BWA)
 and thus, all rights and obligations for these business areas.
- Preparation of the introduction and start of business services within the framework of the so-called "Commercial Services" for the audit services from the beginning of 2022

Process report and results:

- The transfer of all business matters from the International Sponsoring Association to the International Association, which started in 2020, was completed.
- Accounting (customers/suppliers) and proper cost accounting prepared.
- Purchasing and procurement organised
- Invoices controlled; payments processed;
- Arranged, tracked and followed up on semi-annual payments of membership dues from national Common Good Economy Associations.
- Prepared and produced reports; delivered reports in a timely and transparent manner
- Managed contracts properly
- Supported the organisation and coordination of the association as well as the boards of directors
- Legal succession agreement with GWÖ GmbH Vienna concerning the consultant services and close cooperation with the KOO team of Consultants Hub DACH

- Tasks in connection with the BVBs, the issuing of the consultants' certificates and the collection and fiduciary collection of the BWAs successfully taken up.
- Intensive preparatory work and set-up efforts with regard to accounting for the new purpose and future business services were necessary and were successfully set up at a manageable level. In perspective, further automation/setup of more powerful accounting software is being planned.

Additional expenditure due to the taking over of unplanned commercial tasks beginning in Nov 2021.

Edited by Katja Szczecinna-Hinz, 02.06.2022

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
Contractor	Contractor Fees		7.540
Employee	Salary incl. social benefits		5.958
	Travel expenditure		108
	Office Material		318
	Phone, Internet, postage		525
	Bank Fees		239
	Print		184
	Assurances		286
	Liquidation IPA (Förderverein)		978
	Accounting		6.319
	Annual Statement		2.976
	Other Costs		19
Total		19.700	25.450
Variance Plan – Actual			-5.750

IF = International Federation, edited by Manfred Jotter, 25.05.2022

440 IF office Hamburg

Authorised ECG funding: EUR 12.300

Project / Service Manager: Katja Szczecinna-Hinz, federation-office@ecogood.org

Project / Service period: 01.01.2021 – 31.12.2021

Project / Service goals:

Paying the monthly office fees for our Hamburg office.

Process report:

We had an unexpected increasement in rent. This causes additional costs of 1.500 € per year.

Results:

- 4 bright and modern office working places for our staff, centrally located in Hamburg. The office is located centrally in Hamburg as a subtenant of the editorial office of the daily newspaper TAZ. With the payment we also support a critical press in Germany.

- Meeting location for working groups for the whole movement. We hosted the membership assembly of ECG Germany, hub meetings and several local chapter working groups of the local chapter in north Germany.

Edited by Manfred Jotter, 31.03.22

The service / project is ongoing. The services will be continued in 2022

The service supports the objectives of our association by supporting the following purposes:

- the international attitude and tolerance
- the promotion of general democratic governance
- the promotion of civic engagement
- the promotion of education, adult education and vocational training.
- the promotion of science and research.

EXPENDITURE (Euro)

For whom?	Purpose	Total Plan	Total Actual
TAZ Hamburg	Monthly office rentals		12.300
Total		10.800	12.300
Variance Plans – Actual			-1.500

IF = International Federation, edited by Manfred Jotter, 25.05.2022

Thank you so much for your support!