Activity Report
2016

Mental Health Europe
Mental Health Europe (MHE) is a European non-governmental network organisation committed to the promotion of positive mental health, the prevention of mental distress, the improvement of care, advocacy for social inclusion and the protection of human rights for (ex)users of mental health services, their families and carers.
2016 has been a year of consolidation and growth for MHE. There have been many highlights along the way. The Joint Action, in which we played a crucial role, came to an end in January, and the Compass was launched. As co-Chair of the European Expert Group on De-Institutionalisation (DEG), we have led the way in lobbying European Institutions as well as National governments on the urgent need for DI.

In consultation with our members, we have formulated positions on one of the most pressing issues of this year, the migrants’ crisis, and one of the thorniest, article 12 of the UN CRPD, on legal capacity. We worked closely with DG Sanco on the new Health Policy Platform, consolidated our work on the UN CRPD, participated in expert discussions, and created strong links with the UN Special Rapporteur on the right to health. We have reached out to our members and the public in new ways, by growing our presence on social media, engaging even more with the press, producing articles, webinars and infographics, and launching our popular animation and webinars. Most importantly, we launched our successful Each of us anti-stigma campaign, which has gathered support across Europe and has been translated into 12 languages (and counting!). We have been invited to speak at events across Europe, some for the first time, and have created formal and informal partnerships with a multitude of organisations working on intersectional issues, such as health inequalities, disabilities and public health.

We have held many successful events for our members. There are too many to list here, but two, perhaps, stand out. The “Young people and mental health in the digital age” event in the European Parliament on World Mental Health Day gathered 80 people in the room and was streamed live to 5000 viewers on Facebook. The joint capacity building event in Dublin to celebrate Mental Health Ireland’s (MHI) 50th anniversary attracted a host of engaging speakers, and was a fitting tribute to the deep and enduring friendship between MHE and MHI.

There are many challenges ahead, as the wider political landscape changes and funding cuts to mental health services loom over Europe. These turbulent times call for solidarity and purpose. It has perhaps never been more important to make the case for a social Europe. Through our ethos, work and partnerships, MHE is at the forefront of this.

MHE will continue advocating for parity of esteem, and for funding to be diverted away from institutionalised acute services into better community-based care. We also need to invest in prevention, by mainstreaming mental health in education and employment policies. We will continue to challenge the dominance of the bio-medical model of mental health through our work with ICD-11 and the WHO, and to drive forward our vision of human rights based and recovery centred mental health services for all.

We look forward to a busy and fruitful 2017. Next year, our main challenge at MHE will be to prioritise our objectives and focus on a small number of key areas where we can make a difference. Our membership is our strength, and in 2017 we look forward to growing our membership base to reflect the plurality of voices in mental health.

Finally, a warm thank you to our brilliant and talented team, Ailbhe, Charlotte and Ophelie, without whom none of these achievements would have been possible, to our dedicated Board and Special Policy Advisors, and to all our members for your contributions, support and friendship.
1. Ensure a human rights-based and recovery-centred approach to mental health

To achieve this we will:

• Engage with and influence the EU Institutions, the Council of Europe and other key stakeholders on the monitoring and implementation of the UN Convention on the Rights of Persons with Disabilities
• Raise awareness of stigma and discrimination around mental health through communication tools and a dedicated campaign
• Lobby for review and reform of diagnostic models which are not human rights or recovery compliant
• Actively support the empowerment of people with lived experience of mental ill health, including users and ex-users of services
• Raise awareness of and promote the recovery model amongst members, key stakeholders and the general public

2. Parity of esteem: valuing mental health equally with physical health

To achieve this we will:

• Advocate for equal funding in mental health and physical health
• Ensure the mainstreaming of mental health in all policies, including economic, education, social and employment policies, with a particular focus on poverty and social inclusion, through policy and communication tools
• Promote positive mental health and wellbeing in all policies and wider prevention strategies, in particular prevention of suicide
• Promote a holistic vision of health and a better knowledge of the intertwining of physical health and mental health

3. Advocate for better community based care

To achieve this we will:

• Advocate for de-institutionalisation (DI) through policy and communication tools, through the European Expert Group on DI
• Deliver training on DI to the EU Institutions to raise awareness and influence key decision makers
• Engage with National governments on the transparent and sound use of structural funds to enable the process of DI
• Deliver an updated research project mapping institutionalisation in Europe
• Create and facilitate formal and informal networks between our members to exchange best practices on community based care

4. Promote better mental health at work

To achieve this we will:

• Engage with EU Institutions through policy and communication tools, on the economic and social costs of mental health issues at work
• Through the EU Alliance on Mental Health - Work & Employment in All Policies, create a broad network of NGOs, service providers, insurers, trade unions and corporates to influence policy makers
• Advocate for and collate data on good quality employment opportunities for all, including people with psychosocial disabilities who are long-term unemployed

5. Strengthen and consolidate MHE’s networks

To achieve this we will:

• Diversify funding streams
• Create and consolidate informal and formal networks amongst our members to share best practices and develop joint projects where possible
• Deliver flexible and responsive capacity building for members
• Develop a membership strategy
• Set up accountability mechanisms with transparent processes in line with best practices in good governance
• Create informal and formal alliances with other European mental health organisations
• Position MHE as the European voice of mental health

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2016-2019
Strategic Priorities presentation of MHE Strategic priorities

2016 lifespan focus: Young people and mental health
2016 special focus: Refugees and mental health
AT A GLANCE

2016

JANUARY
- Closing conference of the Joint Action for mental health and well-being
- Videos on recovery from mental health ill-health

FEBRUARY
- Contribution to the European Accessibility consultation through the European Disability Forum
- MHE Glossary on mental health and policy terms

MARCH
- Contribution to the call for submissions on Art.19 of the UN CRPD
- Position paper on the mid-term review of the EU Disability Strategy

APRIL
- Annual General Assembly and capacity building event
- Launch of anti-stigma campaign Each of us
- Guidance note and infographic on the European Framework for Action on mental health and well-being

MAY
- Statement on the long-term unemployment recommendation
- Submission to the consultation on the draft Council of Europe Disability Strategy
- New edition of MHE monthly newsletter
- Fundraising: MHE runs the Brussels 20KM for the first time

JUNE
- Webinar on the UN CRPD review process
- Animated video on Article 12 of the UN CRPD
- Event in the European Parliament on Article 12 of the UN CRPD

JULY
- Webinar on Article 12 of the UNCRPD
- Anti-stigma video
- Toolkit on the review process of the UN CRPD
- German National Platform for Mental Health

AUGUST

SEPTEMBER

OCTOBER
- Event in the European Parliament for World Mental Health Day
- Position paper on mental health support to migrants and refugees
- European-Governmental Expert Group on mental health and first edition of the EU Compass for Mental Health

NOVEMBER
- European-Congress VZW Hand in Hand in Gent
- Webinar on the European Pillar of Social Rights
- Annual Capacity Building Event in Dublin
- Campaign “Healthy Workplace for All Ages”
- MHE becomes official partner of the EU-OSHA
- Campaign “Healthy Workplaces for All Ages”
- ENUSP Empowerment Seminar in Berlin, Germany

DECEMBER
- Position paper on Article 12 of the UNCRPD
- Anti-stigma video
- Toolkit on the review process of the UN CRPD
- European National Platform for Mental Health

- Presentation of MHE strategic priorities 2016-2019
- Publication of the Dutch Presidency Scorecard
- Webinar on the UN CRPD review process
- Animated video on Article 12 of the UN CRPD
- Event in the European Parliament on Article 12 of the UN CRPD

2016 AT A GLANCE
Meet the MHE Board Members, who have been supporting the work of the Secretariat throughout 2016 with passion and commitment:

Nigel Henderson
President, Chief Executive
Penumbra UK, Scotland

Rita Donabauer
Vice-President, Board member of pro mente
Austria, Austria

Barbara Davis
Secretary, Administration Manager Mental Health
Ireland, Ireland

Jan Van Speybroeck
Treasurer, Director
Flemish Association for Mental Health
Belgium

Sari Aalto-Matturi
Executive Director
Finnish Association for Mental Health
Finland

Guadalupe Morales
Director
Fundación Mundo Bipolar
Spain

Kitty Mylonopoulou
Chief Operating Officer
Society of Social Psychiatry and Mental Health
Greece

Ivana Turudic
Volunteer
SHINE
Croatia

Carl von Essen
Secretary General
Mind Sweden
Sweden

Stephanie Wooley
Board Director in charge of International relations, Advocacy
France, France

Amedee Enache
Managing Director
Estia Foundation
Romania

Birgit Görres
Managing Director
Dachverband Gemeindepsychiatrie e.V.
Germany

Karolė Levickaitė
Director
Mental Health Perspectives
Lithuania

Donatella Miccinesi
Advisor
Italy

Jan Berndsen
Director
Mental Health Umwelt GIZ
Nederland, Chief Executive Officer, Lister
the Netherlands

Amedee Enache
Executive Director
Estia Foundation
Romania
Meet the Special Advisors

Josée van Remoortel  
Human rights  
Mental health in all policies

Charlotte Portier  
Membership and Policy Assistant

Bob Grove  
Employment  
Social policy

Stijn Jannes  
Health policy

Jan Pfeiffer  
Human rights  
Structural funds

Josée van Remoortel  
Human rights  
Mental health in all policies

Akiko Hart  
Acting Director

Stijn Jannes  
Health policy

Alva Finn  
Policy Manager

Jan Pfeiffer  
Human rights  
Structural funds

Ophélie Martin  
Communications Officer

Charlotte Portier  
Membership and Policy Assistant

MHE Committees

A special thanks to our Committees, who support the Secretariat on specific issues including human rights, new membership and financial questions.

The Membership and Accreditation Committee supports the work of MHE with advice on membership applications, reviews of the statutes and internal rules and makes proposals in relation to the membership fees.

The Finance Committee ensures that MHE’s financial situation is given the necessary attention and secures the transparency of the accounts.

The Committee on Mental Health and Human Rights supports MHE’s work on human rights and ensures that human rights are mainstreamed in all MHE’s activities and projects and that appropriate actions are taken when the human rights of people with mental health problems are violated.

Many thanks to all the members of our Committee and especially their Chairs for all their hard work and advice they provided to the Secretariat throughout 2016.
As a membership-based organisation, we would not be able to work without the strong support and participation of our members. Our strength is our members, and the growing interest and support for Mental Health Europe shows that our work can make a real difference for people living with mental illness. Our membership includes mental health professionals, national organisations and institutions, service providers, youth and family organisations, users and ex-users of mental health services and volunteers. This enables us to be truly representative when making the case for change in mental health.
Human rights are at the core of MHE’s work. Our main tool in the area is the UN CRPD, which states that people with disabilities, including people with psychosocial disabilities must enjoy their full rights as citizens. We monitor the implementation of the UN CRPD by the EU to make sure policies reflect and respect the Committee on the Rights of Persons with Disabilities’ recommendations to the EU.

In light of the historic review of the European Union by the Committee on the Rights of Persons with Disabilities which took place in 2015, MHE continued to fight for the full implementation of the recommendations received by the EU particularly which are important for people living with mental ill health.

The start of negotiations on the European Accessibility Act was one of the most important milestones at European level and MHE contributed to the European Disability Forum’s submission on the Act and monitored the progression of negotiations.

The European Parliament adopted an own-initiative report on implementation of the UN CRPD and MHE had the opportunity to address the Parliament both in Brussels and Strasbourg to highlight the barriers faced by people living with mental ill health so that they were reflected in the report which was finally adopted during the summer. We also contributed to several relevant consultations and processes including to consultations on the Disability Strategies of the Commission and the Council of Europe. We provided a submission to the UN Committee on the Rights of Persons with Disabilities on Article 19 which deals with the right to live independently and be included in the community.

1. Read our position on the public consultation on the mid-term review of the Disability Strategy HERE.
2. Read our contribution to the call for submissions from the Committee on the Rights of Persons with Disabilities on the General Day of Discussion on Art. 19 on the right to live independently and be included in the community HERE.
Legal capacity is one of the cornerstones of our human rights work as it has implications on an individual’s every aspect of an individual’s life: financial decisions, the right to vote, and forced treatment amongst others. We held a successful awareness raising event in the European Parliament in June which was attended by MEPs, Commission officials and other European stakeholders. The event was chaired by MEP Helga Stevens who is herself a person with a disability and the Rapporteur of the European Parliament’s UN CRPD report implementation report. The event was the occasion to launch our successful animated video on legal capacity:

FULL VIDEO HERE.

Each year following the adoption of the CRPD recommendations, MHE has decided to spotlight an article of the Convention and this year we chose to spotlight Article 12 of the UN CRPD, which addresses which addresses legal capacity.

We also increased our efforts to build our members’ capacity to engage with the human rights system and we developed a Toolkit on how to get involved with the CRPD review process. This year we also wanted to experiment with more innovative ways of training members on human rights and we piloted our first webinar in June which focused on the toolkit and the review process of the UN CRPD.

Download the Toolkit HERE.

Watch Webinar HERE.
MHE has been busy with the end of the Joint Action and promoting the follow-up Framework for Action on mental health and wellbeing (the Framework for Action) which was adopted during the closing conference. A few of MHE’s members, as well as our President, Nigel Henderson, participated in and presented at this conference which served as an opportunity to reflect on the lessons learned during the last 3 years. In addition to promoting the Framework for Action at EU level, we also produced a guidance note on the Framework for Action and an infographic to help our members better understand this important outcome document and how to use it.

Following up the Joint Action for Mental Health & Well-being; EU Health Policy Platform

The Joint Action is a three-year discussion about mental health at European level which was concluded in January 2016. The aim was to bring together national and EU-level organisations like MHE, to create a more joined-up and up-to-date EU strategy on mental health.

Download the Guidance note HERE.

Download the Infographic HERE.

MHE also participated in meetings of the European Governmental Expert Group on mental health and attended the first edition of the EU Compass for Mental Health. The Compass is an invaluable platform to collect, exchange and analyse information and best practices with a wide range of actors involved in mental health.

We also engaged with the Presidencies of the Netherlands and Slovakia to ensure that mental health remains a priority on the EU agenda during their time at the helm of the Council of the European Union. We sent an open letter to the Dutch Prime Minister with our priorities for action on mental health during 2016, and attended a Presidency event on youth mental health in Maastricht. We also published a newly designed score card which rated how the Dutch presidency performed in terms of mental health during the first 6 months of 2016. We had a meeting with the Slovak Presidency in advance to discuss collaboration and priorities during the second half of 2016.

Download the Dutch Presidency Scorecard HERE.
Promoting the psychosocial approach to mental health

The psychosocial approach to mental health positions itself away from a narrow disease model, which assumes emotional distress is a symptom of biological illness. Instead, it embraces wider psychological and social understandings of mental health.

MHE worked on a range of actions and initiatives to promote the psychosocial model of psychiatry, including raising awareness of alternatives to the purely biomedical model through our work with the Beyond the Biomedical Paradigm Taskforce (the BBP Taskforce). We raised further awareness about the link between the biomedical model and diagnostic manuals through our lobbying efforts surrounding the revision process of the International Classification of Diseases (ICD-10) which we bolstered through a questionnaire, the results of which showed overwhelming support for our concerns.

We continued to push for a more social Europe which mainstreams mental health throughout its policies. We attended the new Annual Inclusive Growth Convention which is a new yearly event at which the EU engages with civil society on social issues as part of a more structured dialogue which also involves more frequent meetings throughout the year. We published a statement on the newly adopted recommendation on long-term unemployment and carried out advocacy surrounding the European Semester. A few press releases calling for more Social Europe were also published throughout the year.

- “European Commission must keep its promises to achieve a more social Europe”
- “European Commission must safeguard adequate investment in community-based services in Country Specific Recommendations”
- “Did you say social Europe? MHE’s reaction to the Country Specific Recommendations 2016”

A main focus of our work this year at European level was our contribution to the consultation on the new European Pillar of Social Rights (Social Pillar). We took steps to get our members involved through a dedicated session on the Social Pillar at our annual capacity building event in Dublin, the publication of a briefing note explaining what the Social Pillar is all about and a successful joint webinar with the European organisation EuroHealthNet.

Read our call for action regarding the ICD 10 Revision HERE.

Read our recommendation on long-term unemployment HERE.

Read the Briefing Note HERE.
Mainstreaming mental health in all policies

MHE has been active in advocating for youth-friendly mental health services. We gave presentations in Strasbourg for the annual European Youth Festival YoFest!, another workshop in Bulgaria on mental health services for young people and held a hugely successful event in the European Parliament on World Mental Health Day on young people, social media and mental health which was attended by the European Commissioner for Health. We also published 5 articles in the media on youth mental health and made it our special focus for 2016. In early 2017, MHE will launch its Youth Taskforce.

Improving mental health in the workplace

Mental Health in the workplace is one of MHE’s strategic priorities for the years to come. Through awareness raising in the media, our active contribution to the European Alliance for Mental Health – Employment and Work as well as our membership in the mental health expert group of the International Labour Organization, MHE makes sure to emphasize the importance of investing in mental health in the workplace.

Migration

Further to the difficult ongoing migration debate in Europe, MHE has turned its attention this year to the mental health aspects of migration. We presented on the issue at an event hosted by Google in their offices in Brussels to address the European Health Parliament. We also published a position paper on migration and mental health calling for better access to quality mental health care for migrants and reminded European media that psychosocial support for migrants is not a luxury but a priority. The position paper and press release caught media attention and was mentioned in more than 5 articles.

Read our position.
Since June 2016, we have been a co-chair of the European Expert Group on the Transition from Institutional to Community-Based Care (EEG). We have continued to train and influence the EU to ensure that Structural Funds are only used for the transition to community-based care and are not used to strengthen institutions. In partnership with the European Commission, we have also engaged with national authorities through successful seminars on de-institutionalisation including in Greece and Poland, with a seminar in Belgium planned in the future. The event in Poland had such an impact that the Polish authorities asked for a new one to be held in the second half of 2017.

MHE has also multiplied collaboration and partnerships with European organisations involved in women’s rights, LGBTI rights, homelessness, migration and children’s rights through joint letters and statements.
MHE successfully continued its collaboration and constructive dialogue with European policy makers and other international bodies including the United Nations, the Council of Europe as well as the World Health Organization and the International Labour Organization.

Collaborating with the European Commission is at the heart of MHE’s work. This collaboration includes our participation in various civil dialogues, two of the most important being the High-level Group on Disability and the Group of Governmental Experts on Mental Health. MHE also shares expertise and input about mental health policy with the EU Commission when required, most recently our contribution to the long-term unemployment directive, and the European Pillar of Social Rights. 2016 was also the close of the EU Joint Action for Mental Health and Well-being which MHE has followed up with the publication of a guidance note and an infographic. In partnership with EUFAMI, MHE also leads the Mental Health Thematic Network of the newly launched EU Health Policy Platform, which is a collaborative initiative to ease the communication between the Commission services and health stakeholders.

As part of MHE’s work on the ongoing ICD-10 revision, MHE managed to open discussions with key experts within the WHO following the publication of our recent position paper. MHE’s work has also been included in the new WHO Quality Rights initiative on human rights and mental health, with some of MHE’s outputs being used to train health professionals on the topic of human rights and mental health.

MHE has had consultative status with the Council of Europe for a long time and continues to contribute to the coalition of NGOs. Most recently, MHE sent its submission to the consultation on the draft Council of Europe Disability Strategy (2017-2023).
As part of our work on mental health in the workplace, Mental Health Europe joined the mental health working group of the International Labour Organization, which consists of twice a year expert meetings on how to improve mental health in the workplace. This working group is an ideal opportunity for MHE to brainstorm with experts from European companies and their corporate social responsibility departments and to learn more about existing practices in the private sector.

In 2016, MHE’s Coalition in the European Parliament got bigger and was brought to another level with 4 new MEPs joining including Marian Harkin, ALDE, Ireland, Julie Ward, S&D, United Kingdom, Elżbieta Łukacijewska, EPP, Poland and Damaris Cline, EPP. Marian Harkin, ALDE, Ireland, Welcome!
The Alliance for Investing in Children advocates for the end of child poverty and promotes child well-being across Europe. The European Parliament Written Declaration on Investing in Children, drafted by the Alliance, was successfully adopted with 428 signatures at the end of 2015. The Declaration calls upon the European Commission to introduce specific indicators on children at risk of poverty and urges EU Member States to use EU funding to implement the Commission Recommendation ‘Investing in Children: Breaking the cycle of disadvantage’. MHE ensures that the mental health of children is not overlooked by contributing to this very active and successful coalition of organisations. Recently, the alliance submitted a response to the public consultation on the European Social Pillar with key recommendations regarding children’s rights.

Mental health in the workplace and the unemployment of people living with mental ill health are crucial issues for MHE. Following the official launch of the European Alliance for Mental Health – Work & Employment in 2015, MHE continued to contribute actively to the work of the group, with 4 yearly meetings organised, a joint analysis of EU country specific recommendations, the launch of the EUMH Alliance website and the creation of the Alliance’s visual identity. With exciting projects planned for in 2017, the future of this alliance looks bright!

Deinstitutionalisation is one of MHE’s core values. We continue to be involved in the European Expert Group on Transition from Institutional to Community-based Care (EEG) through which we advocate with 12 other organisations for deinstitutionalisation in Europe. Besides the successful seminars and training for the EU Commission mentioned above, the EEG submitted its views on the CRPD consultation on independent and community living. Dr Jan Pfeiffer, MHE Senior Policy Advisor, took over the rotating chairmanship on behalf of MHE until June 2017.
8 | THE EACH OF US CAMPAIGN

In April 2016, MHE launched its European awareness raising campaign “Each of us”. Each of us is an anti-stigma and discrimination campaign which seeks to show that mental health problems are more common than we think, and that each of us can be part of the solution in changing minds and ending stigma against people living with mental ill health. To raise awareness the campaign aimed at being positive, visually attractive and accessible to all in Europe. Through intense offline and online promotion, the ongoing campaign continues to gain visibility across Europe. A few months after its launch, here is what we can say about the campaign today.

- An accessible campaign kit for supporters and journalists
- Translated in + 10 European languages
- Quoted in various press articles including the influential Brussels-based Politico and the Irish Times
- Already replicated by MHE members in Greece for World Mental Health Day and in Italy as part of mental health trainings in schools
- Publication of personal and inspiring stories from people living with mental ill health on the “Wall of Stories”
- Mentioned or retweeted on social media more than 200 times
- Over 30 pictures from supporters received and taken

www.eachofus.eu

#Eachofus
Raising awareness of mental health and having our voice heard at European level is at the core of MHE’s Communications Strategy in 2016. With thousands of new friends and followers on social media, a brand-new newsletter format, more than 100 events attended and considerable visibility in the media, MHE is pleased to sum up its comms’ year in a very simple infographic.
ANNUAL GENERAL ASSEMBLY

In April 2016, MHE held its Annual General Assembly in Brussels which gathered more than 45 representatives from different member organisations as well as individual members for two days in Brussels. We had a very busy programme and lots of discussions on the agenda including the language we use when talking about mental health, mental health and the refugee crisis, deinstitutionalisation in Eastern and Western Europe as well as specific working groups on MHE’s priorities for the year ahead.

FUNDRAISING: RUNNING THE 20K

For the first time, MHE had its own team of runners who crossed the Brussels 20KM finish line. Our six runners can be proud of their great performance not only did they cross the finish line but they also helped us raising 595EUR to support the Each of Us Campaign. We have already booked our places for next year!
EUROPEAN PARLIAMENT EVENT, JUNE 2016

MHE held an event in the European Parliament hosted by MEP Helga Stevens on Article 12 of the UN CRPD on legal capacity and persons with psychosocial disabilities. The event gathered about 30 mental health and human rights experts and helped to shine a light on the rights of persons with psychosocial disabilities.

EUROPEAN PARLIAMENT EVENT, OCTOBER 2016

MHE held an event in the European Parliament hosted by MEP Miriam Dalli and MEP Julie Ward. With over 80 participants in the room, and 5000 watching on the Facebook live stream, the event was an unprecedented success. European Commissioner for Health Vytenis Andriukaitis stayed for a big part of the discussions and expressed strong interest and commitment to the mental health of young people. The event received good media attention in Politico, Vita International, MedTech and Lovin Malta.
This year the MHE Capacity Building Event coincided with Mental Health Ireland’s 50 Year Anniversary in Dublin. With about 200 participants in the room and the participation of the Irish Minister for Health and prominent speakers, the event was a real success. The two-days discussions focused on building resilience and positive psychology and recovery.

Every year, MHE supports two members with the organisation of National Platform Seminars in their Member States to discuss national and regional challenges and opportunities, to encourage collaborative working and to connect organisations active in the field of mental health. This year the National Platform Seminars were held in Germany and Belgium.

A BIG THANK YOU
To our evaluators Jo Lucas and Gabriela Tanasan who many of you will have met at our events!
FINANCES

INCOME 2016

- EU COMMISSION OPERATING GRANT: 71%
- MEMBERSHIP FEES: 18%
- OTHER INCOME: 11%
- INCOME FROM RENT: 0%

EXPENDITURE 2016

- PERSONNEL COSTS: 64%
- TRAVEL & SUBSISTANCE: 21%
- DIVERSE: 5%
- HOUSING COSTS (INCLUDING DEPRECIATION): 4%
- FEES: 3%
- OFFICE COSTS: 2%
- TECHNICAL SUPPORT: 1%
- FINANCIAL COSTS: 0%
Thank YOU!

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