



Eurodiaconia  Connecting faith and social justice through action

Private Foundations Toolkit

Your guide on Private Foundations

October 2022

Eurodiaconia is a European network of churches and Christian NGOs providing social and healthcare services and advocating social justice.

Mission

Eurodiaconia is a network of churches and Christian organizations that provide social and health care services and advocate for social justice. Together we work for just and transformative social change across Europe, leaving no-one behind.

Vision

Driven by our Christian faith, our vision is of a Europe where each person is valued for their inherent God-given worth and dignity and where our societies guarantee social justice for all people, including the most vulnerable and marginalized.

Editor: Giorgia Signoretto

Template design: Sara Gianguzza



Funded by the European Commission under the ESF+ programme 2022 – 2025.
The Information contained in this document does not necessarily reflect the position or opinion of the European Commission.
Copyright 2022 Eurodiaconia All rights reserved.

EURODIACONIA PRIVATE FOUNDATIONS TOOLKIT IS HERE!

The **Eurodiaconia Toolkit on Private Foundations** is an instrument for members to easily access the funding information they are looking for. The toolkit is focused on European and non-European foundations.

We have divided the Toolkit in four main categories: Private Foundations an overview; EU External Donors; non-EU External Donors; and Co-funding strategy. The first category introduces how to approach private foundations when seeking private funding. The other two categories give you a list of relevant foundations including a short summary of their priorities and a contact link. The last category, contains some tips and example of strategies you can use to find ways of co-financing your projects. In this guide we present 13 European private foundations and 5 non-European private foundations.

As you navigate through it you will easily find the funding information that you are looking for. In case of any questions, comments or suggestions, please contact *the Head of Membership Services, Projects & Engagement* Vera Nygard at vera.nygard@eurodiaconia.org, and *the Projects and EU Funding Officer* Giorgia Signoretto at giorgia.signoretto@eurodiaconia.org

SUMMARY

PRIVATE FOUNDATIONS: an overview	3
EU External Donors	5
Non-EU External Donors	12
Co-funding strategy	15

PRIVATE FOUNDATIONS



Foundations can be defined as asset-based and purpose-driven. They have no members or shareholders and are separately constituted non-profit bodies that focus on a variety of issues, such as social services, research, or culture. They have an established and reliable income source, which allows them to plan and carry out work over a longer period than many other institutions.

There are several reasons why foundations are being set up. These can be philanthropic, related to corporate social responsibility, or legal or tax-related. The different types of foundations are:

- Foundations with an institutional setup with several trustees tend to make grants according to detailed procedures and have established criteria and guidelines on which to employ professional staff.
- Foundations can be set up privately by a single individual who takes most of the grant-making decisions alone or after discussion with a spouse.
- Family foundations are often set up by one individual, often in memory of earlier family members, with trustees who are related or at least closely connected. Decisions tend to be taken collectively but informally.
- Corporate foundations have an income that depends upon the profit of a company or a group of companies. Decisions tend to be made by committees and ratified by directors of the company.

- Community foundations are charitable trusts that support local community causes.

Research is key when approaching foundations. Before you start building a relationship with a foundation it is important to know what their aims and topics of interest are and what other organizations have been funded by that particular foundation in the past. While you can directly contact the foundation with your funding request we suggest that you invest in building a relationship first. This can be done by:

- Inviting representatives of the foundations to events or conferences you organize that could be interesting for them
- Networking
- Sharing practical examples with them
- Send information about your organization and projects

Whether answering a call for proposals or applying directly for financial support for one of your projects, make sure that your project proposal fits the focus, interest, and priority of the foundation. When answering a call it is imperative to read the guidelines thoroughly. Application forms should be completed as fully as possible.

There are a few tips to consider when applying for foundation funds:

- Double check whether you meet the funder's eligibility criteria
- If the funder offers help or advice before an application, take that opportunity!

- When sending in a project proposal where no application form is used – include your latest annual report and accounts
- Application letters shouldn't be longer than four sides of A4
- Use straightforward language and concepts – avoid jargon!
- Be realistic when calculating your budget and make sure it reflects the planned activities
- Make sure your project matches the core values of the foundation you are targeting
- Make sure your project is sustainable and show your plan for the future

These are just a few examples of foundations that could be relevant for members. When considering foundations as a source of funding the most important factor to consider is that the aim of the project matches the aim of the foundation.



EU EXTERNAL DONORS



An effective case for support, or a compelling explanation for why a contributor should support your work, is at the core of all successful fundraising. Although it may seem simple, many organizations, whether experienced in fundraising or not, fail at this initial hurdle. For this reason, you should be able to justify:

- the nature of the issue
- what the issue is that your organization is trying to solve
- the impact your accomplishments will have
- what would occur if you failed
- why your company is most suited to address the issue

The most important thing is to communicate this in a clear, externally focused, memorable, and emotionally compelling manner.

After this, you need to define the precise donors you want to target. Finding people and organizations who will assist you and have the resources to provide at the level you require is the key in this situation. You must decide how to get in touch with each supporter. For this reason, we have mapped for you a series of European Private Foundations that can help you to access to new form of funding.

Fundraising only succeeds if you sincerely request assistance. Usually, formal proposals are required by trusts and foundations.

Corporate entities could ask you to pitch. There are various ways to do this, but all require meticulous planning, the more customized and individual, the higher the likelihood of success.

[Here is the list of 13 European Private Foundations:](#)

King Baudouin Foundation (Belgium)

The King Baudouin Foundation is an independent public benefit foundation based in Brussels that supports projects all over the world.

The mission of the Foundation is to help to improve living conditions for the population. The foundation supports projects and citizens who are committed to create a better society and to make a contribution towards greater justice, democracy and respect for diversity. The working areas of the foundation are: poverty and social justice, democracy in Belgium, democracy in the Balkans, heritage, philanthropy, health, leadership, local engagement, migration and development.

Additional information:

[King Baudouin Foundation](#)

Civitates (Belgium)

Civitates is a philanthropic initiative for democracy and solidarity in Europe. It provides funding for civil society actors to come together, revitalise public discourse, and ensure that all voices are heard. The pooled fund supports cross-sectoral coalitions that strengthen the resilience of the civil society sector, initiatives that push for a healthy digital public sphere, as well as independent, public interest journalism in Europe. Since becoming operational in 2018, Civitates has provided 38 grants in 14 countries across Europe. In addition to providing funding, Civitates has a Funding Plus component, through which the fund provides capacity development and networking opportunities to its grantees.

Civitates is supported by a large group of diverse foundations, of different shapes and sizes, which bring in a wealth of expertise and different perspectives. The initiative, which is hosted by the Network of European Foundations (NEF) and housed in the Philanthropy House in Brussels, builds on lessons learned from other pooled funds.

Vision and mission:

They believe in European democracies and their principles, where all citizens have the opportunity to access information, make their voices heard, organise, mobilise and engage fully in democratic processes. As a collaborative philanthropic initiative, Civitates strengthens the capacity of civil society to play its indispensable

role in shaping vibrant open European democracies that work for all.

Additional information:

[Civitates](#)

The European Programme for Integration and Migration – EPIM (Belgium)

The European Programme for Integration and Migration (EPIM) is a collaborative funding initiative of currently twenty-five grant-making foundations, hosted in the Network of European Foundations (NEF). Their goal is strengthening the role of civil society in building inclusive communities and in developing humane and sustainable responses to migration, based on Europe's commitment to universal human rights and social justice.

Mission: Migration is a significant factor in shaping European societies and policies. As a collaborative fund, we link the resources and expertise of foundations to strengthen the role of civil society in building inclusive communities and in developing humane and sustainable responses to migration, based on Europe's commitment to universal human rights and social justice.

Additional information:

[The European Programme for Integration and Migration \(EPIM\)](#)

Stiftung Mercator (Germany)

Stiftung Mercator was founded by the Schmidt family, which donated a substantial amount of its own assets to the foundation. Mission: To prevent dangerous climate change, promote integration and strengthen arts, education, and to provide fair and equal opportunities so that everyone can participate in today's society.

Projects are chosen first and foremost on the basis of whether they will help us achieve the concrete targets in our four thematic fields. All submitted grant applications should be oriented towards at least one of these thematic fields and contribute to the achievement of its objectives.

- Digital Society: they want digital technologies in Germany and Europe to be developed and used in accordance with democratic rights and values. Find out more about our activities in the thematic field of Digital Society.
- Europe in the World: they want to strengthen cohesion within the EU and through international understanding to contribute to the proper functioning of its relationships with key countries (especially China and Turkey). Find out more about our activities in the thematic field of Europe in the World.
- Climate Action: they want Germany to become greenhouse gas-neutral by 2050 and to help the EU as a whole to assume a global leadership role in climate action. Find out more about our activities in the thematic field of Climate Action.
- Participation and Cohesion: they want to strengthen cohesion in our society, combat

discrimination and ensure that everyone has equal opportunities to access education and participate in society.

Geographical Focus: Stiftung Mercator is only permitted to support institutions and organizations that are formally recognized as non-profit-making or subject to public law with headquarters in Germany. These include for example universities, charitable associations and NGOs. Organizations with headquarters abroad are only eligible for funding if they meet all the requirements of German non-profit law.

Additional information:

[Stiftung Mercator](#)

Robert Bosch Stiftung (Germany)

The Robert Bosch Stiftung is one of the major foundations in Europe that is associated with a private company. Through their work, we have followed the legacy of Robert Bosch for over 50 years, continuing his commitment to social and societal causes in a contemporary form.

Area of interests:

- Education: Daycare and school for the 21st century. What is the impact of digitalization or automation on people, on the way we learn at educational institutions and live together in society? And what will our future workplaces look like? People will have to focus on tasks that cannot be automated and that require creativity, social intelligence, reflection, and cooperation. Also, knowledge

- and skills are required to understand, use, critically view, and apply digital technologies.
- Health: Making health care fit for the future, Since the Robert Bosch Stiftung was founded back in 1964, health care has been one of its core focuses, with the Robert Bosch Hospital inaugurated by Robert Bosch himself in 1940 at its heart. Today, they are working to strengthen the future viability of our health care system. They are committed to health care that is geared to people and their social needs.
 - Global Issues: Joint solutions to global challenges. Promoting peace and stability to alleviate human suffering was a matter particularly close to Robert Bosch's heart. He advocated for a democratic state, the rule of law, and a liberal society with responsible, free citizens. As a foundation, it is our task to carry out his legacy in keeping with the times.

Geographical Focus: everywhere

Additional information:
[Robert Bosch Stiftung](#)

Civic Europe (Germany)

It is an incubator for locally rooted civic initiatives, organizations and individuals in Central, Eastern and Southern Europe, realized by MitOst, Sofia Platform Foundation and Stiftung Mercator.

Two types of activities:

- Idea Challenge

Eligible countries: Bulgaria, Croatia, the Czech Republic, Greece, Hungary, Italy, Poland, Portugal, Romania, Slovakia, Slovenia and Spain.

- Capacity building

Eligible countries: Bulgaria, Hungary, Poland, Romania.

Additional information:

[Civic Europe](#)

The Deutsche Bundesstiftung Umwelt (Germany)

The Deutsche Bundesstiftung Umwelt (DBU) is one of Europe's largest foundations. DBU funds innovative, exemplary and solution-oriented projects for the protection of the environment, with special consideration of small and medium-sized enterprises. The funding activities focus on environmental technology and research, nature conservation, environmental communication and protection of cultural assets. Funded projects should achieve sustainable effects in practice, give impulses and lead to a "multiplier effect". It is the objective of the DBU to contribute to the solution of current environmental problems, in particular, which result from unsustainable business practices and lifestyles. The DBU sees the crucial challenges primarily in the areas of climate change, biodiversity loss, unsustainable use of natural resources, and harmful emissions.

Funding criteria for international projects

International projects funded by the DBU are primarily carried out abroad and partners in these countries must be substantially involved.

The following **formal requirements** apply for international projects:

- In general, the applicant must provide an own contribution (amounting to 50% of the total costs).
- A German cooperation partner shall take the role as applicant.
- We recommend that the persons involved in the project conclude bilateral cooperation agreements.
- Proof of how the funding has been used must meet the requirements for external review. Documentation and invoices must be translated into German or English and,

The following criteria are **essential** for an international project to be eligible for funding and must be exemplified in the application for funding:

- Environmental relief and ecological sustainability;
- Exemplary nature of the project;
- Innovation;
- An innovation can be at the company/organisation level, at the regional/state level, in a specific market or industry, or in the global market;
- Different kinds of innovations are eligible for funding. Applicants must define which kind of innovation they are striving for (social innovation, technological innovation, product innovation, process innovation, etc.);
- Constellation of actors (German partners, partners on location, etc.);

- Benefits at the project location;
- As a rule, the [DBU Funding Guidelines](#) must be observed.

Depending on the project, **important additional criteria** may also play a role in the assessment of the project proposal. Information on the following points is requested, if possible:

- Sustainable impact of the project after the project has been completed;
- Participative structure/elements, diversity, equality involvement of the partners in Germany and in the respective foreign country;
- Knowledge of the country/region and the language spoken there as well as the intercultural competence of the applicant;
- Educational aspects (basic, advanced training and skills development), capacity building;
- Relevance to SMEs;
- Perspectives for added value;

Additional information:

[The Deutsche Bundesstiftung Umwelt \(DBU\)](#)

EDF Group Foundation (France)

Working together to support the environment, education and inclusion. It is their vision of a shared future and our fight for the young generations and territories in solidarity.

The EDF Group Foundation works for future generations and acts for solidarity-based territories, so it will focus on initiatives that have a direct impact on beneficiaries – young and/or

fragile public – and have a territorial anchorage. The possibility of mobilizing group employees (volunteer offers, skills sponsorship) is a plus for your project. Throughout the year, several decision-making bodies (depending on the amount of support requested) are held to review and vote on the projects received.

Geographical Focus: Everywhere

Additional information:

[EDF Group Foundation](#)

The European Social Catalyst Fund – ESCF (Ireland)

The European Social Catalyst Fund (ESCF) is a new initiative designed to have significant impact on some of Europe's most pressing social challenges.

The objective of the ESCF is to bring together public and private resources to improve social services to enable people who need support to live as valued and participating members of their communities. The ESCF will provide financial and capacity building support to develop plans to scale proven social service innovations.

Geographical Focus: EU Member States

Additional information:

[The European Social Catalyst Fund \(ESCF\)](#)

The European Network of Innovation for Inclusion (Spain)

Action Against Hunger has been leading since 2016 this European Network to promote social innovation among social entities, companies, public administrations and relevant stakeholders to create a more inclusive European labour market. This network aims to build a more innovative social inclusive ecosystem, helping different organizations develop successful European employment and entrepreneurship projects through the exchange of good practices and participation in European programs.

Geographical Focus: non-profit organizations only from: Bulgaria, Croatia, the Czech Republic, Greece, Hungary, Italy, Poland, Portugal, Romania, Slovakia, Slovenia and Spain.

Additional information:

[The European Network of Innovation for Inclusion](#)

International Visegrad Fund (Slovakia)

The International Visegrad Fund is an international organization based in Bratislava, founded by the governments of the countries of the Visegrad Group (V4) — the Czech Republic, the Republic of Hungary, the Republic of Poland, and the Slovak Republic.

The purpose of the Fund is to facilitate and promote the development of closer cooperation among V4 countries (and of V4 countries with

other countries, especially but not exclusively non-EU member states in Eastern Europe, the Western Balkans and the South Caucasus) through the support of common cultural, scientific and educational projects, youth exchanges, cross-border projects and tourism promotion.

NGOs, municipalities and local or regional governments, schools and universities, but also private companies and individual citizens from the Visegrad Group countries (and other countries) are eligible for the Fund's support.

Additional information:

[International Visegrad Fund](#)

Otto per Mille Fund by the Waldensian Church (Italy)

The Otto per Mille fund of the Waldensian and Methodist churches supports social and cultural projects all over the world. The Union of Methodist and Waldensian Churches is one of the beneficiaries of the "Eight per Thousand" or 0,8% contribution by Italian taxpayers.

The Waldensian Evangelical Church (Union of Methodist and Waldensian Churches) has chosen to allocate all the contributions due to it exclusively to support social, welfare, humanitarian and cultural interventions, both in Italy and abroad . They can be recipients of these contributions, the following subjects:

- 1) Entities belonging to the Methodist and Waldensian system
- 2) Italian or foreign Associative Bodies

How to send the request

All applicant institutions must register to send a grant request. The Otto per Mille guidelines and the instructions for using the Juno platform can be downloaded from this page or directly from the Juno platform. Applications can be submitted in both Italian and English.

Additional information:

[Otto per mille](#)

ERSTE Foundation (Austria)

The ERSTE Foundation offers grants for innovative projects that complement the Foundation's goal of strengthening civil society in one or more countries in Central and South-Eastern Europe. They work in three main policy areas: Social Development, Culture, and Europe. Priority is given to projects dealing with current and future societal challenges, projects with potential cross-border implications, ideas fostering awareness of other cultures, initiatives supporting the sustainable development of civil society in the target countries, and projects supporting the future-oriented visions of young talents in local and global contexts.

Additional information:

[ERSTE Foundation](#)

NON-EU EXTERNAL DONORS



As we said before, the key in fundraising is to locate individuals and groups that will help you and have the means to offer at the level you demand. To assist you at exploring fresh sources of financing, we have mapped out a number of non-European Private Foundations for you.

The only way to successfully fundraise is to truly ask for help. Trusts and foundations often use call for proposals' applications.

A fundamental thing to remember is to create long-lasting connections. It is possible to maintain a relationship with a donor, but doing so requires that you express your gratitude in a meaningful way, keep them informed about your work, and most importantly, let them know how their gift has changed the world.

Here is the list of non-European Private Foundations:

The Karl Kahane Foundation (Switzerland)

The Karl Kahane Foundation focuses on the topics of Accessibility, Migration / Inclusion and Social Mobility.

1) Accessibility

Promoting and improving the emotional well-being, self-determination and inclusion of persons with disabilities through:

- Inclusive and innovative education
- Access to quality health care

2) Migration / Integration

Fostering self-sufficiency, integration and well-being for migrants through:

- Inclusive and innovative education
- Access to quality mental health care

3) Social Mobility

Offering a path to self-sufficiency to the weakest in society through:

- Inclusive and innovative education
- Access to quality health care

Geographic Focus: Europe, Turkey, The Middle East, and North Africa.

Additional information:

[The Karl Kahane Foundation](#)

The Open Society Foundations (USA)

The Open Society Foundations, founded by George Soros, are the world's largest private funder of independent groups working for justice, democratic governance, and human rights. We provide thousands of grants every year through a network of national and regional foundations and offices, funding a vast array of projects—many of them now shaped by the challenges of the COVID-19 pandemic.

Geographic Focus: Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovakia

Additional information:

[The Open Society Foundations](#)

Oak Foundation (USA, UK)

Since Oak Foundation was founded in 1983, we have made over 4,650 grants to not-for-profits across the globe.

They partner with organisations that work to advance the foundation's overall mission and the strategic goals within programmes. Each programme has its own funding criteria, geographic scope and requirements. The programmes are managed by dedicated staff with deep field expertise and networks.

Area of interests:

- Housing and Homeless
- International Human Rights
- Issues affecting woman
- Area of Special interest: health, humanitarian relief, education and the arts

Oak Foundation has an invitation-only application process. The majority of awards are made to our long-standing partners or are invited to apply based on fieldwork and research.

Geographic Focus: everywhere

Additional information:

[Oak Foundation](#)

The Volant Trust

The Volant Trust was established to work to alleviate social deprivation, with a particular emphasis on supporting women, children and young people at risk. The Volant Trust is a grant-making trust, which primarily helps fund charitable organisations and projects based in Scotland working to alleviate social deprivation,

particularly concerned with women, children and young people.

Open Grants Programme: Their main area of support is through our Open Grants Programme. The Volant Charitable Trust is committed to other work that includes international projects, the support of single parents through Gingerbread.

Area of projects:

- Women

Victims of sexual abuse, rape, domestic violence and those working in the sex industry; care for young mothers and those affected by postnatal depression, isolated and lone parents; community support for black and minority ethnic women and asylum seekers; support services for women prisoners and their families.

Children and young people

Counselling, support services and outreach projects for those who are disadvantaged or deemed to be at risk through neglect, emotional and physical abuse, alcohol or drug misuse.

Poverty and deprivation

Mental health projects for women and children; support for vulnerable families; promotion of healthy eating for families in areas of extreme deprivation.

- COVID-19 response fund

Charities assisting groups impacted by the Covid-19 pandemic in the UK and Internationally. Response from charities or their projects demonstrating a strong focus on alleviating social deprivation and helping

vulnerable groups who have been particularly impacted by the Covid-19 pandemic.

Additional information:

[The Volant Trust](#)

Ford Motor Company Fund

Ford Motor Company Fund supports initiatives and non-profit organizations in three areas: education, community life and driving safely.

They seek to build partnerships with organizations that have a well-defined sense of purpose, a demonstrated commitment to maximizing available resources, and a reputation for meeting objectives and delivering quality programs and services. They place priority on the support and development of organizations that promote diversity and inclusion.

Ford Motor Company Fund evaluates grants on an annual basis. They reserve the right to cease support if the goals and objectives under which the grant was made have been changed by the grantee; if the grantee no longer meets its goals and objectives; and/or if its goals and objectives have become inconsistent with the vision, mission and values of Ford Motor Company Fund.

Ford Motor Company Fund (Ford Fund) supports not-for-profit organizations in three major areas: Education, Auto-Related Safety Education and Community Development.

Applications are reviewed on daily basis.

Geographic Focus Europe: UK, Spain, Italy, The Netherlands, Belgium, Germany, Poland, Denmark, Czech republic, Romania, Hungary, Greece, Finland.

Additional information:

[Ford Motor Company Fund](#)



CO-FUNDING STRATEGY



When a grant (EU/non-EU) does not finance the entire costs of the project, you need to find co-funding. Other sources can consist of beneficiary's own resources or financial contributions from third parties.

The objective is to acquire new/fresh funds to cover our project budget lines because co-funding is an integral part of the project budget and is not extra money. Within the project budget, in-kind contributions cannot be regarded as co-funding. We must always have the invoices and the payment receipts on hand, i.e.: it cannot be a venue owned by the partner we are working with.

Tips to find Funding Opportunities:

1. Always check the logos of supporters of other organisations/events on brochures, website and presentations.
2. Use scouting platforms (e.g. fundsforngos)
3. Just search on google (e.g. funding opportunities environmental projects).

The strategies you can adopt

- **Find new donors, secure fresh new funding:** → Develop a new project with activities that are complementary with those in the projects to co-fund.
- **Establish partnerships:** discuss with other organisations the possibility of co-

organising activities (i.e. co-hosting events and sharing the costs/ invoices).

- **Reallocate existing budget lines and create new activities:** → use budget leftovers to organise extra activities (in line with the project) that can bring some co-funding: i.e. re-granting.

1) Find new donors

In order to secure fresh new funding, you can use the list of the EU and non-EU private foundations that we gave you in the chapter before. It is always important to scout possible organisations doing similar activities as yours in the same country or in another country.

2) Build a partnership

In certain cases, forming a relationship with another organization operating in the same sector and already carrying out identical tasks is the best course of action to assure co-funding. This can benefit both parties and aid in guaranteeing effective co-funding.

The organization of events benefits greatly from this tactic. Example:

We have a budget of 10,000 euros to organize an event in Brussels. We attempt to coordinate it with another organization who is also planning an event and offer to split the costs, i.e., we offer to fund their event with 2,000 euros in exchange for a venue where we can also present our initiative. We agree in writing that the partner would provide us bills detailing for the entire event (not real money but just invoices of the

other organisational costs that the organization will incur in any case). As a result, the organization will contribute, say, 6,000 or 8,000 euros (in invoices). The partner contributes co-funding in the ratio of 1:3 or 1:4.

Build a partnership: some tips

- Consider the project's events and activities led by Eurodiaconia that could potentially be co-organised with other organisations, the best example are events.
- Scout possible organisations doing similar things in the same country with non-EU donors.
- Approach the partner by listing the benefits for both (mutual support in terms of finances).

3) Reallocate existing budget lines and create new activities

Imagine the prospect of reallocating that budget to a new activity that might attract some co-funding if you realize you are not using all the money allotted for a certain budget line. Re-granting scheme are a good example.

Example: you have 15.000€ to organise 3 webinars but you won't need money to do that. You can consider putting out a request for projects to co-fund modest local initiatives related to your project (you ask for a minor co-funding of 30–50%) if the funding program permits it. In this scenario, you may provide 50% co-funding for 4 projects totalling €2,000

each. hence obtain 8,000 in co-funding ($2K*4=8,000$).

You can adopt all these strategies for the same project!

Depending on the amount you need to co-fund, you can:

- Decide which strategy is the most convenient to adopt
- Adopt one before the other
- Adopt all three of them at the same time.



Rue Joseph II 166 – 1000 Bruxelles – Belgium

Tel.: +32 (0)2 234 38 60 Email: office@eurodiaconia.org
Fax: +32 (0)2 234 38 65 Web: www.eurodiaconia.org



Funded by the European Commission under the ESF+ programme 2022 – 2025.
The Information contained in this document does not necessarily reflect the position or opinion of the European Commission.
Copyright 2022 Eurodiaconia All rights reserved.