

# EPIM

# ANNUAL REPORT

2023



# Contents

<a href="#">THE ROAD AHEAD</a>	3
<a href="#">EPIM IN FIGURES</a>	6
<a href="#">EPIM'S PARTNERS</a>	8
<a href="#">HOW EPIM MAKES A DIFFERENCE?</a>	11
<a href="#">KEY DEVELOPMENTS ACROSS EPIM</a>	17
<a href="#">EPIM'S PATHWAY TO CHANGE</a>	21
<a href="#">REFLECTIONS AND LEARNINGS FROM OUR WORK THIS YEAR</a>	26
<a href="#">FINANCES</a>	29

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EPIM

From Streets to Homes Association

# THE ROAD AHEAD

As Europe's longest-standing philanthropic collaborative fund, the European Programme for Integration and Migration (EPIM) has played a significant role in influencing how migration and integration have been conceived, responded to, and addressed over the past two decades. In this process, we have also played a role in reinforcing the status quo of their separation from the other aspects of society, governance, and policy in Europe.

Today, at the dawn of a new chapter as the **European Philanthropic Initiative for Migration**, we are deploying a new approach and framing to our work – one that no longer views migration and integration as standalone phenomena and subjects. Instead, our renewed framing underlines their inter-connection to a broader set of societal challenges like addressing inequalities, strengthening civic infrastructure and the rule of law, combatting polarisation and othering, and creating spaces for belonging – challenges that fundamentally impact all of us and all our democracies in Europe today, for how we treat migrants is a precursor to how we will treat each other in the years to come.

We explain why, below.

## On Democracy

Healthy democracies hinge on the rule of law, civic engagement, and representation. Yet, migration is often the flashpoint at which these principles are tested. Recent public responses to migrants and migration are challenging and altering our democratic principles. Continued human rights violations at Europe's borders and seas, and the increasing use of digital technologies for surveillance, ultimately impact us all. Similarly, increasing limitations on CSOs' ability to support migrants threaten the rule of law, as do the marginalisation of migrant voices and organisations in decision-making processes and restrictions on access to essential [services](#). Upholding democracy requires safeguarding the rights of migrants and ensuring their inclusion in political discourse. As the example of Hungary has shown us, a failure to do so,

puts the entirety of Europe on a slippery slope of descent into illiberal democracy.

## Unequal People

Successive economic crises and the periods of austerity that followed have exacerbated structural inequalities and have exaggerated the effects of overburdened healthcare systems, inadequate housing infrastructure and chronically underfunded education systems, on the lives of migrants and other marginalised groups. Discrimination continues to hinder migrants' and other racialised Europeans' access to employment, housing, and education, perpetuating a cycle of disadvantage and economic exclusion. And the legal and policy measures that some governments have proposed to protect native populations will further these disparities and jeopardise the very social fabric of Europe and the safety nets that have ensured the prosperity of the continent. This is a cycle that goes far beyond migrants and those who are already at the margins of society, and will impact us all.



*EPIM Steering Committee in Brussels October 2023*

## Rhetoric that Impacts

Far-right rhetoric and polarisation are the subtext of the societal fallouts of escalating inequality and the browbeating of democratic institutions and principles. Migrants bear the brunt of these narratives and alongside other gendered and racialised groups have to come face an almost perfect storm of othering, as the far-right has successfully leveraged

public dissatisfaction with the climate transformation, the post-pandemic economic downturn, high inflation, and a housing crisis, into a rejection of Europe's ideals and vision. This will eventually, [through a process of general normalisation and desensitisation](#), open the door to exclusionary policies that affect everyone, and will dilute the very essence of the democratic rights we enjoy today.

## Reframing Belonging

Migration and inclusion should thus be reframed as multifaceted issues which will allow us to develop holistic solutions that address root causes and promote social cohesion. To do this we need to go beyond mere inclusion. We need to work alongside migrants to shape their communities and participate in decision-making processes, so they feel that they truly belong. Belonging entails not just having access but also having the agency to co-create societal structures. We need to foster a sense of belonging that transcends borders and empowers migrants to contribute meaningfully.



EPIM Steering Committee in Brussels October 2023

## Our Call to Action

As we see it, we now stand at an inflection point. We are faced with two opposing questions that have repeatedly emerged from the conversations we have had with partners across the continent, as things have gotten worse, not better: do we want to build a Europe where all individuals, regardless of their origin, have equal access to opportunity and can meaningfully participate in shaping their lives? Or will we continue to watch migrants take the brunt of the impact of escalating inequality, rapid polarisation,

weakened civic and societal structures, and the loss of belonging, as Europe's democracies start to fade?

Our choice is made, and we see this is a call to action, not just for EPIM and its partners but for all of us who are concerned with this. We must work together to build a Europe that lives up to its ideals of inclusivity, justice, and human dignity. For us, this means:

**We will work with broader ecosystems** by strengthening our relationships with civil society and philanthropy and building stronger ties with those under-represented in the migration ecosystem – migrant leaders, the private sector, trade unions, etc. To do this, EPIM will open up its governance, extending invitations to up to 16 new individuals to join its new board, the Forum, as members. We will also transform our existing funding committees into ones comprised of individuals with diverse lived experiences and perspectives to shape sensemaking processes for their priorities.

**We need to foster systemic change** by addressing the underlying challenges of othering, undemocratic decision-making, and the absence of trust and genuine dialogue and a shared big picture for the migration ecosystem. These challenges influence the way migration is currently being addressed. By activating and stewarding the ecosystem, we aim not only to transform migration policies and practices but also the fabric of interactions, relationships, and mental models that govern them.

**We need a collective narrative centred upon democracy and belonging.** It never was and never will be solely about migration. Migration has become the leitmotif for Europe's deep-seated structural challenges – addressing deep inequalities, repairing colonialism, preventing climate collapse, and combatting polarisation and othering. Thus, the logical way to address this is through a collective narrative in which the very notion of Europeanness is broadened, to create a space for belonging for all and to address these challenges collectively for the cost of failure will ultimately lead to the unravelling of Europe's greatest invention – democracy.

## Transforming Together

This transformation will necessitate forging alliances and cultivating practices of deep collaboration. Alliances within philanthropy, with government, with

civil society, with academia, with business, and everyone else with whom these thoughts resonate. We call on those who work on civic space, climate, technology, social justice, gender to break down these siloes and work with us an intersectional manner to strengthen the very roots of our democracies, whether this is at the local, national, or European level. This should be a collective response that will require philanthropic funding to make bolder choices, similarly brave bottom-up civil movements that can prioritise the common good over single issues, businesses that can put people and planet before profit, and a reinvigorated political process and class that can offer a legitimacy that has been sorely lacking.

We acknowledge that our path ahead is uncertain and filled with the possibilities that bold experimentation can offer. There will be both successes and failures along the way and where we eventually land is yet to be determined. Yet, it is hope that carries us and the opportunity to learn from all the brave souls who are willing to try something different, that serves as inspiration.

*Sound interesting? Let us know. We're eager to build community on this journey.*

*Sophie Ngo-Diep and Hrishabh Sandilya  
February 2024*

# EPIIM IN FIGURES

## 2019-2023 in Figures

**12.6M**

EUR spent, 81%  
granted to CSOs

**177**

Grants awarded

**287**

Grantee Partners  
across 33 countries

## 2023 in Figures

**2.6M**

EUR spent, 80% were  
grants awarded to  
CSOs

**1.93M**

EUR of new income

**23**

Grants and a total of  
3.9M EUR granted from  
the Ukraine Response  
since 2022

**119**

Grantee Partners across  
25 countries

**46**

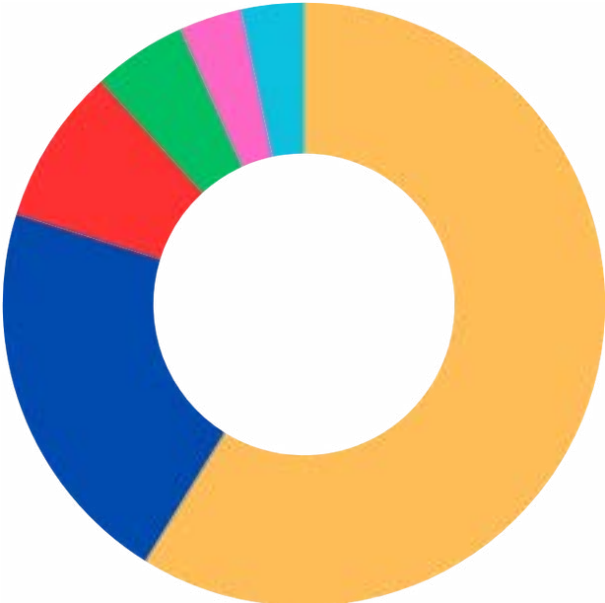
Active grants, including 15  
approved in 2023

**32**

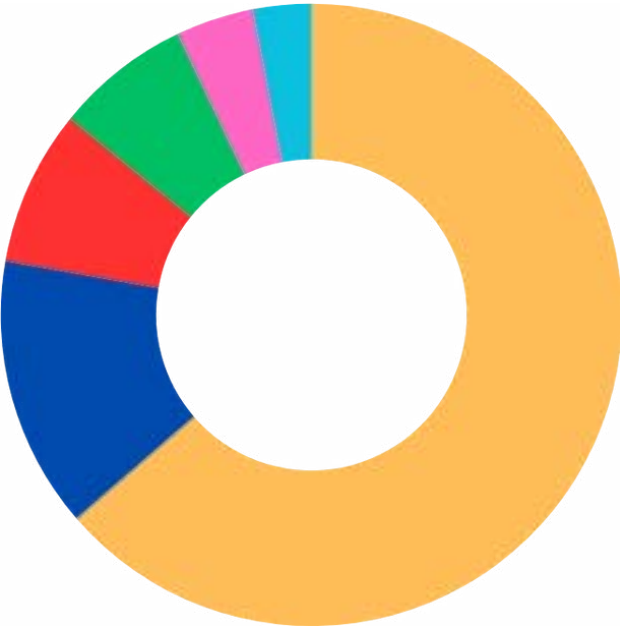
Partners with lived  
experience

# 2023 Grantee Partners and Their Areas of Work

● Opportunity and Response Funds - Ukraine	70
● Future of Migration Governance	25
● Strategic Communications	10
● Children on the Move	6
● Inclusion	4
● Intra-EU Mobility	4
Grand Total	119

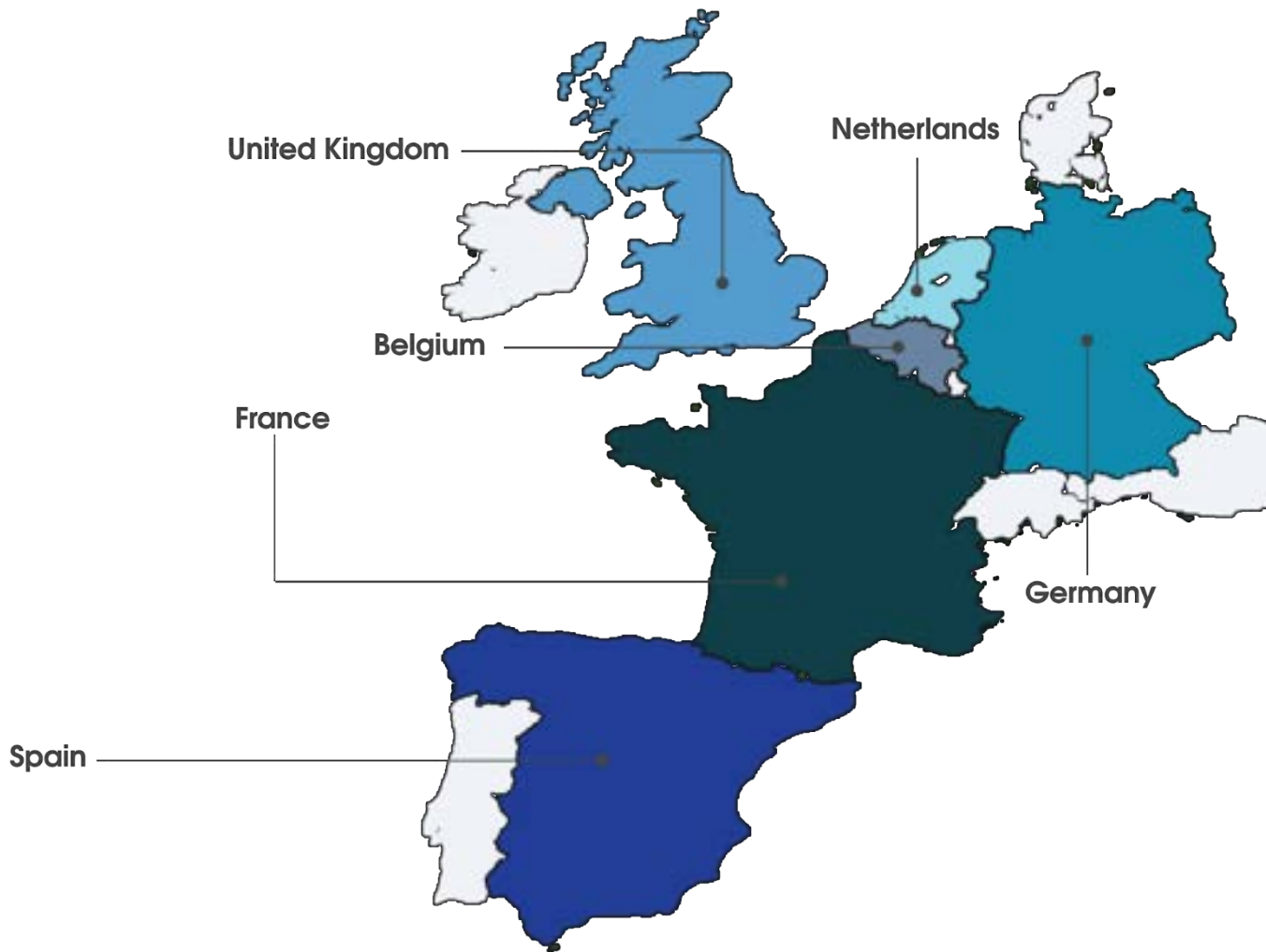


# 2023 Expenses and Areas of Focus (Including Grants Extended from Previous Years)



Areas of Focus (% of Expenses)	
● Opportunity and Response Funds - Ukraine	63%
● Future of Migration Governance	15%
● Strategic Communications	8%
● Children on the Move	7%
● Inclusion	4%
● Intra-EU Mobility	3%

# EPIM'S PARTNERS



## Belgium/EU

- Alliance4Europe
- Democratic Society
- Danish Refugee Council (DRC Brussels)
- European Citizen Action Service (ECAS)
- European Council on Refugees and Exiles (ECRE)
- European Roma Grassroots Organisations Network (ERGO Network)
- European Federation of National Organisations Working With The Homeless (FEANTSA)
- Jesuit Refugee Service (JRS) Europe
- Levl
- Mental Health Europe (MHE)
- ORBIT
- Other Talk

- Platform for International Cooperation on Undocumented Migrants (PICUM)
- Vluchtelingenwerk Vlaanderen

## France

- Association d'Accès aux Droits des Jeunes et d'Accompagnement vers la Majorité (AADJAM)
- ABEJ Fédération National
- AC3
- Accueil Jurassien Intercommunautaire de Réfugiés (AJIR)
- Association diaconale protestante Marhaban (ADPM)
- Association Passerelles
- Centre Carrefour Béthanie
- Diaconat de l'Eglise Protestante Unie du Chambon-sur-Lignon

- EHPAD Les Bougainvillées
- Entraide Protestante de Cannes
- Entraide Fraternelle Protestante de Crest
- Entraide Protestante de la région Alésienne (EPRA)
- Epicerie Plus En Pays Viganais
- Fédération de l'entraide protestante (FEP)
- Fondation des Diaconesses de Reuilly – Centre Henri Vincent
- Fonds de dotation Merci
- Foyer de Grenelle
- La Gerbe
- Le Buisson Ardent
- Les Foyers Matter
- Main Tendue 31
- Union Cépière Robert Monnier (UCRM)
- Union Of Exiled Students (UEE)
- Utopia 56

## Germany

- Blindspots E.V.
- International Women Space (IWS)
- Rigardu

## United Kingdom

- IMIX
- Joint Council for the Welfare Of Immigrants (JCWI)
- Migrant Voice
- Safe Passage International (SPI)
- Show Racism the Red Card

## Netherlands

- European Sex Workers Rights Alliance (ESWA)
- International Child Development Initiatives (ICDI)

## Spain

- No Name Kitchen (NNK)



### Bosnia

- Danish Refugee Council Bosnia and Herzegovina (DRC BiH)

### Bulgaria

- Center For Legal Aid – Voice in Bulgaria (CLA)

### Cyprus

- Cyprus Refugee Council (CyRC)

### Greece

- Danish Refugee Council (DRC Greece)
- Greek Council for Refugees
- Humanrights360
- Velos Youth

### Italy

- Agevolando
- Association for Legal Studies on Immigration (ASGI)
- NO CAP Association
- Chico Mendes
- CISV
- Italian Coalition for Civil Liberties and Rights (CILD)
- Co.Dias.Co
- Coordinamento Nazionale Nuove Generazioni Italiane (CoNNGI)
- Diaconia Valdese CSD
- Danish Refugee Council (DRC Italia)
- Oxfam Italy
- Associazione Progetto Diritti
- Second Welfare

### North Macedonia

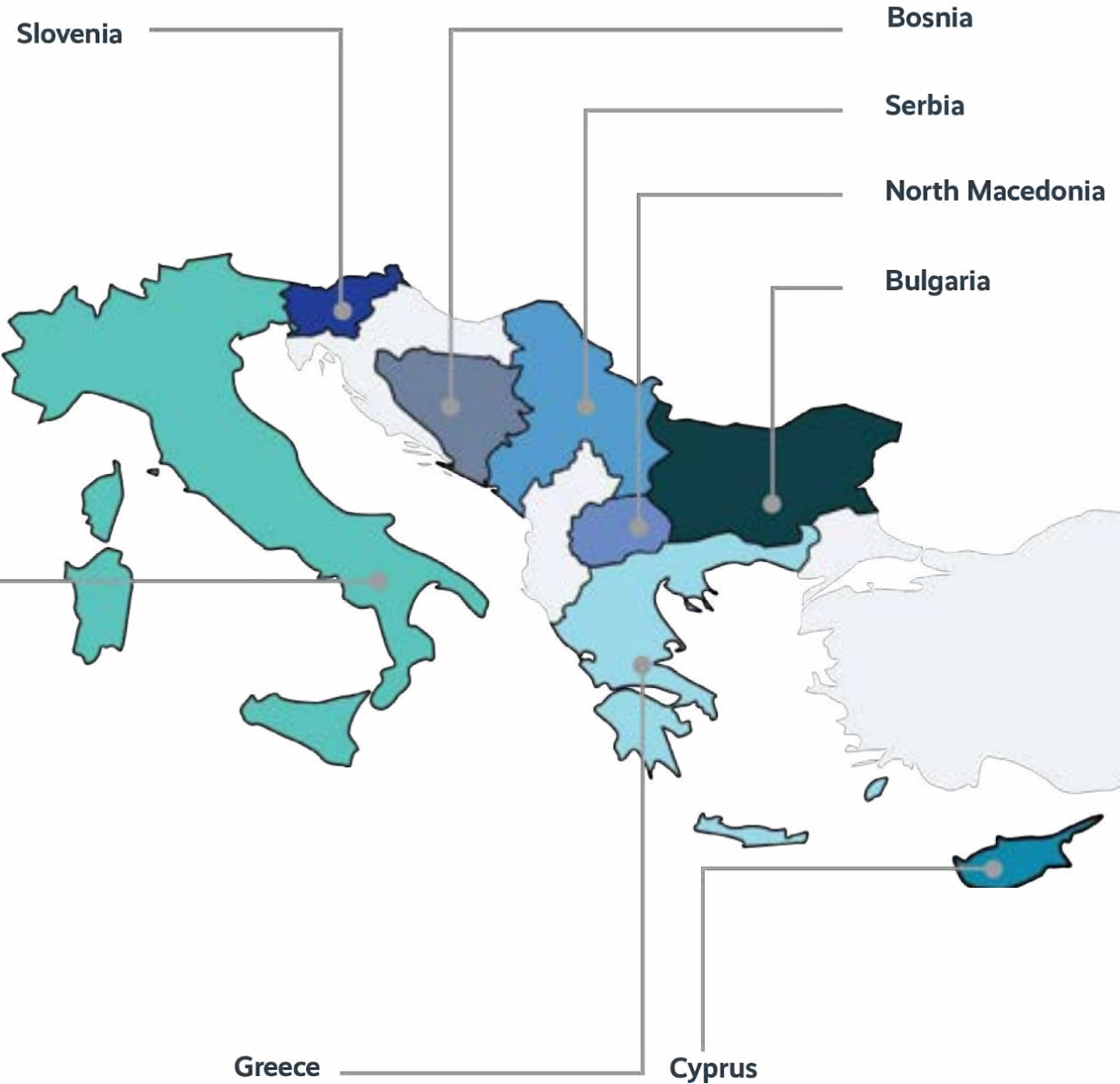
- Macedonian Young Lawyers Association (MYLA)

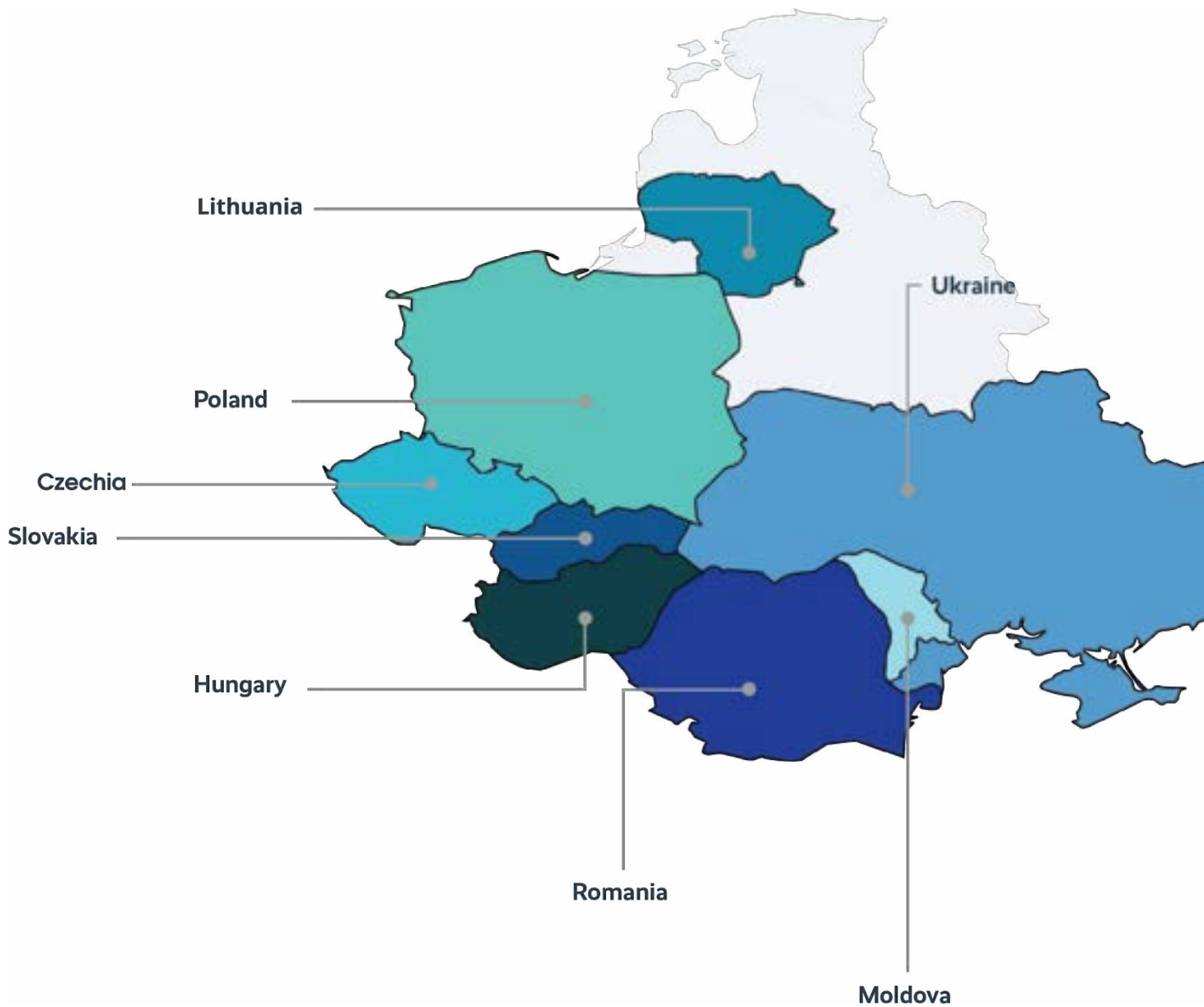
### Serbia

- Collective Aid
- Humanitarian Centre for Integration and Tolerance (HCIT)

### Slovenia

- InfoKolpa





### Czechia

- Agency for Migration and Adaptation (AMIGA)
- Association for Integration and Migration (SIMI)
- Caritas Czech Republic
- Consortium of Migrants Assisting Organisations
- Diaconia of the Evangelical Church of the Czech Brethren
- InBáze
- META
- Most Pro
- Multicultural Centre Prague
- Not Bending
- Organisation for Aid to Refugees (OPU)
- Romodrom
- Slovo 21

### Hungary

- From Streets to Homes Association (ULE)
- Habitat For Humanity Hungary
- Hungarian Helsinki Committee (HHC)

- Next Step Hungary Association
- Partners Hungary Foundation
- Romaversitas Foundation
- Taléta
- Artemisszió Foundation

### Lithuania

- Mental Health Perspectives
- Constanta International Human Association
- Diversity Development Group (DDG)

### Moldova

- Roma Women Platform "Romni"

### Poland

- Association For Legal Intervention (SIP)
- Jaw Dikh Foundation
- Madly Human
- Polish Helsinki Foundation for Human Rights (HFHR)

### Romania

- Auschwitz Institute for the Prevention Of Genocide and Mass Atrocities Association (AIPG)
- Nevo Parudimos Association
- Bucovina Association
- eLiberare Association
- Jesuit Refugee Service (JRS Romania)
- Romanian League for Mental Health

### Slovakia

- Roma Advocacy and Research Centre (RAVS)
- Škola dokorán

### Ukraine

- Roma Women's Fund "Chiricli"

### Australia

- International Detention Coalition (IDC)

# HOW EPIM MAKES A DIFFERENCE?

*This section highlights the impact of EPIM's work in 2023 through a series of reflective learning conversations with partners across Europe and thematic areas.*

## ON THE POWER OF RELATIONSHIPS FOR SYSTEMS CHANGE

### Carolina Gottardo

*Carolina Gottardo is the Executive Director of the [International Detention Coalition \(IDC\)](#) and guides the global network of 275+ organisations, individuals, and community members from around the world to advocate for the human rights of those affected by immigration detention.*

*EPIM has supported IDC's work which brings together NGOs running case management-based alternatives to detention pilot projects in seven European countries (Belgium, Bulgaria, Cyprus, Greece, Italy, Poland, and the UK) with regional-level and international organisations.*

**What has IDC learnt about relationship building over these past years? How does this support advocacy for a long-term end to detention?**

The development of working relationships and informal agreements with relevant national and local authorities have been successes by themselves and have also led to increased awareness, knowledge and understanding of ATD and some authorities have incorporated and implemented the concept at the government level.

Establishing formal agreements with governments has been particularly important when it comes to scaling up case management-based approaches. The resources required to lead to meaningful and long-term change in migration governance systems are far greater than those that can be provided by civil



society alone, and partnerships and multi-stakeholder governance on migration are key to addressing this gap. In addition to the importance of collaborating with authorities, we have learnt that through forming partnerships with like-minded organisations, the Network can extend its advocacy efforts and facilitate change on a larger scale. Expanding partnerships beyond migration-oriented civil society organisations and beyond civil society is important, such as collaborating with local authorities. This can lead to dialogue with policymakers and can allow for case management-based approaches to emerge in other contexts.

[Read the entire interview here.](#)

# ON SOLIDARITY AND BUILDING SOCIAL JUSTICE MOVEMENTS

## Francesca Humi

*Francesca Humi joined the [Crossborder Forum \(CBF\)](#), which is hosted at the [Joint Council for the Welfare of Immigrants \(JCWI\)](#), in October 2022. The CBF is a space for civil society organisations and activists working on the UK-France-Belgium border to exchange information and expertise on ongoing cross-border migration and asylum issues and to build shared vision and action at the border. Previously, Francesca worked at the [Kanlungan Filipino Consortium](#) on immigration casework for undocumented Filipino migrants and leading campaigns for the rights of migrant domestic workers and migrants with precarious immigration status. EPIM has funded the CBF since 2022.*

### **How does CBF connect actors, not only across the French-Belgian-UK borders, but also broader social justice movements?**

CBF works alongside other social justice movements including climate justice, queer and trans rights, and racial justice, and we seek to collaborate with non-traditional civil society actors when possible. Last February, to launch the English translations of two French language reports about the UK-France border originally published by the Plateforme des Soutiens aux Migrant-e-s (one of our members), we organised a panel discussion and banner making session at Dalston Solidarity Café, an abolitionist, autonomous group that holds monthly cafes at a Kurdish and Turkish community centre in East London.

This allowed us to reach a different audience to the usual NGO audience and engage people who are interested in learning about the shared border and taking direct action in their communities, rather than through an NGO. CBF's participation in [The World Transformed](#), a left-wing political education festival, in October 2023 was an opportunity to connect our



work with other internationalist movements for justice, including labour movements in France.

Although CBF doesn't work directly with unions, many of our members work with unions in an effort to bring together labour and migrants' rights movements, in recognition of their shared goals – especially with increasingly anti-worker and anti-migrant legislation being introduced in Belgium, France, and the UK.

[Read the entire interview here](#)

# ON THE NEED FOR MORE INCLUSIVE INSTITUTIONS

## Rudi Osman

*[Rudi Osman](#) is a prominent activist and advocate in France who works to help give exiled students a voice to enable better living and academic conditions. Upon being forced to leave Syria, he moved to France where he resumed his law studies and founded the [Union des Etudiants Exilés / Union of Exiled Students \(UEE\)](#), a platform which provides information, advocacy, training, and individual support to young refugees seeking higher education.*

*EPIM supported UEE in 2022 in its attempt to guarantee the right to continuing higher education for all students affected by the war in Ukraine – Ukrainians or foreign students who were studying there. The project offers temporary protection and facilitates the academic and social integration of students affected by the war, allowing them equal access to educational opportunities in France.*

### **How does your work ultimately contribute to improving every student's experience of the French higher education system?**

We support exiles who wish to start or resume their studies. Our office is open daily and each month we receive about 200 current and future students, and we manage to enrol about 2000 annually in the course of their choice.

Enrolment is just the first step – then come the difficulties related to housing, scholarships and access to finance, French language, and methodology courses, etc.

We offer support for all this thanks to the relationships we have built with student support organisations, for example, or with many universities or language centres. UEE also organises activities to help exiled students regain confidence and break out



of isolation: public speaking courses, theatre therapy, methodology courses, and hiking.

By making universities more inclusive for exiled students, we ultimately ensure equal access to higher education for all students, regardless of their socio-economic backgrounds.

[Read the entire interview here.](#)

# ON ALLIANCES FOR ADVOCACY

## Giulia Capitani

For the last nine years, [Giulia Capitani](#) has served as a Senior Policy Advisor at Oxfam Italy where she works with planning and implementing advocacy strategies on migration and asylum. Giulia represents Oxfam Italy in national networks focused on migration and asylum and regularly publishes on the topic. Previously in her career, she held other positions with Oxfam Italy's Health and Migration Office and worked as a researcher regarding health care in the Tuscany region.

EPIM has supported Oxfam Italy since 2022.

### Can you tell us about the alliances Oxfam Italy creates with student associations to support its mission?

The housing crisis is having a huge impact on university students and their families, and students have managed to make the problem [visible](#).

We have had two meetings so far – locally, with the University of Bologna, and nationally. Student associations expressed interest in being involved in the project's research and policy activities, even though their focus, at a first sight, is more about raising awareness rather than about proposing and experimenting with good practices (i.e. cohabitation).

We believe that a positive narrative framework about housing young people with different backgrounds is much needed, and it is something we are working on actively.

### How is Oxfam Italy linking its work to broader debates around the challenges care leavers are facing (including Italian care leavers and not just unaccompanied minors)?

Through our participation with the National Asylum Platform and the Minor Migrant Platform, we work with a number of organisations to do joint advocacy activities on the topic. Currently, we are working on a



campaign about the (dubious) ongoing practice of pulling 18-year-old males out of the reception system without a safety net, in cooperation with other 20 organisations.

Oxfam also links to the debate around transition into adulthood (on a range of topics – from how to maintain legal status, to how to access to work, housing, social protection etc.) through its work in collaboration with groups like [Agevolando](#).

[Read the entire interview here.](#)

# ON THE NEED FOR TAILORED APPROACHES

## Loredana Urzica-Mirea

*[Loredana Urzica-Mirea](#), is a human rights activist with a focus on preventing and combatting human trafficking, with a background in political science and competitive intelligence.*

*eLiberare is a Romanian civil society organisation focused on preventing human trafficking and sexual exploitation. The organisation works in four Centres for Detection and Notification of Cases of Trafficking in Romania, creating tailored prevention resources, identifying innovative tools for detection and building communities of allies against trafficking at local level.*

*EPIM has supported the scaling and expansion of eLiberare's [Kompas](#) project in Romania and Moldova since June 2023.*

### **How does the KOMPASS tool work, in brief? What are the differences in your approach when working with Ukrainians vis-à-vis Romanians?**

The Kompas Model of Intervention is implemented in four steps which constitute a barrier against exploitation and human trafficking among Ukrainians and third-country nationals displaced by the war. It is being implemented at local, national, and regional levels, and it is ensuring an alternative traceability system that looks at personalised journeys of individuals, rather than migration trends. It also offers specialised support for those who stay in Romania. People need vetted information and support to navigate, on the one hand, the bureaucracy to access help in Romania, as well as what are the things needed to leave the country, how to make a personalised safety plan, establish emergency contact details and safety passwords.

Furthermore, throughout the intervention we built the capacity of citizens and frontlines in detecting and reporting cases of human trafficking and



connecting them to authorities with investigative responsibilities, as well as raising awareness among the Ukrainians and the third-country nationals coming from Ukraine, especially among those with compound vulnerabilities.

We had to tailor our approach to the language challenges and also to the cultural differences (things like using the Russian versus Ukrainian language, communicating on Telegram, creating QR codes for all the materials as we learned they are a very important tool for Ukrainians), but also the specific needs of beneficiaries who were displaced, and transitioning through Romania or even through multiple countries in many cases, rather than staying in one place, which is where the safety plan, the referral and traceability aspect of the KOMPASS model became so important.

[Read the entire interview here.](#)

# ON THE POWER OF INFORMATION AND COURTS

## Anikó Bakonyi

*Anikó Bakonyi is the Director of the Refugee Programme at the [Hungarian Helsinki Committee](#). Aniko's interests have always centred around social justice, protecting, and empowering disadvantaged groups in society. She has worked with victims of human trafficking, Roma and Jewish Holocaust survivors and their families, and refugees arriving in Hungary from all over the world. She has been working in this role since 2010, focusing on protecting the rights of refugees through human rights monitoring, counselling, advocacy, and reporting.*

*EPIM has supported the Hungarian Helsinki Committee since 2021.*

### Can you tell us about the impact of the EPIM-supported Right to Know 1 and 2 projects?

In the first project, in addition to an advocacy report and information notes, we developed a legal template, which includes a set of questions that were referred to the Court of Justice of the European Union (CJEU) Preliminary Reference Procedure. The goal of this was to get a national judge from one of the target countries to submit a preliminary reference to the CJEU – this referral was made by a Hungarian judge in 2021.

The CJEU ruled on September 22nd, 2022 that the Hungarian legislation which does not enable a concerned person to learn about the essential reasons why they are considered a threat to national security is not compliant with EU law. This was a milestone achievement in safeguarding the right to defence as a result of the Right to Know project.

Additionally, the first Right to Know project focused on the practices of three countries (Cyprus, Hungary and Poland) that had very strict policies on access to classified data in national security immigration cases. In 2023, however Right to Know 2, has a wider, pan-European focus to map the issues related to the



access of classified data in national security immigration cases and to gather good practices EU-wide. This will be a significant contribution to the literature and information available on the right of defence and fair trial across EU Member States, given that the most recent such publicly available study was last published in 2017.

[Read the entire interview here.](#)



# KEY DEVELOPMENTS ACROSS EPIM

## Staff and Committee Appointments

Programme Director Milica Petrovic finished her term in July to return to the European Commission. Subsequently, Sophie Ngo-Diep and Hrishabh Sandilya assumed responsibilities as Co-Directors from August. Relatedly, in the fall, EPIM recruited a Programme Manager to lead work on the new cluster on Shaping the Future of European Migration Governance and Michela Bramardi filled the role in January 2024.

Audrey Guichon (Porticus) and Ilaria Caramia (Fondazione Compagnia di San Paolo) formally joined EPIM's Executive Committee over the fall. Shannon Lawder (C.S. Mott Foundation) stepped down from the Steering Committee to join the NEF Board and was replaced by Melody Patry. Magdalena Majkowska-Tomkin (Open Society Foundations) also finished her term with EPIM in 2023.



Chico Mendes' NO CAP project

## Developments in the Thematic Fund on Shaping the Future of European Migration Governance

EPIM funding to the [PRAB \(Protecting Rights at Borders\)](#) initiative led by the [\(Danish Refugee Council \(DRC\)\)](#), to the [Border Violence Monitoring Network](#)

[\(BVMN\)](#) and the [Hungarian Helsinki Committee](#) continued. The projects respectively aim to address rights compliance and accountability at the EU internal and external borders, provide insight and evidence on the use of artificial intelligence at the borders in Southern Europe and address the abuse of blanket security reasons in deportation and asylum procedures across the bloc.

EPIM also continued supporting the Crossborder Forum, an independent and unique space for civil society organisations working along the UK-France-Belgium border to exchange information on ongoing cross-border migration, construct shared analyses and visions and strengthen collaboration.

Furthermore, a number of Alternatives to Detention (ATD) pilots with [CLA \(Bulgaria\)](#), [CyRC \(Cyprus\)](#), [SIP \(Poland\)](#), [CILD \(Italy\)](#) and [HumanRights360 \(Greece\)](#) either came to an end in 2023 or will be ending in 2024, as did EPIM's support to [IDC](#) to lead the [European ATD Network](#) that builds on the pilots and embeds them within national level migration management systems.

## Developments in the Thematic fund on Communicating Migration in a Changing Environment

EPIM will continue its support to 4 national coalitions working on narrative change in migration in Europe.

In the UK, EPIM supports [IMIX](#), [Show Racism the Red Card](#) and [Migrant Voice](#). The project seeks to harness the power of sport to unite and scale its message. Sport is well known as an area that transcends barriers, builds friendship and trust, and has already been proven to positively impact on people's opinions and perceptions of migrants and asylum seekers. In Belgium, [Vluchtelingenwerk Vlaanderen](#), [Levi](#) and [Other Talk](#) will aim to impact voting behaviour in Flanders, Belgium, in the run up to the local and regional elections in 2024. In Italy, the coalition of [CISV](#), [CoNNGI](#), [Co.Dias.Co](#) and [Secondo](#)

[Welfare](#) will counter a perception of migration dominated by fear and to bring the issues of inclusion and diversity back to the centre of the debate and the political agenda, by applying a reframing approach. In Romania, a consortium led by [AIPG](#) will create inclusive narratives that counter hostile, racist, and xenophobic narratives put upon migrants in border communities in Romania.

### Developments in the Thematic Fund for Protecting Mobile EU Citizens' Access to Rights

EPIM's funding to projects by [ECAS](#) and [FEANTSA](#) continues. Their projects respectively aim to remove legal and administrative challenges faced by mobile EU citizens and their non-EU family members and improve the situation of mobile EU citizens experiencing destitution across Europe.

### Developments in the Thematic Fund for Building Inclusive European Societies

EPIM continues to fund [Chico Mendes](#) and [Associazione NO CAP](#), [Fonds de dotation Merci](#), [ESWA](#), [ORBIT vzw](#) and [Next Step](#) all selected as part of the [2022 open call on Decent Work and Adequate](#)

[Housing for All](#). The projects focus on ecosystem building and involve multistakeholder collaborations across sectors with CSOs, local authorities, businesses, and trade unions.

[EPIM launched a Pilot](#) to explore a systemic and more inclusive approach to addressing the deskilling and underemployment of professionals with a migration background in the fall. A [Council of Practitioners](#) has been formed to sense make, map systemically and discover levers of change, and to finally put forward recommendations for funding early 2024.

### Developments in the Thematic Fund for Children and Youth on the Move

EPIM's funding to projects by [PICUM](#), [Utopia 56](#), [HumanRights360](#) in collaboration [with Velos Youth](#), [Oxfam Italy](#) in collaboration with [Agevolando](#) continues. The projects focus on building and strengthening advocacy coalitions of CSOs at EU and national levels (in France, Greece, and Italy) aimed to address obstacles and promote best practices around migrant children and youth' transition to adulthood.



*EPIM's deskilling workshop with our Council of Practitioners*

## Developments in the Ukraine Response

Over the course of the year and reflecting the long-term nature of the inclusion challenge in Central and Eastern Europe (CEE) and EPIM's own transformation, the Ukraine Response was transformed into a new thematic cluster on Building Inclusive Societies in CEE (see Section 6). Over 10 grants were made (including renewals) during the year, with the addition of Moldova and Romania to the mix.



Next Step facilitating a housing workshop

EPIM continued with its regular sensemaking and convening work through the year, including a two-day gathering of over 50 partners and practitioners in Prague in June, which led to the creation of a pan-CEE network for collaboration in the region. The network is scheduled to meet again in Bratislava in May 2024.

## Transition and Closing Grants to Consolidate Progress

2024 will be a year of transition for EPIM, with a new five-year strategy in place. In this context, EPIM will provide eligible partners with transition/closing grants, ranging between EUR 20K and 30K (depending on the size of the organisation's average annual budget).

With these grants, we aim to help our partners consolidate the progress made over the past years, strengthen their organisational capacities, and diversity and identify alternate funding sources.

Providing a transition/closing grant does not preclude future collaboration with these partners and EPIM will proactively engage with partners whose work align with the new vision, approach, and priorities.

## Building connections and alignment through our Communities of Practice (COP)

### *COP on Structural Racism and Migration*

EPIM is partnering with [Equinox](#) on a COP on structural racism and migration to explore the different national and local contexts in Europe. Participants took part in visioning exercises to identify alternative paths and met thrice in 2023. Exchanges in 2024 will reflect on the implications of the [New EU Pact on Migration and Asylum](#), examine the issue of deskilling, and aim to foster solidarity across social justice movements.

### *Narrative Change in Europe COP*

EPIM's COP on Narrative Change in Europe launched in December. Led by [Sophia Burton](#) from [Migration Matters](#), the COP will run alongside four projects across different national contexts in Europe and will serve as a sounding board for these – being informed by them and shaping their outcomes. The COP will focus on different definitions and approaches to narrative change, addressing disinformation, the creation of counter narratives, impact measurement and taking a systemic and long-term lens to funding and scaling narrative change. The long-term objective of the COP is to ensure the creation of a Europe-wide community of narrative change practitioners who over a series of regular meetings and through an online space, weave into a network of concerted and aligned actors in different national contexts.

## EPIM's Collective Learning Process: Reflecting on the Ingredients for Social Change

EPIM is partnering with [Ingi Mehus](#) and [Thalia Rizou](#) for a 6-month collective learning process. EPIM intends to move away from traditional monitoring and evaluation approaches to acknowledge the complexity of the environments our partners operate in and aims to offer a common space for reflection, personal and collective growth, and

connection among and with our partners in the process. EPIM aims to identify and better understand the ingredients and conditions that contribute to change, tell stories about how change happens, surface the unexpected and explore what more

could have been done or done differently. The space will be open to civil society and foundation partners and will shape the future of EPIM's learning methodology.



# EPIM'S PATHWAY TO CHANGE

## Reflecting on the Process of Change

*"To exist is to change, to change is to mature, to mature is to go on creating oneself endlessly."* - Henri Bergson

In October, EPIM's Steering Committee met in Brussels to approve its new Pathway to Change, updated Approach and Priorities and a new Governance Model for the Collaborative. This brought an end to the process – a fruitful year and half-long strategic review of EPIM's achievements and its new strategic plan.

While this was a transformative journey, it was not without questions: concerns about spreading our resources too thin; about the future role of EPIM as a catalyst for social change; and the future roles of partner foundations within an evolving governance model. Alongside those interrogations were hopes: the desire for EPIM to become more intentional; driven by a clear vision, mission, values, and priorities; the aspiration of reshaping its structure into one that aligns with and serves its vision; and the optimism that in collaboration with our partners, we could instigate change, including in seemingly impervious contexts.

Like any process of this kind, the journey has been both messy and full of joy for those involved. Our driving force has been the belief that by harnessing the potential inherent to EPIM as the sole European collaborative of private funders dedicated to migration and inclusion, we could amplify our successes and be a better ally to changemakers in the field.

## Where We Landed - A New Identity, Vision, and Mission

As of 2024, EPIM becomes the European Philanthropic Initiative for Migration, which will fund and nurture alliances and partnerships, curate the migration ecosystem and cultivate a shared narrative for belonging and democratic resilience. Working in a collaborative manner, our Mission will be to build dialogue, alliances, and partnerships

between those working on migration directly and indirectly, with a systemic approach. We will combine funds, expertise, and networks to connect and support people, organisations, institutions, and movements to change the way migration is being addressed and perceived.

Our Vision is a Europe where migration is accepted as part of its history, present, and future, where its societies thrive, and where migrants belong, assert their rights, and have the agency to shape their future.

## The Pathway to Change

EPIM sees change as complex, interconnected, and never linear. We believe to truly change migration in Europe for the better, we need to sustain it by creating a shared sense of purpose amongst a diversity of actors and stakeholders.

When we transform the migration ecosystem by bringing together different actors, creating a shared big picture, building trust, reimagining funding, and ensuring that migrants can lead, and shape the stories told about them, we will begin to see different relationships forming, conversations shifting, a shared big picture emerging, and no longer will migration be seen in isolation from other socio-economic phenomena.

EPIM takes a systemic lens and long-term perspective grounded in the notion that ecosystems need to be catalysed, curated, and nudged to create social change. Our pathway to change is also shaped by the concepts of complexity, intersectionality, and sensemaking.



EPIM Steering Committee in Brussels October 2023

## New Governance Model

The new governance model is structured around two main and permanent bodies: the Executive Council (including the Chair or Co-Chairs) and the new EPIM Forum, as well as several Bespoke Committee of Practitioners and Experts for each thematic cluster. The permanent bodies will expand the current Executive Committee and Steering Committee to turn them into spaces that are inclusive of non-funders whilst keeping all EPIM partner foundations involved.

The EPIM Forum (current Steering Committee) will serve as a wider general assembly, which approves the overarching multiannual strategy and provides a moment to annually review EPIM's progress. In addition, the EPIM Forum's annual meeting will also serve as a sensemaking moment convening EPIM partners and key actors in the migration ecosystem in Europe, separate from its internal deliberations, providing an annual check-in moment on the big picture and thinking that accompanies EPIM's strategic priorities.

The Bespoke Committee of Practitioners and Experts for each thematic cluster will serve as the decision-making body for the thematic clusters approving strategy, including areas of intervention, budget allocations, and final grants.

## New Approach & Priorities

EPIM's approach and priorities in 2024 and after build upon the legacy of successfully supporting civil society over the past two decades, whilst simultaneously reflecting the Pathway to Change and representing the ambitions contained in EPIM's redefined mission and vision.

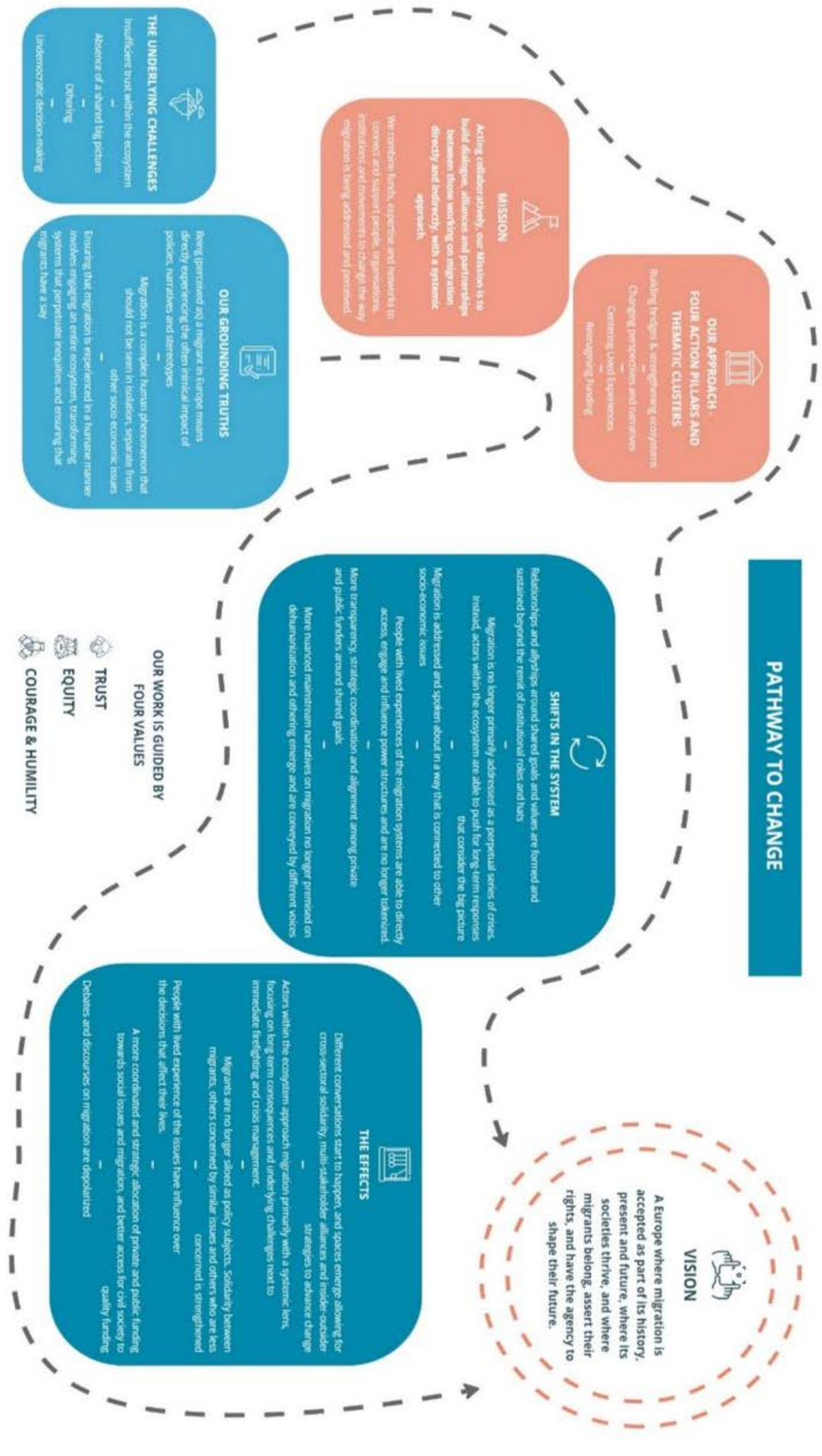
The approach is structured around:

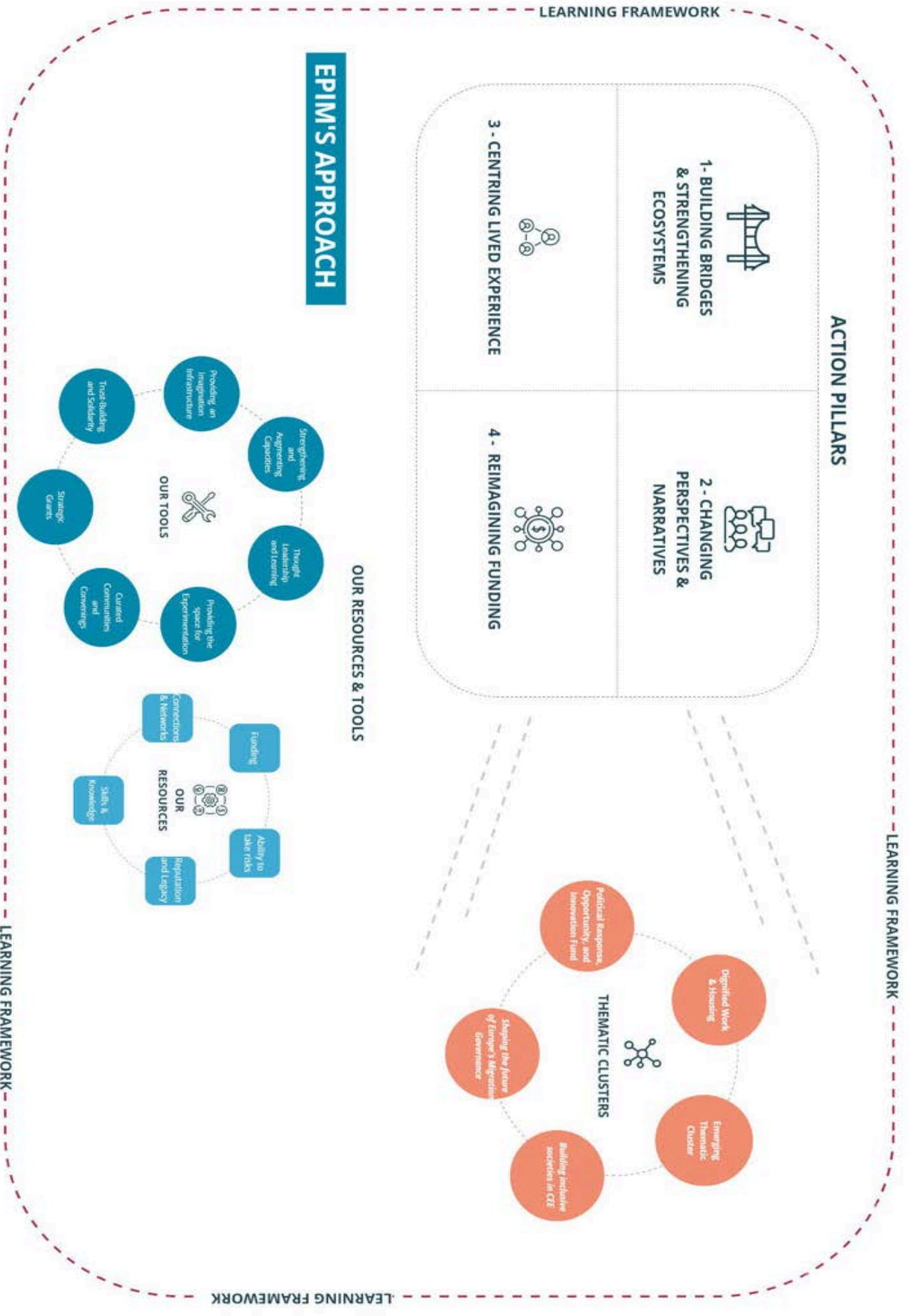
- Four Action Pillars that define EPIM and underpin its programming and should be seen as responses to the underlying challenges that EPIM identified at the start of the process of change, the lenses through which EPIM will look at all thematic priorities in the future. They are the structural base that remains constant and underpin EPIM's thematic priorities;
- Three Thematic Clusters and a Political Response, Opportunity and Innovation Fund;
- A Toolbox for Deployment; and
- A Learning Framework



EPIM Steering Committee in Brussels October 2023

## PATHWAY TO CHANGE





**ACTION PILLARS**

**1- BUILDING BRIDGES & STRENGTHENING ECOSYSTEMS**



**2- CHANGING PERSPECTIVES & NARRATIVES**



**3- CENTRING LIVED EXPERIENCE**

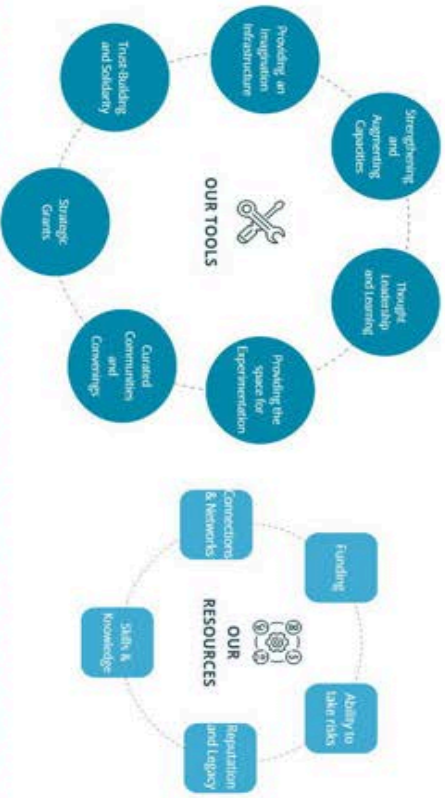


**4- REIMAGINING FUNDING**

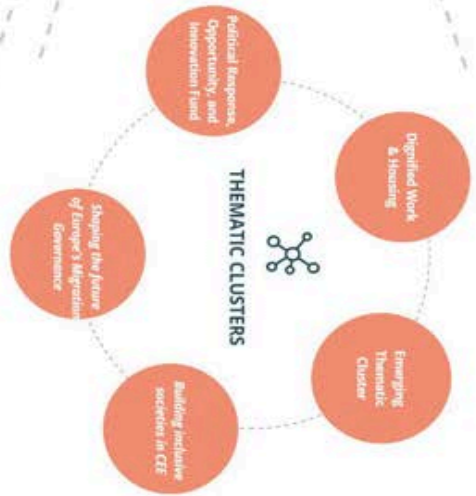


**EPIM'S APPROACH**

**OUR RESOURCES & TOOLS**



**THEMATIC CLUSTERS**

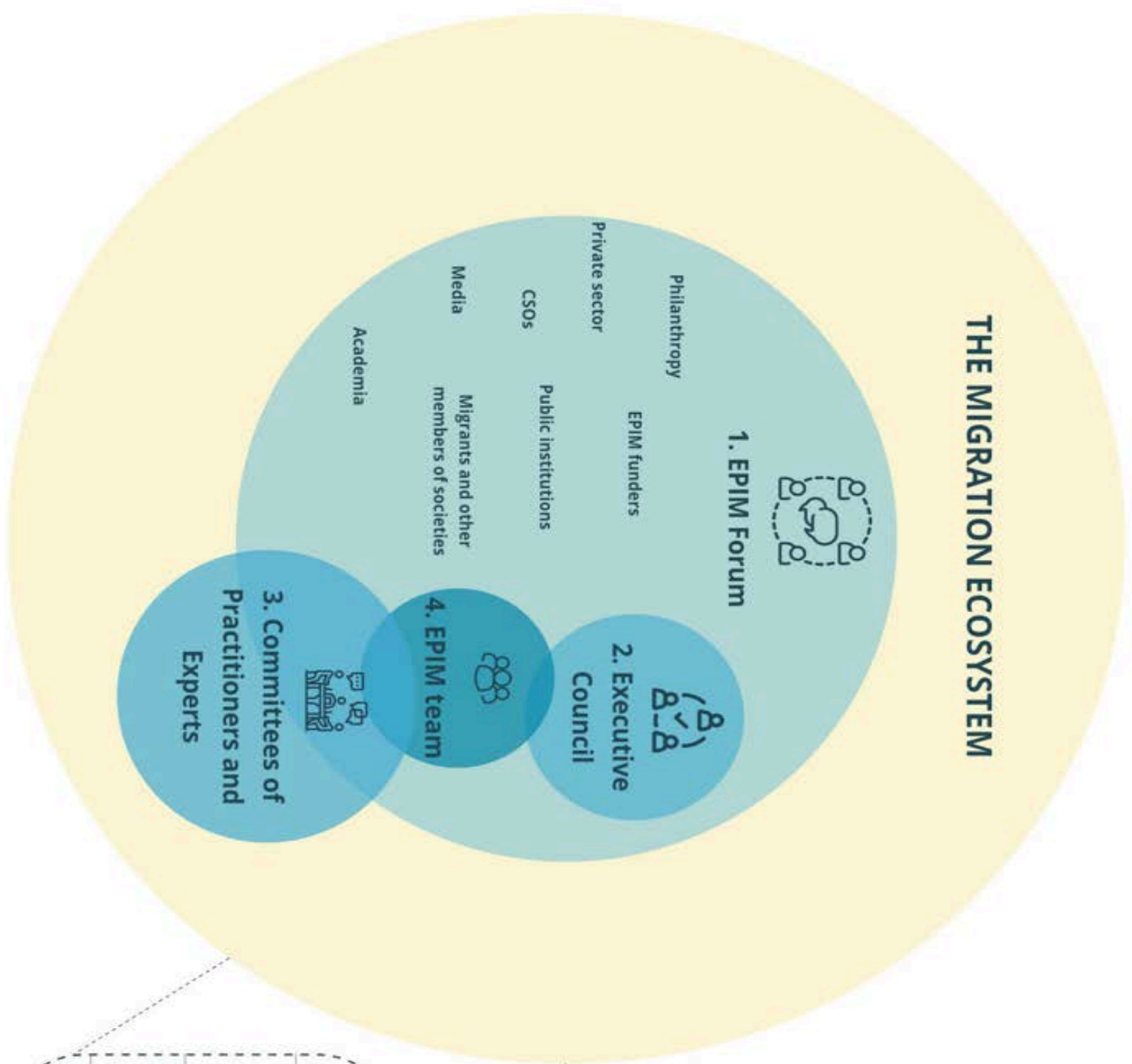


LEARNING FRAMEWORK

LEARNING FRAMEWORK



# THE MIGRATION ECOSYSTEM



## GOVERNANCE MODEL

<b>1. EPIM FORUM</b>	<b>Approves:</b> EPIM's multiannual overarching strategy & high-level long-term priorities	<b>Elects:</b> Members of the Executive Council
<b>2. EXECUTIVE COUNCIL</b>	<b>Decides on:</b> EPIM Budget EPIM's human resources Other day-to-day matters Grants under the Opportunity and Response Fund	<b>Appoints:</b> Members of the Committees of practitioners and experts
<b>3. COMMITTEES OF PRACTITIONERS AND EXPERTS</b>	<b>Decides on:</b> Strategy, budget allocations and grants under specific high-level long-term priorities	
<b>4. EPIM TEAM</b>	<b>Decides on:</b> Individual grants of up to 30,000 EUR, until a combined threshold of 10% of the total annual budget	

# REFLECTIONS AND LEARNINGS FROM OUR WORK THIS YEAR

## From a Ukraine Response to Building Inclusive Societies in CEE

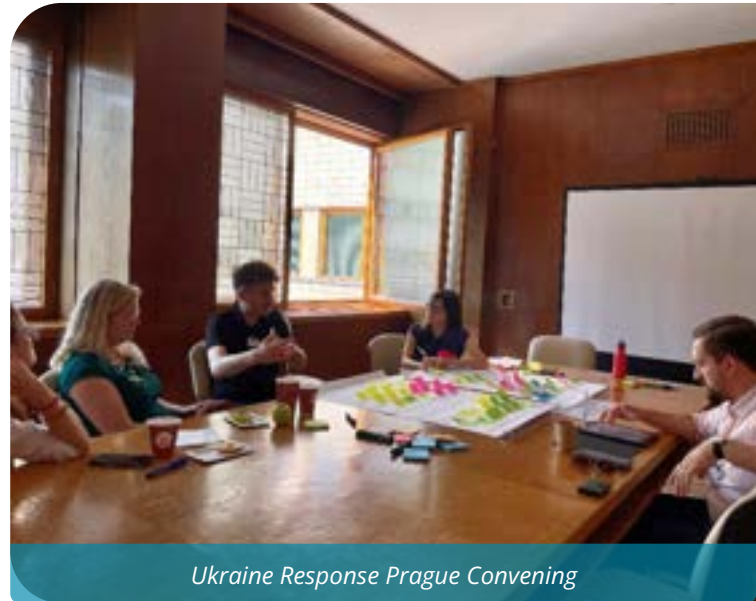
*Masha Volynsky and Hrishabh Sandilya recently reflected on two years of EPIM's work in CEE, in response to the displacement from Ukraine. An excerpt is published below.*

Societies in CEE are now faced with an unprecedented demographic challenge, which will result in manifold changes to how they look and feel over the next decades, both as a result of the displacement of Ukrainians who will most likely stay on in the region and due to other inward migratory trends. EPIM's aim is therefore to support our partners utilise the potential, momentum, and learnings from the solidarity that we have seen in action in the region to create spaces for belonging and more inclusive societies for all newcomers, no matter where, when, and how they arrive, for the long-term.



We have already seen this potential in action through the creation of inclusivity programs in kindergartens and primary schools, through afterschool language preparation classes and the hiring of multi-lingual teachers' assistants to aid learning. We have also seen employment initiatives in which employers worked closely with social workers and mental health professionals from NGOs to better settle their new workforce; online learning, coding and upskilling spaces offered by startups and universities, private

housing initiatives in which families housed displaced people for months and even welcoming and community activities led by thousands of local volunteers.



The time has also come to transform this reactive potential into a *holistic long-term approach to the creation of inclusive societies that embody belonging across CEE*. And we believe that the infrastructure of collaboration and innovation to do this is currently in place. In fact, the last two years have shown us that civil society can work effectively with multiple levels of government and innovate with the private sector to address social challenges. This has strengthened democratic resilience in much of the region and reactivated citizenry as well as created tiny openings to nudge the existing discourse on migration.

In response, our Theory of Change suggests that by supporting partners who can foster and lead innovative multistakeholder partnerships that act in an intersectional manner, in which the needs of migrants are addressed as part of a broader societal perspective (i.e. employment for all, housing for all, education for all, healthcare for all, etc.), we will be able to build on the societal potential in the CEE region, that the Ukraine Response was an example

of, to create these future-ready inclusive societies. And our approach going forward will reflect EPIM's new priorities and four action pillars, with a focus on creating a shared big picture for the migration ecosystem in the region, focusing on lived migration experience, identifying opportunities for narrative change, and working to rethink funding sources and destinations.



Ukraine Response Prague Convening

In addition, we will work with foundation partners to think beyond top-down forms of funding that exclusively support a relatively limited client-focused migration projects, and instead think of bottom-up approaches that allow for support for advocacy, alliance building and migrant-led initiatives, as well as to explore avenues for co-funding and collaborative funding to leverage other larger public and private pots for greater impact.

### Collaboratively Sharing Power: Reflecting on the Network of European Foundation's (NEF) Approach

*In a collective reflection in Alliance Magazine, Peggy Sailer at the Network of European Foundations, Markus Lux at the Robert Bosch Stiftung and Sophie Ngo-Diep on what power-sharing means to EPIM and NEF. An excerpt is published below.*

The concept of power-sharing is based on the recognition of unequal power relations and deals with the sharing of resources, access, and privileges. A prerequisite to sharing power is a critical reflection process on the power of established organisations that have economic, social, cultural, and symbolic capital and their willingness to change existing conditions.

Shifting power can take multiple forms. In terms of practical implementation, this is primarily expressed in the design of funding relationships – how choices are made to fund and how funds are distributed. This can mean the representation of people with lived experience on juries, but also the establishment of external committees or the involvement of partners in design and strategic processes. There are also technical steps such as adapting the due diligence, simplifying application processes, and providing advice and feedback on submitted applications. In addition to financial support, other ways to shift power include opening network access for partners and helping them build their reputations.

At NEF, we understand shifting power as sharing the responsibility for how information is interpreted and how subsequent decisions are made by actively involving marginalised and underrepresented communities in our structure, thus visibly recognising the expertise of our partners.

### The Horizon Project in Callac: Learning from our Experience with the Far right in France

*After a year of collaboration with the municipality of Callac, EPIM's partner Fonds de dotation Merci was forced to cease its Horizon Project due to a violent campaign of intimidation led by the far right. Looking back at this media and political crisis, the Fonds de dotation Merci team outlines some of the lessons it learnt and how it expects to address the far right in the future. An excerpt is published below.*

1. Communicating openly, embracing who we are and what we aspire to do. This is not something that we should be ashamed of or keep quiet about.

In Callac, we were advised not to promote the aims and methods of the project as part of a strategy to prevent unnecessary or unwanted attention. In hindsight, this approach gave space to right-wing groups to create anxiety, spread racist ideas and misinformation by inflating the number of people that would be welcomed by the project – with the sole aim of frightening the local population.

Thus, any future communication strategy should include a series of consultations with residents, local communities and associations that provide regular public information on the progress of the project. We

will no longer give space to a racist minority to spread fear and misinformation, either on the ground or in the media. We are now also working with [VoxPublic](#), an association that supports civil society actors in influencing public policy on social and environmental justice, fighting discrimination, and defending the rule of law.

## 2. Mobilising local actors

While working with local actors is the bedrock of the Horizon Project, it is essential that key local stakeholders are mobilised and actively participate at every step of the process. This involves collaborating actively and coordinating with the prefecture, public authorities, residents, social organisations, and private businesses, amongst others, to stand up to the far right and to ensure the implementation of projects chosen by democratically elected municipal councils.



*The ambitions of the Horizon Project illustrated by Yann Kebbi*

Maintaining these dialogues is key to the success of the Horizon Project as is the creation of a safe space for all stakeholders able to express concerns and share their ideas to fight fear and the anxiety created by misinformation from the far right. It is therefore essential that the project becomes truly entrenched and grounded in the community it wishes to serve.



*A Horizons Project workshop in Callac*

## 3. Systematising a legal response

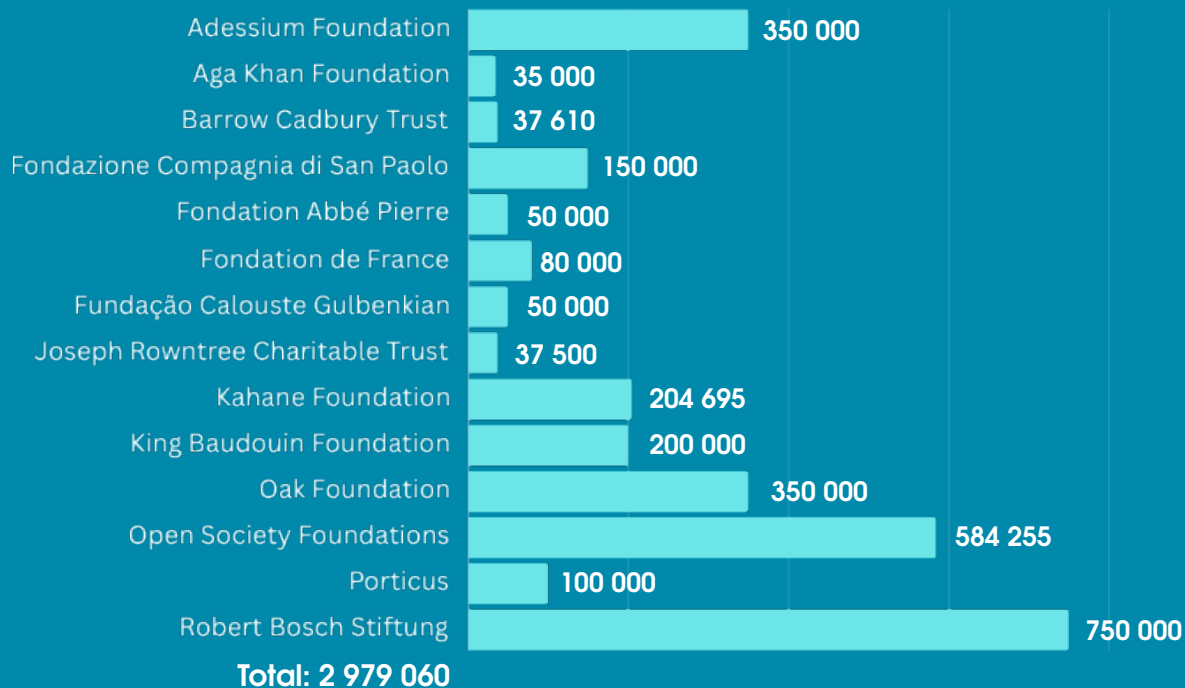
Fonds de dotation Merci recently engaged William Bourdon, a lawyer, to pursue legal action against those who threatened us. Going forward, legal representation for the Horizon Project will allow us to use the full extent of the law to ensure the safety and sustainability of the project. It will also ensure that perpetrators are held accountable for threats and misinformation, and we hope that the threat of legal action with punitive damages will function as a deterrent to this kind of behaviour. We also hope to provide our partners with the necessary legal tools to take on the far right.

## 4. Turning fear into pride

The Horizon Project facilitates encounters between people who have no specific reason to meet one another, who have different stories and backgrounds but who nevertheless have a lot to share. It enables exchanges between those who are welcomed and those who are welcoming. And it is our firm belief that through art, culture, sport, and education, that local stakeholders, associations, and institutions can come together to deconstruct false beliefs and allow residents old and new, to come together and take on divisiveness and polarisation in our society.

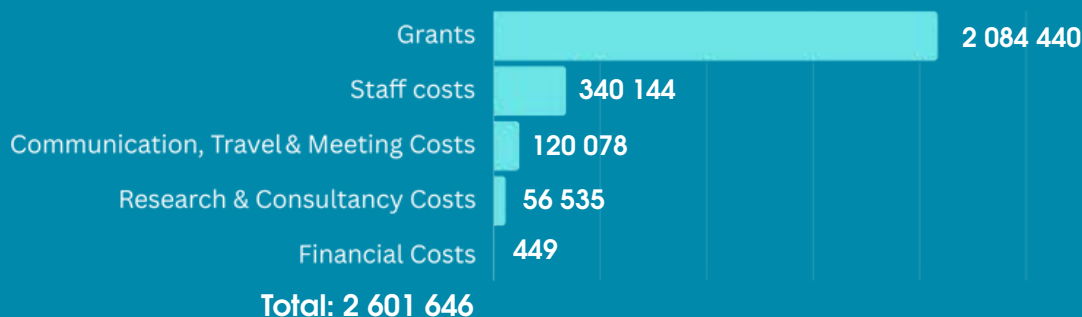
# FINANCES

## INCOME (EUR)\*



\*Amounts pledged to EPIM in 2023. These amounts were not necessarily spent during the year and are not reflective of the total contribution of individual foundations on a multiannual basis. All figures are provisional.

## EXPENDITURE (EUR)\*



\* All figures are provisional.