TNI envisages an equitable, democratic and peaceful world in which all life may flourish.
Just as the world emerged from the COVID pandemic, Russia did the unthinkable and invaded Ukraine. This caused the biggest refugee crisis of the 21st century, pushing the numbers of forcibly displaced people around the world to over 100 million. The war triggered a global energy crisis, jeopardised critical food supplies, and saw inflation woes rock much of the world. Already massively inflated military budgets soared, and Ukraine became the guinea pig for testing ‘artificial intelligence’-powered combat vehicles and generating the data that will shape warfare of the future.

At a time that the world urgently needs to move away from fossil fuels, concern to reduce dependence on Russian gas saw Europe push African countries to increase oil and gas production to meet its immediate needs. The final declaration issued by COP28 in Egypt at the end of the year managed to avoid mentioning the need to move away from fossil fuels, even as the year was marked by unprecedented heatwaves across Europe, Asia and North America and then devastating floods in Pakistan and Nigeria. The COP did, however, finally agree to the establishment of a global fund to compensate vulnerable countries for climate-related ‘loss and damage’. This is somewhat of a victory insofar as those states, whose economies are most responsible for climate damage, have long resisted accepting the liability implicit in considering such a fund. Whether, and if so in what form, any funds are forthcoming remains to be seen, but reparations are certainly now on the political agenda. Meanwhile, we cheered the effective death knell of one powerful mechanism protecting the interests of the fossil fuel sector: the Energy Charter Treaty. Five European member states in quick succession announced they would be terminating membership, largely due to the risk of being sued by energy corporations for billions where states decide to introduce policies that may threaten future profits. In no small way, this move was down to the very vocal and broad-based campaign against the ECT and investor-state dispute settlement mechanisms that TNI and allies have been building for many years now.

The race to secure resources and dominate green – as well as tech – markets heated up in 2022. In an effort to compete with China, the USA introduced its protectionist Inflation Reduction Act, which provides financial incentives to spur domestic production of green products, such as electric vehicles and solar panels. In a similar move, the EU prepared for the passage of its Carbon Border Adjustment Mechanism, which will levy a carbon tax on imports – also primarily aimed at protecting domestic producers from Chinese competition, but likely impacting African exporters most. Meanwhile, Indonesia banned the export of nickel and bauxite, intending to use its natural resources to build a national battery industry, for which they are being challenged at the WTO by the EU. At the same time, Chile declared its intention to nationalise lithium mines and has proposed building a kind of OPEC with Bolivia and others to control production and pricing of lithium.

Many southern governments are increasingly emboldened to challenge the existing global system, including the role of powerful transnational corporations, and are finding new leverage to do this. A new international economic order is in the making. The question for progressives is how to ensure the outcome is not simply a reorganisation and redistribution among elites, but fundamentally transforms our economies, societies and polities such that they serve the kind of vision to which TNI aspires.
These developments were among the key concerns to which TNI applied itself in 2022. More can be found in the body of this report. We worked with 177 organisations in 55 countries around the world undertaking research, making the analysis available for developing social movement strategies, and influencing public discourse.

A major point of convergence during the year was the Future is Public conference, attended by 1,000 delegates from 100 countries, which TNI co-convened in Santiago de Chile. We took particular responsibility for the sector meeting, seeking to build common ground among the movements present.

One of the architects of the Future is Public was our colleague, Satoko Kishimoto, who had worked tirelessly since she joined TNI in 2005 to build a global movement in defence of public services. On the strength of this, she was encouraged by a platform of citizens in a district of Tokyo to run for mayor in 2022. To her own astonishment, she won – making history as the first woman ever to serve as mayor of Suginami, and certainly the most radical mayor too – and TNI could not be prouder.

2022 was a year of quite some change within TNI. We constituted bigger programme teams, mixing up pre-existing teams, and appointing some new leadership. The idea was to break open silos, encourage greater internal cooperation and more collective strategising across all the regions of the world where our team members are based. We also established our new Knowledge Hub, which will be the home of our next generation of associates and fellows, tasked with helping us with the big picture and exploring new lines of work. We experimented with new social media, including Mastodon as Twitter threatened to implode, and TikTok, where we managed to reach 5 million people in our first year. Our Arabic language publishing increased significantly too, as our North Africa-focused work expanded.

TNI's total income rose by 23%, largely due to increased funds for our work on Myanmar. We were pleased to gain the confidence of some new foundations, mainly for our work on energy transitions. This has also helped our goal of diversifying our funding base further. We ended the year with a positive result, derived from unrestricted income we were able to secure, despite some major currency exchange losses. This goes towards our continuity fund, which is our guarantee that we can continue to be fully operational for a while should we lose a major grant.

As the year closed and her second term of office came to an end, Pauline Tiffen stood down from the Supervisory Board. We are immensely grateful to Pauline for the role she has played, her diligence, commitment and care towards TNI.

And last, but certainly never least, on behalf of the Institute my heartfelt thanks to everyone who worked with and supported TNI this past year. I am extremely proud of what we achieved, and we did this with you.

Warmly yours,
Fiona Dove
Executive Director, Transnational Institute
2022 saw TNI move forward with a new, fit-for-the-world-today Strategic Plan, developed over many months, with significant global discussion and exchange online, often as testing as the world we face!

Next year TNI will be 50 years in the making. What a half-century! As the youngest ever TNI Fellow in the early 1990s I have had the honour to be TNI’s Chair for the last seven years. It’s nothing but hopeful and inspiring to see the journey and evolution of TNI as a caring and responsive organisation over this time; and to see and feel the strength and courage of the thinkers and activists within TNI’s networks and partner organisations.

TNI has become a unique organisation and network of social movements and activists worldwide, bringing experience, thought and engagement together in action for a safer, greener and fairer world order. This hard work has earned TNI its visionary, bold and important reputation as partner, supporter and strategic voice to all those questioning and challenging the way things are, wherever they are.

The support TNI receives from its precious donors, funders and Associates means TNI is far greater in its impact than the sum of its parts and punches way above its weight in the world. I urge you to continue your support and engagement.

This year I am content to hand over to Imad Sabi as TNI’s new Chair. Imad supported TNI as a grant-maker in the early 2000s, and brings deep compassion, wisdom and experience in social movements the world over. Together with a skilled and committed group of Supervisory Board members, Imad will continue the journey in times where TNI is needed more than ever.

– Pauline Tiffen
OUR MISSION

TNI’s mission is to serve as a knowledge resource for progressive social movements.
TNI’s external goals for 2021–2025 are:

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

**Communicate:**
Narratives popularising proposals for transformative change prove high impact.

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

Our internal goals are to remain:

- **a relevant and effective think tank for progressive social movements.**
- **an effective, sustainable and caring organisation.**

These goals are the outcome of an extensive Strategic Planning process, which took stock of contextual conditions for our work, including assessing the current opportunities and threats for TNI. We sought input from over 300 allies and associates, and held online workshops involving our teams as well as members of our Supervisory Board.
# TNI’S 2022 IN NUMBERS

## Publications
- TNI launched **75** publications, long reads and articles in **9 languages**

## Press
- TNI’s ideas were mentioned in **85** media stories, reaching a conservatively estimated audience of **135 million**

## Podcasts
- TNI released **15** podcasts, listened to **8,900 times**. This represents a 23% increase in average listenership per podcast.

## Videos
- TNI published **9** videos viewed **35,125 times**

## Web
- TNI’s web pages were viewed **1,888,481 times**

## Webinars
- TNI co-hosted **146** webinars workshops and conferences attended by **7,609 people**

## Social Media
- TNI’s ideas reached **6 million** people on Twitter in 2022. Our most popular tweet (on the EU’s peace track record) reach 600k people.
- We reached more than **5 million** people on TikTok in less than a year.

## Newsletter
- Subscriptions to TNI’s e-newsletters grew to **32,105 subscribers** in 2022, up **9.6%**

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## Academic Citations
- TNI associates and staff were cited **3,324 times** in academic publications

## Dialogue with Policy Makers
- TNI was in dialogue with policy makers from **45 countries** and **15 international organisations**
HOW WE WORK

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

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

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

Our theory of change typically involves a combination of:

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

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

TNI worked directly with 177 partners in 55 countries, as well as through 41 global and 37 regional networks.
WHO WE WORK WITH

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

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

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

MEDIA
TNI works with media to amplify the struggles of movements, to give visibility to progressive innovations, and to provide a critical perspective on the issues of the moment. This includes press outreach, active social media engagement as well as partnerships with progressive media platforms.
In 2022, TNI achieved important progress toward the equitable, democratic and peaceful world we envision. Our efforts to construct, communicate and catalyse transformative change contributed to a number of important results this year. At the policy level, we celebrated a huge shift in Europe against one of the biggest barriers to climate action, the Energy Charter Treaty. At the same time, we expanded and strengthened the global movement for energy democracy and a just transition, with a particular focus on North Africa. We deepened our collaboration with food producers, particularly fisher people’s movements, to resist false solutions to the climate and environmental crisis. We forged new alliances and authored cutting-edge analyses to challenge the growing menace of digital capitalism. In response to the growing global arms race and the juggernaut of militarism, we offered a unique and vitally important counter-narrative. We also drew the connections between securitisation and a number of salient issues, from drug policy to climate change, and urged more just and equitable approaches. Our proposals and narratives reached audiences around the world.
Energy Democracy
Worldwide, people are reclaiming power over the energy sector, resisting privatisation, and re-imagining how energy should be used, distributed and produced. In 2022, as energy prices skyrocketed and energy companies raked in obscene profits, TNI elevated analysis and action to advance fair, clean and democratic energy systems – the core of a just transition.

Public power in Europe
Since 2018, TNI has supported municipalities across Europe to connect and learn from each other and increase their capacities and confidence to promote public power. As a result of mPower, a joint project with allied universities and organisations, more than one hundred local authorities and entities in Europe developed city-wide climate plans and reached their sustainable energy targets. Some fifty localities created new community energy projects or implemented new policies to support such projects. In the reports Building Public Power and Making Municipal Power Work, TNI shared important insights from the project, which came to a close this year, and laid out a municipal agenda for best practice to achieve fair, clean and democratic energy futures across Europe.

Just transition in North Africa
One of the take-aways of the mPower project was the value of collaboration with workers and users, who have a unique vantage point through which the effectiveness, fairness and everyday functioning of the energy system can be seen. In 2022, TNI played a crucial role in linking people and movements, from different contexts, with diverse interests and ideological positions, to build a broad movement for energy democracy. Together with Working Group for Energy Democracy in Tunisia, we co-organised the country’s first-ever Energy Democracy Conference. This brought together representatives of trade unions and civil society organisations to exchange and learn about issues of energy privatisation, green extractivism, and corporatised renewable energy, as well as to identify opportunities to organise and push for democratic public energy. A joint report, Towards a just energy transition in Tunisia, described the local and global context, and pointed the way forward. Published in Arabic, French and English, the report inspired an OpEd in Africa Is A Country. A public launch attracted 50 people and reached another 3,000 through TNI’s social media channels.

A new collection of essays, Just Transition(s) in North Africa, centred the voices of activists, scholars and writers from North Africa and the Arab region. Published in both Arabic and English, the collection examined diverse threats of energy colonialism and green extractivism. The publication, which was picked up by a number of media outlets, helped shape the public discussion on energy in North Africa, and pushed social and environmental justice perspectives to the fore. TNI also supported and engaged in key regional spaces for dialogue and learning, including a summer school in Tunisia involving some 30 representatives of social movements, and a climate camp, organised by Greenpeace MENA, involving some 400 young people. Both events served to build solidarity among different movements in North Africa and beyond. A new primer helped orient readers to the historical and economic causes of climate change, and the key principles of a just transition.

The future is public
On the global level, the movement for public ownership of energy and other public goods continues to flourish. In partnership with the Open University of Recoleta, based in Chile, we launched an exciting new International Diploma on Transformative Local Governments. Three thousand students attended the programme’s four five-week long courses. With their diplomas in hand, participants reported being better equipped with the theoretical and practical tools to implement transformative processes in their local contexts. The Shifting Narratives conference, co-hosted by TNI and led by Public Services International Research Group and the Institute for Innovation and Public Purpose of University College London, helped to further develop impactful narratives around public service spending and provision, and strengthen alliances between activist scholars, trade unions and other civil society groups. Meanwhile, our Transformative Cities Award, which puts a spotlight on inspiring, community-
driven initiatives on energy, water, energy, housing and food systems, continues to grow. Not only did we see a record number of cases submitted (the vast majority from Asia, Africa and Latin America), but 16,000 people voted on the Award, a 50% increase from last year.

Our movement-building work reached an apex in November when over 1,000 people from more than 100 countries converged in Chile for ‘Our Future is Public Conference’, co-organised by TNI and allies. Before and during the conference, we played a leading role in laying the basis for a larger, stronger and more diverse international alliance working for democratic energy. Bridges were built between climate, labour, environmental, Indigenous and feminist movements, who brought different viewpoints and visions to the table, and took steps toward a more unified narrative on democratic public ownership. In the run-up to the conference, TNI produced a plethora of publications, including documentation of nearly two decades of work on public alternatives, and new case studies on energy democracy and successful coalition-building in Colombia and the Philippines. Key actors are hearing our message: in a new report, the International Renewable Energy Association, the lead global intergovernmental agency for energy transformation, explicitly acknowledged problems with privatisation of energy services and recognised TNI’s work on democratic ownership of public services.
Clearing Barriers to Climate Justice
The global neoliberal economic system is driving humanity on a path to extinction. TNI exposes the policies and features of a system designed to protect private profit and business as usual, no matter the cost. With cutting-edge analysis and a systemic approach, TNI reveals the connections between climate change, trade, investment, natural resource governance, militarism, drugs and more. At the same time, we connect diverse movements and build the collective power needed to clear the way to climate justice.

**Energy Charter Treaty**

We celebrated a huge victory this year in our long-term fight to bring down one of the biggest barriers to climate action, the Energy Charter Treaty (ECT) and the investment protection mechanism, ISDS. Over the course of 2022, no less than seven European countries announced plans to withdraw from the harmful treaty. In November, the European Parliament responded to this shift by calling for a coordinated EU withdrawal. In its statement, the Parliament echoed the analysis of TNI: efforts to ‘modernise’ the ECT are not enough to align the treaty with global climate goals. Targeted campaigning and advocacy in the Netherlands and Spain – including a new report examining ECT investment arbitration lawsuits against Spain – contributed to both countries’ decision to withdraw.

TNI also successfully catalysed efforts to prevent expansion of ECT membership in the Global South. Workshops and technical support helped to strengthen campaigns and advocacy against the ECT by organisations and movements in Bangladesh, Indonesia, Kenya, Mali, Morocco, Nigeria, Tanzania, Togo and Uganda. In Nigeria, TNI partnered with Public Services International to co-publish an analysis of ISDS cases and the threat of ECT and urge the country to abandon its plans to join the treaty. In Uganda, TNI supported allies in analysis, outreach and effective advocacy toward the government, which has since indicated that it will not join the treaty. In Bangladesh, TNI supported the emergence of a vibrant civil society campaign that succeeded in putting ECT on the agenda of media and policymakers.

‘This [ISDS] mechanism needs to be removed immediately in various multilateral, regional, and bilateral economic agreements.’

– The Environment, Climate Justice and Energy Transition Working Group of the C20 Indonesia 2022

**Growing opposition to ISDS**

TNI's work on the ECT has been crucial for increasing awareness about investment protection in general as an obstacle to climate action. Key actors in the climate debate – civil society organisations, social movements, climate scientists, trade experts – now recognise ISDS as a major barrier to climate action. In anticipation of the G20 meeting in Indonesia, the environment, climate justice and energy transition working group of the C20 (the G20's civil society counterpart) called for the immediate removal of ISDS from all multilateral, regional, and bilateral economic agreements. During the UN climate talks, some 300 climate and environmental organisations, among others, joined a statement calling on governments to remove the threat that ISDS (investor state dispute settlement) poses to climate action. For its part, the Intergovernmental Panel on Climate Change (IPCC), in its 6th Assessment Report, identified ISDS alongside of the ECT as barriers to phasing out fossil fuels. Later in the year, the United Nations Conference on Trade and Development (UNCTAD), in its report on international climate change investment trends and policy developments, also identified the potential of ISDS in hindering climate action. The tide is turning.
**Climate profiteers**

Given the logic of capitalism, humanity’s existential crisis is seen by corporations as a money-making opportunity. In 2022, TNI examined how diverse actors have positioned themselves to benefit from the climate crisis. A new briefing illustrated how the world’s biggest asset managers are both fuelling and profiting from the climate crisis, not only through investments in fossil fuels and destructive agribusiness, but also border militarisation. TNI is building a body of evidence to show how climate change, which is increasingly being framed as a national and international security threat, is being used to justify militarised responses to migration – a vital climate adaptation strategy for people worldwide. The briefing illustrated the vicious cycle of planetary destruction and human rights abuses: fossil fuel and agribusiness industries, two primary contributors to climate change, drive loss of land and livelihoods, food insecurity and violence, which in turn leads to forced displacement and migration. States respond with surveillance, detention and other human rights violations. Throughout the cycle, corporations reap the economic rewards of human suffering.

‘An accelerated arms race globally is the opposite of climate justice.’

– Egyptian activist, on TNI’s report Climate Collateral

In other work, TNI showed how the mining industry is positioning itself to profit from the rise in demand for so-called transition minerals. The briefing paper considers the need for new strategies and coalitions to respond to the industry’s changing practices, including intensification and expansion of extraction, and to challenge the push for an energy transition based on business-as-usual extractivism and energy substitution, rather than transformation. The report launched in a session at the EXALT conference on Green Extractivism and Violent Conflict, hosted by Helsinki University. A video promoting the report attracted over 215,000 social media impressions and more than 100 re-tweets.

**Climate and drugs**

TNI takes a systemic approach to our research and analysis of drug policies and trends, examining the underlying causes of drug production and consumption, and the diverse impacts of drug policies on a variety of issues. In 2022, we made significant strides in showing the links between drugs, drug policy, climate and the environment. Our work has been critical for pushing the environmental perspective higher up the agenda of drug policymakers, including the United Nations Office on Drugs and Crimes and the Commission on Narcotic Drugs – the central drug policy-making body within the UN system – which adopted a resolution in March to give special attention to environmental protection.

We also contributed important new analysis of the drugs-environment nexus with Prohibited Plants – Environmental Justice in Drug Policy. The report zoomed in on the environmental impacts of cultivation and prohibition of coca, opium poppy and cannabis, including the impacts of eradication efforts, such as large-scale aerial fumigations, as part of the ‘War on Drugs’. We also offered a number of concrete recommendations for the development of a more environmentally just and sustainable drug policy.

In all of our work on drugs and climate, TNI centres the perspectives of peasants, small farmers, landless, and migrant labour populations – those most vulnerable to climate change and for whom drug crops are an important alternative in an unjust economic system that otherwise excludes or harms them. In December, TNI co-hosted the Drug Policy and Climate Justice Symposium in London, which brought together people working on drug policy reform, global health,
climate justice, ecology, sustainable development, economic justice, media and storytelling, to learn about how global drug policy, particularly prohibition, impacts the environment. Staff from Myanmar talked about the environmental benefits of opium cultivation in Myanmar, and the necessity of including farmers in the design of drug policies and alternative development programmes. The event resulted in an exciting new collaboration, the Working Group for Drug Policy Regime and Climate Justice.

Another publication drew attention to the climate and societal implications of indoor cultivation of cannabis, arguing that the high carbon footprint of indoor cultivation could jeopardise policy aims to meet climate goals. The report looked specifically at the German context, given the country’s recent commitment to regulating cannabis, and estimated that indoor production for the recreational market in Germany would amount to the total household electricity use of the city Cologne. At the same time, imports from traditional outdoor producing countries can create livelihood opportunities for small farmers. The comparison caught the attention of German media, leading to articles in Bild Zeitung and Die Welt am Sontag, and an OpEd in Die Welt.
Resource Justice
Throughout the world, peasants, pastoralists, fishers, and indigenous peoples depend on land and water for their lives and livelihoods. Their access and right to territories – from fields, forests and pastures to wetlands, rivers and oceans – are essential to their survival, culture and way of life. But a new global resource rush is in the making, threatening communities worldwide. Natural resources are being commodified in the so-called ‘blue’ and ‘green’ economies under the guise of tackling the very crises – climate, biodiversity, energy, food – that neoliberalism created.

**Capitalism and the sea**

Throughout the year, TNI worked closely with fisher people’s movements to develop analyses, and make targeted and effective interventions with policymakers to resist corporate capture and ensure respect for fisher people’s rights. The 2022 UN Oceans Conference in Lisbon was an important moment for building counterpower. Despite language of inclusivity, the conference had a strong focus on corporate-centred multistakeholder initiatives and the blue economy, and very limited space for small-scale fishers and other social movements. TNI’s interventions, based on strategies developed in collaboration with fisher movements, aimed to make wider audiences aware of the dangerous shift away from multilateral agreements and decisions. In parallel to the conference, TNI co-organised a four-day seminar that brought together some 40 participants from social movements, funders, academia and civil society to build collective analysis and identify priorities for action. The seminar linked up with the Conference of the Ocean People (C-OP), a powerful counter-summit organised by TNI partner World Forum of Fisher Peoples, and facilitated by India’s National Fishworkers Forum. In advance of the UN conference and the counter-summit, we raised awareness about capital’s role in the maritime space in a podcast featuring two prominent experts and in *Ruling the Waves*, an article describing how the global ocean economy is being consolidated in the hands of fewer and ever-larger transnational corporations and financial institutions.

**Community-supported fisheries**

The 35th session of the UN Committee on Fisheries Meeting (COFI), which drew an audience of some 400 national policymakers and 50 FAO officials and featured a full agenda of issues profoundly affecting fisher peoples, was also a crucial space this year. TNI supported 40 small-scale fishers representatives to attend and make their voices heard. Among other things, the fishers presented their demands for improved implementation of the Small-Scale Fisheries Guidelines (SSFGs), which are intended to protect fisher peoples’ rights and livelihoods. They stressed the importance of maintaining the primacy of the FAO as a decision-making space for fisheries issues, and highlighted the threats posed to ecosystems and human rights by the growing support for industrial aquaculture on the one-hand, and exclusionary ocean conservation on the other.

In advance of the meeting, TNI collaborated in a four-day online strategy session to prepare the delegation. We also co-led participatory action research and a survey of SSF organisations and Indigenous Peoples from 21 countries. This resulted in a report, written on behalf of the International Planning Committee for Food Sovereignty (IPC), on the status of implementation of the SSFGs – the first assessment of its kind. We presented the report at a workshop in Rome attended by IPC members, fisher organisations, and FAO officials, including the FAO Director of Fisheries.

Meanwhile, in Europe, we collaborated with Pleine Mer, a French collective of fisher people and consumers, in a collective effort to promote community-supported fisheries. Some 150 students and local people attended a talk given by Pleine Mer during the counter mobilisation to Europe’s One Ocean Summit, held in Brest, France. This drew on TNI analysis about the dangers of industrial fishing and the blue economy, and resulted in widespread coverage in French media. Later in the year, TNI and Pleine Mer followed up with a podcast devoted to the issue. We also co-authored a new report, *Gender Dynamics in French Fisheries*, based on interviews with French women fishers, which documented the critical roles women play in sustaining small-scale fishing and community-supported fisheries, as well as the challenges they face.
Food producers, climate and environmental justice

Throughout the year, TNI engaged with diverse food producer movements, activist-scholars and others to strengthen knowledge about the threats and impacts of false solutions to the climate and environmental crisis. We shared our analyses in diverse spaces, including a regional convening of fisher people’s movements on the climate crisis, organised by Coastal Action Network and National Fishworkers Forum (India), and a meeting of 65 small-scale fisher leaders and allies. At the latter, we delved into the risks of debt swaps and the broader context of financialisation of ocean conservation, and prepared fisher leaders to engage in UN processes on climate and biodiversity. At the UN climate talks, the World Forum of Fisher Peoples, with TNI’s support, organised a side event on climate-friendly small-scale aquatic food systems and released a statement of opposition to carbon trading and geoengineering.

In a context in which veganism is being posited as a solution to the climate crisis, we elevated the perspective of small-scale pastoralists. A new primer, Livestock, climate and the politics of resources, made the case for better, more inclusive understandings of pastoralism and pastoralists, and a more nuanced interpretation of climate science. The key message was that not all meat and milk are created equally: traditional communities around the world are raising animals in ways that contribute to biodiversity, sequester carbon, and improve landscapes. TNI teamed up with the World Association of Mobile Indigenous Peoples to launch the primer in a webinar that brought together environmental organisations and pastoralists. The response to the primer – published in English, French and Spanish – has been extremely positive, with organisations requesting additional translations in Chinese, Burmese and Arabic.

We were also pleased to facilitate important dialogues and interactions between scholars and activist communities in 2022. Highlights include the online conference, Climate Change and Agrarian Justice which attracted some 2,200 people from 105 countries. With more than 60 academic papers and talks, the conference, which we co-convened, linked young activist-scholars to issues concerning social movements, and facilitated their engagement with food sovereignty and climate justice movements. In the closing plenary, TNI contributed to discussion of emancipatory futures and anti-capitalist responses to the climate crisis. We also co-moderated and co-organised a webinar with activist-scholar networks on authoritarianism and agrarian struggles. Some 250 people attended and more than 500 have since viewed it. Another webinar focused on the spectacular victories of the Indian Farmers’ Movement despite limited democratic space, threats, intimidation and relentless propaganda. More than 500 people registered and many more have viewed it since.

Agroecology

In 2022, TNI continued to promote agroecology as a key element in the construction of food sovereignty and to defend it from co-optation. We supported communications and the planning process toward a major global gathering, the second Nyéléni Global Forum, set for 2025. TNI has also been instrumental in advancing food sovereignty and agroecology in the Netherlands. We helped found the new network, Nyéléni Nederland, and have built bridges with international food sovereignty movements through participation in events like the Food Autonomy Festival and the Voedsel Anders conference, which attracted more than 400 activists, academics and policymakers in more than 50 workshops.
Corporate Power
TNI works alongside individuals, organisations and movements worldwide to push back against corporate power, defend and expand democracy and human rights. We aim to keep corporate interests out of global policymaking spaces and break down the corporate architecture of impunity, including trade and investment regimes that protect private profit over public interests.

**UN binding treaty on transnational corporations**

As part of the Global Campaign to Reclaim People's Sovereignty, Dismantle Corporate Power and Stop Impunity, TNI has worked for more than a decade to build broad-based support, among civil society, parliamentarians, and local and national governments, for a UN binding treaty on transnational corporations. In 2022, strategy meetings in Southern Africa and Asia enabled allies to reconvene post-COVID and reinvigorate joint efforts to push for the treaty. New organisations in Cameroon, the Ivory Coast and Gambia joined the Global Campaign, and parliamentarians from 11 African countries engaged in our online briefing and strategy meeting on the treaty.

During the treaty negotiations in Geneva, TNI co-organised three side events, including an event with the Global Inter-Parliamentary Network (GIN), and which continued to pro-actively intervene in favour of the treaty. Our efforts to build support among states, especially in Africa, bore significant fruit this year, with the African Union taking action to keep negotiations on track. Several delegations used texts and arguments provided the Global Campaign. Meanwhile, statements of support from G7 Labour Ministers and G7 Leaders for mandatory measures on address corporate abuses reflect the effectiveness of our collective call for regulation.

**Resisting corporate multistakeholderism**

In all types of policymaking, from health care to food, from education to the digital economy, from environment to public services, corporations have captured decision-making under the guise of ‘multistakeholderism’. TNI has helped catalyse collective action via the People's Working Group on Multistakeholderism – diverse organisations working transnationally across sectors to connect the dots, educate their constituencies and challenge the trend. The Working Group kicked off the year with a successful roundtable, co-organised and hosted by TNI, to publicly launch The Great Takeover: Mapping Multistakeholderism in Global Governance, a comprehensive examination covering key sectors. In the run-up to the UN Transforming Education Summit, TNI and the Global Campaign for Education organised a webinar on multistakeholderism in the education sector, strengthening knowledge and awareness of allies from Asia and Latin America, among others.

Building on previous work on the health sector, a new report looked at multistakeholderism in the context of COVID. Launched in a webinar, the report showed how multistakeholder structures became a leading vehicle to expand commercial markets and power, and created conditions for what can best be described as a ‘silent COVID war’ between the Global North and South. The topic of multistakeholderism in global health governance caught the attention of diverse actors, including Scientific America, which published a letter to the editor summarising the report's thesis. We also shared our work at a lively session, co-organised with the Peoples Health Movement (PHM), at the Geneva Global Health Hub policy debates, held prior to the 75th World Health Assembly.

Together with partners, TNI has successfully laid the groundwork for putting multistakeholderism on the agenda of G77 governments. In June, we teamed up with the People's Working Group and South Centre, an intergovernmental policy research think-tank composed of and accountable to developing country member states, to organise an online policy dialogue with government representatives and civil society organisations. Here, we discussed the characteristics, impacts and challenges that multistakeholderism brings to day-to-day multilateral governance. The dialogue was attended by 122 people, including 35 government representatives. The South Centre has committed to following up on the issue.
Trade and investment

Thanks to TNI's long-term efforts, more and more people are beginning to recognise the far-reaching harms caused by the current neoliberal trade and investment regime. We were pleased to make huge progress in 2022, as a growing number of European governments publicly rejected the Energy Charter Treaty and its investment protection mechanism, acknowledging both as a barrier to climate action (read more).

Elsewhere, we continued to mobilise against ISDS and the neoliberal trade regime in general. In collaboration with our partner, the Platform Latin America Better Off without FTAs, we stepped up efforts to expose and roll back investment protection in Latin America. A conference on ISDS that we co-organised in Sao Paolo brought together key trade unions, academics and NGOs, and resulted in a constructive dialogue with the Brazilian Labour Party (PT) co-organised with Public Services International (PSI). In Mexico, together with allies, TNI made significant progress in turning the tide against ISDS and stopping ratification of the EU-Mexico agreement. More than 200 organisations in Mexico and Europe signed on to our letter opposing the agreement, and new allies are joining in the effort. Among other things, workshops on the gender implications of the FTA helped to inform and mobilise feminist groups. TNI efforts contributed to critical media coverage and growing opposition to the FTA by parliamentarians.

Digital economy

As the digital economy and digital trade grow in size and significance, TNI works to strengthen knowledge, analysis and strategies of diverse movements to challenge digital capitalism. Our past work on the EU's digital trade agenda served as the basis for a Seattle-to-Brussels (S2B) network briefing on the digital trade agenda of the EU, while a new report, Banking on data, explored how the world's tax havens have become huge repositories of data as the raw material of the digital economy. We paved a path toward a more comprehensive just transition by sketching the contours of a radical ecosocialist Digital Tech Deal, which fuses environmental and digital justice. We also laid the groundwork for our 11th flagship State of Power report, to be launched in 2023. The report will focus on the actors, strategies and implications of the digital power grab, and proposals for bringing technology back under popular control. Recognition of our expertise on the digital economy is growing, with progressive governments and parliamentarians increasingly turning to TNI for advice as they develop their own digital agendas.
Securitisation
In a context where militarism, control and surveillance are being justified under the guise of security, TNI offers a vitally important counter-narrative. We make the links between securitisation and topics such as natural resources, drugs, climate and migration, showing how militarism fuels tension, instability, destruction and devastation. We call on decision-makers to tackle the root causes of conflict and invest in peaceful, lasting solutions that prevent violence and human suffering.

A new arms race

In a wide variety of opinion pieces, articles, reports and dialogues, TNI offered a trenchant critique of the new global arms race, which has been underway for the last several years and rapidly accelerated in 2022 in response to Russia's full-scale war on Ukraine in February. Work already in the pipeline took on new salience in the context of the war. In March, at a webinar attended by 125 people, we shared the findings of a new joint report, Fanning the Flames, which described how the European Union is fuelling a new arms race. The report examined the corporate beneficiaries of the precursor programmes to the Europe's Defence Fund (EDF), which commenced in 2021 with an unprecedented budget of €8 billion. Among other things, the report detailed the companies' involvement in controversial arms exports and nuclear weapons, as well as allegations of corruption. Fanning the Flames circulated widely on social media and received coverage in media across Europe, resulting in headline stories in France's Mediapart, Spain's El Diario and Italy's El Domani.

We also showed how the massive increase in security spending continues to strengthen 'Fortress Europe' and the EU's effort to externalise border control to third countries – Ukraine, among others – regardless of the devastating consequences of such policies. An article on the plight of an EU-funded migrant detention centre inside Ukraine inspired interviews with Al Jazeera and Der Spiegel, coverage in the African News Agency, and questions by parliamentarians in the Netherlands and Germany.

'It is extremely concerning that migrants and refugees are still locked up in detention centres in war zones, with the risk of being attacked without any possibility to flee.'

– Tineke Strik, member of the European Parliament

In April, in the follow-up report, At what cost?, we showed how EU military and defence spending across various budget lines amounts to over €43 billion, while transparency, oversight and accountability remain sorely lacking. Presented in an online format, the report enables interested parties to more easily access information on the different European budget lines dedicated to defence spending – a critical tool for further research and analysis. In November, we made another vital contribution to the debate with Smokescreen, a detailed analysis of the increase in military spending across Europe since the outbreak of the full-scale war in Ukraine. The report showed that alongside of direct procurement of arms, European countries are investing huge sums of public money in research and development of new weapons – in other words, public money ultimately intended for the arms industry's private profit. An op-ed based on the report was published in EU Observer and an interview to discuss the report's findings featured on Talk World Radio. Among other results, our work helped influence a peace initiative underway in Brussels.

Myanmar

TNI's long-standing work on Myanmar continued, despite extremely challenging circumstances. In 2022, we analysed why the present crisis in Myanmar is so profound and why the patterns of military rule, state failure and ethnic conflict are being repeated. TNI continued to support local partners, and published online commentaries on diverse topics, including land rights, international aid in the context of conflict, the gendered dynamics of drug policy, and impacts on poppy farmers of the decline in opium cultivation.
BOARD REPORT
1. OBJECTIVES OF THE FOUNDATION

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

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

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

The governance structure of TNI is set up as follows:

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

The structure is set out below:

The composition of each of these organs is based on a careful balance to ensure participation of the various stakeholders relevant for TNI and to reflect its international composition and orientation as well as its ambitions. This includes considerations of gender, continental representation, scholarly capacity, engagement with social movements TNI seeks to serve, as well as the relevant disciplines and skills required by TNI.

Composition of the Supervisory Board in 2022

The Supervisory Board is selected on the basis of the criteria laid down in the by-laws, and profiles which are regularly reviewed and revised. A committee – comprised of one Supervisory Board member, one staff member (usually the Executive Director), and one fellow – interviews candidates and makes a recommendation to the Supervisory Board, which makes the final decision. Our fellows’ terms ended in 2020, and have not been replaced pending restructuring, so since 2021 there are no fellows on the selection committee.

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

Susan George has served as President of TNI since 2015, which is an honorary position.
The composition of the Supervisory Board in 2022 was as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Term Dates</th>
<th>(Number of Terms)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pauline Tiffen, Chairperson</td>
<td>12/12/2014 – 11/12/2022</td>
<td>2nd term</td>
</tr>
<tr>
<td>Frenk van Enckevort, Secretary</td>
<td>15/06/2022 – 14/06/2026</td>
<td>2nd term</td>
</tr>
<tr>
<td>Ruth Kronenburg, Treasurer</td>
<td>29/10/2022 – 28/10/2026</td>
<td>2nd term</td>
</tr>
<tr>
<td>Imad Sabi</td>
<td>01/03/2021 – 28/02/2025</td>
<td>1st term</td>
</tr>
<tr>
<td>Sadet Karabulut</td>
<td>17/03/2022 – 01/09/2022</td>
<td>1st term</td>
</tr>
</tbody>
</table>

In 2022, we were fortunate to have Sadet Karabulut join us as a new member of the Board. Unfortunately for us, she had to resign 6 months later due to a stipulation of her new employer, who required her to stand down from all Boards registered with the Amsterdam Chamber of Commerce. In 2023, TNI will seek to appoint two new members of the Board.

**Composition of the Management Board**

The Management Board consists of one person – the Executive Director, Fiona Dove. The following staff report directly to her: the Personnel Officer, Programme Directors, Communication Coordinator, Evaluation Officer and Community Builder. In addition, the contact point at Jac’s Den Boer en Vink, which administers TNI’s accounts, reports to her.

The leadership expected from the Executive Director is to provide vision and to help staff think strategically. She is supported in the daily management by a Management Team, comprised of the Personnel Officer, a Programme Director, a Project Coordinator and the Communication Coordinator, which meets weekly. The gender breakdown for the Management Team in 2022 was 60% women, 40% men.

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

**Remuneration of the Executive Director:**

<table>
<thead>
<tr>
<th>Item</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross salary</td>
<td>€86,740</td>
<td>€89,080</td>
</tr>
<tr>
<td>Holiday pay</td>
<td>€6,939</td>
<td>€7,126</td>
</tr>
<tr>
<td>End of year payment</td>
<td>€500</td>
<td>€500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>€94,179</strong></td>
<td><strong>€96,706</strong></td>
</tr>
</tbody>
</table>

Taxes and premiums paid by TNI: €9,905 in 2021, €10,711 in 2022.

Pension contribution from TNI: €14,735 in 2021, €16,858 in 2022.

**Composition of the International Fellowship**

As currently laid down in the Institute’s by-laws, Fellows serve a four-year term, renewable once. Former Fellows join the ranks of TNI Associates, which may also include other researchers and scholars who make substantial ongoing contributions to the TNI community. Together, they have constituted the ‘think tank’ dimension of TNI. The current Fellowship expired at the end of 2020. In line with TNI’s new five-year Strategic Plan, the nature and role of Fellows and Associates has been reconceptualised within the newly established Knowledge Hub. The finalisation of this, including required amendments to the Articles of Association and Bylaws, and appointment of new Fellows and Associates is expected to be effected in 2023.

**Composition of the International Advisory Board**

The International Advisory Board, and its composition, is also under consideration in line with the new five-year Strategic Plan. It was not operational in 2022. Changes are expected to be effected in 2023.
ORGANISATION

TNI puts a lot of effort into ensuring it acts internally in ways consistent with its values, and improving its accountability. Our internal organisational culture is non-hierarchical and highly consultative. As far as possible, decisions are taken through a process of consensus-building. Monthly staff meetings are held where news is exchanged, and consultations on policy are held.

While most staff are expected to be self-steering, there are also clear lines of accountability and recognition of the authority of the team leader to make final decisions. The gender breakdown for senior staff was 55% women, 45% men.

There is no hierarchy in respect of public representation with all staff encouraged to accept public speaking engagements, and to engage with the media.

Fair Employer

In line with TNI’s vision and values, we are an equal opportunities employer with a strict policy of non-discrimination and strive for as much diversity as possible within the organization. Twenty-seven nationalities are represented among our total complement of 76 workers, which includes payroll staff (26), consultants (36), interns/capstones (10) and volunteers (4).

Gender breakdown – All TNI workers

TNI is registered as an employer in The Netherlands, Belgium and, in 2022, this was extended to the United Kingdom. By the end of 2022, the foundation had 24.04 full time equivalent (FTE) employees (in 2021: 23.54) on the payroll, representing an increase of 0.5 FTE. The average number of FTE over the year was 23.94 (in 2021: 21.81) – representing an increase of 2.13 FTE on 2021. In part, this was due to the employment of a maternity replacement. In 2022, one staff member resigned, following her surprise election as mayor of a district of Tokyo. At the end of the year, the total staff complement represented 26 individuals (in 2021: 27). These figures exclude three staff employed by TNI on behalf of external networks.

Two staff members had extended sick leave following surgery, with every effort made to support their recovery and gradual reintegration into the workplace. Covid infections continued to hit staff and their families in 2022, but thankfully, there were no serious cases. We had one staff member on maternity leave, followed by extended parental leave, and another two staff taking parental leave in the course of the year.
Former TNI colleague, Satoko Kishimoto, is elected Mayor of Suginami, a district of Tokyo making history as the first woman mayor ever. She had worked for TNI since 2005, as Coordinator of the Public Alternatives programme, which fought against privatisation of public services and for greater democratisation at local level, a struggle she is now putting into practice in Japan. TNI is immensely proud of her achievement.

Staffing over past 5 years

TNI uses as its guideline the Collective Bargaining Agreement (CAO) for the Care and Welfare Sector in The Netherlands. Staff receive an incremental increase for each year of service, and any salary increases agreed in the CAO. There was no CAO increase in 2022. The ratio of the highest:median salary was 2.14 and the highest:lowest was 3.17 (on the basis of full-time equivalent). These figures do not take account of years of service or income tax differentials, which would bring down the ratios.

There is a training budget set at 1% of the personnel budget, and guided by a training policy. Three staff benefited from training courses in 2022 at a cost of Euro € 7,306. These included coaching, Dutch language courses and advocacy training. In addition, in-house collective training took place on outreach and financial administration, and weekly lunch-time accelerator sessions were self-organised by staff for self-education purposes.

The costs of the employees on the payroll rose by 6% in 2022. This was due to incremental increases, pension contributions which go up with age in TNI’s scheme, and internal promotions:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>€1,101,984</td>
<td>€1,187,617</td>
</tr>
<tr>
<td>Social security</td>
<td>€191,066</td>
<td>€204,653</td>
</tr>
<tr>
<td>Pension premiums</td>
<td>€105,585</td>
<td>€109,432</td>
</tr>
<tr>
<td>Sickness insurance</td>
<td>€24,689</td>
<td>€14,989</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>€36,461</td>
<td>€38,879</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>€1,459,785</strong></td>
<td><strong>€1,555,570</strong></td>
</tr>
</tbody>
</table>
Volunteers and Interns

Volunteers and interns are paid an honorarium in line with Dutch norms.

TNI had 4 volunteers in the course of 2022, with one subsequently given a short-term paid contract.

We welcomed 7 interns hailing from Spain (2), Italy (2), Netherlands (2) and the USA (2). Most were students at Dutch universities, with one joining remotely from the USA.

We also collaborated virtually with three students from the New School in New York on joint ‘capstone’ projects.

Consultants

TNI contracted a total of 36 consultants in 2022. Our consultants in 2022 were based in Morocco, Tunisia, Egypt, Indonesia, Myanmar, Brazil, Argentina, Bolivia, USA, Germany, Denmark, Spain, France, as well as the UK and the Netherlands. 81% of our consultants are considered to be programme team members. They are treated equally with payroll staff, with calculation of their fees pegged to TNI salary policy, with compensation added for social security and pension contributions, and then adjusted for local costs of living (source: www.numbeo.com). They are responsible for paying their own taxes.

Staffing of Fiscally Sponsored Projects

TNI serves as the fiscal sponsor for three projects where coordinators are contracted by TNI. These are:

- Handel Anders Network (Netherlands), two coordinators are on TNI's payroll.
- Civil Society Mechanism of the Committee on Food Security at the FAO, with the Netherlands-based coordinator being on TNI’s payroll.
- Drug Policy Alternatives Group, with the coordinator and an assistant contracted on a freelance basis.
3. SOCIAL REPORT

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

No inappropriate behaviour, misconduct or any other breaches of TNI's integrity policies were reported in 2022. No grievances nor disciplinary procedures were required, and no complaints were received on the basis of the Complaints Policy published on the TNI website.
4. SOCIALLY CONSCIOUS AND GREEN OFFICE

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

TNI strives to attract tenants which share TNI’s vision and values. In 2022, it housed:

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

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

Up to the end of 2022, solar panels installed on the roof of our building in mid-2017 have enabled us to save 46 tons of CO2 and have generated 65,7 MwH of solar energy. They continue to provide the anticipated third of our electricity needs annually. The balance is sourced from wind energy supplied by local farmers. In addition, we continue to invest in insulation of the office building, and make every effort to reduce our energy consumption.

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

We encourage staff to consider travelling only where strictly necessary, and to use trains for short distance trips. We have also invested in improving our video conferencing facilities and online facilitation skills to help minimise the necessity for travel. We reimburse travel costs to and from the office on the basis of public transport. None of our staff uses a car to travel to work.
5. FAIR AND GREEN PROCUREMENT

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

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

- A worker-owned cooperative is contracted for cleaning services.
- An informal network of artisans and small companies with strong affinity for TNI’s values are contracted for building maintenance.
- We use auditing and financial administration companies specifically dedicated to serving the non-profit sector.
- We use a non-profit travel agency specifically dedicated to supporting humanitarian organisations.
- We use local small companies for our catering purposes.
- We source our tea and coffee supplies from a fair trade company, which TNI has supported over many decades, and buy other organic and fairly produced products as far as possible.
- We publish everything under a Creative Commons licence.
- We use open-source software as our default option.

There were no procurements over Euro 30,000 in 2022 that would require a tender process under TNI’s Procurement Policy.

Choice of banks

TNI uses the services of three banks in the Netherlands. In making our choices, we have followed the guidance offered by the Dutch ethical bank guide as well as practical considerations.

The best rated ethical bank is the Volksbank, which includes ASN Bank, where we deposit part of our savings. We also keep savings with Triodos Bank, another highly rated ethical bank. Triodos also holds our mortgage. Indeed, in 2005, it was the only bank prepared to lend us what we needed to buy our offices, seeing support for non-profits with a public interest mission – like TNI – as part of its raison d’etre.

We use ABN AMRO as our current account, mainly out of practical considerations. The bank is not rated as highly in the ethical bank guide, but it is able to offer the facilities we require as an organisation that does high volumes of primarily international transactions. Recently, TNI has come under the portfolio of the bank’s NGO section, which offers a personalised service from staff who do seem to have a strong affinity for our values and mission. As part of a prudent policy to spread risk, following the 2008 financial crisis, we deposit part of our savings with ABN AMRO too.
For tax purposes, TNI operates with fiscal number 0034.74.082. It pays taxes on salaries.

TNI is not considered an enterprise and as such is exempt from charging and paying VAT, save where clearly commercial activities might be involved. In the latter case, we administer VAT separately – for example, where we accept consultancies – and pay the VAT received over to the tax authorities.

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

TNI has long been formally recognized as holding the equivalent of 501(c)3 status in the USA, which status is reconfirmed annually by NGOSource, and which provides a certificate to grant makers who require it.
7. RISK MANAGEMENT

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

Below the key high probability, high impact risks addressed in 2022, and identified for 2023 are discussed.

Financial Sustainability

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

In 2022, TNI's total income increased by 23%. Our goal for 2022 had been to continue to diversify our funding base with a particular emphasis on raising the proportion of income sourced from foundations and donations.

We had some success with this insofar as three new foundations are now supporting the work of TNI, increasing the proportion of our income from foundations by 3% on the previous year, providing 24% of our total income now.

As planned, we opened a vacancy for a fundraising officer but it has not proven easy to find suitable candidates. We did, however, expand our network of fundraising consultants who can be contracted to assist us.

We were able to continue to build our reserves with the income generated from ‘own sources’, though this represented a 2% drop as a proportion of total income. This is partly attributable to the increase in total income, as well as currency losses and negative interest rates. Another factor was that we organised fewer webinars attracting smaller audiences, as zoom fatigue kicked in, whereas webinars had been an important source of one-off donations in the previous two years. This was partly offset by the sustained surplus generated by our building.

<table>
<thead>
<tr>
<th>Source</th>
<th>Specification</th>
<th>% of total income in 2021</th>
<th>% of total income in 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch government</td>
<td>Netherlands Ministry of Trade &amp; Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other public sources</td>
<td>Swedish International Development Agency; Swiss Development Cooperation; Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH; Irish Research Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philanthropic foundations</td>
<td>Open Society Foundation; Rockefeller Brothers Fund; National Philanthropic Trust; Climate Emergency Collaboration Group; European Cultural Foundation; Rosa Luxemburg Foundation; Friedrich Ebert Stiftung + Foundation for a Just Society; Tides; Funders for Fair Trade.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>European Union</td>
<td>Development Education and Awareness-Raising; Justice and Home Affairs; Erasmus++; H2020; EuropeAid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own means</td>
<td>Rental, book sales, donations, currency gains, interest, consultancies/secondments</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources of Funding

In 2023, financial sustainability remains our main risk to manage. We will continue the search for a fundraising coordinator, whose priorities will be to help us further diversify our funding base, with an emphasis on foundations, and own income. The latter is the main way we can continue to build our reserves, which is the ultimate guarantor of sustainability should we lose a major grant.
Transitions

TNI undertook a very extensive strategic planning consultation over 2020 and 2021, which has resulted in a lot of change initiated on many fronts simultaneously in 2022 – programmatically, institutionally, and in terms of staffing. Change is always disruptive and requires careful coordination and management.

Managing the risk of disruption such that the organisation is able to roll out change in a coordinated, systematic and inclusive manner is a priority risk to manage in 2023. Strategies include development of a matrix by which to monitor progress; ongoing clarification of responsibilities, boundaries of authority, and lines of accountability; mentorship of (newly promoted) staff and better induction systems for new staff; and an internal evaluation of operationalisation of our strategic plan at the end of the year.

Security and safety

Security and safety continued to be a key risk monitored in 2022, particularly in light of the coup in Myanmar and increased repression of activists in a number of countries where TNI has partners. We also kept an eye on adherence to ICT policies in light of potential breaches due to staff working from own computers at home, and the increasing prevalence of cyber-crime.

Increased repression

In 2022, we anticipated that the security and safety situation for our team and partners in Myanmar would continue to deteriorate. And, indeed, the country descended into full-scale war between the military and citizens. TNI continued to be vigilant in adhering to protocols activated after the February 2021 military coup. We did what we could to keep foreign embassies informed of the situation, particularly of the need for emergency aid getting to the huge numbers of internally displaced people.

We also joined an international network concerned with threats, including assassinations, of human and environmental rights defenders. The network has systems set up to provide safe haven, as well as an urgent alerts system to rally solidarity internationally as needed.

Repression remains a priority risk to manage for 2023, with a particular concern for Myanmar, as well as partners and allies in other high-risk countries. Strategies will include vigilance with safe communications, calling on the Dutch Ministry of Foreign Affairs for assistance where possible, and, where appropriate, mobilising international attention and amplifying calls for solidarity.

Data security and safe communications

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

In 2022, data security and safe communications remained a priority risk area to monitor and regularly upgrade. This included getting everyone to use password managers, and two-step authentication processes. In light of increasing cyber-crime, our auditors took a close look at our IT systems, policy and practice, being satisfied that we have good systems in place.

In 2023, we continue to give data security and safe communications priority. This will include training for staff on protecting themselves, each other and the organisation from online hate or intensive trolling, which is increasing and is expected to grow.
TNI spent 84% of its income in 2022 on programme implementation, 7% on administration and fundraising, and 9% on supplies and infrastructure (office and communications, building).

**Financial Result**

The result in 2022 was Euro 57,787 derived mostly from rent, donations and book sales, consultancies and staff secondments.

The 2022 result is added to TNI’s reserves, which therefore, now stands at Euro € 1.392.148. This constitutes 66% of the goal set by the Board of one year’s fixed operational costs or a survival rate of 241 days, representing 2% progress on the previous year.

The formula used in the Reserves Policy is: liquid reserves/fixed operational costs x 365 days. Liquid reserves are approximately 90% of the amount listed as reserves in our annual accounts, with the remaining 10% requiring the Institute to sell its building.

The ratio of current assets to short-term liabilities remains healthy at 151%.
FINANCES
TNI is committed to the principles of independence, transparency, and accountability. TNI’s financial reporting was rated 5 stars for ‘excellence’ by the Transparify initiative.

Source: TNI Audited Financial Accounts 2022

INCOME OVER THE LAST 4 YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Income (in Euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>€ 5,215,640</td>
</tr>
<tr>
<td>2021</td>
<td>€ 4,248,219</td>
</tr>
<tr>
<td>2020</td>
<td>€ 4,389,601</td>
</tr>
<tr>
<td>2019</td>
<td>€ 4,472,327</td>
</tr>
</tbody>
</table>

WHERE WE GOT OUR MONEY

<table>
<thead>
<tr>
<th>Source</th>
<th>Income (in Euros)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch government</td>
<td>€ 2,159,270</td>
<td>41%</td>
</tr>
<tr>
<td>Other governments</td>
<td>€ 1,413,929</td>
<td>27%</td>
</tr>
<tr>
<td>European Union</td>
<td>€ 156,731</td>
<td>3%</td>
</tr>
<tr>
<td>Philanthropic Funds</td>
<td>€ 1,232,563</td>
<td>24%</td>
</tr>
<tr>
<td>Own means</td>
<td>€ 223,421</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>€ 5,215,640</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
**FINANCES**

**WHAT PROJECTS OUR MONEY IS SPENT ON**

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount (in Euros)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Just Peace Myanmar</td>
<td>€ 1,574,565</td>
<td>32%</td>
</tr>
<tr>
<td>Agrarian &amp; Environmental Justice</td>
<td>€ 1,059,196</td>
<td>21%</td>
</tr>
<tr>
<td>Public Sector Alternatives</td>
<td>€ 562,466</td>
<td>11%</td>
</tr>
<tr>
<td>Just Trade &amp; Investment</td>
<td>€ 667,854</td>
<td>13%</td>
</tr>
<tr>
<td>Drugs &amp; Democracy</td>
<td>€ 464,525</td>
<td>9%</td>
</tr>
<tr>
<td>War &amp; Pacification</td>
<td>€ 224,382</td>
<td>5%</td>
</tr>
<tr>
<td>Corporate Accountability</td>
<td>€ 233,860</td>
<td>5%</td>
</tr>
<tr>
<td>Fiscal Sponsorships</td>
<td>€ 175,644</td>
<td>4%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>€ 4,962,492</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**HOW WE SPEND OUR MONEY**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (in Euros)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme activities</td>
<td>€ 4,319,569</td>
<td>84%</td>
</tr>
<tr>
<td>Salaries (administration &amp; fundraising)</td>
<td>€ 347,345</td>
<td>7%</td>
</tr>
<tr>
<td>Office &amp; Communications</td>
<td>€ 319,774</td>
<td>6%</td>
</tr>
<tr>
<td>Building</td>
<td>€ 162,181</td>
<td>3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>€ 5,148,869</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Statement of income and expenditure in budget 2023

### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from grants</td>
<td>4,306,740</td>
</tr>
<tr>
<td>Income from other sources</td>
<td>33,780</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>4,340,520</strong></td>
</tr>
</tbody>
</table>

### Expenditure

#### Overhead

- Personnel costs               | 423,312    |
- Building expenses             | -30,964    |
- Office and communication      | 240,587    |
| **Total overhead**             | **632,935** |

#### Project costs

- Direct project costs         | 2,179,603  |
- Personnel costs charged to projects | 1,506,492 |
| **Total project costs**       | **3,686,095** |

**Total expenditure** | **4,319,030**

Balance of income and expenditure

- before financial income and expenditure | 21,490    |
- Financial income and expenditure       | -9,000     |
<p>| <strong>Balance of income and expenditure</strong>  | <strong>12,490</strong>  |</p>
<table>
<thead>
<tr>
<th>Donor</th>
<th>Project name</th>
<th>Start</th>
<th>End</th>
<th>Total budget</th>
<th>Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dutch Ministry of Foreign Affairs</td>
<td>Fair, Green &amp; Global</td>
<td>01/01/2021</td>
<td>31/12/2025</td>
<td>9,736,420.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Dutch Ministry of Foreign Affairs</td>
<td>Myanmar – Sustainable Rural Areas</td>
<td>09/01/2021</td>
<td>31/05/2022</td>
<td>50,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Dutch Ministry of Foreign Affairs</td>
<td>Myanmar – Sustainable Rural Areas</td>
<td>01/08/2022</td>
<td>31/07/2023</td>
<td>250,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Swedish International Development Agency</td>
<td>Promoting Ethnic Rights in Myanmar</td>
<td>01/01/2022</td>
<td>31/12/2024</td>
<td>19,000,000.00</td>
<td>SEK</td>
</tr>
<tr>
<td>Swiss Development Cooperation</td>
<td>Ethnic Conflict in Myanmar</td>
<td>06/01/2017</td>
<td>31/05/2022</td>
<td>1,664,294.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Swiss Development Cooperation</td>
<td>Ethnic Conflict in Myanmar</td>
<td>01/06/2022</td>
<td>31/05/2022</td>
<td>1,000,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
<td>Global Partnership on Drug Policies &amp; Development</td>
<td>10/01/2021</td>
<td>31/05/2022</td>
<td>50,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit</td>
<td>Global Partnership on Drug Policies &amp; Development</td>
<td>15/10/2022</td>
<td>14/06/2023</td>
<td>30,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>European Union (H2020)</td>
<td>Municipal Power – nPower</td>
<td>05/01/2018</td>
<td>31/10/2022</td>
<td>255,750.00</td>
<td>EUR</td>
</tr>
<tr>
<td>European Union (H2020)</td>
<td>Making Agriculture Trade Sustainable</td>
<td>07/01/2021</td>
<td>31/12/2023</td>
<td>230,240.00</td>
<td>EUR</td>
</tr>
<tr>
<td>European Union (EuropeAid)</td>
<td>Ensuring the social-economic rights and decent work conditions for South Africa small-scale fishers</td>
<td>01/01/2020</td>
<td>30/05/2023</td>
<td>75,807.00</td>
<td>EUR</td>
</tr>
<tr>
<td>European Union (Erasmus+)</td>
<td>Deck to Dish: Advanced training in Community Supported Fisheries</td>
<td>09/01/2019</td>
<td>30/06/2022</td>
<td>40,125.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Found. Open Soc. Policy Center</td>
<td>Drugs &amp; Democracy</td>
<td>04/01/2021</td>
<td>30/06/2023</td>
<td>400,000.00</td>
<td>USD</td>
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<tr>
<td>Found. Open Soc. Policy Center</td>
<td>Securitisation of Health</td>
<td>10/01/2021</td>
<td>31/01/2023</td>
<td>125,000.00</td>
<td>USD</td>
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<tr>
<td>Found. Open Soc. Policy Center</td>
<td>Reclaiming hope: building renewed belief in public services for a just COVID19 recovery</td>
<td>01/01/2021</td>
<td>03/01/2023</td>
<td>244,000.00</td>
<td>USD</td>
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<tr>
<td>Found. Open Soc. Policy Center</td>
<td>Core grant</td>
<td>01/07/2022</td>
<td>30/06/2023</td>
<td>992,500.00</td>
<td>USD</td>
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<tr>
<td>Found. Open Soc. Policy Center</td>
<td>Drug Policy Advocacy Group IV</td>
<td>08/01/2020</td>
<td>31/07/2022</td>
<td>100,000.00</td>
<td>USD</td>
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<tr>
<td>Found. to Promote Open Society</td>
<td>Reclaim public education</td>
<td>01/01/2022</td>
<td>30/06/2023</td>
<td>160,000.00</td>
<td>USD</td>
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<tr>
<td>Found. to Promote Open Society</td>
<td>European Network of Corporate Observatories</td>
<td>01/01/2020</td>
<td>31/07/2023</td>
<td>200,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>Found. to Promote Open Society</td>
<td>European Network of Corporate Observatories</td>
<td>30/05/2022</td>
<td>31/07/2023</td>
<td>180,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>Trade &amp; Investment</td>
<td>23/07/2021</td>
<td>31/10/2023</td>
<td>500,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>European Cultural Foundation</td>
<td>Reimagining democracy</td>
<td>12/04/2019</td>
<td>31/05/2022</td>
<td>19,500.00</td>
<td>EUR</td>
</tr>
<tr>
<td>European Cultural Foundation</td>
<td>M2M Solidarity</td>
<td>01/01/2020</td>
<td>31/03/2022</td>
<td>23,875.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Anonymous donor</td>
<td>Ending the Energy charter treaty</td>
<td>01/11/2021</td>
<td>30/10/2022</td>
<td>40,000.00</td>
<td>GBP</td>
</tr>
<tr>
<td>Anonymous donor</td>
<td>Ending the Energy charter treaty</td>
<td>01/12/2022</td>
<td>30/11/2023</td>
<td>40,000.00</td>
<td>GBP</td>
</tr>
<tr>
<td>Anonymous donor</td>
<td>Ending the Energy charter treaty</td>
<td>13/03/2021</td>
<td>31/05/2022</td>
<td>60,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Anonymous donor</td>
<td>Ending the Energy charter treaty</td>
<td>01/06/2022</td>
<td>31/08/2023</td>
<td>60,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Rosa Luxemburg Stiftung</td>
<td>North Africa</td>
<td>01/01/2021</td>
<td>31/12/2022</td>
<td>42,750.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Friedrich Ebert Stiftung</td>
<td>Energetic transition in North Africa</td>
<td>01/01/2021</td>
<td>31/12/2022</td>
<td>42,750.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Thousand Currents</td>
<td>North Africa</td>
<td>01/01/2021</td>
<td>31/12/2022</td>
<td>42,750.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Climate Emergency Collaboration Group</td>
<td>Climate Justice North Africa</td>
<td>01/07/2022</td>
<td>30/06/2023</td>
<td>40,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>Commonsipols</td>
<td>European Municipalist Network</td>
<td>15/06/2022</td>
<td>30/06/2023</td>
<td>14,000.00</td>
<td>EUR</td>
</tr>
<tr>
<td>Tides</td>
<td>Fiscal sponsorship Noor</td>
<td>01/02/2022</td>
<td>01/02/2023</td>
<td>100,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>Foundation for a Just Society</td>
<td>Fiscal sponsorship Noor</td>
<td>01/11/2022</td>
<td>31/10/2023</td>
<td>50,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>New Venture Fund/Nebula Project</td>
<td>Fiscal sponsorship Noor</td>
<td>15/11/2022</td>
<td>15/11/2023</td>
<td>100,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>New Venture Fund/Nebula Project</td>
<td>Fiscal sponsorship Institute for journalism &amp; Social Change</td>
<td>15/11/2022</td>
<td>15/11/2023</td>
<td>100,000.00</td>
<td>USD</td>
</tr>
<tr>
<td>Funders for Fair Trade</td>
<td>Fiscal sponsorship Seattle-to-Brussels network</td>
<td>N/A</td>
<td>N/A</td>
<td>110,000.00</td>
<td>EUR</td>
</tr>
</tbody>
</table>
PEOPLE
TNI TEAM IN 2022

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

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

COMMUNITY-BUILDERS
• Jess Graham (Individual giving)
• Nick Buxton (Knowledge Hub Coordinator, USA)
• Niels Jongerius (Dutch movements)

OFFICE & ADMINISTRATION
• John Kerseboom (Personnel Officer/Building Manager)
• Albi Janssen (ICT)
• Rin Stellingwerf (ICT)
• Susane Sanz (ICT)
• Katja Gertman (Bookkeeping)
• Misrak Alayu (Front Office)
• Stephanie Olinga-Shannon/Abby Taylor (Planning, Monitoring, Evaluation & Learning)

OVERALL PROGRAMMES COORDINATOR
• Pietje Vervest

PROGRAMME COORDINATORS
• Ernestien Jensema/Tom Kramer (Myanmar)
• Katie Sandwell (Real Utopias)
• Niamh Ni Bhriain/Martin Jelsma (War & Pacification)
• Sol Trumbo Vila (Frontiers of Capital)

PROGRAMME TEAM
• Tom Blickman (Netherlands)
• Bettina Müller (Germany)
• Brid Brennan (Ireland/Netherlands)
• Carsten Pederson (Denmark)
• Dania Putri (Morocco)
• Daniel Chavez (Uruguay/Netherlands)
• Gonzalo Berrón (Brazil)
• Hamza Hamouchene (Algeria/UK)
• Jenny Franco (USA/Netherlands)
• Josephine Valeska (Germany/Netherlands)
• Juliana Rodrigues de Senna (Brazil/Netherlands)
• Lavinia Steinfort (Netherlands)
• Lucía Barcéna (Spain)
• Luciana Ghiotto (Argentina)
• Ouafa Haddioui (Morocco)
• Pien Metaal (Netherlands)
• Rachmi Hertanti (Indonesia)
• Satoko Kishimoto (Japan/Belgium)
• Sofia Scassera (Argentina)
• Sylvia Kay (Netherlands)
• Tom Kramer (Netherlands)
• Zoe Brent (Spain)

INTERNS
• Arnau Quinquilla (Spain/Leiden University, Netherlands)
• Bruno Palombini (Italy/Leiden University, Netherlands)
• Leah Azage (Berlage Lyceum, Netherlands)
• Lucia Martin (Spain/Leiden University, Netherlands)
• Paola Scholte (University of Amsterdam, Netherlands)
• Simone Catalano (Italy/Wageningen University, Netherlands)
• Woute van der Klippe (USA/Institute for Social Studies, Netherlands)

NEW SCHOOL CAPSTONES (USA)
• Daphne Yeltakin
• Lauren Philips
• Timna Kliger

VOLUNTEERS
• Gemma Rameckers (Gardener)
• Nicholas Santiago Martinez Rivera (Researcher)
• Sara Caminer (Future is Public)
• Susan Medeiros (Front Office)
ASSOCIATES

• Achin Vanaik (India)
• Anthony Barnett (UK)
• Ben Hayes (UK)
• Boris Kagarlitsky (Russia)
• David Bewley-Taylor (UK)
• David Fig (South Africa)
• David Sogge (Netherlands)
• Edgardo Lander (Venezuela)
• Francesco Martone (Italy)
• Harris Gleckman (USA)
• Helen Lackner (UK)
• Hermann von Hatzfeldt (Germany)
• Howard Wachtel (USA)
• James Early (USA)
• Jochen Hippler (Germany)
• Joel Rocamora (Philippines)
• John Cavanagh (USA)
• Jun Borras (Philippines)

• Hilary Wainwright (UK)
• Kamil Mahdi (Iraq/UK)
• Kees Biekart (Netherlands)
• Lyda Fernanda Forero Torres (Colombia)
• Manuel Pérez-Rocha (Mexico/USA)
• Marcos Arruda (Brazil)
• Mariano Aguirre (Argentina/Norway)
• Myriam Vander Stichele (Netherlands)
• Peter Weiss (USA)
• Phyllis Bennis (USA)
• Ricardo Vargas (Colombia)
• Roger van Zwanenburg (UK)
• Sebastián Torres (Uruguay)
• Tom Reifer (USA)
• Walden Bello (Philippines)

PRESIDENT & SUPERVISORY BOARD

• Susan George – President
• Pauline Tiffen – Chairperson
• Ruth Kronenburg – Treasurer
• Frenk van Enckevort – Secretary
• Sadet Karabulut – Board Member
• Imad Sabi – Board Member
TNI gratefully acknowledges the time, labour and expertise of everyone who helped make our 2022 such an effective one - whether that was writing, speaking, editing, illustrating, designing, translating, interpreting, organising, strategising and/or advising. Apologies in advance to anyone who was inadvertently omitted.
TNI COLLABORATIONS IN 2022

EUROPE

AUSTRIA
- Katerina Anastasiou
- Martin Konecny
- Theresa Koffer

BELGIUM
- Axel Ruppert
- Bénédicte Balayá
- Cecilia Olivet
- Cornelia Maarfield
- Eric Vanhaute
- Gantez Erdam Türkelli
- Kris Vanslambrouck
- Latititia Sédou
- Martin Pigeon
- Nessim Achouche
- Olivier Hoedeman
- Pascoe Sabido
- Paul-Émile Dupret

CROATIA
- Ana Vrada
- Ivan Klis
- Mila Domazet
- Vedran Horvat

DENMARK
- Kenneth Haar
- Mads Barbesgaard

FINLAND
- Barry Gills
- Sofia Hagolani

FRANCE
- Charline Jouanneau
- Deborah Eade
- Denys Gobron
- Flavie Roche
- Jean-Baptiste Roche
- Fabrice Rossignol
- Paola Rupolla
- Rémy Saubry
- Sonia Sacco
- Stéphane Prat
- Sophie Prat
- Vianney Prat

IRELAND
- Anthony Tricarico
- Daria Cibrario
- Daria Cibrario
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- Daria Cibrario
- Daria Cibrario
- Daria Cibraro
ORGANISATIONAL COOPERATION IN 2022

MEDIA PARTNERS
• AI Wartha (Egypt)
• Mada Masr (Egypt)
• Al-Manassa (Egypt)
• 7iber (Jordan)
• Maghreb Emergent – Radia M (Algeria)
• Ennas (Morocco)

GLOBAL
• Action Aid
• Amnesty International
• Corporate Accountability International
• Critical China Scholars
• FIAN International
• Friends of the Earth International
• GH2G2: Geneva Global Health Hub
• Global Campaign for Education
• Global Campaign on Military Spending
• Global Campaign to Reclaim People’s Sovereignty, Dismantle Corporate Power & Stop Impunity
• Global Initiative for Economic, Social and Cultural Rights
• Global Inter-Parliamentary Network
• Global Partnership on Drugs Policy and Development
• Global Platform for the Right to the City
• Global Strategic Communications Council
• Habitat International Coalition
• Harm Reduction International
• International Alliance of Inhabitants
• International Drug Policy Consortium
• International Planning Committee for Food Sovereignty
• International Indian Treaty Council
• International Transport Federation
• Just Net Coalition
• La Vía Campesina
• Oxfam
• People’s Health Movement
• Privatization in Education and Human Rights Consortium
• Public Services International
• Red Intercultural de Promoción de la Economía Social Solidaria
• Scientists for Global Responsibility
• Society for International Development
• South Centre
• Stop the Wall Coalition

AFRICA
• East African Centre for Human Rights
• North African Food Sovereignty Network
• Southern Africa Campaign to Dismantle Corporate Power
• Réseau des organisations paysannes et de producteurs de l’Afrique de l’Ouest (ROPPA):
  • African Woman Fish Network (regional)
  • WOMIN
• Rural Women’s Assembly

EGYPT
• Social Justice Platform
• Egyptian Initiative for Personal Rights

MADAGASCAR
• Madagascar: CRAAD-OI

MOROCCO
• Atacar Morocco
• Foundation for the Development of the Rif

MOZAMBIQUE
• Justiça Ambiental/FoE

NIGERIA
• Corporate Accountability and Public Participation Africa

SIERRA LIONE
• SIFALU (Sierra Leone)

SOUTH AFRICA
• Abalimi BeMoya Association (ABBA)
• African Water Commons Collective
• Alternative Information & Development Centre
• Environmental Monitoring Group
• Groundwork/FoE
• Institute for Poverty, Land and Agrarian Studies, University of the Western Cape
• Masifundise
• North West University
• Trust for Community Outreach and Education

TANZANIA
• Economic and Social Research Foundation
• Hakimadini

TUNISIA
• Tunisian Observatory of Economy
• Tunisian Observatory of Water (Water Watch) – Nomad 08

UGANDA
• Southern and Eastern Africa Trade Information and Negotiations Institute

ZIMBABWE
• Center for Natural Resource Governance

AMERICAS

REGIONAL
• Amigos de la Tierra de América Latina y Caribe
• Caribbean Network of Fisherfolk Organisations
• Caribbean Cannabis Working Group Fair Trade
• Colectivo de Estudio de Drogas y Derecho
• Comunidad de Práctica Latinoamérica y Caribe
• Convocatorio de Agricultores Familiares del Mercosur Ampliado
• Enlaces Continentales de Mujeres Indígenas de las Américas
• Jornada Continental por la Democracia y contra el neoliberalismo
• Jubilee South America’s Network
• Internacional de Servicios Públicos-América Latina

NATIONAL
• Latin American Coordination of Rural Organisations
• Movimiento Agroecológico de América Latina y el Caribe
• El Movimiento de Mujeres Indígenas por el Bío Bío

BRAZIL
• Acción Andina
• Acción Semilla

BOLIVIA
• Action Andina

CANADA
• Action Andina

CHINA
•(messages redacted)

COSTA RICA
• Asociación Costarricense para el Estudio e Intervención en Drogas

ECUADOR
• Unión de Affectados por Texaco

GUYANA
• Guyana National Fisherfolk Organisation

HONDURAS
• Comité para la Defensa y Desarrollo de la Flora y Fauna del Golfo de Fonseca

INDIA
• Confederation of Fisherfolk Organisations

URUGUAY
• Cannabis Revival Committee

ASIA-OCEANIA

REGIONAL
• Asia-Europe People’s Forum
• EU-ASEAN FTA network
• Focus on the Global South
• Beyond Development Network
• Asia Pacific Forum on Women, Law, and Development

NATIONAL
• Lausan
• Made in China Journal

US
• American Friends Service Committee
• Drug Policy Alliance
• Corporate Accountability

AUSTRALIA
• Friends of the Earth
• Grassroots Global Justice Alliance
• Havens Wright Center for Social Justice, University of Wisconsin-Madison
• Institute for Policy Studies
• Northwest Atlantic Marine Alliance
• Positions Politics
• The Democracy Collaborative
• The New School
• Washington Office on Latin America
WEST ASIA / MIDDLE EAST
PALESTINE
• Al-Haq Center for Applied International Law
• Bisan Center for Research and Development
TURKEY
• 5. S. Istanbul Bolgesi Su Urunleri Kooperatif Birliğin
EUROPE
REGIONAL
• Commons Network
• CommonsPolis
• Corporate Europe Observatory
• Ecologie
• Energy Cities
• Eurodad
• European Coordination Via Campesina
• European Network Against the Arms Trade
• European Network of Corporate Observatories
• European Public Services Union
• Friends of the Earth Europe
• Minim - Municipalism Observatory
• Nyeleni Europe and Central Asia
• Rosa Luxemburg Stiftung
• Seattle to Brussels network
• Transnational Migrant Platform-Europe
AUSTRIA
• ATTAC
BELGIUM
• Agir pour la Paix
• Oxfam Solidarité
CROATIA
• Institute for Political Ecology
• Pravo na Grad (Right to the City)
FINLAND
• University of Helsinki
FRANCE
• l'Observatoire des multinationales
• Pleine Mer
• Risteco - La ville qui mange
• Urgenci
GERMANY
• Berliner Gazette
• Fraunhofer Gesellschaft Zur Foerderung Der Angewandten Forschung
• Global Partnership on Drug Policy and Development
• Gongzhao.org
• PowerShift
• Rosa Luxemburg Foundation
• University of Siegen
GREECE
• Geoponiko Panepistimion Athinon
• Sifo Iké
IRELAND
• Comhlámh
• Cloughjordan Ecovillage
HUNGARY
• Cargonomia
ITALY
• Centro Ricerche Produzioni Animali
• Crocevia
• Feminist Hiking Collective
• Forum Droghe
• Knowledge SRL
• Re-Common
• Society for International Development
• International University College of Turin
NETHERLANDS
• Action Aid
• Both Ends
• Clean Clothes Campaign
• Code Rood
• De Goede Zaak
• Extinction Rebellion
• FNV
• FossilVrij
• Fossil Free Feminists
• Friday’s For Future
• Gastivists
• Greenpeace
• Handel Anders!
• Institute for Social Studies, Erasmus University
• Internationale Socialisten
• Milieudefensie
• PARTOS
• Platform Aarde Boer Consument
• Platform Stop Racisme
• Shell Must Fall
• SOMO
• Stop Wapenhandel
• Toekomstboeren
• University of Amsterdam
• University of Maastricht
• Voedel Anders
PORTUGAL
• Centro de Estudios Sociais
ROMANIA
• Ecoruralis
SERBIA
• Zajednichio (Platform for the theory and practice of commons)
SLOVENIA
• Association for Cultural and Research Activities Enallanda
SPAIN
• APROMAR Asociacion Autónomos del Mar
• Barcelona En Comú
• Centro Delás
• Debt Observatory in Globalisation
• Engineers Without Borders Catalonia
• International Center for Ethnobotanical Education, Research, and Service
• Observatorio de Multinacionales en América Latina
• Oxfam Intermón
• Universidad Politecnica de Madrid
• University of Cantabria
SWITZERLAND
• Centre Europa Tiers Monde
• University of Bern
UNITED KINGDOM
• Global Justice Now
• Global Drug Policy Observatory, Swansea University
• Health Poverty Action
• Institute for Journalism and Social Change
• Platform London
• Pluto Educational Trust
• Public Services International Research Unit
• Statewatch
• Tipping Point North South
• Transform Drug Policy Foundation
• University of Glasgow
• We Own It