

Executive Summary (1 of 2)

Greece in Crisis

After a period of continuous economic growth, the global financial crisis affected the economies of almost all countries in the world, not excluding Greece. At the end of 2012, the size of the Greek economy had contracted by 17% in real terms compared to the beginning of the crisis, deeper than the rest of the southern European countries.

The financial crisis had a severe impact to Greece, which was transmitted to the society via three different channels, namely the Public Sector, the Labor Markets and the Financial Markets.

In particular, cuts in social spending and the simultaneous tax increases were parts of a fiscal adjustment policy that resulted in a slowdown of the economic activity. This effectively led to a decrease in demand for goods and services, negatively affecting the jobs and employment conditions. Additionally, the severe losses in private and corporate wealth reduced access to credit.

Overall, social spending in Greece was decreased by 17,6%, while in the OECD countries spending was increased on average, in order to counter-effect the social impact of the crisis.

During the crisis, healthcare expenditure shrunk by almost 24% or EUR 5.5 bn. In 2011, the per capita healthcare expenditure in Greece was by far the lowest compared both to other Southern European countries and two-thirds of the OECD average.

At the same time, funds for unemployment increased significantly (64%) in Greece, capturing the demand for relevant allowances. However, the unemployment rate in Greece rose from 2008 onwards, as the recession deepened. From 2010 it started to increase dramatically and reached 24,5% in 2012 in comparison to 10,4% of the EU-28.

The impact of the crisis on employment has been asymmetric in many respects. It appears that the crisis had a more significant impact on youth, driving the youth unemployment rate upwards at a faster pace than in the EU. In 2012, youth unemployment in Greece climbed at 44,7%, significantly higher than the 23% of the EU-28. The share of adults living in workless households had almost doubled in 2012 (~20%), compared to 2007.

The above dramatically affected household incomes, which contracted by more than 17% since the beginning of the crisis. During the same period, the income of the EU-27 households increased by approx. 5%. Lower income households appear to have lost more during the crisis compared to higher income households. In particular, the crisis led to a change in the pattern of real income adjustment at the bottom and at the top, with a gradual widening of the gap between the rich and the poor over the years.

In 2012 households spent significantly less (-23%) compared to 2008. The monthly health expense fell by 26% and the education expense fell by 11%.

During the crisis, the percentage of people that cannot afford food was almost doubled from 8.9% to 17.9%. Moreover, 51.1% of the poor population report that they experience difficulties in dealing with payment arrears such as utility bills electricity, water, and natural gas.

Overall, more than 35% of the population was at risk of poverty or social exclusion compared to 28% during 2008.

In 2011, the portion of Greek households in arrears on mortgage or rent payments had reached 11%, twice as much as in 2008 (5.5%), and almost three times the EU-27 average (4%). Especially for the low-income families with children, the percentages are increased as high as 29.7% (from 14.3% in 2008) in Greece, compared to 12.5% in the EU-27.

Based on 2014 data, child poverty in Greece is reaching 26.9%, one of the highest among the countries of the developed world. The population of poor children is close to 521 000, with 363 000 of these in school age (between 6 and 17 years old). While, the rate of children in EU at risk of poverty or social exclusion remained relatively steady between 2008 and 2012, in Greece the respective rate surged to 35.4% in 2012.

Within the above landscape, Greece seems to preserve one of the lowest scores in terms of developed giving activity around the world.

The SNF Response

The Grants Against the Greek Crisis is a EUR 100 mil., three-year initiative, which started in January 2012. The Initiative's goal was to alleviate society from the severe consequences of the financial crisis in Greece and to assist those most in need to navigate through these difficult circumstances in the less painful way possible.

The initiative is fully aligned with the Foundation's core mission of implementing grants and initiatives capable of creating positive social impact and bringing about substantial improvements in the citizens' quality of life. The essence of the initiative lies in its dual purpose: through the supported programs, it seeks on one hand to provide immediate relief to citizens who are faced with urgent problems and, on the other hand, to create all the necessary conditions to ensure long term results. It must be mentioned that a number of grants were designed in collaboration with the grantees based on a strategic and long-term perspective.

Support was distributed through 218 grants over a period of almost two years. The SNF, following a rigorous selection process, chose 180 organizations that were able to manage grants and deliver the expected results, sometimes with the introduction of "challenge grants", where the grantee had to exhibit good performance before being granted additional funds.

Four different support types were envisaged, each of them representing a different perspective of the support mechanism. The majority of the grants were distributed to support the development / expansion or quality improvement of a program and / or to sustain the operations of Organizations that share the same objectives with the Foundation. Additional grants were given as a full or partial support for the purchase of equipment and for the funding of renovation / construction projects (incl. relevant studies).

As already described, the crisis had a multi-dimensional effect on society, but had mostly impacted people's social welfare and health. Indeed, 90% of the grant amounts was distributed to these sectors, while the remaining 10% was spent on other sectors (e.g. Arts & Culture and Education), supporting the financial viability of organizations that were perceived to have a significant impact and that the loss of such services will be a major loss to society at large.

Overall, 180 grants (~EUR 90 mil.) were distributed to Social Welfare and Health sectors and 38 grants (~EUR 10 mil) were distributed to Arts & Culture and Education.

Executive Summary (2 of 2)

The Impact

The support aimed to cover different needs and target various vulnerable groups. The majority of grants (~80%) were directed towards combating social exclusion, supporting overburdened households and providing food aid to unprivileged societal groups and areas. Equally important, the initiative offered employment services, provided temporary accommodation and housing, provided relief and healthcare services and supported the preservation of health standards. The interrelation of the above was seen as an opportunity to develop programs and direct funding into services that could collectively address multiple needs.

The initiative Against the Greek Crisis was well received by the Greek Community and has managed to produce significant results supporting its original objectives. At the same time, the SNF fostered the development of a sustainable culture within the grantees, assisting them in their future operations.

The majority of grants was distributed in Attica and Central Macedonia, where the majority of the Greek population resides, however the Initiative's footprint covered all regions of the country.

The Stavros Niarchos Foundation has a screening process that promotes organizations that are credible enough to administer the proposed grant. Specifically, program support grants directed more than 90% of the funds to the end beneficiaries, suggesting an efficient administration within the Grantees. Apart from that, 87% (EUR 30.8 mil.) of the distributed amount has achieved a sustainable solution after the end of SNF funding. Full sustainability was met for EUR 19.2 mil., while partial sustainability was met for 11.6 mil.

The SNF contribution to support operational expenses (general operating support) does not exceed 50% on average, which indicates a tendency to support beneficiaries up to a certain level, with the purpose of achieving self-sustained viability. To that end, each potential grantee was asked to present a visibility plan upfront, making sure that grants are not short sighted.

Overall, 51% of the number of grants were found to be associated with Organizations that have already managed to secure additional (full or partial) funding for the continuation of their operations.

Based on the survey conducted, 70% of the Initiative's grants were recorded to had a significant contribution to ensure organizations' financial viability, especially through the channels of "program support" and "general operating support". From the sample reviewed, 44% of the responses indicate that their financial viability would be at risk if the SNF had not provided funding.

By analyzing the trajectory of grantees' fundraising efforts (without the SNF), there is evidence to support that the SNF grants assisted in leveraging the fundraising effectiveness of the supported organizations. On an 1 to 10 scale, the grant-recipients responded that SNF assisted them by 7.2 on average in attracting additional funding. From the organizations' comments, this also reflects the perception of other donors in considering organizations funded by SNF as reliable and credible in principle.

The SNF was also the main grantor for the purchasing of equipment / vehicles and for the construction / renovation projects. Average own participation was more than 90% and based on the responses from the grantees, it was highly decisive to secure the rest of the needed funding.

Based on the information collected by the Grantees, the number of the beneficiaries reached through the Initiative is estimated to be ~470.000. This corresponds to the impact achieved through the reviewed grants (~50% of the approved grants), suggesting that the overall impact is significantly higher.

The end beneficiaries include people directly affected by the services funded by the Initiative. Almost 2/3 of the end beneficiaries are associated with the social welfare and health sectors, while the other 1/3 is associated with the education and arts & culture sectors.

The majority of affected beneficiaries were children – youth (~190,000) and adults (~170,000) and families (~23,000), while the rest of the groups include, elders, immigrants – refugees, people with special needs and / or disabilities and people with special diseases and / or addictions.

Apart from the direct social impact, the distribution of grants has affected a number of economic activities, following the operations of the Grantees. Under the assumption that most of the expenditures would not have taken place if it was not for the Initiative, the overall contribution to the Greek economy was found to be more significantly higher.

Based on the profile of the provided services and the subsequent interaction among different economic activities throughout the supply chain of the Grantees' operations, the grant expenditure is linked with the creation of an indirect impact to local business, which is translated into wages and job placements / attainments. These effects are in turn creating a further multiplied effect to the economy with the creation of additional economic activity.

The multiplied economic activity fostered through the Grantees' operations has been estimated to be more than double of the initial grant distribution. Based on the profile of the reviewed grants, it was found that for every EUR 100 th. distributed, an additional EUR 126 th. is created as economic activity, suggesting a multiplier of x 2.26.

The multiplied economic activity is directly linked with employment. This is achieved either by maintaining job positions or by creating new jobs. It is estimated that ~1,700 jobs were created / sustained as a consequence of the multiplied economic activity that was fostered through the grant distribution process.

In addition, the funding of programs that offer employment services enhances employability and effectively supports employment. Through the employment services offered as part of the funded programs, final beneficiaries have received ~ 1,400 placements.

Overall, more than 3,000 jobs were created / sustained as a result of the Initiative.

Grants Against the Greek Crisis

Greece in Crisis

A financial crisis with a severe social impact

At the end of 2012, the size of the Greek economy had contracted by

17%

compared to the beginning of the crisis in 2008.

Change in Household Income

-17%

Change in social Spending

-18%

The crisis affected the society through the following channels:

Public Sector

- Deterioration of public finances

Labor Markets

- Decrease in demand for goods & services

Financial Markets

- Restricted access to credit

2008 - 2012



1 out of 4 are unemployed



Nearly 1 out of 2 youths are unemployed



1 in 3 people are at risk of poverty or social exclusion

The SNF Response

Prevention & Intervention in alleviating the severe consequences

Total Grant Amount:



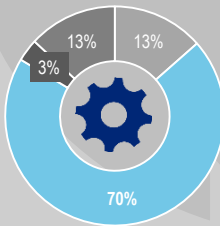
EUR 100 Mn

Program Support

General Operating Support

Construction - Renovation

Equipment - Vehicle



218 Grants



Social Welfare

EUR 65.6 Mn



Education

EUR 8.1 Mn



Arts & Culture

EUR 1.7 Mn



Grantees

180 Organizations



Health

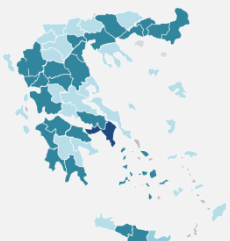
EUR 23.4 Mn

Wide Reach...

~470,000
estimated end beneficiaries



...across all regions of Greece



Impact

navigating through the crisis with sustainable outcomes¹

¹ Corresponds to ~50% of the approved grants. The impact is expected to be wider when all grants are assessed

Direct and indirect employment:

~3,000 Jobs
created or sustained through the intervention

Contribution to the Economy:

x 2,26
economic activity

The resulted economic activity is more than double the amount of grants dispersed

Ensured viability of the Grantees and sustainability of operations

70%

of the grantees reported that without SNF's intervention their viability would be endangered

Grants Against the Greek Crisis

Greece in Crisis

*A financial crisis with a
severe social
impact*



(2008 - 2012)

At the end of 2012, the size of the Greek economy had contracted by

17%

compared to the beginning of the crisis in 2008.

This constitutes the greatest overall economic downturn among southern European countries, greater than the crisis of other affected economies in the world, such as Italy, Spain and Portugal.

The impact was transmitted to the Greek society via three different channels:



Public Sector

- Rapid deterioration of public finances
- Sharp fiscal adjustment policies
- Decrease in social, healthcare and education spending
- Increase in taxes



Labor Markets

- Decrease in demand for goods & services
- Unemployment increase and tightening of labor conditions
- Significant drop in household income



Financial Markets

- Losses in private and corporate wealth
- Restricted access to credit



Stagnation in Philanthropy

According to the World Giving Index 2013, Greece ranked last among 135 countries on charity activity.

In 2012, government subsidies to NGOs were put under review

- 50% in philanthropy funds



Change in Household Income

-17%



Change in Social Spending

-18%



Total Healthcare expenditure in Greece

-24%

In 2012:



1 in 3 people at risk of poverty or social exclusion



1 out of 4 unemployed



Nearly 1 out of 2 youths unemployed

Grants Against the Greek Crisis

The SNF Response

*Prevention & Intervention in
alleviating the severe
consequences*



(2012 - 2014)

In January 2012, the SNF announced a three-year, EUR 100 million initiative, to help alleviate the adverse effects of the socioeconomic crisis in Greece.



Essence of the Initiative

The essence of the initiative lies in its dual purpose: through the supported programs, it seeks on one hand to provide immediate relief to citizens who are faced with urgent problems and, on the other hand, to create the necessary conditions to ensure long term results.



Total Grant Amount

EUR 100 Mn



Design and Introduction of new programs

Although the majority of the grants were focused on short-term, immediate relief efforts, a number of grants were designed in collaboration with the grantees based on a strategic and long-term perspective



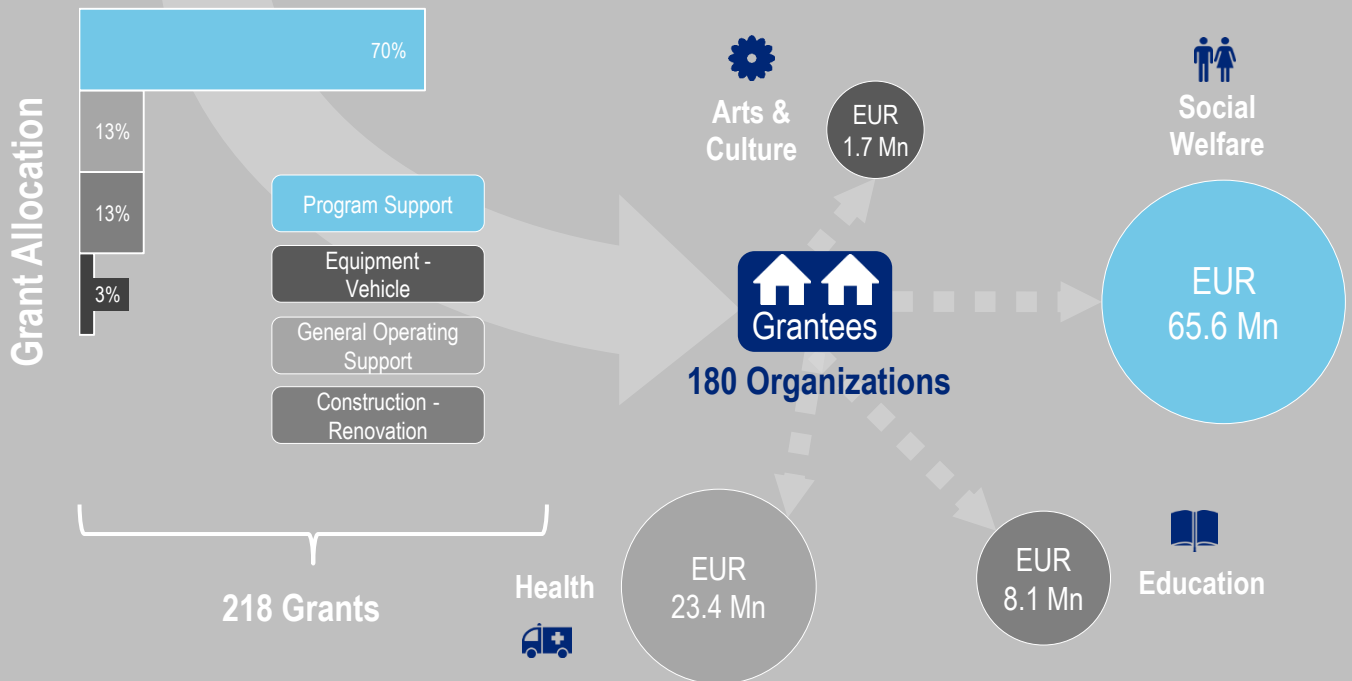
Support Types

Overall, grants were directed to selected grantees, through 4 support types.



Sectors of Involvement

The grants were distributed to organizations that operated in four major sectors Social Welfare, Health, Arts & Culture and Education.



Grants Against the Greek Crisis

Impact

navigating through the crisis
with sustainable
outcomes¹

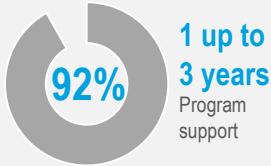
¹ Corresponds to ~50% of the approved grants. The impact is expected to be wider when all grants are assessed



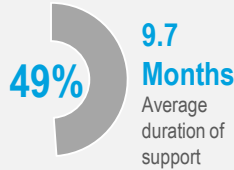
(2014)

The Grants Against the Greek Crisis invited credible organizations, fully aligned the objectives of the initiative.

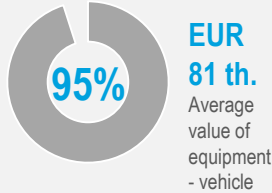
Program Support
% of funding directed to end beneficiaries



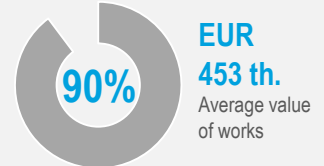
General Operating Support
% coverage of Operating Expenses



Equipment & Vehicle
% of total cost covered



Construction & Renovation
% of total cost covered



The taxonomy of the initiative includes different service categories:

Social Welfare

- Food Aid Provision
- Counselling & Psychosocial Support
- Financial Support for living expenses
- Residential Care
- Emergency & Relief
- Temp. Accommodation & Housing
- Employment, Training & Volunteerism
- Community Development & Awareness

~280,000
estimated end beneficiaries

Health

- Outpatient & Rehabilitation Services
- Primary Healthcare Services
- Secondary Healthcare Services

~30,000
estimated end beneficiaries

Education

- Cultural Development
- Tradition Preservation

~95,000
estimated end beneficiaries

Arts & Culture

- Education & Research

~65,000
estimated end beneficiaries



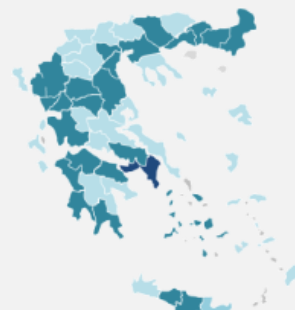
Ensuring NGOs Viability

Wide Reach...



~470,000
total estimated end beneficiaries

... across all regions of Greece



Grants Against the Greek Crisis

Impact

*navigating through the crisis
with sustainable
outcomes¹*

¹ Corresponds to ~50% of the approved grants. The impact is expected to be wider when all grants are assessed



Direct Employment

Maintaining / creating job positions in the supported Organizations

Employment & Training services were offered to enhance employability and connect supply with demand.



~1,400 Jobs

were found through the supported programs

~1,000 jobs



~900 Volunteers

(2014)

were created or sustained in the supported organizations

Ensuring viability of Organizations ...

70%



of the grantees reported that without SNF's intervention their viability would be endangered



51%

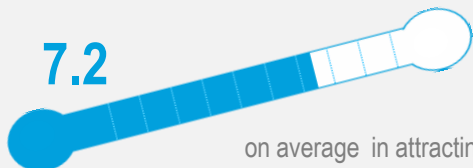


of the grantees have already managed to ensure continuation of their operations

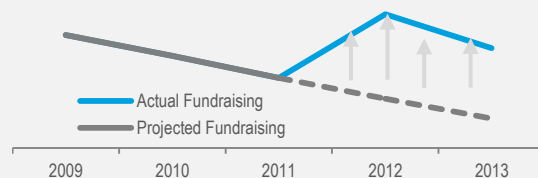
... and enhancing sustainability of operations

The grant-recipients responded that on a 1 to 10 scale the SNF assisted them

7.2



on average in attracting additional funding.



The grants assisted in leveraging the fundraising mechanism of the supported organizations.

Contribution to the Economy:

The economic activity fostered through the distribution of grants has been estimated to be more than double of the initial grant amount

x 2.26

economic activity

The increased economic activity also created / sustained employment throughout the supply chain of operations.



Overall ~3,000 Jobs

to support grant distribution / operations