This chapter contains:

___ A compensation program as a one-time engagement or long-term mandate
___ Opportunities and risks of managing an endowment fund
___ Operationalization of the EVZ Foundation’s mission statement
___ Overview of funding programs and project examples
Introduction: A Permanent Task of the EVZ Foundation

While one of the aims of the Foundation Law — the result of the international negotiations that took place at the end of the 1990s — was to bring about legal closure, it was not meant to constitute moral closure. Material compensation, no matter how much, cannot be sufficient to “make amends” for historical crimes committed. Thus, the negotiators also formulated political objectives to ensure that some consequences for the future would also be drawn from dealing with the criminal past. It was thus decided that a part of the sum for the EVZ Foundation would be put aside for a so-called “Remembrance and Future” Fund. This fund should design the future of the EVZ Foundation as a permanent grant maker, with the purpose of the latter funding projects of a collective nature, different from the individual compensation payments described thus far in this book.

This chapter describes the processes involved in formulating the purpose of the Foundation Law that in turn paved the way for project funding as well as how projects were identified according to the Law. It outlines major decisions that operationalized a general political goal, presents examples of selected project formats, and evaluates the experiences made in retrospect.

One-Time Engagement or Long-Term Mandate

Determining a second field of activity — beyond providing the compensation payments to individual beneficiaries — was the result of a compromise between the international negotiators for the program. Initially brought forth by the US Government this idea was later supported by representatives of the German companies as well as a number of German parliamentarians who also strongly promoted the funding of forward-looking activities. They supported the notion of a “Future Fund” and intended, at the outset, to equip it with 50 percent of the financial resources. However, victim representatives and the majority of the German parliamentarians pointed out that this would mean that a significant amount of the fund would not flow into individual compensation payments. In turn, the representatives of the German companies tried to strengthen its position by stating that they would only be able to gather the funds required for the program among German companies if it also included “future-oriented activities” (this was not further specified). Only under this condition, they argued, could those companies be approached to participate in the fund-raising that had not been involved in any Nazi crimes or those which had not yet existed during the time of the Third Reich, such as software companies. Conversely, the term “Future Fund” gave rise to a significant amount of distrust among victim representatives, civil society groups, and political stakeholders committed to dealing with the past of National Socialism — such words brought to mind the all-too-familiar strategies of wiping the slate clean and doing away with ‘dealing with the past’ once and for all.

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1 Susanne-Sophia Spiliotis, Verantwortung und Rechtsfrieden – Die Stiftungsinitiative der deutschen Wirtschaft (Frankfurt am Main: Fischer, 2003), 62.
Within the framework of international negotiations, both sides were able to compromise. Victim representatives prevailed in determining that the largest part of the EVZ Foundation’s total capital would be invested in providing individual compensation payments that would be paid out in a one-off payment. In the end, only seven percent of the overall funds went into the permanently remaining “Remembrance and Future” Fund. Moreover, the Fund was expected to also serve survivors and their descendants. The representatives of the German companies agreed to the expansion of the Fund’s purpose and to the reduction of its financial resources, while the “comprehensive package” still allowed them to accommodate their interests.

On a symbolic level, the “Remembrance and Future” Fund as well as the financial resources made available for it could on one hand be understood as a dedication to all victims of Nazi persecution who were no longer alive to see the establishment of the EVZ Foundation 55 years after the end of the war and therefore did not receive any compensation payments. All parties involved were aware of the fact that it was practically impossible to really reach all descendants or heirs of former forced laborers. Thus, the “Remembrance and Future” Fund was coupled with the expectation that it would promote projects in the interest of descendants.

The political compromise eventually resulted in the following formulation stipulated in the law establishing the EVZ Foundation:

A "Remembrance and Future" Fund will be established within the Foundation. Its continuing task is ... to foster projects that serve the purposes of better understanding among peoples, the interests of survivors of the National Socialist régime, youth exchange, social justice, remembrance of the threat posed by totalitarian systems and despotism, and international cooperation in humanitarian endeavors. In commemoration and respect of those victims of National Socialist injustice who did not survive, it is also intended to further projects in the interest of their heirs. (Section 2 (2) Foundation Law)

The lawfully stated second “purpose” of the EVZ Foundation, namely covering long-term funding activities, contains seven general purposes. In hindsight, this decision proved to be a stroke of luck for victims’ associations as well: beyond one-off payments, it was possible to create long-term projects that dealt with the past of National Socialism, as well as fund social projects for the benefit of survivors.

**OPPORTUNITIES AND RISKS OF MANAGING AN ENDOWMENT FUND**

With the end of the compensation payments in 2007, the first purpose of the EVZ Foundation was completed and administering the “Remembrance and Future” Fund became the sole activity of the Foundation. Since 2007 the EVZ Foundation and the Fund are identical. At its inception, the Fund was equipped with an endowment of 358 million Euros (seven percent of
The intention was to fund projects and administrative costs through revenues, which were to be accrued in the capital market through an investment strategy. This way, it was neither necessary nor provided for that there was any kind of permanent financing from the state budget or by contributions from companies.

Therefore, the EVZ Foundation remains financially independent, especially in terms of potential political changes regarding the topics with which it deals. Even when there are no longer any contemporary witnesses and should the memory of the history of forced labor fade, the EVZ Foundation can resort to its own resources to keep this memory alive. In other words, it does not depend on political majorities in the legislative to continue its work.

### Funding of the “Remembrance and Future” Fund

<table>
<thead>
<tr>
<th>Total assets</th>
<th>5,585 million Euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>of which</td>
<td></td>
</tr>
<tr>
<td>Compensation program (all program lines)</td>
<td>5,227 million Euros</td>
</tr>
<tr>
<td>“Remembrance and Future” Fund</td>
<td>358 million Euros</td>
</tr>
</tbody>
</table>

- Critical examination of history
- Working for human rights
- Commitment to the victims of National Socialism

Figure 9: Funding of the “Remembrance and Future” Fund out of the overall funds of the program. Note: In addition to the amounts allocated by the Foundation Law, these numbers include additional income from accrued interest and donations received during the course of the program.

However, the dependence on the financial market, especially in times of crisis, may prompt organizations like the EVZ Foundation to look for other sources that can help finance their projects. Could private donors be convinced? Despite the fact that the notion of the “Remembrance and Future” Fund finds wide social approval, it remains difficult to convey to citizens why a state organization with a significant endowment fund should need additional private donations. Thus, the advantage of having a large endowment fund can be a disadvantage when collecting donations.

Another possibility to obtain additional funding are partnerships with other organizations or implementing temporary state-funded programs. For example, in cooperation with a private
foundation in 2015, the EVZ Foundation instituted a funding program for combatting the
discrimination of people based on their sexual orientation — a program that would have
been unthinkable at the time of the establishment of the Foundation in 2000. Also, against the
backdrop of Russian attempts to destabilize Ukraine since 2014, the EVZ Foundation succeeded
in receiving funds by the Federal Foreign Office of Germany for the implementation of German-
Ukrainian and German-Ukrainian-Russian youth exchange programs.

In hindsight, equipping the EVZ Foundation with an endowment fund for its continuing tasks
was a stroke of luck that was owed to a special historical constellation. But despite a smart
management of fixed assets, constellations may arise that call for the need to acquire additional
funding in order to being able to carry out the Foundation’s objectives.

OPERATIONALIZATION OF THE EVZ FOUNDATION’S MANDATE

After securing the preservation of substance and deducting administrative costs, the EVZ
Foundation was able to provide 6.5–8.5 million Euros yearly and which could be invested in the
funding of projects. In the Foundation Law there was no regulation on how these funds had
to be spent; neither on what should be the geographical reach of the funding activities, nor on
the precise purposes. Thus, an operationalization of the Foundation’s mandate was absolutely
necessary. This kind of constellation meant that the Board of Trustees and the Board of Directors
had a considerable leeway at hand to define how funding purposes should be implemented in
funding programs and projects.

The issue of which countries should be the focus of funding programs was more or less defined
by the composition of the Board of Trustees, i.e. with the nations that were represented therein:
Germany, Poland, Czech Republic, Ukraine, Belarus, Russia, Israel and the US. Given the less
obvious constellation of countries, it was argued that these were the countries in Central and
Eastern Europe that had suffered most under German occupation while Israel and the US had
received and accommodated particularly high numbers of Holocaust survivors. This led to the
perpetuation of the specific international make-up of the negotiation round at the end of the
1990s: The Baltic States, Serbia and, to some extent, Greece, Hungary, and Slovakia remained
largely unconsidered in this list of preferable countries of funding.

The content-related operationalization of the funding mandate was defined in several phases.
In the beginning, a clear strategy was still missing. On the one hand, rather pragmatically, projects
were approved that were submitted to the EVZ Foundation by known partners. Victims’
associations and civil society groups, for example, already submitted a number of projects to
provide social and psychological support to elderly victims of Nazi persecution, independent
of the compensation payments. On the other hand, there was a self-understanding among the
Board of Trustees of how the mandate could be operationalized. For example, all parties quickly
agreed that transnational encounters between victims of the Nazi regime and German pupils
would be eligible for funding because they would contribute to intercultural understanding.
The EVZ Foundation has funded projects of this sort since 2001. Furthermore, a large international travelling exhibition on the history of Nazi-era forced labor was met with unanimous approval. The Buchenwald Memorial organized the exhibition which was already on display in Berlin, Moscow, Warsaw, Prague, Dortmund, Hamburg, and in Austria.

By way of such ad-hoc approvals, however, funding activities were at risk of increasingly deviating from the original intentions of its initiators. It became clear that a systematic program development was needed. This took place in two steps: at first, all pronounced and implicit expectations of negotiating partners were collected and published in a memorandum (guiding principles, adopted by the EVZ Foundation’s Board of Trustees on 20 January 2005). Out of the seven provisions detailed in the Foundation Law, a four-page document was compiled, comprising around 30 “objectives and concerns.” These broad expectations, however, exceeded the EVZ Foundation’s factual possibilities by far. Among those suggestions were also a number of basic statements on the future focus of foundational activities, for instance transnational support of civil society. It was left to the Board of Directors to develop a proposal that would find a majority vote among the Board of Trustees and that could also be operationalized in practice.

Eventually, three major fields of activity were proposed, with clearly defined objectives, for the achievement of which precise funding programs would have to be developed:

**FIELD OF ACTIVITY 1: A CRITICAL EXAMINATION OF HISTORY**

- Permanently anchoring the history of Nazi-era forced labor in Europe’s collective memory and conveying the experiences of victims
- Promoting an understanding of the diversity of historical perspectives within Europe
- Strengthening awareness for the Jewish share of and contribution to European history

**FIELD OF ACTIVITY 2: WORKING FOR HUMAN RIGHTS**

- Reinforcing commitment to democracy and human rights by means of historical learning
- International projects against right-wing extremism, antisemitism and modern forms of forced labor, as well as providing for victim protection
- Supporting descendants of minority groups who fell victim to Nazi persecution
FIELD OF ACTIVITY 3: COMMITMENT TO THE VICTIMS OF NATIONAL SOCIALISM

- Contributing with humanitarian programs and in an exemplary manner to ensure that victims of Nazi persecution in old age can lead self-determined and dignified lives which will notably increase their concrete livelihood conditions

- Promoting civil society stakeholders who campaign for more readiness to help and who foster practical solidarity with victims of Nazi persecution

- Encouraging commitment in German and European politics and society to take on more responsibility to increase the social conditions of victims of Nazi persecution

It has become evident that the interpretation of the EVZ Foundation’s mission statement and its objectives, listed here, need to be reexamined and balanced out from time to time. For example, while the field of German-Jewish history has grown and developed over the past 15 years and a number of new stakeholders are active in the field, other, more fundamental issues have come to the fore, such as dealing with the implications of a migration society when it comes to the memory of National Socialism. While at first human rights education was still somewhat unchartered territory, urgent questions have surfaced in the context of racism, antisemitism, and antigypsyism.

During the time of compensation payments and in the following years, there was a consensus that there should be an equal balance between the three major fields of activity. However, it became apparent that there was a continuous need for the social support of victims of Nazi persecution, despite the fact that their absolute numbers were decreasing. The notion to demonstrate practical solidarity with survivors does not necessarily lose any of its importance given the growing distance of historical events. Perhaps the opposite is actually the case: the more societal attention decreases, the more important the issue became for the EVZ Foundation. This, for one, has to do with the fact that affected people become more indigent with increasing age. On the other hand, this group increasingly turns to the EVZ Foundation with their expectations, especially at times when societal attention for historical events wane.

In 2012, these circumstances led to another strategic debate which resulted in the reallocation of funds by reducing funds for the so-called field of activity “Working for Human Rights,” redirecting them for several years and for the benefit of the third field of activity “Commitment to the Victims of National Socialism.” At the same time, the objectives of the first and second field of activity have been readjusted:
In the first field, namely “A Critical Examination of History,” the topic of Nazi-era forced labor was emphasized even more by establishing a particular funding program for international projects dealing with forced labor and scarcely remembered victim groups (e.g. victims of the ‘euthanasia’ crimes). The EVZ Foundation increasingly focussed on the challenge of bringing testimonies into formal and nonformal education. Finally, it seeks to provide innovative impulses to the German culture of memory, particularly with view to the increasing number of migrants in the country, many of whom have different historical backgrounds. In the second field, “Working for Human Rights,” the focus on tackling human rights and historical learning was replaced by a stronger focus on antisemitism and antigypsyism. In hindsight, it therefore became apparent that the concrete interpretation of the EVZ Foundation’s mission statement cannot be determined once and for all.

**FUNDING PROGRAMS AND PROJECTS**

How can the objectives of the EVZ Foundation be best achieved: by implementing its own projects or by promoting projects of other stakeholders? Aside from a few exceptions, rather than instituting its own projects, the EVZ Foundation decided to predominantly fund projects on the basis of clearly and well-defined grant programs for suitable organizations. These, in turn, will carry out the project in accordance with the organization’s own set and approved objectives. This way, the EVZ Foundation can fulfill its purpose in society and at the same time strengthen civil society actors. However, it also hands over the responsibility for the project’s implementation and outcome to the funded parties. As a donor, the EVZ Foundation thus largely remains in the background; it facilitates, but does not implement. The challenge is to stimulate good projects on the basis of well-targeted funding programs and to identify and select the most promising among a large number of incoming project proposals. For this reason, the EVZ Foundation cannot take full responsibility in terms of implementation, quality, and possible political implications for these projects. Some examples of selected funding programs and projects are briefly presented as follows.

**Example 1: Biographical interviews with victims of Nazi persecution**

Given the objective to permanently establish the history of Nazi-era forced labor in European collective memory and convey the personal experiences of victims, the EVZ Foundation set up a program, in 2003, dedicated to documenting the life stories of former forced laborers. This was partly inspired by Steven Spielberg’s large-scale initiative between 1994 and 1999 to interview more than 52,000 Holocaust survivors and those who were politically persecuted during the National Socialist regime. The Foundation also followed in the footsteps of various oral history projects in Germany. It was found that the compilation of interviews is only a first step in a number of activities to follow; steps which are necessary to ensure that these interviews can be put to use in educational work and — in this particular case — in explorative learning projects.
Which individuals should be chosen as interlocutors and victims of National Socialism? Should the same inclusion/exclusion criteria used for the compensation program apply? Quickly it was realized that the project offered a big opportunity to leave the limitations and hierarchies of the compensation program behind and potentially give all victims of National Socialism a voice. In practice, this would also mean to include Italian military detainees and Soviet prisoners of war into the remembrance project.

Conducting interviews

In 2005, more than 30 initiatives in 27 countries received EVZ Foundation funds and were assigned with the task of conducting interviews with former forced laborers. One particular challenge was to bring together 32 projects with a total of 75 employees and have them work using the same methodical approach and homogenized technical standards. This was ensured by a team from the Fernuniversität Hagen under the guidance of Professor Alexander von Plato who developed standardized parameters and conducted methodological workshops. As a result, 1,900 hours of interviews, spread over 390 audio and 192 video interviews were compiled.

At the center of the interviews was the interviewee’s life story. In other words, they were given the opportunity to not only speak about their persecution, but also speak freely about their life as a whole, without being interrupted or led by the interviewer. This way, the interviewee’s narrative interpretation of his or her life story could be documented. In the second part of the interview, the interviewer asked follow-up questions for a better understanding or in order to get more details on historical events on the basis of a checklist. The average length of such interviews were about three hours and 20 minutes. Additionally, for each interviewee, the following data was also gathered:

- A questionnaire including biographical details, collected for a database;
- Brief minutes to document the interview setting, especially with regard to how the interview came about and how the interviewee had been found, as well as some details on the interviewer etc.;
- A short biography of the interviewee to provide future users with a quick overview; and
- A written consent for non-commercial use of the interviews.

A number of interviewers made use of this unique opportunity to also document letters, photos, and other historical documents which were in possession of the interviewees. More than 4,600 photographs could be documented this way. All projects were granted rights of use for the interviews they had conducted.²

(Digital) archiving

In 2006, the Center for Digital Systems (CeDiS) at the Freie Universität Berlin digitalized all materials and established the internet portal “Zwangsarbeit 1939–1945: Erinnerungen und Geschichte” (“Forced Labor 1939–1945: Memory and History”). This way, a total of 400 interviews could be made available to registered users — researchers and private persons who were looking for family members.

Pedagogical Use

In hindsight, it became apparent that the mere collecting of interviews was not sufficient, because the material needed to be prepared for future use as well. At the outset of the interviews, the promise was made that the interviewee’s personal experiences would be passed on to future generations. This pledge entails sustained efforts, which remains an ongoing challenge in an ever more rapidly changing world.

In this case, in order to encourage students to work with the historical material autonomously, more projects needed to be facilitated. The Freie Universität Berlin developed a CD-ROM with a small number of interviews or interview excerpts, contextualizing historical information and work tasks. More than 8,000 copies were distributed in cooperation with the Federal Agency for Civic Education. Technical progress takes its toll, however: CD-ROMs have become less important as a medium — now the challenge is to make the pedagogical material available in a web-based, interactive environment. In addition to the digital archive, a web-based learning environment is also being developed. This way, new opportunities arise to provide these learning activities for users outside of Germany as well, including interviews in their respective original languages, such as Russian, Polish, and Czech, and equip these sources with contextualizing historical information.

Will the project goals be achieved this way? It is likely that more effort is needed: teachers need to be recruited to ensure that the issue of Nazi-era forced labor and the respective interviews will not only be integrated into the syllabus but also into project work. This can only be achieved, however, if the importance of these reports for the present is convincingly argued and demonstrated.

Example 2: Human rights education by means of historical learning

The Foundation Law does not explicitly mention human rights. Nonetheless, the Board of Trustees recognized that the 1948 Universal Declaration of Human Rights was an internationally agreed consequence of the history of the Second World War and that it therefore was relevant to the work of the EVZ Foundation. With that, the EVZ Foundation entered a highly important field and began focusing its work on human rights education. A particular challenge was to
prepare the issues of historical education in terms of National Socialism, the Holocaust, and the Second World War to make them relevant for human rights education. When the EVZ Foundation started its funding program in 2003, this approach was still largely disputed in Germany.

The EVZ Foundation was involved in this field for more than ten years. During its first funding program “History and Human Rights,” it funded about 170 projects. In 2007, an external evaluation assessed strengths and weaknesses of the program and its funded projects and made recommendations for future funding. Essentially, they recommended going beyond mere financial funding and expand the scope toward including networking, exchange, and qualification offers. As a result, in 2008, the funding program was readjusted under its new title “Teaching Human Rights” and continued to operate until 2014. During this period, more than 50 projects were funded. In addition, in 2008, the EVZ Foundation organized a major international expert conference in Nuremberg, the results of which were documented and published.3 The EVZ Foundation also developed an International Academy “Remembrance and Human Rights” which brought together project leaders from various countries who were active in the fields of human rights and history education, and which took place three times in 2009, 2010, and 2011.4

Figure 10: Humanity in Action Polen, Jan Karski Educational Foundation, conference and workshop in the Sejm (Polish parliament), 29 November 2014. Source: Stiftung EVZ/Mateusz Gołąb


The connection between human rights education and historical learning has become a well-developed field within and outside of Germany, in which a number of stakeholders are active who pursue various approaches. For this reason, the Foundation decided to end the program. At the conclusion, a publication was funded that reflects on the outcomes of the completed projects and prepared these for specific learning environments.\(^5\)

It has become evident that solely providing financial resources is not sufficient to achieve pre-defined project goals. Only when other necessary forms of support are taken into consideration at the inception of such programs and are funded accordingly can one expect to create sustainable impact. As other foundational activities have shown as well, a term of ten years for such programs is not uncommon.

The human rights issue had a specific dimension: the Board of Trustees agreed that the EVZ Foundation’s commitment to human rights was anchored in and based on the experiences of National Socialist persecution. Human rights, however, are *per se* universal rights. Therefore, it is only natural that they claim validity in a number of contexts. This also entailed that projects which were funded by the Foundation raised concerns about issues such as the discrimination of Jews, Sinti and Roma, LGBTI\(^6\), and refugees in focus countries and main operational areas of the EVZ Foundation. Other concerns were equal educational opportunities, modern forms of slavery and human trafficking, the right to seek asylum etc. The transfer into other contexts which were no longer directly related to the original aspiration of the Foundation’s mandate led to processes of newly redefining and reconceptualizing of the Foundation’s self-image. The central question for the EVZ Foundation was which areas of today’s human rights issues should the organization involve itself in and where can it make a significant contribution?

In retrospect, it shows that it was easier for the EVZ Foundation to define its commitment by focusing on specific issues such as ongoing forms of racism, antisemitism, antiziganism, homophobia, and the forms of discrimination and hate crimes resulting from these issues, rather than through the universal human rights. In 2015, the program “Teaching Human Rights” was therefore replaced by another program that deals with these specific issues.

**Example 3: Commitment to survivors: Dialogue programs**

At the outset of the funding activities, the EVZ Foundation had a number of proposals at hand, outlining how survivors should be supported in addition to and beyond compensation payments. Given limited funds, the biggest challenge was to make the best choice.

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\(^6\) Lesbian, Gay, Bisexual, Transsexual and Intersex.
There was general agreement that the funding of humanitarian projects offered the chance to overcome the boundaries, limitations, and hierarchies of the compensation program. Former Soviet prisoners of war, victims of the Siege of Leningrad and of burned villages, and also individuals who had not been deported but nonetheless had to work as forced laborers in occupied territories were also considered eligible beneficiaries. However, some questions remained, such as whether it was legitimate to predicate access to humanitarian projects on circumstances that lie in the distant past alone? Here, some argued that all individuals who had experienced war and occupation and who were in need of assistance due to their old age should be considered a potential target group. However, such a wide interpretation of the Foundation’s mandate of “international cooperation in humanitarian endeavors” was in the end not accepted.

The EVZ Foundation dissolved these tensions in a pragmatic manner: funded projects needed to ensure that at least one third / one half of the people to receive support were victims of Nazi persecution, at least in a broader sense. Moreover, the EVZ Foundation expected that implementing partners would actively seek out and contact such individuals. This approach was of a legitimatory nature: it must be ensured that individuals whose persecution gave rise to the formation of the EVZ Foundation would not, for whatever reason, be denied access to the funded projects. All funded projects take part in target group monitoring at regular intervals to ensure the operational implementation. In 2014, through funded humanitarian projects, the EVZ Foundation reached a total of 28,000 victims of National Socialism, as defined in the aforementioned broader sense of the term, as well as 4,000 elderly without them having an explicit persecution background. Also, some 5,600 volunteers served in these projects.
The Dialogue programs also detach themselves from the inner logic of the compensation program in terms of distributing funds. They do not directly address survivors, but rather turn to civil society in their respective countries: all organizations who seek to implement projects for the benefit of survivors can apply for funding. On this level, a fair distribution of funds is assured, given that the scale of available funds is more or less consistent with the number of organizations which are able to implement such projects in a professional manner. Funds have been tendered publicly in Belarus, the Russian Federation, and Ukraine. In their respective countries, expert juries conducted comparative assessments and, ultimately, every second or third project proposal actually received funding. This way, not only survivors receive effective support, but potentials are unlocked and neighborly solidarity stimulated in their home countries as well. Furthermore, the EVZ Foundation contributes to strengthening the civil society in these countries, which will in turn make state institutions realize the importance of a vibrant civil society, ideally prompting them to seek collaborations with such projects.

It is clear that humanitarian project funding cannot simply follow the logic of compensation payment programs. Instead, other approaches need to be developed which can nonetheless be employed on a project-bound and temporary basis. The immediate addressees no longer are the survivors but social stakeholders who are relevant for the implementation of such projects. However, breaking with the logic of how support was previously given calls for explanation to a range of stakeholders. It was the subject of many debates in the Foundation’s committees, among victims’ associations, and the general public and it took several years for this new approach to be recognized and accepted.

**SUMMARY**

Since the beginning of its work, the “Remembrance and Future” Fund has funded 3,900 projects with a budget of 99 million Euros (as of 2016). The projects fostered a number of multifaceted relations between people and project partners in Germany, Central and Eastern Europe, Israel, and the US. The EVZ Foundation commemorates the victims of National Socialist persecution and annihilation of people between 1939–1945. It is a somewhat ‘living memorial’ that has to be reinterpreted time and again and that makes itself available to constantly being reexamined. Whenever the design of the foundational mission moves too far away from its historical motive, its work risks becoming too arbitrary. Conversely, when it clings too narrowly to its original cause, it risks losing its social relevance in the present. Its relative indetermination — or the openness of the design — of the EVZ Foundation’s mandate is just as much a strength as is the diversity of perspectives represented by the Board of Trustees. Being equipped with its own capital resources presents itself as a great opportunity.
CHALLENGES AND LESSONS LEARNED

- Since reparations programs rarely address all matters in a concluding manner, it can be beneficial to consider and plan continuing activities from the outset of such programs.

- It is important to consider that material, symbolic (and also geographic) limitations and hierarchies that are often part of reparations programs can and should be overcome in an appropriate manner by way of such continuing programs, instead of being reinforced.

- Lessons for the future are not formulated once and for all; rather, they are being negotiated in political processes and need to be reexamined and reinterpreted at regular intervals, in the interest of maintaining their relevance.

- In the planning phase of project funding, attention should be paid to the institutional setting, because institutional dynamics may have a considerable influence on the operationalization of programmatic concerns.

- Instead of handing project funding to already exiting state agencies for social services it is recommended to establish a special organization, that is visible and approachable at all times, and that gathers experiences systematically in the field and is able to face newly arising challenges.

- In cases where the historical motive is linked to large assets and profits, a possibility is to invest a part of these resources in a unique endowment fund. Out of this fund, revenues can be used to finance activities on a sustained and independent basis. Should this not be possible, at least a legal obligation (or otherwise) should be aspired to ensure the permanent state funding of such activities. Additional fundraising activities remain unaffected by this, since most have only poor prospects of success without a sound basic funding.

- Given limited resources, it is the responsibility of any organization’s board to continuously review activities in light of its relevance.