



# Doing Business with remarkable Indonesia

Prepared by:

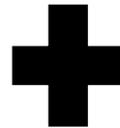
Sri Kumala CHANDRA - EU Outreach Manager  
Dublin, 18 October 2017

**WHO**

EIBN is a partnership project between 5 European bilateral chambers of commerce in Indonesia and 2 counterparts in Europe



**BritCham, EKONID,  
IFCCI, INA,  
EuroCham**



**EUROCHAMBRES  
CCI Barcelona  
→ EEN**



Initiated and co-funded by the EU  
Launched in August 2013

## WHAT

### The projects

Attracting EU businesses into Indonesia and supporting them in their market entry activities; Increasing EU Business' leverage towards the Indonesian Governments.

### Objectives

Increase and improve export and investment of EU businesses to the Indonesian market.

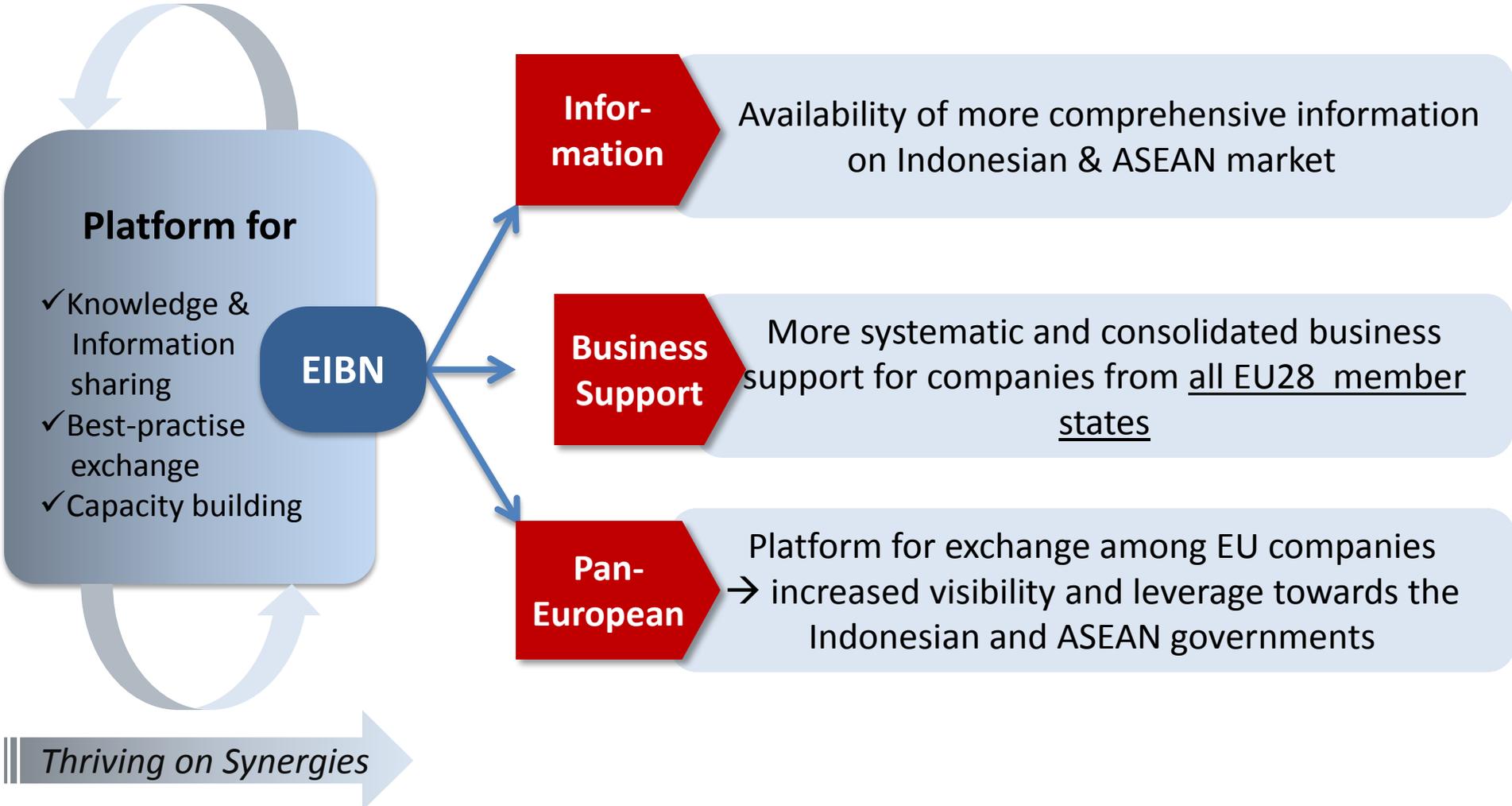
### Target group

European businesses in Europe, in particular SMEs, with an interest in Indonesian market. Existing European companies in Indonesia which need to increase their presence and visibility.

### Expertise

Joint expertise, knowledge and experience of well-established European business support organizations with an extensive network in ASEAN, especially Indonesia and the EU.

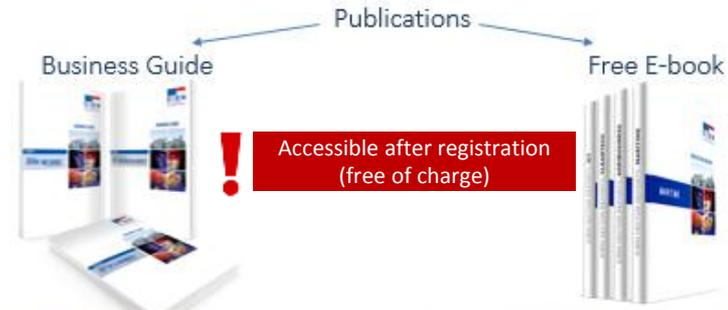
## HOW



# Implementation

The screenshot shows the EIBN website interface. At the top, there are social media icons and a 'Login / Register' button. The main navigation bar includes: HOME, ABOUT US, BUSINESS GUIDE, SERVICES, INDONESIA, ASEAN, and INFO CENTER. A large banner reads 'DISCOVER A NEW MARKET' with the text 'EIBN IS THE SMART ALTERNATIVE TO PURELY PRIVATE BUSINESS CONSULTANCY FOR EU COMPANIES FROM ALL 28 COUNTRIES'. Below the banner, there are sections for 'SET UP A BUSINESS', 'EXPORT TO', 'WHO WE ARE', 'EUROPEAN PAVILION', 'EVENTS', and 'NEWS'. The 'EVENTS' section lists upcoming events like 'Indonesia Maritime Expo 10 - 12 OCTOBER 2017' and 'EIBN Business Lounge at IME 2017'. The 'NEWS' section features articles such as 'Indonesia to have the largest ge...' and 'Overview of Indonesia's Health...'.

✓ Helpdesk	✓ Company Directory
✓ Publications	✓ Free E-book
✓ Events	✓ Newsletter



- Introduction to Indonesian Market
  - How to export & source
  - How to set up a business
1. Fisheries and Aquaculture
  2. Aviation
  3. Gaming Industry
  4. Chemical Industry
  5. Bakery Ingredients
  6. Cold Storage
  7. Medical Devices
  8. Packaging Machinery
  9. Agribusiness
  10. Maritime
  11. Cleantech
  12. Automotive
  13. ICT
  14. Automotive
  15. Food & Beverage
  16. Healthcare
  17. Textile and Footwear

# Indonesia at Glance



**4<sup>th</sup>**  
World's Most  
**Populous** Country

**255,9** million  
**Population** (in 2015)

**17,508** islands  
Biggest **Archipelagic** Nation

**G20** **3<sup>rd</sup> fastest** growing  
Member State  
after India and  
China

**10<sup>th</sup>**  
World's Largest **Economy**

**2,8** trillion  
USD **GDP** (PPP)

**11,100**  
USD **GDP**  
per capita (PPP)

# INDONESIA



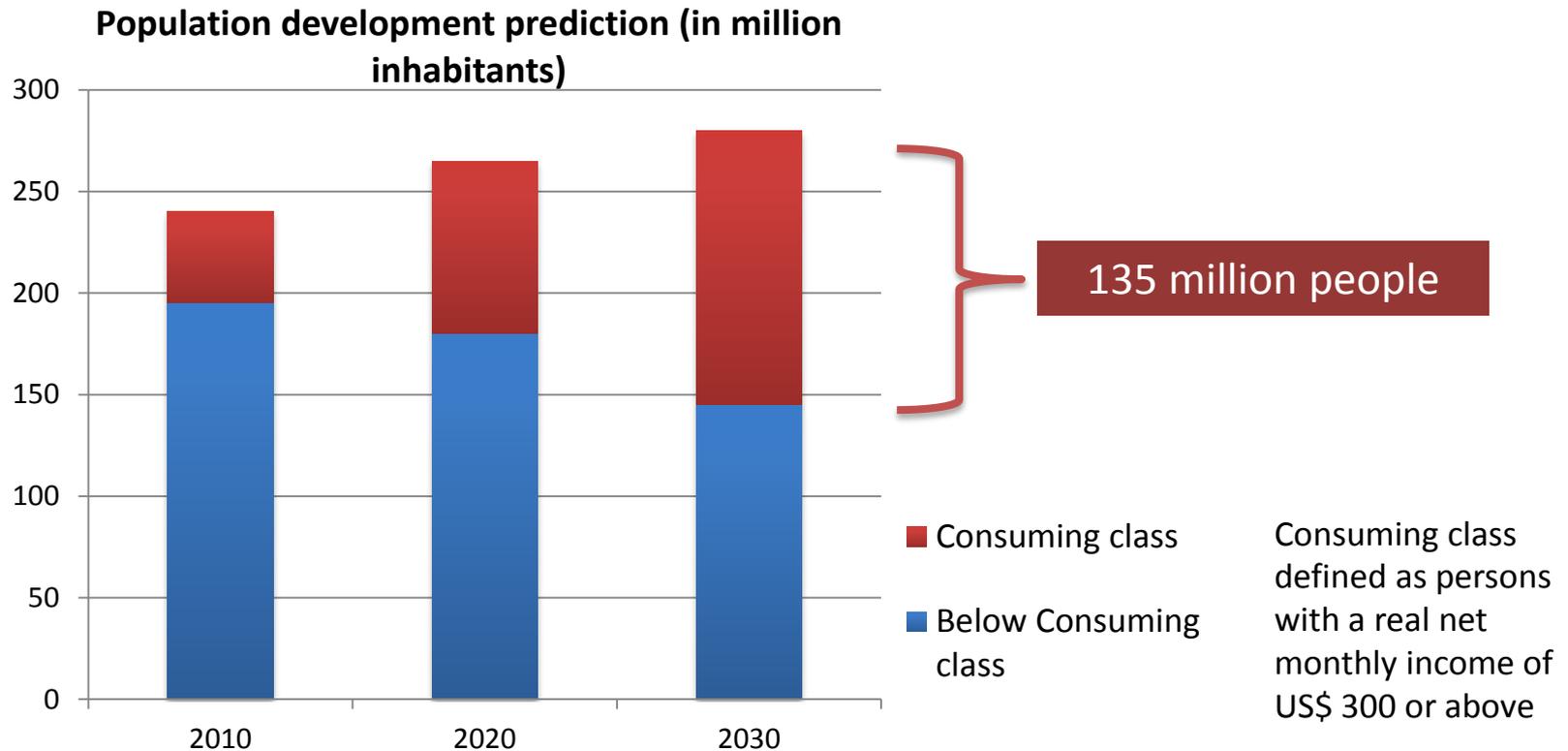
# Worlds Largest Archipelago

- *3.1 million km<sup>2</sup> of sea*
- *1.9 million km<sup>2</sup> of land*
- *Hub for international trade since the 7<sup>th</sup> century*

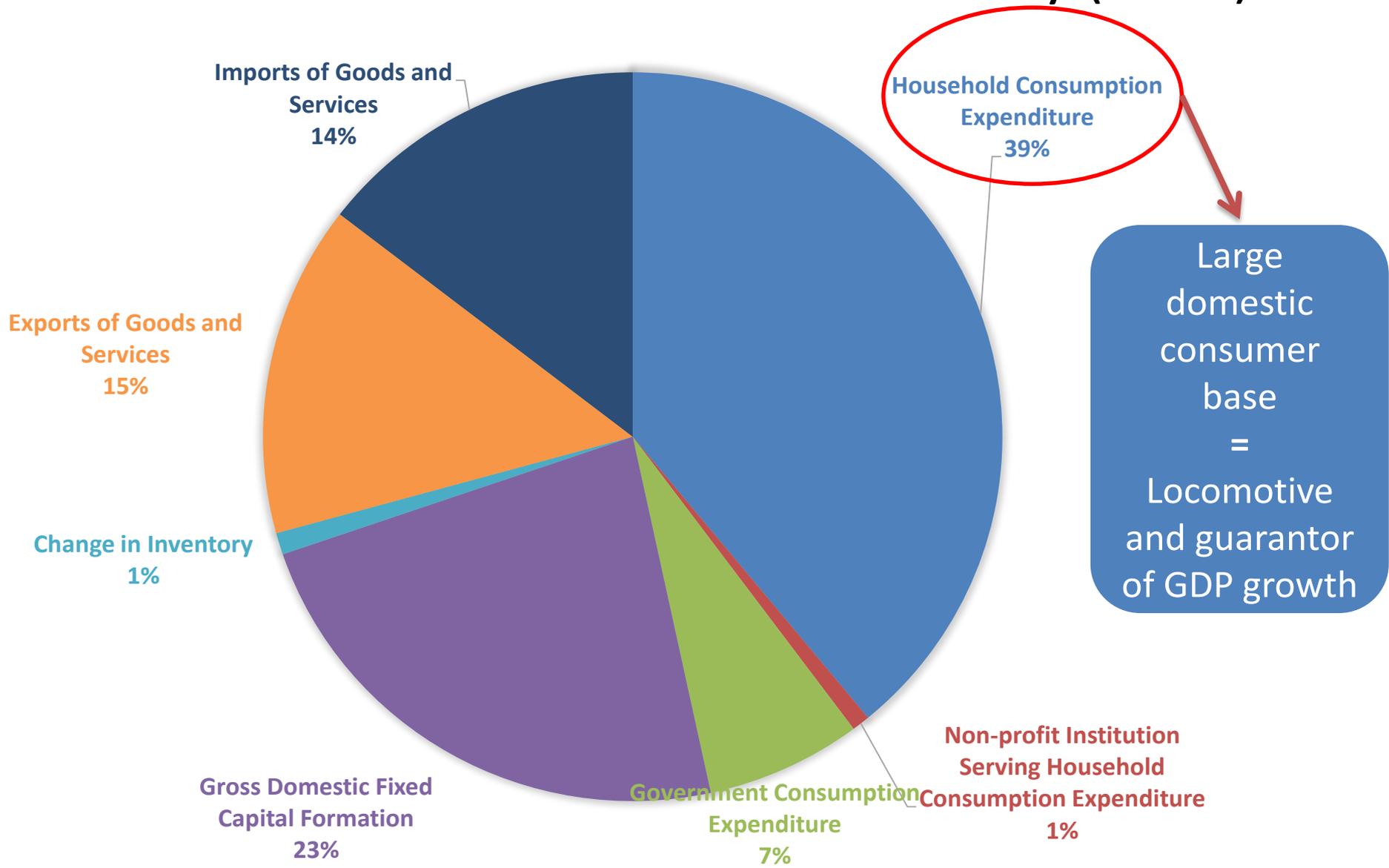


# Macroeconomic data

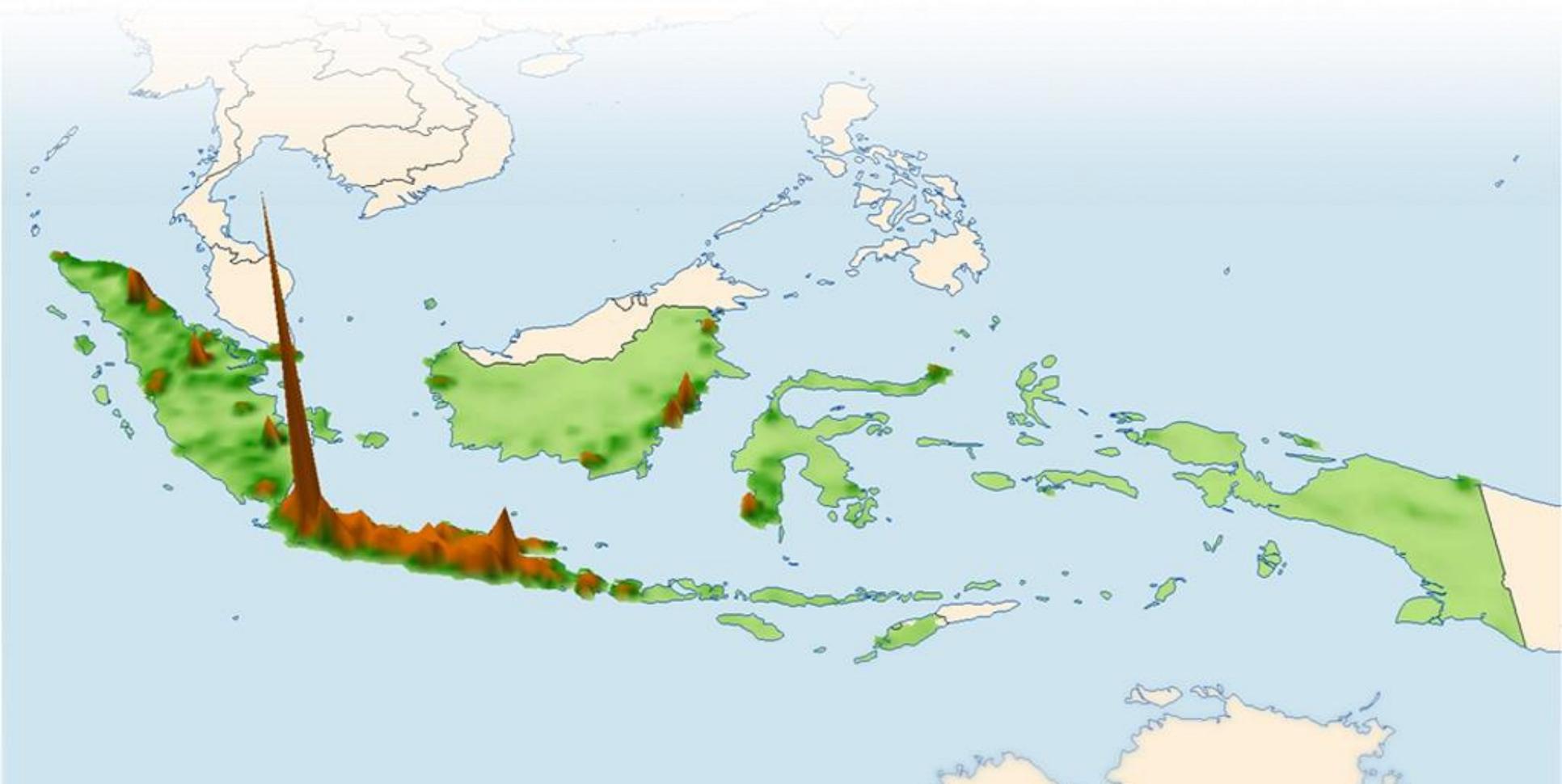
... that will grow even further



# Structure of the Indonesian economy (2015)

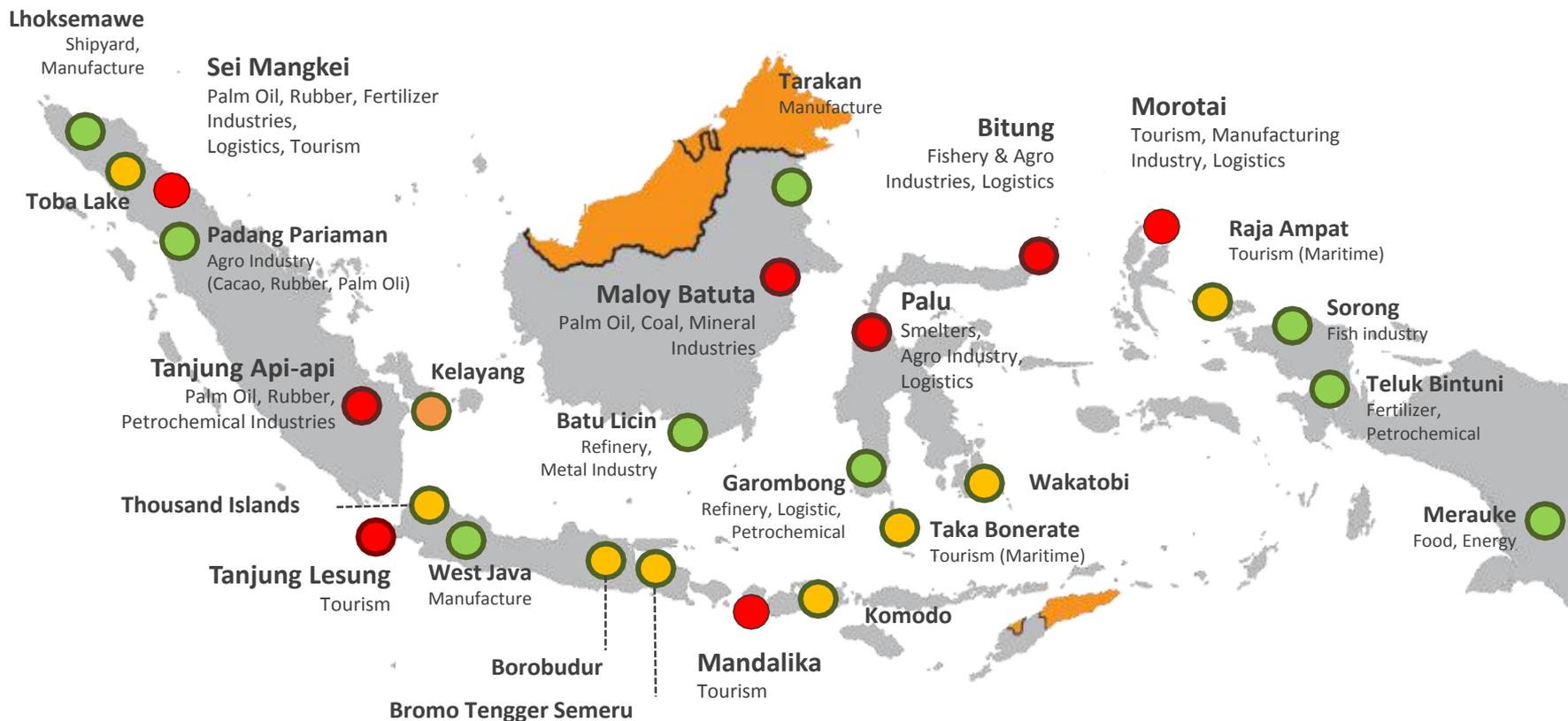


# Economic activity by region



# Special Economic Zones & Strategic Tourism Areas

- Existing SEZs
- Planned SEZs
- Strategic Tourism Areas

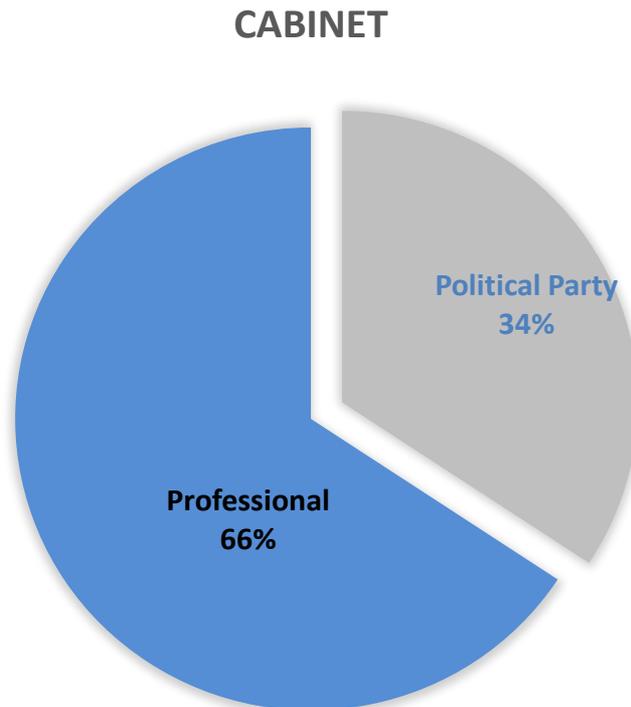


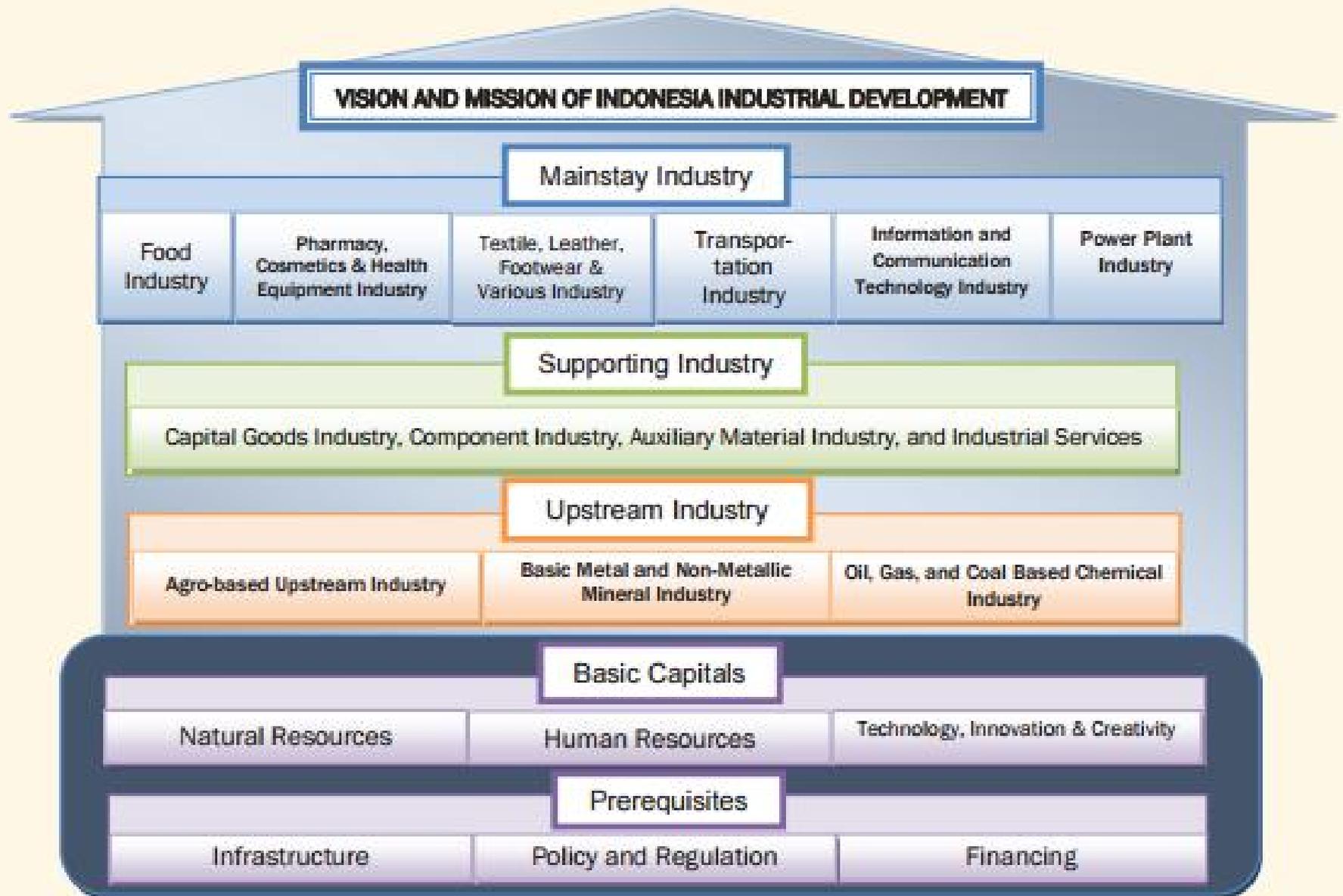
# Stable Political environment

- Since 1998 thriving and stable democracy
- Newly elected President: Joko Widodo



Joko Widodo  
Governor of Jakarta 2012 – 2014  
President 2014-2019







# FOOD & BEVERAGE

Indonesia's growing middle class and high-income group have represented an increasingly discerning and demanding consumer base, eager to try new and innovative food and beverages products

➤ **The F&B sector's output has contributed:**

- **Primary sector** (livestock, fisheries, agriculture, plantation) **15%** of total GDP
- **Secondary sector** (manufacturing of F&B) **5%** of total GDP
- as well as **27%** of the total industrial **manufacturing output** .

➤ The turnover of the F&B industry has been **growing 7.55%** to a total nearly of US\$30.3 billion in Q1 2016

The Business Monitor International released an encouraging growth forecasts for Indonesia's food and beverages sector:

**Food consumption growth:**

Forecast 2017 +6.9%

**Soft drink sales value growth:**

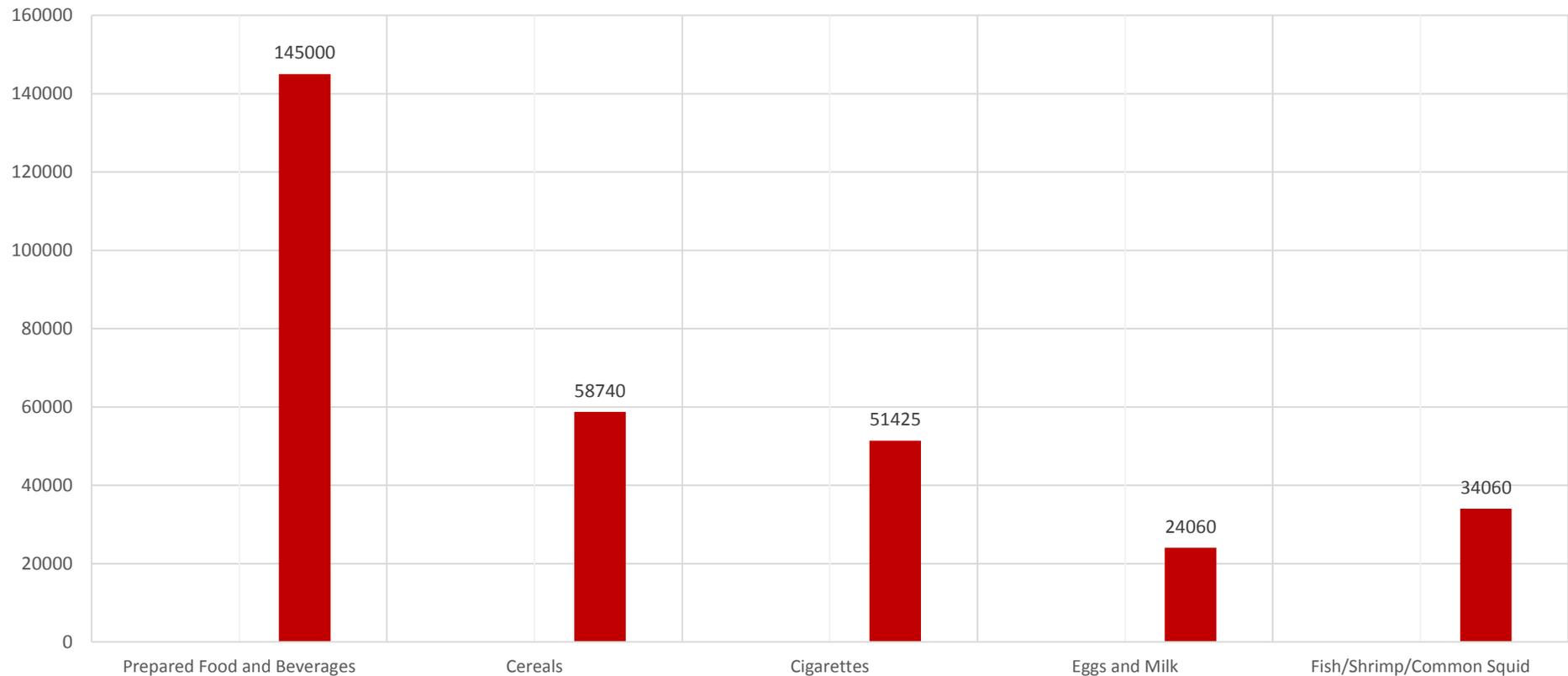
Forecast 2017: +8.8%

**Mass groceries retails sales value growth:**

Forecast 2017: +10%

The monthly expenditure per capita in F&B averaged to approximately **51%**.

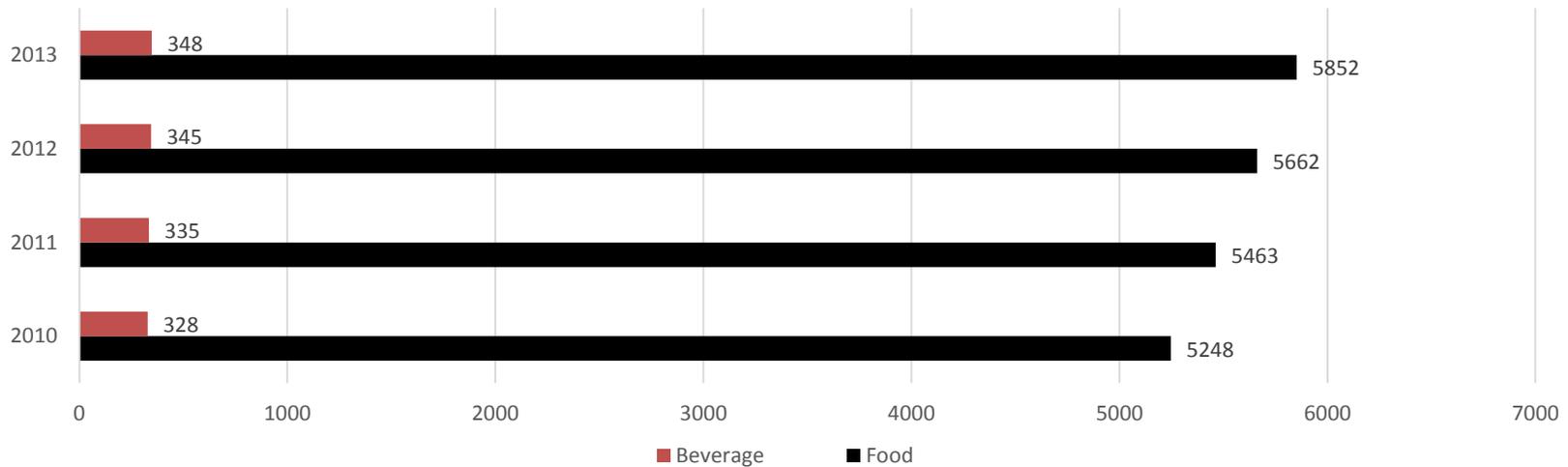
Top 5 of Monthly Food Expenditure per Capita (in IDR)





The Food & Beverage sector is estimated to encompass over 6,000 companies, of which approximately 90% are classified as large or medium sized. The players are dominated by the presence of large local companies, but also important international and foreign companies

Number of Large and Medium companies in F&B Manufacturing

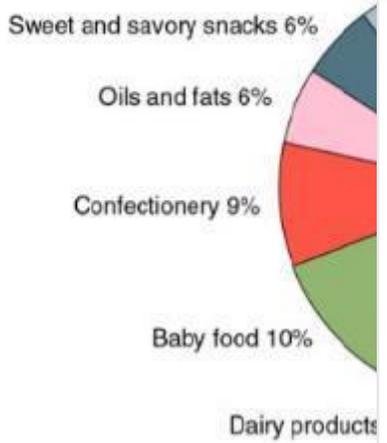


Among the leading packaged food players in Indonesia, Indofood, Nestle Indonesia, Heinz ABC Indonesia and Unilever Indonesia has the strongest market share. In beverage, Danone Aqua held on firmly to its leadership within soft drinks with 47.5% of market share



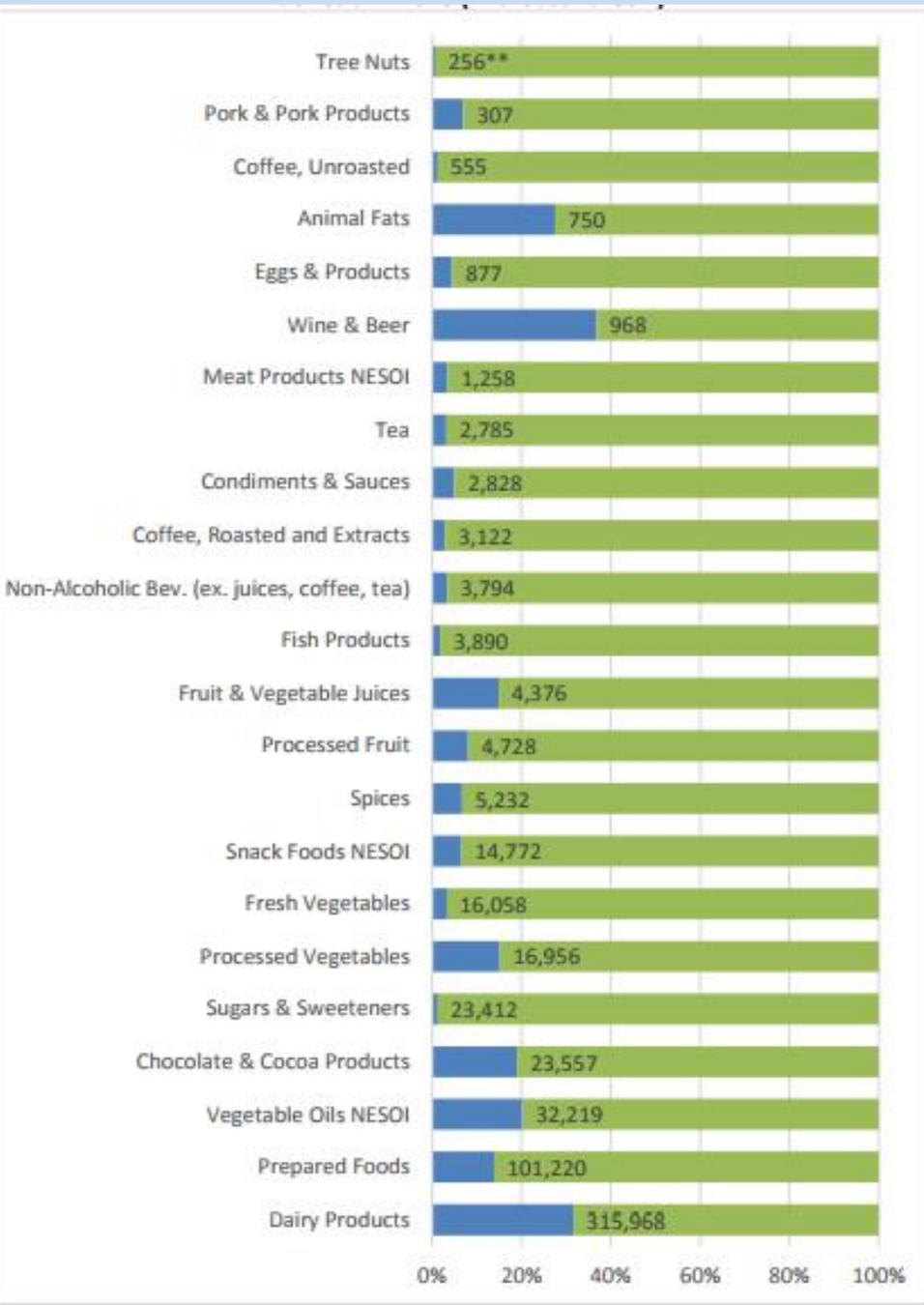
Top common  
and chocolate  
more than 20

Packaged Fo



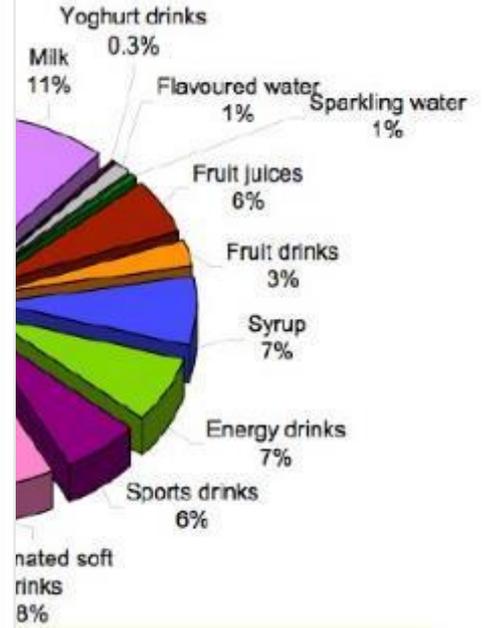
Source: USDA, Economic  
Calculations using EuroM

Highest business  
products, fo



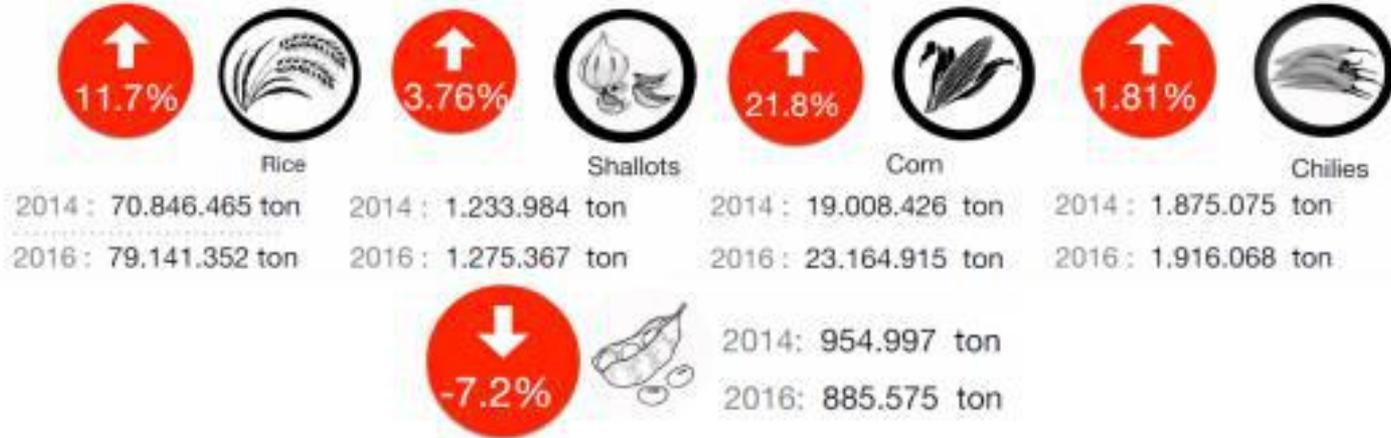
ed food, vegetable oils  
with the EU accounts for  
(vegetable oils)

verage Breakdown

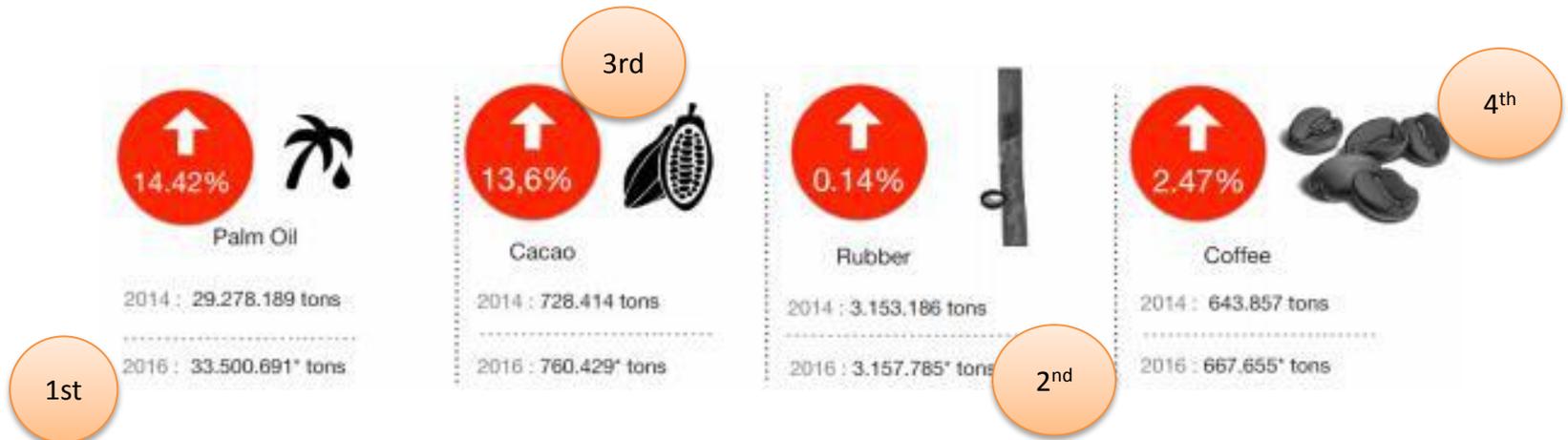


ty food & beverages  
ts and packaging.

# Agriculture Products

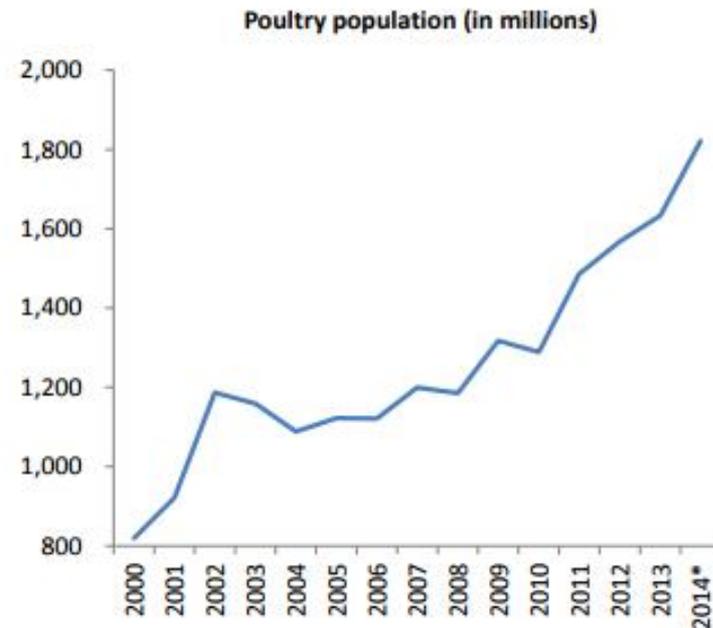
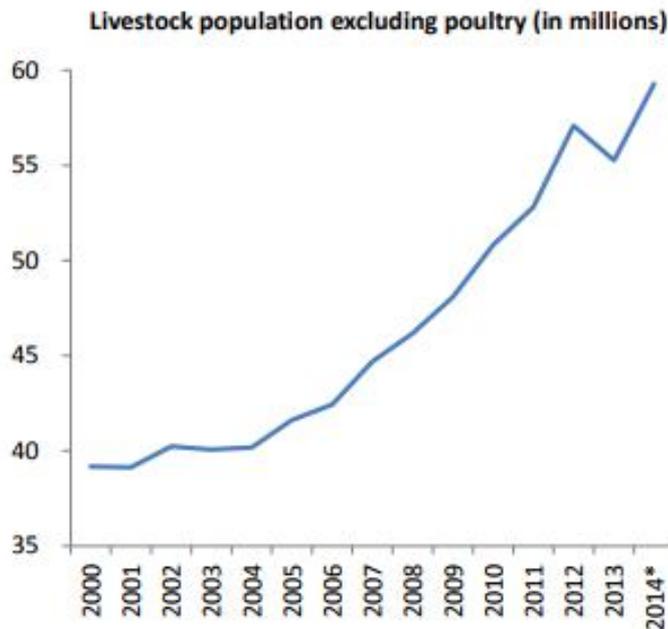


In 2014, 31.5% of the 1.811.570km<sup>2</sup> of Indonesian land was agricultural, while 13% of total land in Indonesia was arable, suitable for growing crops.



# Livestock Products

The livestock and poultry populations in Indonesia have risen substantially over the past 15 years in response to Indonesia's growing food demand



Source : Directorate General of Livestock Service and Animal Health  
 \*Preliminary figures

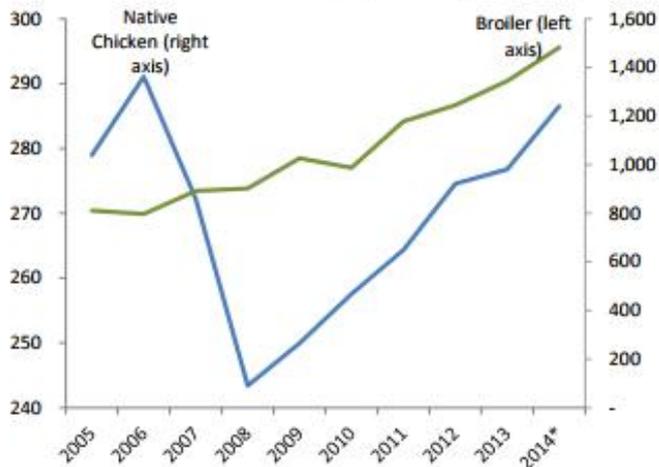
The Investment Coordinating Board of the Republic of Indonesia

According to the National Meat Processor Association of Indonesia (NAMPA), the processed meat market in Indonesia is currently **growing by 15%** each year, with a share of 65% of processed meat mainly going to wet-markets, 30% sold by retailers and only 5% labeled as a premium cut, sold to high-end consumers.

# Poultry

Among all meat-processed products, poultry has the biggest popularity. The processed poultry sector contributes to 60% of the market and is still predicted to grow for the next two years. It is projected to have doubled to 2.5 tonnes by 2018.

Native chicken and broiler population (in millions)



Poultry products were imported by Indonesia during the period 1969-1984. Since then, Indonesia has improved its external position in eggs and broiler meat as a result of the poultry Mass Guidance Program (Bimas) which was launched nationally around 1979.

However, Indonesia remains a net importer and even if conditions have improved, large opportunities exist in the sector.



2014 : 1.939.000 tons

2016 : 3.131.000 tons

## Trade figures, 2013

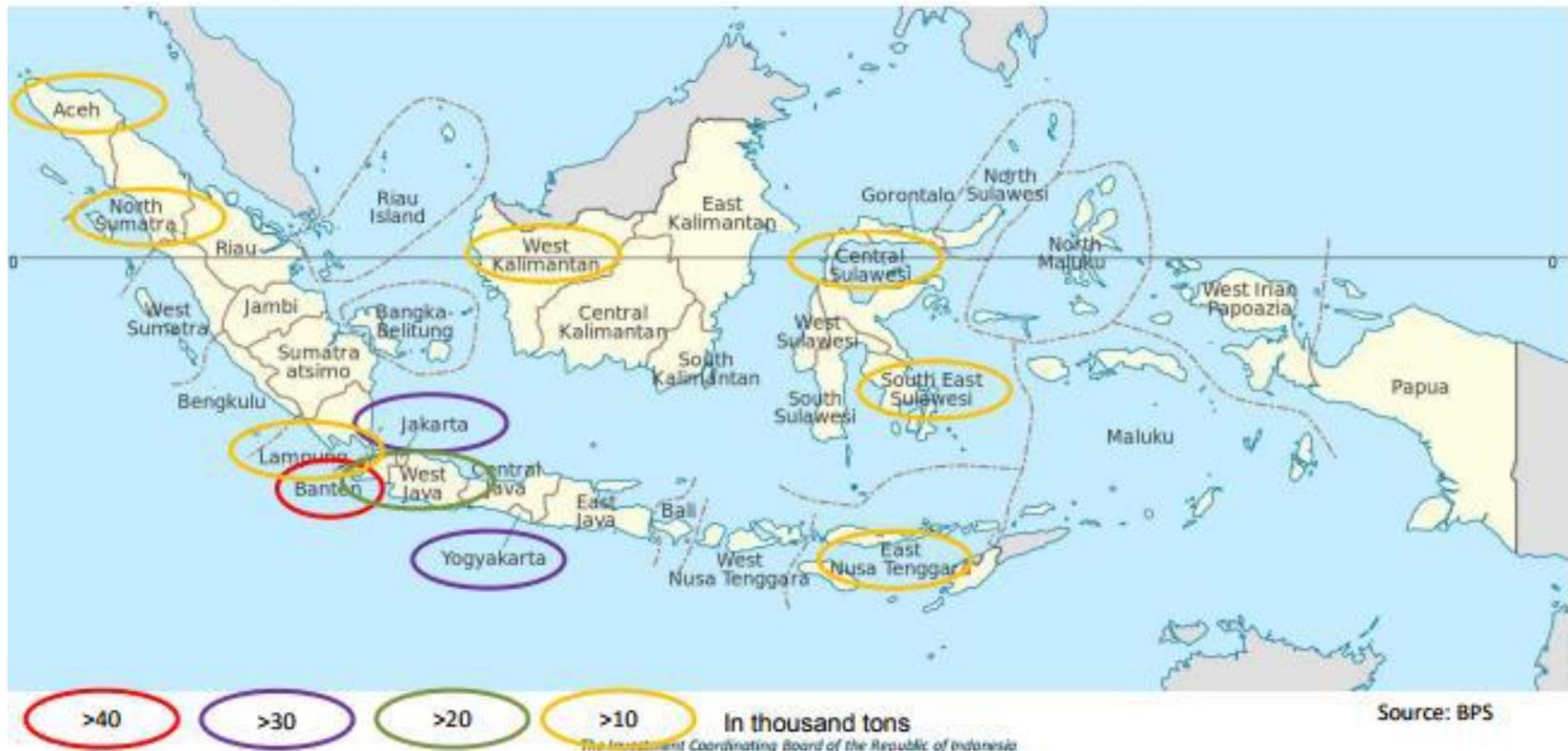
Commodity:	Import (tons)	Export (tons)	Balance (tons)	Balance (000 US\$)
<b>Live animals</b>				
Poultry	23	1	-22	-140
<b>Livestock Products</b>				
Meat of poultry	1,413	1.6	-1,412	-4,492

Source: BPS & Directorate General of Livestock and Animal Health Services Statistics 2014

# Poultry

Even if the main production sites are located in West Java, the country production remains relatively spread – the top 10 provinces represent 70% of the national production. Therefore, opportunities exist across the country as chicken is the main type of meat consumed by Indonesians.

## Native chicken production locations:



# Duck

Average local production is 45.000 ton per year while the demand is 75.000 ton per year. Mostly imported from Malaysia, but the government has blocked it on March 2017 due to H1N1 virus.

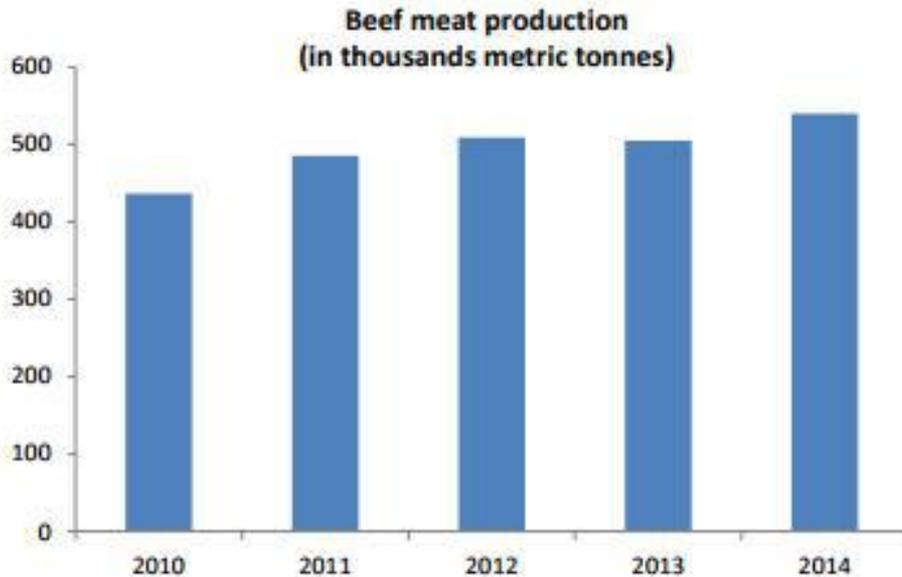
**Duck production locations, 2014**



Source: BPS



# Beef



The production volume of beef cattle in Indonesia is still far from meeting the consumers' needs. This is an opportunity for beef cattle business



Beef

2014 : 498.000 tons

2016 : 524.000 tons

**Trade figures, 2013:**

Commodity	Import (tons)	Export (tons)	Balance (tons)	Balance (000 US\$)
<b>Live animals</b>				
Cattle	130,021	-	-130,021	-338,399
<b>Livestock Products</b>				
Meat of bovine animals	47,698	3.3	-47,695	-222,215

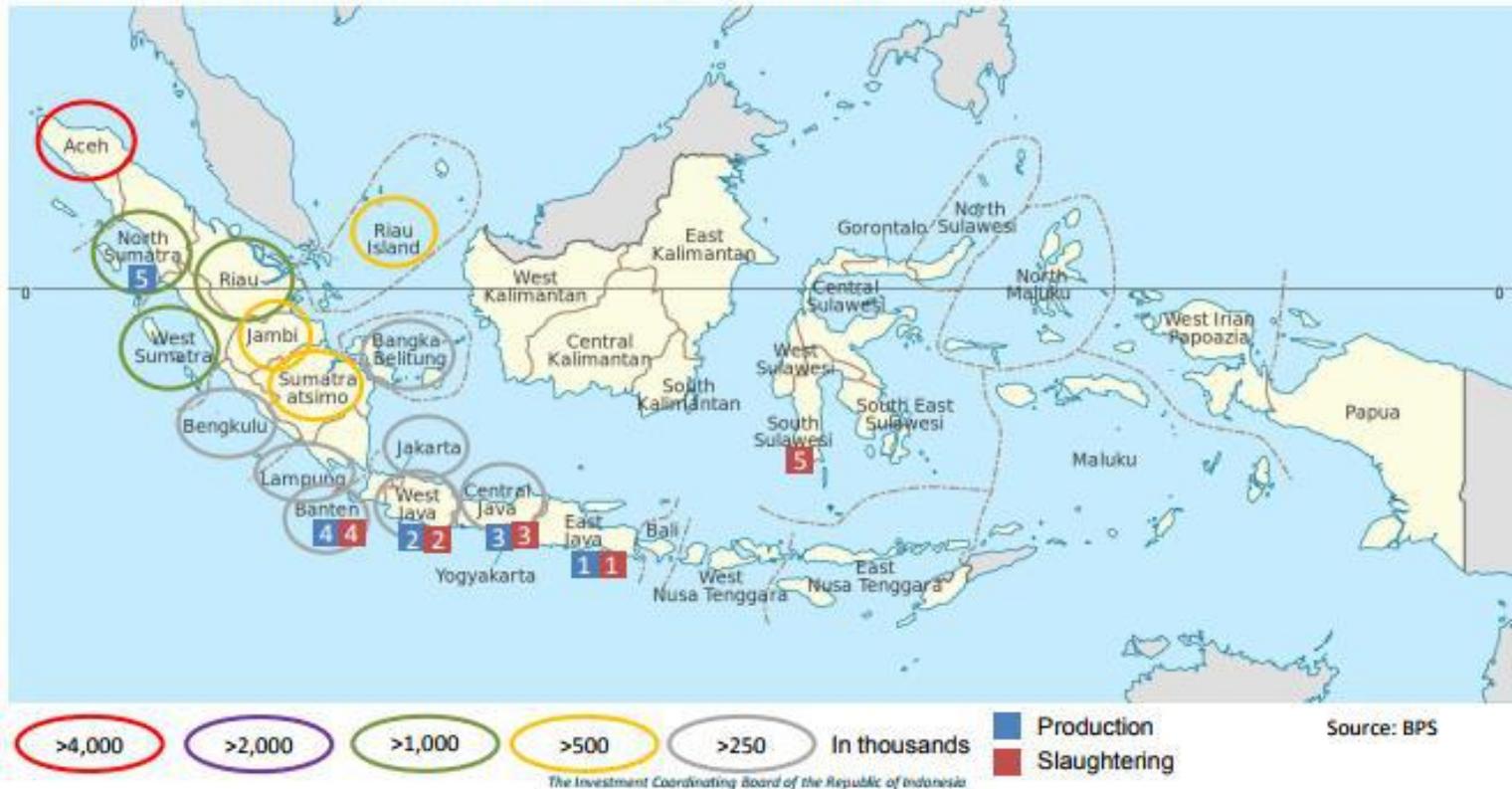
consumption in 2016 was 714,000 tons, which requires **190,000 tons to be imported**

Source: BPS. Directorate General of Livestock and Animal Health Services

# Beef

While Sumatra is home to most of the cattle population, Java concentrates most of the slaughtering houses and production sites - 22% realised in the East and 11% in the West.

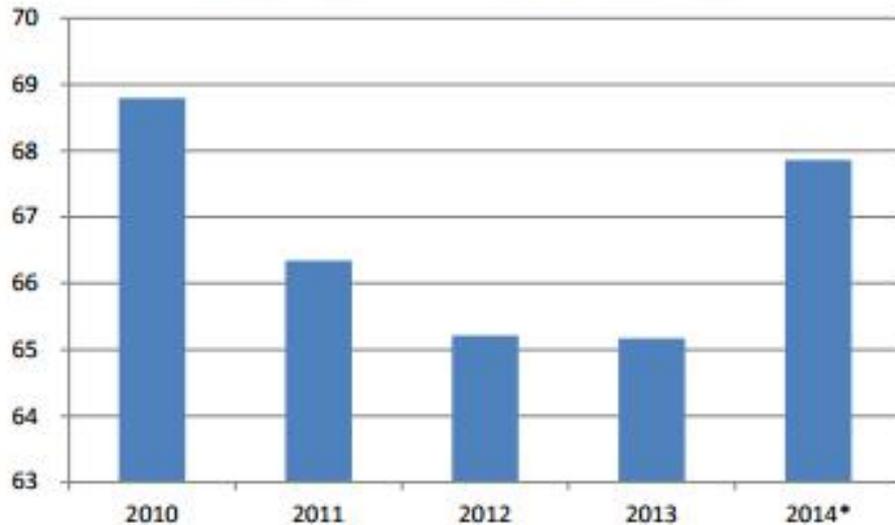
## Cattle population concentration and production locations



**80%** of the beef processed-meat products in Indonesia are produced locally, however almost **80% of the raw material imported** from Australia.

# Lamb

Goat meat production, tons (in millions)



in 2016, local production was 67,000 tons short of meeting the **domestic consumption of 117,800 tons**.



Lamb

2014 : 65.000 tons

2016 : 67.000 tons

## Trade figures, 2013

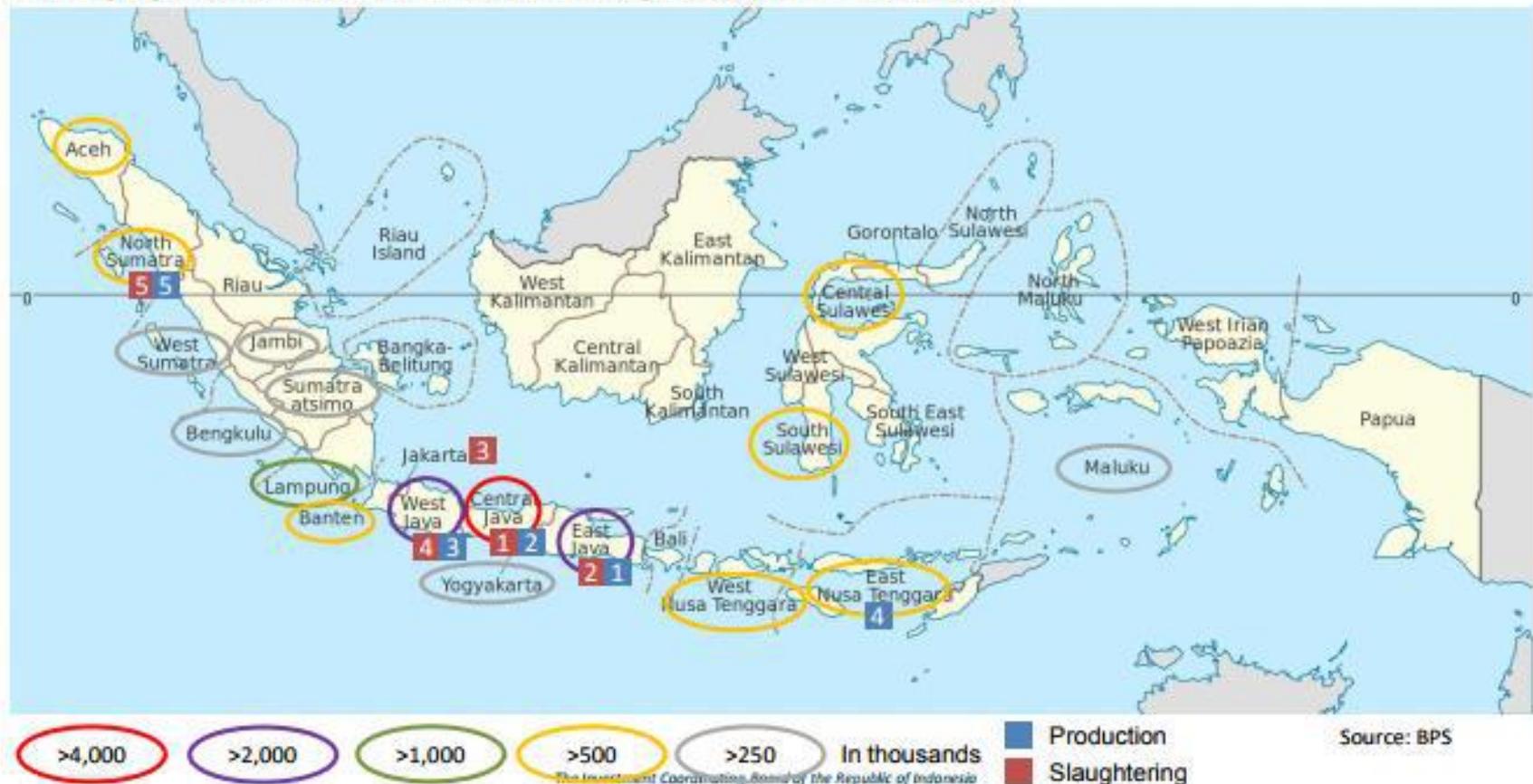
Commodity:	Import (tons)	Export (tons)	Balance (tons)	Balance (000 US\$)
<b>Live animals</b>				
Goat and Sheep	3	2	-1	-49
<b>Livestock Products</b>				
Meet of goats	1,362	0.4	-1,361	-8,934

Source: BPS & Directorate General of Livestock and Animal Health Services Statistics 2014

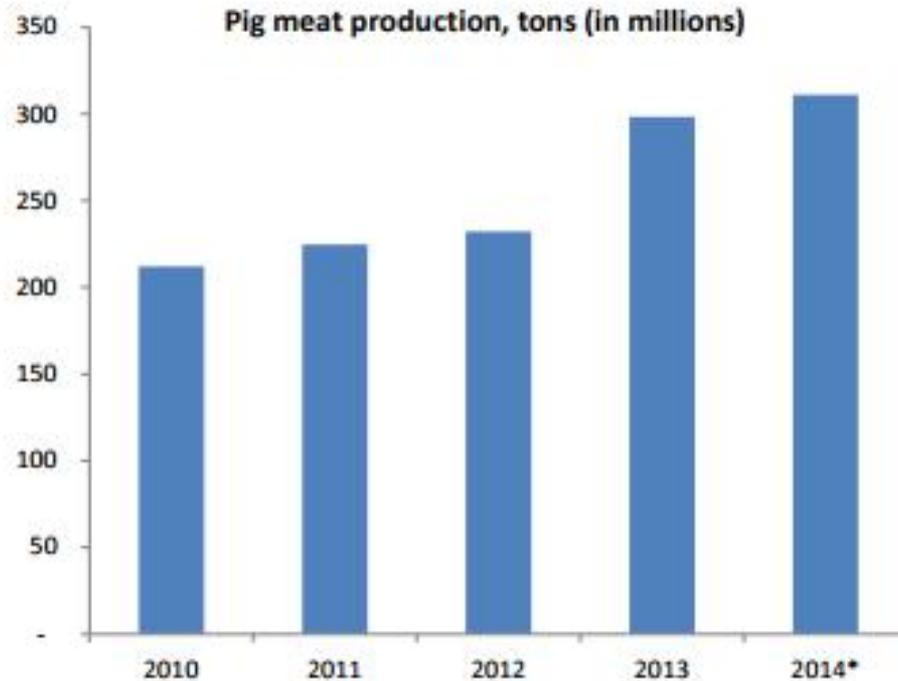
# Lamb

Half of the goat meat production is concentrated in Java. The rest of the production is relatively spread over the country, East Nusa Tenggara (5%), North Sumatera (5%), Banten (5%)...

## Goat population concentration and production locations:



# Pork



The pig meat industry is supported by an increasing demand of the **32.5 million** non-Muslim Indonesians and **9.5 million** tourists visiting the country every year.

The growing demand (domestic and regional) for pig meat is reflected in Indonesia's trade figures:

- Yearly average export of live swine (volume) 2009-2013: **+9.5%**
- Yearly average import of swine meat (volume): **+25%**

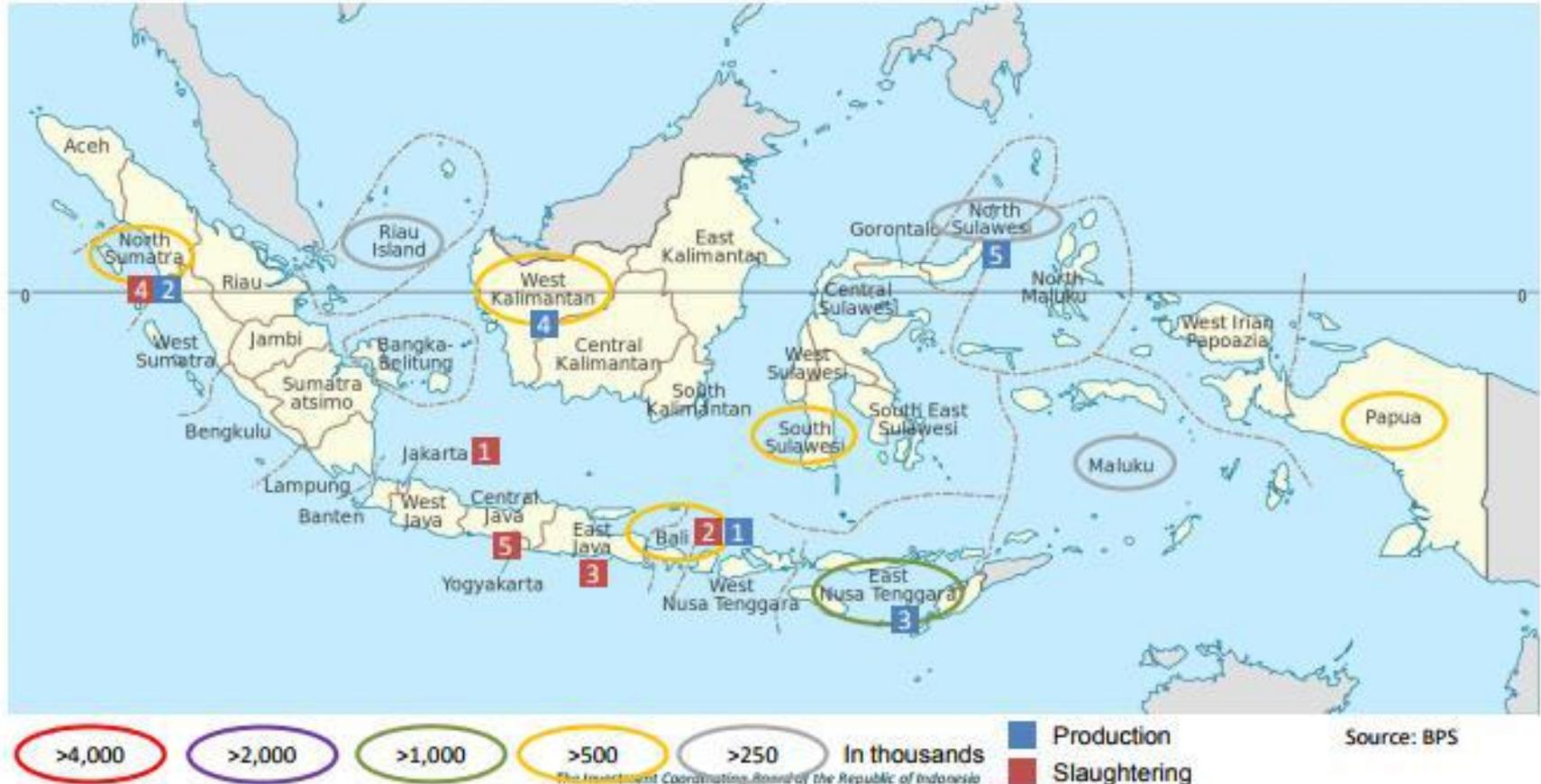
## Trade figures, 2013

Commodity:	Import (tons)	Export (tons)	Balance (tons)	Balance (000 US\$)
Live Swine	-	36,675	36,675	67,933
Swine meat	715	2	-713	-2,559

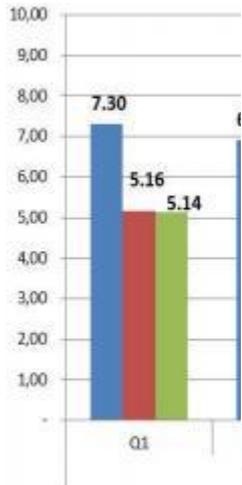
# Pork

Pig meat production is highly concentrated in Bali 40%. Most of the rest is produced in North Sumatera (13%), East Nusa Tenggara (10%) and West Kalimantan (10%).

**Pig population concentration slaughtering and production locations:**



# Fisheries



List of import restriction			
1	Prepared or preserved fish, caviar, caviar substitutes prepared from fish eggs.	14	Pasta shrimp, fish paste, shrimp given no flour in tight containers
2	Salmon in airtight packaging	15	Lobster
3	Herring in airtight packaging	16	Oysters
4	Sardine in airtight packaging	17	Shellfish fan
5	Tuna, skipjack, bonito in airtight packaging	18	Mussels in airtight containers
6	Fish tuna, skipjack, bonito in airtight packaging	19	Cuttlefish, squid
7	White bait in airtight packaging	20	Octopus
8	Eels in airtight containers	21	The mussels, oysters, ark shells
9	Mackerel horse in airtight containers	22	Abalone
10	Shark fins ready for consumption, fish sausage in airtight containers, fish balls and shrimp	23	Snails, other than sea snails
11	Caviar	24	Sea cucumber
12	Other Crustaceans-Mollusca	25	Sea urchin
13	Crab (airtight containers), small shrimp, prawns	26	Jellyfish

Source: Permendag No. 87 Tahun 2015

possesses a sources with ed 6.8 million ear spread t Indonesian including the conomic Zone

the Indonesian government has applied an open and closed fish importation system to better manage the national fisheries needs. The main objective of the system is to provide the supply needed by the fish processing industry, as well as to protect local fish producers.

# MILK FACTS

The rapid increase in demand for milk products (+8% per year according to the Milk Processing Industry Association –AIPS) creates an attractive market for foreign investors.

Great opportunities lie upstream to fill the milk supply gap and even more importantly downstream, in scaling up production of condensed and evaporated milk ; equivalent milk and dry milk. Milk is processed on Java island (half in East Java, one third in Jakarta).

**1.3 billion**  
Trade Balance  
deficit of milk  
products (US\$)

**+8%**  
Yearly domestic  
demand growth  
for milk products

**30**  
Number of  
corporations in  
the dairy industry

**750 million**  
Yearly units of  
canned liquid milk  
(387gr) consumed

**325 million**  
Yearly domestic  
demand (kg) of  
baby powder milk

**1.8 billion**  
Yearly average  
imports of milk  
products (US\$)

drinking  
= become  
value

# Alcoholic Beverage

Indonesians perceive wine as a healthier alternative than other alcoholic beverages.

Between 2005 and 2011, the consumption of wine in Indonesia increased by an annual average of 25% with a demand very much driven by the upper-income local population, but as well by the expatriate and tourist communities. The industry predicts a similar trend for 2014 and 2015 with an estimated annual growth of **20%**.

The Minister of Trade Decree No: 15/M-DAG/PER/3/2006, March 29, 2006

Category	Classifications	Type
A	Alcoholic beverage with 1-5% ethanol (C <sub>2</sub> H <sub>5</sub> OH) content	Beer, Lager, Ale, Stout, Low Alcohol Wine, Carbonated Alcoholic Beverage, Glutinous Rice Wine (Brem)
B	Alcoholic beverage with 5-20% ethanol (C <sub>2</sub> H <sub>5</sub> OH) content	Wine, Sparkling Wine, Champagne, Carbonated Wine, Reduced Alcohol Wine, Cocktail Wine, Quinine Tonic Wine, Meat Wine or Beef Wine, Malt Wine, Fruit Wine, Cider, Perry, Rice Wine, Vegetable Wine, Honey Wine (Mead), Palm Wine/Toddy, Aromatic Alcoholic Beverage, Rice Wine with Greater Galingale (Beras Kencur), and Ginseng Wine
C	Alcoholic beverage with 20-55% ethanol (C <sub>2</sub> H <sub>5</sub> OH) content	Brandy, Fruit Brandy, Gin/Genever, Liquor, Rum, Vodka, Whiskey, Samsu Alcohol (Spirit)

Tourism industry has contributed **4.23%** of total Indonesian investment in 2015 and it is Projected to rise by **8% in 2019**.

It has become one of the trigger for the development of HORECA Business



# MONTHLY MIDDLE CLASS MONITORING

## MIDDLE CLASS HANG OUT ACTIVITY

### TO HANG OUT

HANGING OUT BECOMES ONE OF THE IMPORTANT ACTIVITIES FOR MIDDLE-CLASS PEOPLE IN INDONESIA, BOTH FOR REFRESHING AND SOCIALIZING. DIVERSITY IN PEOPLE'S PROFILE AND PREFERENCE (GENDER, AGE, TREND AND BEHAVIOR) HAS SHAPED THE RANGE OF THEIR PREFERRED ACTIVITIES AND THE PROVISION OF FACILITIES IN SUPPORTING THOSE ACTIVITIES AS WELL.

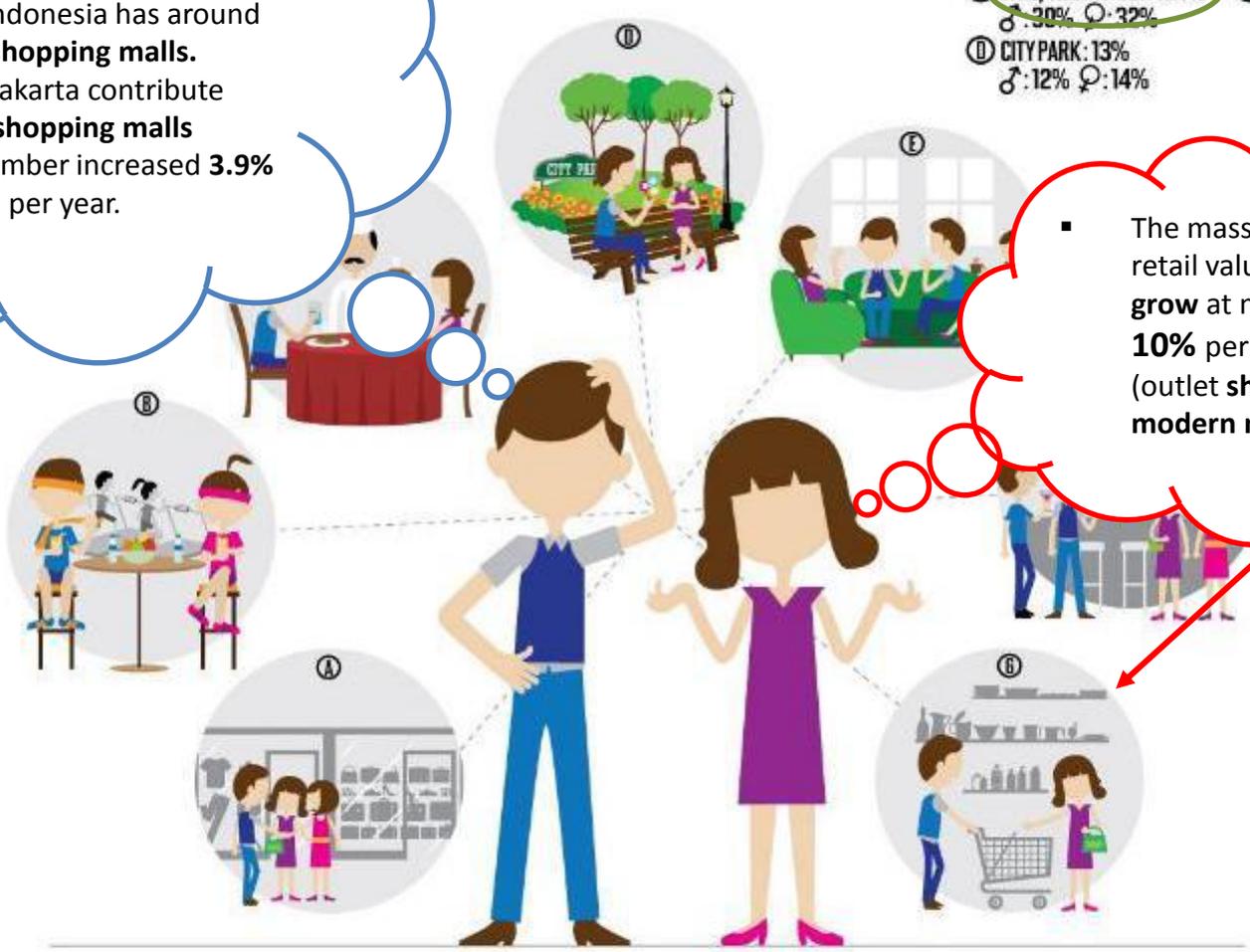
### MIDDLE CLASS MOST VISITED HANG OUT PLACES

(Note: Figures add up more than 100% as respondents gave multiple responses)

- A** SHOPPING MALL : 85%  
♂: 81% ♀: 90%
- B** SPORTS CENTER : 33%  
♂: 33% ♀: 27%
- C** CAFÉ/RESTAURANT : 31%  
♂: 30% ♀: 32%
- D** CITY PARK : 13%  
♂: 12% ♀: 14%
- E** FRIEND'S HOUSE : 8%  
♂: 12% ♀: 4%
- F** BAR/CLUB : 10%  
♂: 8% ♀: 12%
- G** CONVENIENCE STORE : 4%  
♂: 4% ♀: 4%

In 2013, Indonesia has around **590 shopping malls**.  
While Jakarta contribute **173 shopping malls**  
And the number increased **3.9%** per year.

The mass grocery retail value sales' **grow** at more than **10%** per year (outlet **shift to modern markets**).



# Regulatory environment

## **Decree of Chairman of BPOM No. HK.00.05.52.4040 on Food Categories**

- Standard reference for the registration of food and beverages
- It divides food into those using foreign brands (ML) and those using local brands (MD) in their registration. This ML/MD number has to be displayed on the packaging

## **Decree of Ministry of Health No. 033/2012 on Food Additives**

- The list of food categories is divided into 27 categories.
- In accordance with this ministerial decree BPOM has issued 25 regulations to limit included food additives

## **Ministry of Agriculture regulation 60/2012 and Ministry of Trade regulation 60/2012**

- In order to import horticulture products into Indonesia, an import-licensing regime is being imposed by the Ministry of Agriculture and the Ministry of Trade
- an import recommendation for horticulture products (RIPH) from the Ministry of Agriculture, a prerequisite for applying for the Import Permit Letter (SPI) from the Ministry of Trade

## **Regulation No. 22/M-DAG/PER/5/2010 of 21 May 2010 of the Ministry of Trade**

- all local and foreign companies that produce or import goods for the Indonesian market are obligated to attach labels written in Bahasa Indonesia

## **Law no.33/2014 on Halal Product Assurance**

- Food and Beverage products must be Halal certified by 2019

# Registration process

## Regulatory body



Badan Pengawas Obat dan Makanan (**BPOM**) Republik Indonesia  
Indonesian National Agency for Drug & Food Control (NA-DFC)

[www.pom.go.id](http://www.pom.go.id)

Directorate of Drug and  
Biological  
Product Evaluation

Directorate of Traditional  
Medicines, Cosmetics,  
and Food  
Supplements Evaluation

Directorate of  
Food Safety  
Evaluation

# Registration process

## Who should apply?

Only local distributor or agent located in Indonesia



## Registration stages

Pre-registration can be done by E-Registration and Walk-in

### Electronic Registration :

- Register through an online form at <http://e-reg.pom.go.id>
- Processing time: 30 working days
- Determination of the registration category and evaluation path/timeline
- Consultation on completeness of registration dossier and document
- Registration Fee

### Walk-in Registration:

- Processing time: 30 working days
- Determination of the registration category and evaluation path/timeline
- Consultation on completeness of registration dossier and document
- Registration Fee

### Registration

- Submit registration dossier according to the registration category

# Registration process

## Timeline for evaluation

60 WD

- Food with Non Flavouring Instances and other food

120 WD

- For Functional Food, Herbal Food

150 WD

- For Special Processed Food
- For Irradiated Food, Genetically Modified Food, Flavouring Instances, Organic Food, Milk and its processed products, Meat and its processed products, Fish and its processed products, Alcohol beverages

# Registration process

## Registration requirements for Import of Products :

- All companies must submit their company legal documentation (SIUP), API (The Importer Identity Number) and API-T (Restricted Importer's Identification Number) for an alcohol beverage importation
- The certification GMP/ HACCP/ ISO 22000 should also be submitted
- Designation Letter from originated country to local agent in Indonesia
- Health Certificate or Certificate of Free Sale
- A power of Attorney to assign local agent to conduct registration

# Registration process

## Labeling and Halal requirements

### Labeling requirement

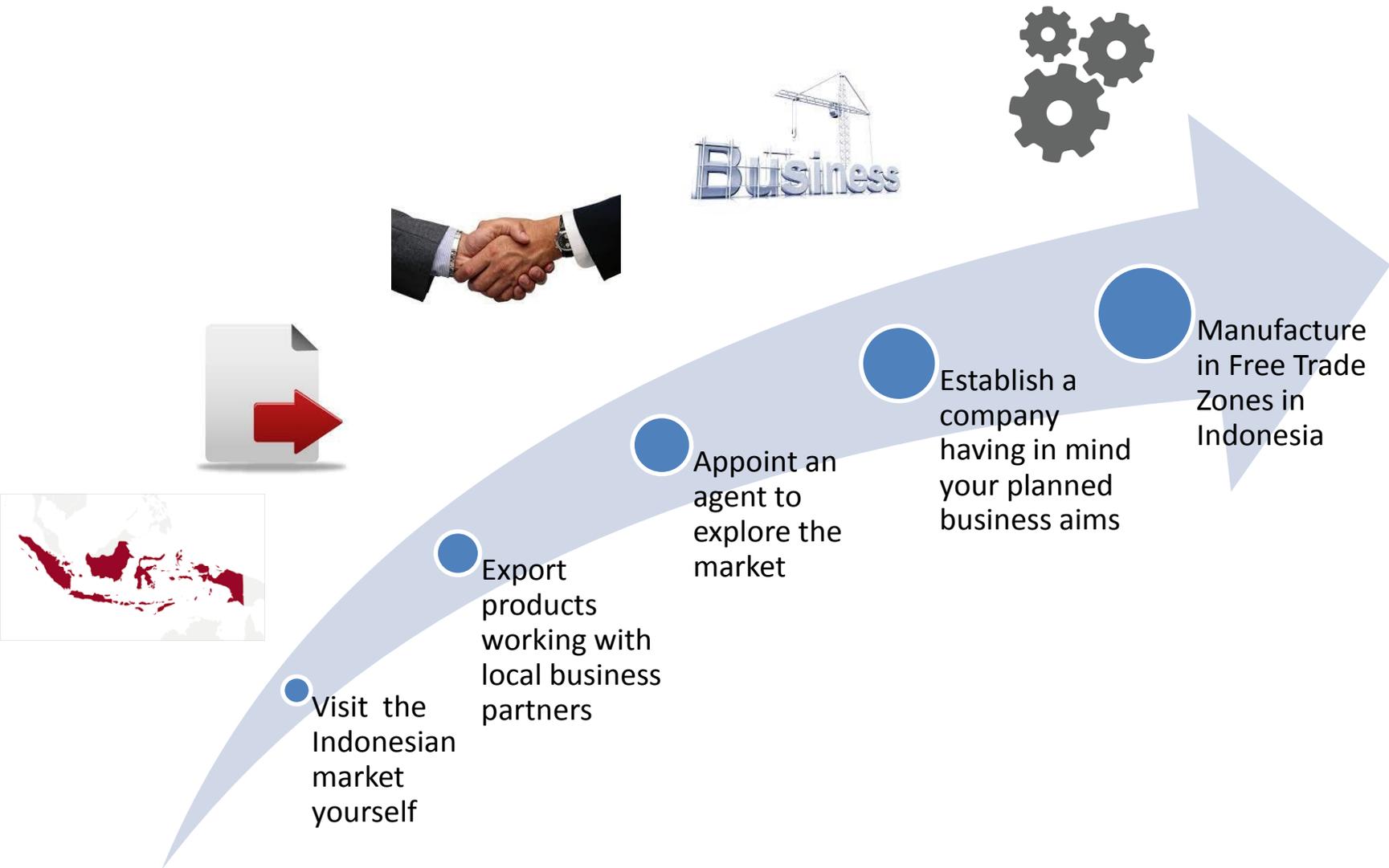
- All local and foreign companies that produce or import goods for the Indonesian market are obligated to attach labels written in Bahasa Indonesia.
- Once obtained Halal certification, all companies must include the Halal Label on Product packaging, specific part of the Product, and/or specific place of the Product

### Halal requirements

A new Halal Law has been enacted in 2014 regulated by new body namely BPJPH or *Halal Product Assurance Organizing Agency*

- The Halal Law requires all products that meet the halal requirements and enter, are circulated, or sold within Indonesia to be halal certified within the next five years (by October 17, 2019).
- Halal certificates are valid for four years and subject to extension.
- The companies selling non-halal products must attach “non-halal” label on the product
- Products containing alcohol must state its alcohol contain in percentage form at the label
- Inclusion of Halal Label on the product must be easy to see and read as well as not easily erase, detach, and damage.

# Steps to Market Entry in Indonesia



✓ European Pavilion at Indonesian trade fairs (22<sup>th</sup> – 25<sup>th</sup> November 2017)

**SHOW REPORT SIAL INTERFOOD LAST YEAR**

**OUR AUDIENCE**

- 37,000 trade visitors from 49 countries
- 90 % Visitor Satisfaction rate \*
- 98 % Visitor Recommendation of SIAL Interfood

\* Source : 2015 SIAL Interfood Visitor Survey

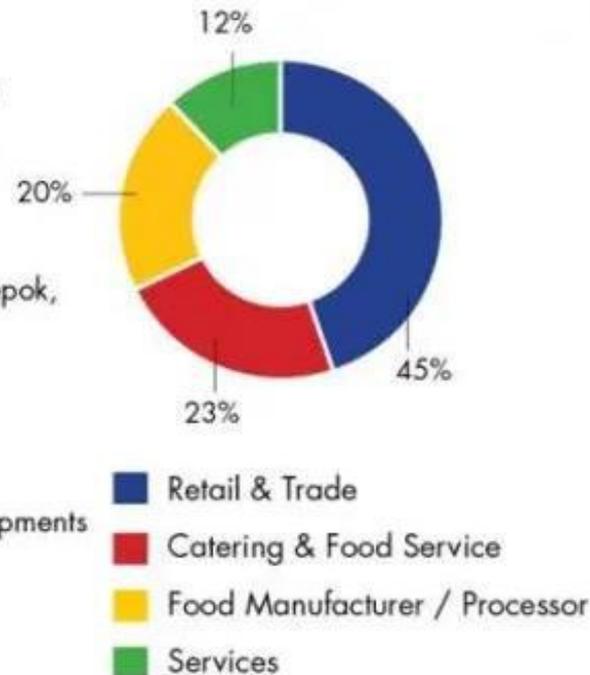
**Top 10 Domestic**

Jakarta, Tangerang, Bekasi, Bandung, Bogor, Depok, Surabaya, Lampung, Jogjakarta, Palembang

**Top 3 Visitors' Objective**

- To find new Suppliers
- To find new Products
- To find out about new trends and market developments

- Saving your marketing investment
- Saving your accommodation expenses with our discounted corporate rates at selected hotels
- B2B meeting arrangements



**75% subsidized  
FULLY BOOKED!**



# ✓ Food & Beverages Trade Mission (26 – 28 February 2017)

Food & Beverage | Wine & Spirits | Equipment for HoReCa | Hospitality

## The program:

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**Sun, 25 Feb** Individual arrival to hotel  
Briefing to mission activities

**Mon, 26 Feb** Morning: Information session on current F&B trends in Indonesia and how to export and register your products in Indonesia

- Presentation: Business Opportunities in the Indonesian Food & Beverages Market [Indonesian Food and Beverage Producers Association (GAPMMI)]
- Presentation: Import and business licensing, procedures and realistic timeframes for foreign companies and products entering the Indonesian market [Indonesian National Agency of Drug and Food Control, BPOM]
- European Business case: How to do business in Indonesia Food & Beverages sector, opportunities & Challenges [European player in the market]

Lunch time: Networking lunch

Afternoon: Points of sale/factory visits

**Tue, 27 Feb** Full day of tailored B2B meetings with potential partners

**Wed, 28 Feb** Full day of tailored B2B meetings with potential partners



75% co-financing  
Offered by EIBN

## ✓ European Pavilion at Food & Hotel Bali (1<sup>st</sup> – 3<sup>rd</sup> March 2018)

BALI NUSA DUA CONVENTION CENTRE, BALI

Exhibit Profile

You are here: Home / Exhibiting / Exhibit Profile

A PAMERINDO INDONESIA TRADE EVENT

# FHT BALI 2018

## FOOD, HOTEL & TOURISM BALI

The 11th International Exhibition for Equipment, Food, Beverages & Services to Support Indonesia's Tourism and Hospitality Industries

### FOOD & BEVERAGES



- Bakery & Patisserie
- Confectionery & Chocolates
- Fresh Produce
- Dairy Products
- Tea & Coffee
- Ingredients, Essences & Agents
- Frozen & Chilled Foods
- Meat & Poultry
- Seafood
- Canned & Processed Foods
- Snack Food
- Health Food
- Essences & Flavourings
- Private Label
- Gourmet Delicacies
- Organic Produce



### WINE & SPIRITS



- Wine
- Champagne
- Port & Sherry
- Spirits
- Liqueurs & Cocktails
- Beer & Cider
- Cider

### BAKERY, FOODSERVICE & RETAIL



- Retail Bakery Equipment
- Confectionery Equipment
- Industrial Bakery & Confectionery Equipment
- Ingredients, Essences & Agents
- Packaging Equipment & Supplies
- Shopfitting & Retail Display
- Retail Supplies

### EQUIPMENT



- Foodservice & Catering Equipment
- Food Preparation, Cooking & Processing Equipment
- Beverage Processing
- Dispensing Equipment
- Chilling & Freezing Equipment
- Cleaning, Maintenance Equipment
- Storage Systems
- Packaging Equipment & Material



### TOURISM SERVICES & SUPPLIES

- Management & Careers
- Facilities Management
- Training & Guest Services
- Travel Agents

### INTERIORS



- Carpets / Fabrics / Interior Supplies
- Furniture & Fixtures
- Tableware & Accessories
- Guest Amenities / Housekeeping Supplies Spa & Resort Facilities

### HOSPITALITY TECHNOLOGY

- Fire & Security Systems
- In-room Technologies
- Guest Service Systems
- Consultancy & Management Services
- Property Development & Management
- Hotel Systems
- Catering & Retail Systems
- POS Technology





## More information ?



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**YOUR GATEWAY TO INDONESIA**



Thank you for your attention!



A project co-funded  
by the European Union