

Strategy 2007-2010

'Walk that extra Mile'

Colophon

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Cordaid, april 2006

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Foreword

This strategic plan is a summary of all the ambitions of Cordaid and its partner organisations in North and South. The insupportableness of the gap between rich and poor, the mechanism of marginalisation that excludes hundreds of millions of people from participation in society, from access to good health, good education, water and employment, demands ambitions.

At the same time our work, now and in the coming four years, is about development, about which Prince Claus said: “People are not developed, people develop themselves.” With that he posed fundamental questions about manipulability and predictability. He emphasised that it is up to people themselves, even if they are excluded and live in poverty, to decide about the way they want to go. Development processes - unlike production processes - are primarily encounters in which attentive listening and watching are the things that matter. Throughout its history, Cordaid has always done that: the stories, needs and ambitions of our partner organisations have always been the starting point for our interventions. The development process demands that great attention be paid to context; this determines the contribution that Cordaid can make towards more justice. The poor must be able to make Cordaid’s contribution its own. This guarantees sustainability.

In its work Cordaid wants to support the ambitions of our partner organisations, in the way they choose. The partnership described in the following chapters recognises that international cooperation demands cohesion and synergy. Financial support to partner organisations gains added value, if we link it to the mobilisation of public support in the Netherlands and to influencing of policymakers and those making the decisions. By effective networking we can allow our partner organisations’ knowledge and experience to flow in all directions. An example of this is our counterpart Zahra Naleie, a Somali sociologist in the Netherlands who fiercely opposes female circumcision. Zahra Naleie has contributed to the film “The Angel returns” that has been produced with Cordaid’s support. This film is used by dozens of Somali organisations in educational activities against female circumcision. She calls on us to enter into dialogue with counsellors, influential leaders and politicians, in the mosque and in The Hague, to break through the taboo on what is done to women. Together they act, the activist and Cordaid as civil society organisation.

Cordaid is aware that it operates on behalf of those who support its work directly (as contributors) or indirectly (as tax-paying citizens). Proper accountability is the basis for this. In recent years Cordaid and its partner organisations have done a lot of work on that point. In the coming years we will build on that base with the emphasis on ‘astute’ supervision, whereby it is not the scale of the data that is important but rather the insight that we gain and share.

Cordaid works in partnership with nearly a thousand organisations. We share the passion of almost half of them through our Catholic identity. This passion is based on the belief in justice in which the relationships reverse: ‘Rulers deprive them of their throne, but He lifts up the Lowly’ (Luke 1:52).

In a great cultural and religious diversity, it will be a privilege to contribute to the fight against poverty in the next four years too, in an exciting mix of ambition (since there is so much to do) and modesty (because people develop themselves).

The Hague, april 2006

General Director
René Grotenhuis

Chairman Supervisory Board
Frans Slangen



Slum dwellers were forced to move to the far off township of Delft. Their former dwellings near Cape Town have been torn down because of the football world cup in South Africa in 2010.

‘Walk that extra Mile...’

‘When people stand face to face with death, the inevitable question will arise: And here do I go from here?’ For Johan Viljoen, AIDS coordinator of the Southern African Bishop’s Conference, faith plays an important role in his work. It gives him strength to give answers to the many fearful questions around him. And his faith motivates him to, as he pictures it, ‘to walk that extra mile’.

It is obvious for Viljoen that his Catholic Identity adds extra quality to his work. He cannot imagine working for a “neutral” AIDS organisation like for example UNAIDS in South Africa. “Effectiveness, measurable results, monitoring and evaluating come first in these kind of organisations. AIDS then becomes just another job you have to do. But the AIDS patient is more than a subject, he or she is a person. To achieve quantitative, measurable results is important, but it is not everything. It cannot be coincidence that part of the donor money we received from Cordaid, our catholic partner organisation in the North, can be used to also make mistakes, to experiment in finding the most human approach. So doing the work that really counts for people, but which might not be easily captured in fixed formats with

measured results.” The AIDS coordinator, son of a traditional Afrikaner family, gay himself and HIV positive, converted from the Dutch Reformed Church to Catholicism. A remarkable step for the son of an ambassador, who during his entire career abroad, defended the apartheid system. In the Catholic Church Johan Viljoen found comrades in the struggle against apartheid. But he found even more: The image of ‘the nun in a remote little hospital caring for people’. “I realise that this image seems to be a cliché. But it is true: in South Africa often the Catholic institutions who really reach the people in need.”

For Viljoen ‘compassion’ is the key concept that distinguishes Catholic AIDS organisations from other AIDS organisations. “I can address the Church community on their compassion. And of course I know that stigma also exists within the Church. But I don’t experience a problem in holding them accountable.”

Religion forms part of his daily work without he and his colleagues talking much about it. “Of course you do notice in our networks and sometimes in small rituals. We do work a lot with religious congregations who devote their selves to AIDS patients. Among colleagues we know from one another

that what we do is more than just another job for a salary. For all of us, our faith is motivating force. For me personally faith means the connection with something outside of me, it enables me to rise above the trivialities that risk to dominate life. Every day for a moment I try to be conscious of why I do things, to find five minutes for some kind of meditation.”

That Cordaid is occupied with the question of its identity amazes Viljoen. “Being Catholic means to us that the work we do directly benefits to the people in need. For now that means that we do not spend money anymore on lobby activities. We have done that before, but other organisations have taken over, which is fine. The biggest problem for AIDS patients is that there is often no one to care for them, so that is our task.”

For us you also are the link with the Catholic Church in the Netherlands. In our partnership we assume that we share those same values and that we trust one another. I can feel that in our cooperation, instead of dictating us conditions, you are willing to dialogue.”

I.1 Profile

Cordaid combines more than 80 years' experience and expertise in emergency aid and structural poverty eradication. We are one of the biggest international development organisations with a network of almost a thousand partner organisations in 36 countries in Africa, Asia, Central and Eastern Europe and Latin America. The counterpart organisations work on various themes, including health care, quality of urban life, access to markets and peace and conflict. Each year around 170 million euros is spent on initiatives in the South. Of that, over 30 million euros is available for emergency aid. A small part is spent in the Netherlands on lobby, public support and consciousness-raising.

Cordaid has a strong support base in the Dutch community. This is proved not only by some 370,000 contributors who support Cordaid financially¹, but also by the commitment of volunteers who collect clothing, organise meetings in their towns or parishes and assist in organising festivals. People and organisations that set up their own projects can also count on Cordaid's support. This large-scale commitment is of vital importance to Cordaid. It expresses the solidarity between people and with that forms the core of our identity

Cordaid stands in the long tradition of Mensen in Nood (Caritas Netherlands), Memisa Medicus Mundi, the Dutch Bishop's Lenten Campaign (Vastenactie) and Cebemo. Its history goes back to the beginning of the last century when the organisations were active in the area of shelter and (missionary) care for refugees, in providing direct aid in the event of disasters, in medical care and in the direct improvement of the social and economic position of poor people.

Supported by broad layers of the Dutch population, they were able to support the work of hundreds of Dutch priests, nuns, brothers, and volunteers in their care for the whole of humanity. Conditions have changed over the years. The missionaries have handed over their work to local organisations, which has resulted in a huge expansion in Cordaid's partner network.

The essence of the strategy

Cordaid invests in social justice. The growing inequality in the world forms the greatest threat to social justice. Large groups of people are excluded from their own communities. They are stigmatised, play no role in the economy and have no say.

In this strategy period self-reliance will be explicitly linked to the changing of balances of power in order to realise social justice. Capacity building and empowerment will go hand in hand. More say in local government for slum dwellers. A stronger position in the trading chain for small farmers. More power for the client in health care.

To be able to implement the strategy effectively, Cordaid is developing into a strategic funding organisation that innovates, combines strengths and influences policy. Cordaid will make space for social entrepreneurship both in the organisation itself and in the network. Cordaid's efforts will be grouped into ten programmes and one growth programme. In each of these the focus is on the inclusion of vulnerable groups in their societies.

¹ In 2005 the income from fundraising by individual contributors came to 34 million euros



1.2 Cordaid's values

Every single person matters. We are inspired by dreams, ideas and actions for a better society. Our main focus is on the dignity of every individual, the solidarity which demands that everyone must be offered a decent life without discrimination according to age, sex, nature, origin, faith or political conviction, the principle of subsidiarity according to which people must support their own development without patronising from outside, and the task, as a good steward, of passing on the world and its earthly resources to future generations.

We believe in human dignity and respect for diversity; for us, people always come first. We recognise the power of people to bring about positive changes in their own lives. Our ultimate objective is to enable excluded and marginalized people to achieve their full potential in their local, national and international communities, in a world that belongs to us all.

We understand development essentially as a process in which, driven by social justice, balances of power change, both on a small scale between people and organisations, and in international structures.

We co-operate with civil society organisations as passionate instruments of change that share our beliefs, have a legitimate basis in their own societies and are wholly responsible for realising their own objectives.

We co-operate with these civil society organisations to bring about social changes that contribute towards strong and just societies and towards new, worldwide social movements.

We offer a coherent support package that consists of strategic development funding, including emergency aid and reconstruction; coupled to that we promote consciousness raising and public support in the Dutch community, co-operation in networks, the exchange of knowledge, information, experience and talents, and the gaining and exercising of political influence.

We have allies in our own community: contributors and volunteers, government, companies and other civil society organisations, with respect for mutual differences but always based on our common core values and principles.

These values form the guideline for the actual activities of Cordaid in relation to partner organisations in the South and partners in The Netherlands.

2.1 External environment

The (international) context for development cooperation is changing rapidly. Globalisation has given the issues of poverty, environment and security an international and long-term character. Poverty is inextricably linked to the extent and method of integration in the world economy. Globalisation is a golden straitjacket: adapt or be impoverished². Climate change and loss of biodiversity have worldwide implications for the long-term. Since 11 September failing states are no longer seen as someone else's problem, but as a threat to international security.

Globalisation also offers enormous opportunities for poverty eradication, as demonstrated in India and China. Technological innovations have dramatically reduced transport and communication costs, thereby obscuring international borders. The Internet makes knowledge accessible worldwide. The number of wars has decreased and the number of democracies has increased. We share the optimism of Jeffrey Sachs that, in our time, the international community has the resources and technological possibilities for making an end to poverty.

The Millennium Development Goals form the framework for development cooperation until 2015. Cordaid supports the MDG objectives but regards the approach, as set out in the Millennium Project, as being too technocratic. Poverty is primarily seen as a lack of capital, knowledge or capacity that must be remedied by development cooperation. This approach appears to be limited to the (macro-) economic dimensions of poverty and pays too little attention to the social and political dimensions.

In practice the poverty experienced by our Southern partner organisations is usually the result of exclusion and injustice. Inequalities of power are embedded in economic and political institutions, both at international and national level. Consequently the outcomes of policy systematically favour the elites. Unequal balances of power keep poverty in place and ensure that the fruits of economic development and democratisation do not reach the weaker members of a society. This has led to growing inequalities between and within countries (see World Bank Report 2006, 'Equity and development'). One *Financial Times* journalist compared the situation in 2001 with that of a stretched limousine driving through a ghetto. Inside the limousine are the Western countries and Japan; outside is the rest of the world. The recent history of many developing countries reveals a pattern of exclusion. An elite took possession of a post-colonial state and used this to accumulate wealth and power and not for investment in basic services such as health and education. The presence of oil, gold or diamonds often proved a blessing for this elite but a curse for the population, particularly if an armed conflict broke out over access to these resources. Few developing countries have succeeded in building a well-functioning nation state. On the contrary we see mainly fragile and failing states. A well-functioning state is of great importance to the citizens, since legislation and good government create the conditions necessary for inclusion and social justice.

The rapid, interrelated changes in our environment make that poverty has become a moving target. In order to respond to the dynamic environment, Cordaid analyses poverty in relation to vulnerability. Being vulnerable means being unable

to anticipate, deal with, offer resistance to or recover from the consequences of external threats. This includes both natural threats such as earthquakes and drought, and *man-made* threats such as conflict, food-dumping and environmental degradation. People in a marginal position are particularly vulnerable to external threats. They are confronted with threats that are beyond their control; hyper competition on the market, climate change, earthquakes, violence, the spread of contagious diseases such as HIV/AIDS and a failing state, resulting in a lack of basic security and basic social services. The focus on vulnerability partly stems from Cordaid's experiences with the linkage of emergency aid and structural aid. Here Cordaid applies the concept of *disaster risk management*, whereby risk analyses that focus on the poor are made at an early stage in the countries concerned - before disaster threatens - and disaster plans are set up.

Southern civil society organisations have undergone substantial development in recent decades and fulfil a significant role. However, their position is coming under pressure from the MDG approach, globalisation and the security agenda. Southern governments increasingly place civil society organisations in the position of subcontractor or implementer of government policy. Governments also demand a greater level of conformity with government policy. Bilateral donors, who increasingly channel their resources via budget support, reinforce this trend. The security agenda leads to an instrumental approach towards democratisation and civil society development. A stable state

² Thomas Friedman "Het gouden keurslijf" (The golden straitjacket), Lemniscaat, 2000

that can guarantee security is considered more important than the quality of its democracy. The fight against terrorism leads to a great control and curtailment of the autonomy of civil society organisations. This reduces the scope for lobby. Globalisation has obscured the boundaries of development cooperation. Civil society organisations have more partners, but the free market system also means more competition. This forces many civil society organisations to reconsider their roles. Do they go to the market or do they opt for a more political course?

The changing position of Southern civil society organisations has consequences for the role of Northern organisations. They are faced with a choice. Do they participate in the technocratic MDG approach and concentrate on increasing the implementation capacity and knowledge transfer? Or do they opt for an independent course, and are they willing to share the risks linked to tackling the structural causes of poverty? Cordaid has made its choice.

The Dutch context in which we operate is also changing rapidly. Public support for development cooperation is still high in the Netherlands. Although there is decreasing confidence with regard to the spending of development organisations. People feel that the money is not being spent effectively enough and that the profile of the bigger development organisations is not sufficiently transparent. There is a clear difference between the various generations when it comes to what people demand of an organisation. The older generations often support a 'good cause' from a feeling of religious duty. These contributors have sufficient confidence in the organisation, based on many years' experience, and their demands with regard to accountability

are less high. In contrast the younger generation, who are often involved from motives of ideology or self-fulfilment, make high demands.

The new contributors demand a clear stance from an organisation, with a recognisable passion and concrete results. In addition the contributors want to live the experience in order to give an interpretation to their own identity.

The emergence of this new engagement has various reasons: not only does it involve criticism of the established order; in addition idealism is now combined with self-interest and gives an interpretation to the identity. Fund-raising is, and will increasingly be, a challenging objective in a stable market in which a continually growing number of organisations operates. For these reasons there is a growing development of private initiatives; fund-raising initiatives from groups of people or organisations with a specific goal, volunteer work in the South or direct support of specific projects with the support of friends or colleagues.

At the moment already 15,000 of these sorts of foundations are active in the Netherlands.

In the case of companies we are seeing a shift from philanthropy to complementary forms of cooperation. The international business community also sees countries in the South as future markets. This trend is strongly encouraged by the Dutch government that sees a clear role in store for the private sector when it comes to economic development and poverty eradication.

Other institutions (such as hospitals, banks, housing corporations and councils) are also showing an interest in development cooperation. In the past this mainly involved

support for an isolated project, but these days institutions prefer to concentrate on initiatives that are related to their own core business and expertise. This involves not only financial contributions, but also increasingly the delivery of services, knowledge, networks and expertise. For example we see that Dutch banks are involved in micro-finance and insurance companies are willing to deploy their expertise for insurance systems in health care (in developing countries).

Finally we notice increasing attention to problems of poverty and exclusion "close to home" in the Netherlands. Among other things this has to do with a government that adopts a hands-off approach in the social sphere. Dutch citizens and organisations want to focus their efforts on concrete initiatives in this field.

2.2 Strategy

Cordaid wants to enable marginalized people to strengthen their grip on their life and their environment and through that offer them more opportunities to function within society. Cordaid believes in people's ability to improve their destiny themselves. Increasing their own capacity and changing the balances of power that maintain inequality and poverty are the most important things. The strategies of these groups and their organisations form the starting point for Cordaid's support policy.

Cordaid's strategy has been adapted to the changed circumstances on the basis of lessons learned. Cordaid is

developing from a donor organisation that responds to project applications into a strategic funding organisation that innovates, combines forces and influences policy. This strategy change was launched in the previous strategy period and will be continued forcefully in the period 2007-2010. The reason for this development is three-fold. Our analysis has shown that separate project funding has too little impact, particularly when it comes to changing balances of power. That demands a combining of forces and simultaneous deployment of the intervention strategies: direct poverty eradication, civil society building and lobby. A critical mass is needed in order to bring about social change. Secondly, it is responding to the wishes of the partner organisations, which need a greater commitment from Cordaid and more substantive dialogue. They also want Cordaid to take on an active role in linking and learning in the partner network. Thirdly, this development fits in with the changing support in the Netherlands, where people want to do more than just give money and want to roll up their sleeves and do something themselves.

In order to implement the strategy successfully more social entrepreneurship is needed both within the organisation and in the partner network. Social entrepreneurship is needed to get social change started. Social entrepreneurship in the sense of starting something new, taking risks and not being afraid to tackle complex issues. Within Cordaid a process redesigning is underway aimed at increasing the scope for social entrepreneurship and reducing bureaucracy and costs by 15% (see chapter 5 organisation and quality).

Cordaid's primary process is investment in social justice via:

- strategic funding of partner organisations;
- linking & learning in the partner network;
- lobby at national and international level;
- organising commitment in the Netherlands (for more on this, see Chapter 3).

The strong link of the partner network with vulnerable groups forms the basis for the strategy. Solidarity with marginalized groups is rooted in the history of Cordaid and in Catholic social thinking. In the past it has influenced Cordaid's choice of certain partner organisations. Conversely partner organisations, from their struggle for social justice, have steered Cordaid's policy.

Cordaid builds on its knowledge and experiences with the themes in previous years. These were health care, peace and conflict, quality of urban life, access to markets and HIV/AIDS. One important lesson is that work within the themes was too often done in isolation even though, for example access to health care is essential for reconstruction in post-conflict areas. Likewise access to micro financing is important for people with HIV/AIDS. In 2007 - 2010 the themes will be integrated from the perspective of the inclusion of vulnerable groups. This has led to the formulation of ten concrete programmes in which one or more themes will figure.

These ten programmes signify a further concentration of Cordaid's efforts. The themes were broadly formulated and applicable to many countries. The programmes have been concretely formulated and are only applicable to those countries where the partner network (potentially) has sufficient critical mass to change balances of power. In countries where

the network is small and does not form a critical mass, relations with the counterpart organisations will be run down.

The ten programmes form a cohesive whole by focussing on the inclusion of vulnerable groups in governance, reconstruction, health care and economy.

The programmes have been formulated from the perspective of vulnerable groups. What they want is:

- ▶ a society in which they will not be discriminated against politically or socially:
 1. Identity and diversity in a multiform society
 2. Access to basic services for slum dwellers
 3. Children and young people in the cities
- ▶ a society that is resilient in the event of disasters and conflict:
 4. Disaster risk management and natural disasters
 5. Reconstruction and conflict prevention in damaged communities
- ▶ a society in which people are more resilient to diseases, including HIV/AIDS and will receive good care if required:
 6. Access to health care
 7. Care for the most vulnerable groups
 8. Resilience against HIV/AIDS
- ▶ a society in which they can improve their incomes and maintain food security:
 9. Small producers in the market
 10. Access to financial services

The growth programme 'Women and violence' will be started in 2007.



Partners of Cordaid support slum dwellers in their negotiations with (local) authorities to gain better access to basic facilities such as water.

3.1 Introduction

Shared responsibility and mutual dependency are replacing charity and freedom from commitment as the basis for development cooperation. The traditional one-way traffic between poor and rich is being replaced by reciprocal, horizontal partnerships. Participation is empowerment. The aid chain is more than a financial relationship. It is an entity of links between the civil society organisations themselves and with other actors in their environment.

Cordaid distinguishes four core activities:

1. *strategic funding*: the financial support of partner organisations based on an analysis of inclusion of vulnerable groups;
2. *lobby and advocacy* : together with partner organisations, influencing leaders and policymakers in order to realise the inclusion of vulnerable groups;
3. *linking and learning*: the promotion of new cooperation relations between partner organisations and other actors in society and of learning and innovation within the partner network;
4. *organisation of commitment in the Netherlands*: increasing commitment by offering an action perspective that corresponds to the requirement: donation, collective action, deployment of knowledge.

These activities are not undertaken in isolation but must be carried out coherently. Various parties play a role in this. Complementarity is the key concept, not only in the South, but also in the North.

The elaboration of the strategy in the partner policy, strategic funding (including advocacy), learning and linking and commitment in the Netherlands is explained in this chapter.

3.2 Partner policy

Cordaid is part of a broad and varied network of civil society organisations, from street theatre in Colombia, a trade union of tea plantation workers in Sri Lanka to a church health umbrella in Uganda. At the heart of the partner network are the common basic values of human dignity, solidarity, subsidiarity and good stewardship.

Partner organisations value Cordaid's support, which they experience as reliable, loyal and flexible. The long-term commitment and the core funding from Cordaid enable partner organisations to develop further.

Cordaid sees the broad composition and continuity of the partner network as strength for the future. Over the years relationships have been based on mutual understanding and trust. At the same time this is also a weakness with regard to innovation. Relationships tend to fossilise under the weight of the past. For that reason Cordaid encourages active learning and new forms of cooperation within the existing partner network and looks for new partner organisations that can play an innovative role (see 3.4. innovation through linking and learning).

Organisational approach

Within the framework of its organisational approach Cordaid will further differentiate its relationship management in the future. The relationship management – form of contract,

method of funding, time investment, dialogue - will be fine tuned with the objectives and character of the relationship. In the case of one-off project relationships, the emphasis will be on activities and results; with programme relationships, more attention will be paid to the content of dialogue and learning. In strategic partner relationships there will be a fulfilling and mutual relationship, and partner organisation will help Cordaid to innovate.

Context analysis forms the basis for selection and continuation of the relation with individual organisations and for network composition. Cordaid aims for diversity in cooperation links: in addition to the various civil society organisations, Cordaid also wants ties with individuals, groups, companies and governments. Cooperation is not restricted to organisations that focus on marginalized and excluded groups, but also targets those who bring about change - actors of change - or, in contrast to that, on the elites and leaders. Although in principle direct financial support is restricted to civil society organisations.

Cordaid tests each individual organisation on:

- Clear positioning and legitimacy in its own society;
- Proven track record and demonstrable results;
- Relevance in relation to the choices of the strategy plan;
- Quality of management and financial management..

Strengthening the capacity of partner organisations

In the majority of the partner relationships Cordaid funds capacity strengthening in the area of strategy and policy, planning, (financial) management, monitoring and evaluation. Progress is measured using the IC organisation scan.

The IC scan consists of 30 indicators divided over six dimensions of organisational development. The IC scan is filled in for each partner organisation at the beginning and end of a funding period. This began in 2005. The scores at the end of the funding period are compared with the starting scores in order to gain insight into the effectiveness of the capacity strengthening. Each year the partner organisations' scores are analysed per programme, so that the policy with regard to capacity strengthening can be adjusted. As of 2007 the IC scan will be filled in for all partner organisations.

Civil society building is the framework for capacity strengthening (for more on this, see 3.3.). So this is not primarily about increasing the implementation capacity of individual organisations, although that is certainly a desired effect. It is about strengthening civil society as a whole. Cordaid utilises the efforts of experts from both the South and from the Netherlands for strengthening the capacity of partner organisations. The shift from long-term assignments to the deployment of shorter missions, along with the emphasis on the use of experts from the South, will be continued. In addition new forms of technical assistance will be sought. One example of this is the linking of organisations and companies in the Netherlands with organisations in the South, whereby knowledge, expertise and networks can be exchanged in order to strengthen the knowledge and capacities of partner organisations. Cordaid will abandon PSO financing for capacity strengthening since this is provided in an ineffective way and therefore does not fit in with the objective of increasing the efficiency of work processes by 15%.

Financial policy

Financial policy is based on the sound financial strategy pursued by the partner organisation. Such a strategy depends on the nature of the organisation's activities. This will be different for a hospital with a service contract with the government and individual contributions than for a lobby organisation of AIDS patients, or for a micro-finance institution.

Local fund-raising is important for increasing financial sustainability. The outcomes of the innovation programme Local Fund-Raising will be used throughout the entire partner network. The emphasis will be on middle-income countries where the opportunities for local fund-raising are the greatest. By 2008 partner organisations in 15 countries will have started local fund-raising.

The decision to opt for diversity in cooperation relations goes hand-in-hand with the deployment of flexible funding strategies. One example is the setting up of special funds for learning processes or network activities within programmes. In addition we will coordinate donations, loans and guarantees more closely to one another. With certain types of financial support, such as for micro-finance institutions, we will look at each funding to see whether, under certain conditions, another party could provide part of the funding.

Country focus policy

Solidarity with poor and vulnerable groups forms the guiding principle for the country focus policy. The country policy focuses on concentration of the number of countries per programme. The programmes will only be implemented in countries in which the counterpart network has sufficient (potential) critical mass. On average there are 13 countries

per programme. Because the focus countries differ per programme, the total number of focus countries (36) will be the same as in the period 2003-2006. (See appendix 2: list of focus countries).

Cordaid will continue its policy of deploying at least 50% of its resources for Africa (excluding acute emergency aid).

Based on the average per capita income of the population, three Cordaid focus countries, namely Brazil, India and South Africa belong to the middle-income countries. However there is no reason to cease activities in these countries, because these average income figures mask enormous inequalities.

The role of civil society in a middle-income country differs from that in a low-income country. As an Indian counterpart said during a round table meeting, his organisation focuses more on the prevention of 'leakage' in the system, or fighting against corruption, than on direct poverty eradication. These middle-income countries with economic growth and democratic values are precisely the ones with opportunities for civil society organisations to tackle inequalities. Which is why in middle-income countries Cordaid puts more effort into civil society building and lobby intervention strategies than into direct poverty eradication.

Partner organisations in middle-income countries are of vital importance for effective linking and learning.

Emergency aid

Cordaid currently provides large-scale emergency aid in the post-Tsunami areas, North Pakistan, the African Great Lakes area, Afghanistan, Sudan and the drought-stricken areas in East and Southern Africa. The emergency aid is provided by partner organisations and, to a lesser extent, via projects under direct

Cordaid management. Cordaid has the capacity to provide acute emergency aid in three major humanitarian disasters per year (see chapter 4, programmes 4 and 5).

Strengthening local capacity in order to offer emergency aid, but also in order to be better prepared, is the most effective form of emergency aid in the long-term. However, resources often only become available *after* a disaster has happened.

Cordaid wants to invest in strengthening local capacity for disaster management. Cordaid intends to invest in *disaster risk management* with 70% of the partner organisations in 9 countries with a high-risk profile. Here Cordaid will profit from its experience with the linkage project started in the previous strategy period.

In emergency aid areas Cordaid encounters armies that are part of international interventions. With both Dutch and other armies, Cordaid maintains an open dialogue about the complementarities of roles and mandates of NGOs and armies. In the Netherlands Cordaid (with ICCO and Pax Christi) holds talks with the ministries of Foreign Affairs and Defence about reconstruction, security & development. In those countries where it is relevant, ways in which diplomacy, defence and development organisations can relate to one another are looked into case by case

Religion and church

There is a growing recognition of the positive contribution to poverty eradication made by religious-inspired organisations. This has led to a cautious rapprochement of the worlds of religion and development. In the Netherlands Cordaid is active in the knowledge centre Religion and Development, as well as

in the knowledge forum of the same name of the Ministry of Foreign Affairs.

Cordaid aims to combine progressive forces in the Catholic world community on the basis of solidarity and justice. That is the commitment in the partner network and within the context of CIDSE and Caritas. Cordaid offers a platform for meeting, dialogue and cooperation.

In this time of religious polarisation and fundamentalism, Cordaid devotes itself to reconciliation. The world religions share a great many human values, which can bridge precisely these inter-cultural differences. Cordaid invests in relationships and dialogue with Islamic, Hindu and other religious-inspired organisations.

In 2010 religious-inspired organisations will form at least 45% of the partner network. This figure is now over 40 %.

Gender

Growing fundamentalism in world religions threatens the progress made in recent decades with regard to gender equality. Cordaid makes a stand against this in the partner network and will continue the gender policy forcefully. Progress will be measured using the gender sensitivity scan introduced in 2005. In 2010, 80% of all programmes and partner relations will be gender-sensitive, compared to 45% in 2004. The recommendations of the evaluation concerning women's organisations and civil society development will be implemented. The number of women's organisations in the network will increase from 10% to 20%.

Violence against women is an extreme consequence of gender inequality. It is estimated that one in three women are abused, an amazingly high number. In the growth programme Women

and Violence (see chapter 4) Cordaid combines the knowledge and forces within the network to oppose violence.

HIV/AIDS

HIV/AIDS disrupts communities. In programme 8 health organisations that focus on prevention and care of HIV/AIDS patients and on combating stigmatisation are supported. In countries with a high level of infection all organisations are affected by HIV/AIDS. Agricultural production declines, the schoolteacher no longer appears before his class, and funerals are an everyday occurrence. In countries with a high level of infection, Cordaid pays attention to the consequences of HIV/AIDS in all its programmes.

Cordaid accepts its responsibility as a donor. In cooperation with SAN!-partner organisations, guidelines have been drawn up for the support of partner organisations in drafting and implementing HIV/AIDS work floor policies. Guidelines for the entire partner network, based on the experiences of pilots in Uganda and India in 2006, will apply from 2008 onwards.

Risk analysis and management

The work of Cordaid and partner organisations is carried out in a complex and sometimes hostile environment. The tackling of power relations that are unfair and maintain exclusion, or the condemnation of corruption can incite a lot of resistance. In addition conflicts that break out, the spread of HIV/AIDS or drought can rapidly wipe out the progress that has been made. Cordaid is aware of the risks surrounding its work and that of its partner organisations. Although Cordaid, together with its partner organisations, takes measures to limit the risks, for example by analysing conflicts or disaster risk management

plans, we are still heavily dependent on external factors. In an environment where the risks are high and the chances of results in the short-term are limited, Cordaid maintains solidarity with vulnerable groups.

Strategic alliances and international networks

Within the context of globalisation, international networks play an increasingly important role in the areas of policy-making, knowledge development and innovation. The rapid worldwide spread of micro financing, following the success of the Grameenbank in Bangladesh, is partly due to the existence of a strong NGO network.

Cordaid has strategic alliances with (international) organisations and belongs to coalitions and networks (see list in appendix 3). For Cordaid, strategic alliances and networks play an essential role in lobby (see 3.3.) and innovation (see 3.4.). The strategic alliances and international networks are complementary to the partner network because they bring in other knowledge and contacts. Partner organisations in the slums use insights from the IHS in determining their strategy towards local government and other parties. In all programmes Cordaid works with one or more alliance(s) or network(s) (see chapter 4).

Along with like-minded organisations such as Cafod, Misereor and Trocaire, we work at donor harmonisation by coordinating working method and support policy. We exchange information and share experiences.

3.3 Strategic funding

Strategic funding is the financial support of partner organisations based on an analysis of inclusion of vulnerable groups. In the case of inclusion, external and internal factors affect the position of the target groups. The interventions will mainly focus on emergency aid, care programmes and capacity building, where internal factors are prevalent because vulnerable and marginalized groups themselves temporarily or structurally lack the power to get out of their situation. In this situation relatively more attention will be paid to direct poverty eradication, but always in combination with other intervention strategies.

Where external factors weigh more heavily, for example in a repressive system in which marginalized groups are not given the scope to become valuable citizens, the interventions are mainly aimed at creating an *enabling environment*. In this context, civil society building and lobbying are more important than direct poverty eradication, although they are related to that.

Direct poverty eradication

Direct poverty eradication usually happens via direct service provision. Part of the service providing organisations in the partner network operates in a traditional way in which the target group has little direct say. The say of poor and marginalized people is crucial for improving the accessibility and quality of services. *Making services work for the poor* by the World Bank (2004) shows how the accessibility and quality of services improve when the service providers are made accountable to the users. In health care, strengthening the

demand side is an example of increasing the patients' influence on the quality of care. Organisations could develop model programmes for services in which accessibility, quality and accountability to the target group are of primary importance. This would give them the right to address governments and other actors in their lobbying.

Civil Society building

Justice forms the basis for social cohesion and repair of relationships in a society. Civil society organisations that bring about the inclusion of vulnerable groups strengthen social cohesion and produce 'social capital'. Social capital is a collective property of a group of people, which revolves around shared standards of reciprocity and trust, and the building of networks that facilitate coordinated action. This enables collective problems to be resolved more easily and makes people more conscious of mutual solidarity.

Fragile and failing states lack the conditions necessary in order for civil society organisations to embed their pursuit of justice in legislation and governance. Civil society building and the strengthening of the state are therefore complementary. Cordaid and its partner network resist the trend, outlined in chapter 2, towards making democratisation and civil society building secondary to a security agenda in which the strengthening of the state and stability are given priority. A strong democracy is a better guarantee for security than a strong undemocratic state.

A strong civil society forms an important pillar under an effective and durable democracy, as shown in the Freedom House study (2005) *'How freedom is won: from civic resistance to durable democracy'*. Cordaid focuses not only on the formal

institutes and institutions, but also on the informal structures and culture that maintain inequalities of power, for example, informal cultural norms.

Cordaid uses the CIVICUS civil society index (CSI) as the basis for determining the civil society building strategy per country. In 2008 strategies will be developed for all countries in which a CSI is available.

Cordaid focuses explicitly on increasing people's say in decision-making processes. The evaluation of civil society participation (2006) shows the relevance and effectiveness of this approach. Cordaid will implement the main recommendations of the evaluation.

Civil society building forms the framework for capacity strengthening among partner organisations (see 3.2.).

We contribute to the organisational and institutional capacity of organisations, networks and alliances.

Lobby and advocacy

In Cordaid's view lobby stems from concrete experiences of target groups and organisations, for example the inclusion of marginalized groups, or the promotion of alternative care models for these groups. Cordaid brings together partner organisations that are mainly involved in implementation, and organisations that have experience with lobbying. This makes their interventions aimed at lobby more effective. Lobby organisations with a clear input based on practical experience, and with direct contacts with organised people, have a greater legitimacy.

Cordaid will invest in increasing the lobbying capacity of 140 partner organisations in 20 countries. The percentage of total spending on lobby will increase from 13% to 20% by 2010.

This includes a broad-based cooperation package, including consciousness-raising, research, logistics, Internet access and press policy, bringing organisations together to learn from and strengthen one another, broadening the power base and strengthening negotiating capacity.

Cordaid sees budget monitoring as an effective lobby strategy. An ever-growing proportion of bilateral aid money comes via budget support and is subject to donor harmonisation (see '*Paris declaration on aid effectiveness*'). So it is important to know whether the money is actually being spent on education or health care at local level. The study '*Beyond data*' (2005), carried out as part of the innovation project "Finger on the Pulse", records the experiences of some of our partner organisations with budget monitoring. The study, based on experiences in Zambia, Uganda, Cameroon, Ghana and Bangladesh, shows the conditions under which monitoring is an effective tool for holding both recipient governments and donors to their promises with regard to poverty eradication (for more on this, see study '*Beyond data*'). In 2010 Cordaid will actively support budget monitoring by partner organisations in 15 countries.

Partner organisations believe it is important for Cordaid itself to play a greater role in lobby and to adopt a clearer stance. Our lobbying activities start from the reality of Cordaid's partner organisations within each programme. Together with partner organisations Cordaid takes responsibility, takes a stance and shares the risks with the partner organisations. Strategic alliances and networks play an essential role. We cannot do it alone. Policy-making is an international process.

If you want to exert an influence on that, you have to cooperate in international networks. We play an active role within CIDSE and Caritas aimed at joint lobby towards the EU. Cordaid is represented in the executive committee of CIDSE and also has a say in deciding the agenda. Cordaid cooperates with thematic organisations, such as Pax Christi and WEMOS, in lobby with regard to peace & conflict and health care respectively.

Prove poverty with the Basic Needs basket

In October 2005 the mealy meal was sold at the Zambian markets twenty percent more expensive than in the previous months. The beans however were ten percent cheaper, just like soap. Costs for electricity, water and housing remained stable. The salaries of civil servants like teachers, nurses and policemen stagnated as well (at around 100 USD per month), while for pieceworkers or watchmen in the city earnings went down to less than 25 USD per month.

Monthly researchers of the Jesuit Centre for Theological Reflection (JCTR) in Zambia, a Cordaid partner, determine the costs of a simple basic food basket, with which a family of six in the city can live.

In addition to the costs of the basic food basket, they determine the costs of charcoal, soap, wash soap, electricity, housing and water. In October the total amount for food and non food-items was 1 348 860 kwacha (282 USD). This total is the so called Basic Needs Basket, that allows a family of six to live and eat, but does not make it possible to send a child to school, to go to hospital or to take a bus.

The monthly calculations of JCTR are published and commented on monthly in Zambia's newspapers. They clearly show that even a family with a regular average salary can hardly survive in Zambia without dropping below the poverty line. The Basic Needs Basket is in Zambia an influential instrument to demonstrate the effects of macro-economic policy on the lives of ordinary people.

These hard figures demonstrate the effects of the debt burden and IMF/Worldbank-prescriptions on ordinary people. When governments invest too little in education or health care while keeping the salaries low they exclude large groups of their citizens from sending their children to school or from going to the doctor.

JCTR has developed a solid reputation with her monthly research with both Worldbank and IMF. Now that Zambia has qualified for debt relief,

3.4 Innovation through learning and linking

Innovation is a crucial factor in poverty eradication. Cordaid invests in linking and learning in order to increase the innovation capacity within the partner network. Linking partner organisations with one another and with other actors means that they are confronted with new insights and technology. This involves both South-South and North-South links. Cordaid facilitates the exchange by organising and financing, for example, working visits, workshops and Internet discussions. This confrontation creates new knowledge and ways of working.

Learning is a continuous process based on experience. The results, good or bad, form the basic material for learning from practice. What has worked well, what has failed and why? Results are visualised via reports, evaluations and research. Within each programme we formulate an innovation project, together with partner organisations. The innovation project is tailored to the practice of partner organisations. In the innovation projects we work with strategic alliances and networks in the South and in the North. We invest in the learning capacity within our partner network, for example by letting southern researchers systemise the experiences of various partner organisations and link these to one another. The support to partner organisations for the strengthening of their PBME (Planning, Budgeting, Monitoring, Evaluation) system will be continued, in connection with broader plans for organisational and institutional development. Here we will work as much as possible with southern organisations for capacity strengthening and organisational development.

Knowledge centres play a crucial role in linking and learning. In the coming years Cordaid wants a more structured cooperation with at least 2 knowledge centres. They will make their research and educational expertise available to Cordaid and its partner organisations. Cordaid and its partner organisations in turn will make their practical experience available to knowledge centres. An existing example of such cooperation is the alliance with IHS.

The results from project reports, programme evaluations and research will be systemised within learning trajectories. We will build on our PBME system in which the results of partner organisations will be visible at target group and community level. Cordaid will invest more in programme evaluations, in which there will be cooperation within the context of Partos (see chapter 4 for (provisional) description of the learning trajectories per programme).

3.5 Complementariness

Complementariness is a desirable situation in which, through a conscious choice, various parties, companies, government and civil society organisations, complement one another and together achieve more. Complementariness does not necessarily mean direct cooperation, as in the case of partnerships (see 3.6). Although an awareness of and knowledge of the different roles that these companies, government and civil society organisations play is presumed. Discussion and coordination at country level (with embassies) and regional level is aimed at increasing complementariness.

Complementariness does not preclude differences of opinion or conflicts between the various parties. These are unavoidable in the light of the Cordaid analysis of exclusion and unequal balances of power.

Both in the South and in the Netherlands, Cordaid strives for complementariness with various parties. The core of complementariness between the Dutch government and Cordaid lies in the democratisation of relationships between government and population in the South. Democratisation means more than formal political institutions; it also means civil participation in decision-making at local, intermediate and national level. The Dutch government works from above via the government and encourages good governance in the recipient country. Cordaid works from below via civil society organisations and strengthens civil society. For Cordaid the Dutch policy contributes to a strong environment (enabling environment) that makes democratisation possible from below. The form that this complementariness takes in each country depends on the sectors or the themes in which Cordaid and the Dutch government are active. Cordaid is a party to working agreements with embassies.

In order to optimise the complementariness of the various Dutch aid efforts, the co-financing organisations and embassies in the countries with a bilateral development policy will advise one another about the relevant initiatives to be taken. In the countries where so-called working agreements apply, i.e. Ghana, Tanzania, Haiti and Suriname, Cordaid will organise/ coordinate an annual meeting with the embassy on behalf of the Dutch development organisations. As a next step, Hivos, Novib,

Cordaid, ICCO and Plan intend to have a joint development agenda drawn up by 2009 in four countries, to be agreed later with the ministry.

Within MicroNed, Hivos, ICCO, Novib and Cordaid work together to realise more effective and larger-scale support to micro-finance institutions (MFI). Within this cooperation Cordaid will coordinate support at sector level in Bolivia, Uganda, Malawi and Vietnam in the coming years. With regard to the building up and sharing of knowledge, Cordaid will concentrate on advocacy and remittances. MicroNed aims for complementariness with the commercial banks, whereby initial price risks and costs will be borne by development organisations and growth will be financed via private capital.

3.6 Social commitment: from solidarity to partnership

Cordaid distinguishes several target groups in the Dutch community. In addition to the contributors and the general public, Cordaid focuses on policymakers, politicians, Catholic networks, 'new' Dutch people, educational institutions, local governments, companies, banks, asset funds, foundations and service clubs. It has already been described how the support is subject to strong fluctuations, supporters becoming more and more critical and, to an increasing extent, indicating how or whether they want to contribute to our work. Cordaid is responding to this trend and repositioning itself in the Dutch society. Companies and institutions are increasingly focusing on initiatives that are linked to their own core business and expertise: complementariness being the key concept.



JCTR monitors Zambia governments' monthly spending on basic social services and whether or not families' situation actually improves. JCTR is also developing a Basic Needs Basket for the rural areas, where people often have to survive without access to basic services. Muweme Muweme, a JCTR researcher-economist regularly meets with colleagues from Washington. "On the one hand we simply show how families have to struggle to survive, show their monthly situation. But we also go in depth: what does it mean for parents to deprive their children from what they need in terms of food, education, safety? How can you pass on the guiding values of our nation, like honesty, responsibility, respect and love for others and, if you are hardly capable of surviving? When you see that hard work does not bring anything, when hope and confidence are not rewarded, but frustrated time and again. What kind of society are you then building?" JCTR plays an influential role in the discussion about the new Constitution. Muweme: "You cannot talk about civil rights when basic social services are not met. We lobby to have economic, social and cultural rights laid down in the Constitution. As a nation that feels very strong about family values, you have to assure that people can raise their children in a decent way."

Margriet and Memisa/Cordaid: the magazine & the charity

“Our efforts towards charities are a logical consequence of who we are and of what we do,” states Margriet’s chief editor Anneliese Bergman. “Margriet is a heading with a heart for readers with a heart. Everything we do comes down to commitment, have a positive attitude towards life, and live positively with and for one another. That is why for years already we cooperate with charities and always from a long-term commitment. Memisa/Cordaid’s world comes close to that of our Margriet-readers. It is true, a world that plays in far away countries, but still very close because it is about medical aid and because especially in these far away countries women and children are the most vulnerable. They need our support most. And of course our readers are often mothers themselves. And that creates a feeling of solidarity.”

The cooperation with Memisa/Cordaid has been shaped in a 24 page special with Margriet’s Christmas edition. Jacqueline Bal of Memisa/Cordaid: “Our aim is to increase the public support for our activities. Thanks to this special we can make it tangible for the Margriet readers. In this way we can also explain more. For example which cultural norms and values play part in a problem, what is the influence of the local political situation? In this way it is easier to visualise a problem like AIDS beyond just explaining that it is bad and that people die.

Yearly we visit a Memisa/Cordaid health care project with a number of Margriet editors, as to show them and make them experience how we support structural health care and health education, but also to show the lasting positive effect on the health situation of mothers and children. With the stories that result from such a visit and the positive tone in which these often serious problems are written down, a large public is reached.” (Margriet has a circulation of 400,000, with a reach of 2 million readers)

Cordaid values them for the specific contribution they can make towards structural poverty eradication. This results in a combining of forces in the Dutch society.

Cordaid has chosen a differentiated approach in which the primary objective is to increase social commitment. With this Cordaid wants, on the one hand, to respond to the need of Dutch people, companies, local councils and other institutions to express their feelings of solidarity and connection. On the other hand they want to ensure that these expressions of solidarity contribute towards the effectiveness of efforts in the South.

Cordaid wants to increase social commitment by:

1) Information and development education

Information is aimed at the contributors and the general public and is designed to broaden and deepen support for development cooperation and for Cordaid’s work in particular. Cordaid will invest in greater transparency towards contributors and will make every effort to visualise its results and added value. Doing so, Cordaid wants to validate its contributors in their choice and strengthen their trust. The broadening will be realised via public campaigns and actions:

- Attention on television and radio, in newspapers and magazines and on the Internet
- By working with third parties such as the magazine Margriet, television programmes, ambassadors, National 4 and 5 May Committee, National Postcode Lottery, radio stations etc.
- Not only the results but also the dilemmas will be shared with a broad public. The first concrete experiences with this were acquired in the accounting concerning the tsunami money, see website www.nadetsunami.nl.

The deepening will be realised by information campaigns directed at Cordaid’s individual contributors:

- The programmes will be reported on in donor magazines (Together circulation 150,000, Mensen in Nood Nieuws 100,000, Kinderstem nieuws 60,000 and Vastenactie Volunteers’ Newsletter 5,500, total circulation 315,500). In the coming years more attention will be paid to feeding back results. Yearly a condensed annual report will be included as part of the donor magazine.
- Contributor meetings, campaign markets and the Dutch Bishop’s Lenten campaign/Cordaid Volunteers advisory group. These meetings focus on direct contact with a very committed section of our contributors. During these meetings the programmes, campaigns, results and dilemmas are discussed in depth. These meetings are valuable for deepening our public support.
- Internet sites of these funds (543,000 hits annually) on which information about results is fed back and up-to-date information about campaigns is posted.
- Active participation of contributors in lobbying campaigns such as the Jubilee and the “Maak het Waar” campaign (Dutch ‘Make poverty History’).
- Television programmes through which contributors can be reached indirectly (e.g. Kruispunt and Netwerk)

Targets 2007 - 2010:

- ▶ 10 contributor meetings and campaign markets a year with an average of 100 visitors
- ▶ 25% increase in number of hits on websites
- ▶ 6 major public campaigns a year

2) Development education

Development education will be aimed at making children/young people more sensitive to the living conditions of people in the South, making them more conscious of their own role in the global world and encouraging them to make their own contribution to a solidary world community.

From Cordaid's point of view, the strategic importance of development education is enormous, not only with a view to the aging of the natural supporters and with that the need to invest in new and young target groups, but also in view of our assignment to contribute to a solidary world community.

Targets 2007 - 2010

- ▶ Yearly 278,000 pupils at primary school will make use of educational material. From 2007 the number of pupils reached will increase by 10%
- ▶ Yearly 30,000 pupils at secondary school will make use of educational material (developed in collaboration with Thieme Meulenhoff). From 2007 the number of pupils reached will increase by 10%
- ▶ Offering of educational exchange between schools here - Cordaid partner organisations/partner organisations (project Xplore) starting in the 2006/2007 academic year
- ▶ The development of educational material/curricula with at least 1 college and/or university starting in the 2007/2008 academic year (dependent on market research results)

3) Mobilisation of commitment in lobbying

Cordaid wants to mobilise the commitment of its supporters in order to make lobby more effective. We want the contributors and the general public to be committed to the interrelationships

that exist between various societies in the world, so that they integrate this into their way of life and actively work for that. Cordaid responds to the increased awareness of the global connection and the need of Dutch companies, councils, trade unions, housing corporations and individuals to express their feelings of solidarity.

Targets 2007 - 2010

- ▶ 20% increase in response percentages to petitions, SMS actions, lobby campaigns, etc. between 2007 and 2010.

4) Acquiring resources

Cordaid aims for the closest possible match between the resources of its (institutional) contributors on the one hand and its programmes and partner organisations on the other. For Cordaid great commitment is essential. The 370,000 contributors that support Cordaid financially are clear proof of commitment. Cordaid also will focus more on people and institutions that want to deploy other resources (knowledge or experience) for Cordaid's projects or partner organisations.

Targets 2007 - 2010

- ▶ 8% increase in number of new contributors
- ▶ The total number of active contributors to be increased by 30,000
- ▶ Cordaid is aiming for an increase of private fund-raising among contributors and institutional donors from 32 million (excluding SHO Tsunami and National Postcode Lottery contribution) in 2005 to 36 million in 2010. Cordaid will run an average of 10 to 15 fund-raising campaigns a year.

- ▶ Inits fund-raising Cordaid also aims for the greatest possible reach among the Dutch public, which for this purpose is segmented into several target groups.
- ▶ Cordaid invests in services tailored to the needs of institutional donors such as educational institutions, companies, orders and congregations. For the period up to 2010 Cordaid aims for an average increase of 10% per year among the institutional donors compared to the income in 2005 (from 4.5 to over 9 million euros).
- ▶ Cordaid stimulates companies to give financial, professional and innovative contributions to development cooperation. From 2007 – 2010 at least 40 companies will have made their expertise available through Cordaid's network.
- ▶ Service clubs make their expertise and experience available for the identification and monitoring of projects for the CSF matching funds. From 2007 – 2010 this will involve at least 500 service clubs.
- ▶ Cordaid is building a network of other institutions (media, local governments, hospitals) that will deploy their specific professional expertise for Cordaid's partner organisations and programmes. At least 20 institutions will have made their expertise available.

5) Support for private initiatives

Cordaid supports private initiatives for development cooperation in the Netherlands that contribute to poverty eradication in the South. This also encourages the broadening and strengthening of public support for development cooperation in the Netherlands. Using its experiences in the South, Cordaid also wants to contribute towards eradicating poverty and exclusion in the Netherlands via private initiatives.

Targets 2007-2010:

- ▶ An average of 500 private initiatives per year will be supported (Linkis/front office with budget of 6 million),
- ▶ These groups will receive guidance in drafting project proposals and in monitoring activities
- ▶ 7 networks of migrant organisations (with 120 project applications per year) will be given guidance and support.
- ▶ 300 volunteers will put their efforts into concrete activities for partner organisations in the South via the “Share Your Talent” programme
- ▶ 100 young people a year will gain experience via volunteer placements with Southern partner organisations via the Xplore programme
- ▶ 40 initiatives per year aimed at poverty eradication in the Netherlands will be supported, the emphasis will be on ZMV groups (black, migrant and refugee groups).
- ▶ Via Maatwerk bij Terugkeer, an annual 100 asylum seekers and refugees, who have exhausted all legal procedures, will be helped to return to their country of origin.

6) Partnerships

In a partnership those involved - from their individual roles and responsibilities – bring together knowledge, skills and resources. They achieve more collectively in a partnership than any of them could have achieved individually. Partnership presumes that all those involved have the capacity to look beyond their own borders, to see their own interests in the perspective of a greater whole (interest) and to make relevant connections.

For Cordaid corporate social responsibility offers a good opportunity to increase the impact of the private sector on poverty eradication. At the same time, Cordaid wants to take advantage of the added value of companies when it comes to their innovative strength, entrepreneurship and result orientation. Engaging in partnerships is a way of taking up these opportunities. Cordaid's efforts are aimed at keeping the vision and interests of partner organisations vis-à-vis the (big) companies on the agenda. Here again unequal balances of power play a role.

Cordaid has a broad pallet of connections with the private sector. In the Dutch network this includes fund-raising, sponsoring and deployment of personnel and expertise for poverty eradication in the South. An example is Cordaid's role in the soy coalition in which negotiations are underway concerning guidelines for sustainable production. Cordaid was also in at the birth of Agri-pro-focus, the partnership with Dutch agriculture.

With Southern partner organisations Cordaid has developed a programme for cooperation with the Small and Medium Sized

Business (SME) sector. Up to now 25 companies, most of them in the agro-business chain (coffee, pineapples, etc.), are involved in this. Small farmers, private enterprises and civic organisations work together to strengthen connections in the production-processing-marketing chain. Cordaid's support is aimed at strengthening the position of the small farmers and producers in the chain. The small farmers (m/w) work with a company as out grower, or contract grower in order to increase the productivity and quality of the product and thereby gain access to the market.

For 2007 – 2010 Cordaid aims for complementary partnerships with at least eight parties from different sectors or trades: industry and banks, knowledge centres, asset managers/funds, local governments and other institutions (such as sports clubs or media). The partnerships will be developed within the framework of the programmes.

The eight parties are grouped as follows:

In the coming years Cordaid wants to develop structured partnerships with at least three companies and one bank:

- With a commercial bank around social “investorship”
 - With the private sector in connection with young entrepreneurship or SME
 - With the private sector around disaster risk management
- Cordaid wants to enter into a structural cooperation (professional group matches) with at least four other institutions such as local governments and media:
- With local governments around administrative processes and decentralisation.
 - With media around reconciliation processes (e.g. Colombia and Palestinian territories)

Gang members in Honduras sometimes find their way back to school or to vocational training. Partner organisation Jhaja supports them in this process of reintegration.



Banking with Kinderstem

The department for relation management saw the light in September 2005. It is a clear indication of Cordaid's plans with regard to partners that are of old not the most obvious ones. One of those partners is the private sector. Some forms of cooperation already exist, but Cordaid wants more. Marjolijn Wilmink, head of Cordaid's newest department: "We aim for a structural involvement of private sector in poverty eradication." Looking for alliances with private sector is not new to Cordaid. Cooperation at for example project level already exists for a while. Wilmink: "We request for project funding, or we look for expertise with respect to content, for example an insurance company that makes its knowledge available for the development of health insurance systems in developing countries." Besides cooperation with private sector exists around contract farming. And so now a start has been made with long-term strategic partnership with the private sector. According to Wilmink, the importance that is attached to relation management forms recognition of the fact that Cordaid will not succeed in fighting poverty on its own. Expertise from outside is essential. "We are interested in companies for which socially responsible entrepreneurship is part of their mission." Says Wilmink. A nice example is the ASN bank that since four years offers youth savings accounts. For each newly opened account the bank transfers ten euro to Cordaid's Kinderstem fund. Moreover a percentage of the deposited savings yearly goes to Kinderstem supported projects. In total it yielded € 226.949. 2005 was a very good year; as compared to 2004 the contribution of the ASN bank grew from € 55.640 to € 79.700.

Projects for street children in Cameroon and India are funded with this money. Ewoud Goudswaard, director of the ASN Bank: "Customers, who open a savings account for their child or grant child partly do so because that link between children her and children in developing countries. For us it is a fine combination of two forms of expertise. We know a lot about banking, Kinderstem best knows how to spend the money that we raise. It perfectly fits into our strategy of partnerships with relevant organisations."



Dalit women gathering usable waste in Chennai, India.

The programmes form the core of this strategic plan. Programmes are the practical elaboration of the policy choices. In each programme the focus is on inclusion of a vulnerable group in their society, in governance, reconstruction, health care or economy. Strategic funding, linking and learning, lobbying and increasing commitment in the Netherlands are deployed in a coherent way in order to realise inclusion.

The programmes also form the focus for combining forces in the Netherlands. So, for example, in the health programme private initiatives from hospitals and Service clubs will be linked to partner organisations. Not only money but also expertise will be deployed here (such as home-based care nurses, doctors, etc.). One example of this is the Albert Schweitzer hospital in Dordrecht that cooperates with the Holy Family Phalombe hospital in Malawi. Innovation and learning take place within the programmes. For every programme an innovation trajectory has been drawn up and a programme evaluation will be carried out.

The large number of programmes reflects the broad partner network. This is a strength from the point of view of our vision civil society development,. The stronger the interrelationships between civil society organisations from different sectors, the stronger the social sector will be. By investing in linking and learning, Cordaid wants to take full advantage of this strength. The programmes have a strong regional character. Access to health care (6) is strongly developed in East and Southern Africa, Children and young people in the city (3) in Latin America and Asia, care for the most vulnerable groups (7) in Eastern Europe and Asia.

Within each programme the number of countries and partner organisations is concentrated further. In countries where the programme is too small, links with partner organisations will be run down.

The programmes are the level around which internal management is organised. The budgets and deployment of personnel and other resources are allocated to programmes (for more on this, see Chapter 6). Below the programmes are described in brief and explained using an example. For internal management a concrete task setting has been worked out per intervention strategy and at input, output, outcome and effect level. Results at effect level are presented in the tables attached. Underneath, examples of indicators are given. Through programme evaluations they will be concretised and verified.

Identity and diversity in multiform societies

Programme I

In many countries the basic civil rights of ethnic or religious minorities are violated. Minorities are very often poorly organised and lack political clout. Society does not regard them as valuable citizens, there is no social cohesion. Minorities are increasingly losing control over economic and natural property and have no access to basic services. Consequently the basis for their livelihood and lifestyle disappears. The often fragile or repressive states in which they live offer no safeguards for multiformity in lifestyles and cultures. Ethnic or religious groups such as Papuans or pastoralists vehemently resist discrimination by opting for self-determination and their own lifestyle. They work at feasible alternatives for income and services. Within their own social context, they organise themselves in order to create sustainable institutions and tighten up (inter) national legislation and regulation.

Traditionally, Cordaid is experienced in inter-ethnic dialogue and devotes itself to the emancipation of marginalized groups. Leadership development and reconciling activities are aimed at repairing relationships between the various groups. Both programmes aimed at sustainable land use and the formation of cooperatives strengthen the economic resilience of minorities. Cordaid works with the Minority Rights Group, Intrac, NCIV, Justitia and Pax in the area of leadership development and organisation strengthening. In Asia they work with Both Ends in the area of non-wood products from the forest. Knowledge development about religion and development is encouraged by the Religion, Human Rights and Social Change chair at the ISS. Via this chair, a connection has been made with academic - theological - institutes worldwide. With partner organisations such as Kredha and OVSE-Max van der Stoel

initiative, activities are undertaken in the area of 'silent diplomacy'. The integrated approach of strategic financing, lobby and increasing public support has yielded results such as the nomination of two UN Human Rights rapporteurs.

In the Netherlands Cordaid has gained expertise concerning the build-up of migrant networks. Both from these networks as from private initiatives is cooperation with ethnic and religious minorities in the South.

In 2010 Cordaid has increased the access of minorities to resources and basic services in 16 countries and their income position has demonstrably improved. Social cohesion among these groups has demonstrably strengthened.

The innovation trajectory will focus on the relationship between religion and development.

Strategies	Direct Poverty Eradication	Civil society building	Lobby
Results 2010	<p>Minorities with increased access to resources, markets and basic services</p> <p># poor (minorities) with access to resources and basic services</p> <p># percentage women</p>	<p>Greater participation of minorities in economic and political decision-making.</p> <p># organisations of ethnic, cultural and/or religious minorities</p> <p># percentage women</p>	<p>Stronger compliance with human rights and increased autonomy and self-determination for minorities.</p> <p># countries in which quality of compliance with legislation with regard to self-determination for minorities has improved</p>
<p>16 Countries and partner organisations: CAR (1), Chad (7), Nigeria (10), Ethiopia (5), Kenya (12), Tanzania (3), Guatemala (11), Suriname (10), Georgia (8), Moldavia (3), Albania (3), Indonesia (39), Philippines (16) Vietnam (7), India (23) and Sri Lanka (23)</p>			

Emancipation of Dalits

With over 170 million people, Dalits, known as 'untouchables' or 'casteless', make up a sixth of the population of India. They are the majority of the poor in India. Violence, discrimination and social exclusion are part and parcel of their daily lives.

Cordaid's decision to support Dalits fits in with Catholic social thinking: a belief in human dignity and respect for diversity. Effective poverty eradication in India demands the tackling of underlying discrimination based on caste and unequal balances of power. The organisation of Dalit groups, initially mainly in Southern federal states, has slowly grown in all states. In 1998, in the run-up to the World Conference against Racism in 2001, the leaders of various Dalit organisations came together and set up a national platform, the National Campaign on Dalit Human Rights. Then international lobbying led to the setting up of the International Dalit Solidarity Network which includes organisations and individuals from the US and EU. Along with Justitia and Pax Netherlands and others, Cordaid is a member of the Dalit Network in the Netherlands which opposes caste discrimination by consciousness-raising campaigns and by providing support in legal proceedings.

In India the NCDHR is working at strengthening its base in 15 federal states. Partner organisations give leadership training, campaign for a broad public support, train men and women, raise violations of basic rights and expose violence against Dalits through the media. Leadership and membership of the NCDHR network is in the hands of Dalit men and women. Around them is a circle of organisations and individuals who support their objective, but the struggle against caste discrimination is led by Dalits themselves.

At this historic time, in which the Dalit movement is becoming stronger, Cordaid focuses directly on the diversity within Dalit

networks. Some groups - such as women and people with a handicap - are more vulnerable and are even discriminated against within their own community.

Cooperation with Justitia and Pax Netherlands means that lobbying and capacity building of networks in India (in the area of human rights monitoring, lobby skills, research) are interlinked. Funding is coordinated with Christian Aid, CCFD, Brot für die Welt, Dan Church Aid. Lobby activities are combined for a wider impact. The CIDSE network is currently carrying out a study which records caste discrimination in Tsunami programmes, to be able to act effectively within the church network against caste discrimination. Cordaid has changed its role from funding separate programmes to networking, linking actors and to devoting its efforts to lobby and advocacy. In 2010 Cordaid expects the participation of women and particularly vulnerable groups within the Dalit community have increased in the NCDHR network. Cordaid will run campaigns with related organisations in Europe with these specific groups.

Access to basic facilities for slum dwellers

Programme 2

Urbanisation brings with it pressure on basic services.

Governments invest more in facilities for urban economic growth than in facilities in slum areas. The trend towards privatising basic services makes them much less affordable for the poorer inhabitants. This leads to mass illegal siphoning off of water and electricity, which is accompanied by enormous waste, fire hazard and pollution of the environment.

Slum dwellers ask social security and a better future for their children. This requires facilities such as secure tenure, housing, water, sewerage systems, sanitary facilities, waste collection systems and energy. Slum dwellers want to organise themselves and be acknowledged as discussion partners. Local governments and politicians must take them seriously while making decisions about their neighbourhoods.

The strengthening of local organisations and more say for poor people are central to urban policy. Improved access to basic services can only be realised in collaboration with other civil groups, governments, banks and industry. To do so organisations of the poor make use of loans from Cordaid. This requires capacity building and local leadership of organisations. The consequences of, for example, privatisations on poor people will be brought to the attention of various administrative levels in the countries themselves and at international forums. In addition coalitions with knowledge centres such as the Institute for Urban Housing and Development Studies, and with universities and trade organisations, as well as with foundations and housing corporations such as Intervolve and DIG, will provide expertise and manpower. Power companies, water boards, construction firms, Dutch councils and suchlike come to Cordaid because they want to contribute towards the

improvement of slum areas. This fits in MDG 7, which calls for attention to water and sanitation for poor people. Cordaid will take on the task of matchmaker between Dutch expertise and funds and residents' associations and local governments in the South.

In 2010 the quality of the services provided to slum dwellers in the area of basic services has improved in 11 countries. The percentage of women on neighbourhood councils and in organisations has increased by 5%. The say of slum dweller in decision-making about basic services is recognisable.

The innovation trajectory will focus on the impact of slum dwellers on the process of privatising services.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	<p>Improved access to housing, sewerage, energy, garbage collection for slum dwellers</p> <p># poor people (slum dwellers) with access to basic services</p> <p># percentage women</p>	<p>Greater participation of neighbourhood organisations in decision-making about basic services. Improved collective approach for development of basic services in the city</p> <p># neighbourhood organisations</p> <p># percentage women</p>	<p>Improvements in local and national policy with regard to basic services for the poor</p> <p># countries in which the policy with regard to basic facilities has improved</p>
<p><i>11 countries and number of partner organisations per country: Angola (1), Mali (9), Cameroon (6), Nigeria (3), Congo (4), Ethiopia (8), Kenya (8), South Africa (7), Bolivia (5), Brazil (5), Peru (7).</i></p>			

Urban problems in the Philippines

People in slum areas have to contend with inadequate incomes, lack of jobs and credit, poor housing and the threat of eviction, no sanitary facilities or water supply and health hazards as a result of pollution. There is progressive legislation in the Philippines but its implementation is often inadequate. Only by combining forces community organisations and NGOs can, together with the government, the private sector and the media, provide sufficient resources and mobilise knowledge to offer a decent future to the millions of urban poor. Cordaid works in the Philippines mainly in the Metro Manila region and in the South in Davao City.

At the beginning of 2006 seven local organisations in Davao are working on acquiring land rights for slum dwellers and on the purchasing of land via a collective mortgage from the government-subsidised Community Mortgage Programme. Since housing and land rights are only part of the problem, income acquisition and gaining access to basic services are also on the partner organisations' development agenda. Work is being done on building community organisations and forming them into federations, on strengthening their capacity for advocacy and on the active participation of the population in local government. In 2005, as part of its strategic cooperation with the IHS, Cordaid organised a process mapping. This study looked at the government's policy and the role of the various actors in urban administration and at the implementation of urban programmes aimed at the poorest people. Due to lack of understanding and ignorance of each others possibilities the cooperation between the various actors proved to be extremely limited. There has been a revision on the part of the government and the NGOs concerning their role in urban administration and urban development. One concrete result of this is the cooperation

of representatives of both NGO's and the Homeless People's Federation in the Local Housing Board.

In the World Urban Forum scheduled to take place in June 2006 in Vancouver, Cordaid, together with IHS, is organising a workshop with Davao NGO representatives about what a Pro-Poor policy can contribute towards creating a liveable city for everyone. A gender project will be started in the Philippines in 2006 with the initial objective of gaining a better insight into how various NGOs have mainstreamed gender in their organisation and programmes. Work is also underway on a training programme in this area.

In 2010 the number of participants from the deprived neighbourhoods in the organs targeting housing and basic services has increased by 5%. In ten neighbourhoods the quality of services in the area of housing, waste processing and water supply has improved significantly.

Children and youth in the city

Programme 3

More than half of the inhabitants of the rapidly growing number of slum areas are children and youth. In deprived neighbourhoods they face the same problems everywhere: lack of social support and education, and - not only for the parents amongst them - lack of work and income. Urban administrators and adults make decisions *about* them, but *without* them. Young people's initiatives are ignored by society, as a result of which young people have an increasingly negative self-image. In reaction many youth and children seek refuge in criminal gangs and vent their frustrations in violence both on the street and at home. Girls find it doubly difficult. Children and youth have their own ideas for the future and often know very well 'what is good for them'. They concentrate on short-term survival strategies and devote their talents to them.

In recent years Cordaid has invested a lot in partner organisations with programmes aimed at shelter and support, sport and organisation that contribute to the welfare of children and youth, activities that form a stepping-stone to self-confidence and work. Children in vulnerable environments have the right to care and education, and to a say in their future. In seven different countries in Africa, Latin America and Asia research has been carried out into the (lack of) participation of young people in the development of their cities. The research has led to the setting up of international networks of youth organisations. The young people learn from one another, among other things via Internet forums, how to develop leadership, gain access to funding and how to lobby. Opportunities are encouraged for linking colleges, local governments, police, media and industry with young people in the South. The trade organisation SME, on the initiative of

Cordaid, has established a foundation to support young entrepreneurs in the South. Since 1 January 2005 Cordaid has raised 5 million euros via the independent fund Kinderstem, specifically for children in slum areas.

In 2010 the living conditions of boys and girls in 11 countries have improved; they have their own organisations, their security, income and work have demonstrably improved. The relationship between boys and girls has become more equal. Young people themselves have given their opinion about the policy pursued. As a result of collective international lobbying, the rights of children and young people have improved on two fronts.

The innovation trajectory will focus on the development of an approach for keeping young people in extreme situations away from violence.

Strategies	Direct Poverty Eradication	Civil society building	Lobby
Results 2010	<p>Better living conditions (education, income, food, housing) for children and youth in the city</p> <p># Boys and girls in the city with increased income</p> <p># Children in high-risk situations cared for in welfare facilities</p>	<p><i>Leadership and self-organisation of young people strengthened.</i></p> <p><i>Increased number of civil society organisations dedicated to improving the position of children and young people</i></p> <p># Youth organisations</p> <p># percentage girls</p> <p># civil society organisations</p>	<p><i>Better protection and less discrimination with regard to the rights of children and youth</i></p> <p>#Countries in which local and national policy with regard to youth and children has improved</p>
<p><i>11 countries and partner organisations: Cameroon (6), Ethiopia (6), Kenya (6), South Africa (7), Bolivia (7), Central America (4 countries,15), Brazil (9), Peru (10), Philippines (6), Dominican Republic (8) and India (10).</i></p>			

Youth networks in Central America

In Central America youth gangs are currently the best-structured form of young people's organisation. In the last twenty years these gangs have grown and have armed themselves and now operate across borders. In Honduras there are some forty thousand gang members, or 'marero's', in a population of six million people. The gang members are aged from 10 to 25 years. The gangs are the result of a process of social exclusion caused by the break-up of families, unemployment, drug abuse and the feeling of hopelessness that prevails among young people. Repression of the youth gangs without tackling the root causes of the phenomenon is ineffective. For that reason it is necessary in the short-term to offer immediate feasible and practical alternatives aimed at giving young people in high-risk situations a chance to grow into valuable citizens and escape the violence. So in Honduras the organisation Jhaja works with a rehabilitation programme for young gang members, gang sympathisers, and with young people who want to get out of the gangs. Jhaja has developed a model, "therapeutic neighbourhoods", whereby the residents of the neighbourhood in which the gang operates as well as the gang members themselves and the police, participate in an integrated approach. Psychological help, professional training, jobs for young people and their (re) integration into the family are seen as spearheads of the approach. Jhaja has successfully initiated reconciliation and trust-building processes between neighbourhood residents, the gangs and the local police. A group of 20 ex-gang members have set up their own youth organisation and in this way Jhaja succeeded, in a small way, in re-socialising the ex-gang members and in integrating them in the community and the family. They organise football competitions aimed at bringing young people in the

neighbourhoods together and creating relationships of trust between the ex-gang members and the community.

The majority of the young members are boys, but Jhaja's target group also includes young girls. A group of girls have been trained as bakers and now own a bakery and a restaurant. Compared to the boys, girls appear to be more motivated, work harder and are more suited to running a business together.

For 2010 Cordaid expects that ten organisations of and for young people in the four countries of Central America will have developed tried and tested methods for keeping young people out of the spiral of violence. The partner organisations are part of the Central American coalition of NGOs that lobby international bodies for the protection of disaffected young people.

Disaster risk management and natural disasters

Programme 4

Disasters demand a rapid and adequate response. Acute emergency aid saves lives, but merely emergency aid is not an adequate response to natural disasters. These disasters are not only events that happen to people from outside. Natural disasters can rarely be controlled and the absence of rain cannot be influenced, but the consequences of disasters are less serious if people are prepared for them. The poorest population groups are the most vulnerable to disasters since they have few resources to invest in prevention and extra protection. By analysing their situations themselves in terms of possible threats, by setting up early warning systems and by training disaster situations in collaboration with local governments and other organisations, groups can lessen their vulnerability. Balances of power can also change if poor population groups become more aware of their rights in national programmes and budgets for preventing disasters. Most emergency aid is given by local organisations. By involving these organisations more in the risk analyses and by working on disaster plans in time, the number of victims among the poor population groups will be reduced.

Cordaid has the capacity to provide acute emergency aid in three major humanitarian disasters a year, here we also includes any disasters resulting from conflicts. In addition there is close cooperation with local partner organisations and the Caritas network. The acute emergency aid involves the dispatching of aid materials such as tents, blankets, food and medicines, as well as aid to refugees, setting up (mobile) clinics, the installation of water pumps and reservoirs. This enables vulnerable groups to more quickly rebuild their lives and support themselves.

Cordaid has started disaster risk management programmes with a large number of partner organisations in Asia, Africa and Central America. Within Cordaid there is wide experience with linking emergency aid and structural aid, whereby Cordaid's field offices serve as a link. Cordaid works with a network of advisers and research and training institutes, including Disaster Studies Wageningen, Red Cross Climate Centre, IIRR, UNDP, UN Habitat, Disaster Mitigation Institute India, Disaster Training Institute Bangkok, University of Cape Town. Cordaid lobbies with its partner organisations in the area of climate change. So Cordaid closely cooperates with the Climate Bureau in which all beneficiaries of the Postcode Lottery implement a shared programme concerning climate change.

In its emergency aid programmes Cordaid emphasises coherence between a longer-term approach: reduction of vulnerability and strengthening of disaster risk management. In addition Cordaid has an eye for the complex situation that occurs in the event of natural disasters in conflict areas (recent examples are Atjeh, Sri Lanka and Sudan). The experience acquired in disaster risk management within this programme, which is directed more at natural disasters, will strengthen Cordaid's approach to disasters resulting from conflict, as described in programme 5. Contributors of Mensen in Nood (Caritas Netherlands) are regularly informed of the cause of disasters and disaster management.

In 2010 Cordaid has provided acute emergency aid in a maximum of 12 countries. The quality of the emergency aid is tested externally against the Code of Conduct. In 9 countries with a high risk profile, at least 70% of the partner organisations have built up capacity in disaster risk management. The innovation trajectory will focus on the development of participative models of disaster risk management.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	<p>More people are capable of surviving a disaster and vulnerable groups are able to rebuild their lives after a disaster and support themselves.</p> <p># poor (affected by disaster) able to rebuild their lives</p> <p># percentage women</p>	<p>Early warning systems and disaster plans are in place in villages that are regularly struck by disasters.</p> <p># communities with capacity for disaster risk management</p>	<p>(Local) governments are more aware of the seriousness of climate changes and the relevance of preventing disasters</p> <p># countries with improved policy for disaster risk management</p>
Disaster Risk Management: 9 countries: Ethiopia, Kenya, Malawi, Sudan, Uganda, Central America (4 countries)			

Drought in the Horn of Africa

The drought in large areas of Kenya and Ethiopia is structural. The millions of nomads can live with drought well enough. They are used to walking for hours with their livestock, looking for grass and water. Climate change means that the seriousness of the drought has increased. Nowadays hardly any rain falls, or it only falls over a small area. The droughts last longer. Sometimes the rain is so heavy that it leads to flooding. Conflicts arise over the use of scarce water sources and pasture lands.

In order to prevent people and animals becoming sick and dying of thirst and hunger in the dry periods, the so-called *Drought Cycle Management Programme* has been set up.

The programme was started with a one-off contribution of 2 million euros from the National Postcode Lottery. Cordaid started this programme in Kenya three years ago, together with 15 partner organisations, and in Ethiopia last year with 3 organisations. The programme means that the nomads are better able to help their families and livestock through the dry period, so that they are no longer dependent on emergency aid. In the rainy period the water is collected in specially made basins and wells so that there is enough water during the dry season. Veterinary surgeons keep the livestock healthy with vaccination programmes and medicines for sick animals. Surplus cattle are slaughtered and the meat distributed as food aid for undernourished children. Women learn to set up small milk plants or invest in the production of ornaments. The most vulnerable groups, such as widows and the elderly, are supported in rebuilding their herds. Learning to deal with conflicts in the group is part of the programme. If the drought lasts longer, or if there are serious conflicts, emergency aid is provided until people are back on their feet again.

The relationship with the local organisations has changed.

Three years ago emergency aid organisations and structural organisations worked in parallel; this has changed to a collective approach.

For 2010 Cordaid wants the programme in Ethiopia to be extended and run by the organisations of the nomads themselves. Cordaid also wants to make the Dutch public aware of the effect of climate changes in the Horn of Africa.

Cordaid participates in the great climate campaign 'Here', which is run by 40 civil society organisations. Cordaid wants to influence the policy of the donors and governments so that they are aware of the (recurring) problem and can deal with it by adjusting their policy and practice.

Reconstruction and conflict prevention in run-down societies

Programme 5

Since the end of the Cold War there has been a sharp increase in internal conflicts. These conflicts often involve a multiplicity of contending parties and often have strong regional dimensions. The conflicts result in a high amount of victims and large-scale violation of human rights. Increasingly conflicts are seen as a threat to the international stability because they are seen as connected to international terrorism. Societies have been heavily run-down by continuing conflicts. Social cohesion has disappeared and basic social services have stopped functioning. The reconstruction of a run-down society in post conflict situation is hampered by conflicting interests such as of ex-soldiers of different armies, (returning) refugees, displaced people, women, youth and children, who often have been abused and violated. Also opposing forces are often strong. The (illegal) conflict entrepreneurs' scene is attractive for quick money and power: arms- and drug-trafficking, trade in minerals, and recruiting by rebel factions that are still active.

Cordaid supports partner organisations in countries and areas in a (post-) conflict situation: in Sudan, the African Great Lakes, the Palestinian Territories, Afghanistan, Indonesia, Haiti and Colombia. The complexity of the crises is also to be found in the fact that situations of acute conflict, reconstruction and structural development can exist side by side and any improvement can quickly be undone by renewed conflict.

The essence of the work lies in strengthening social cohesion and repairing relationships in a society. Partner organisations work at reconciliation, local democratisation, combating lack of prosecution and trauma counselling. Reconciliation is realised via concrete activities such as the restoring of basic services, micro-

credit and health care. Churches or religious institutions that are deeply rooted in the damaged community play a reconciling role. The work of the Jesuit Refugee Service is a good example of concrete help combined with reconciliation between parties. Pax Christi and Cordaid will continue the strategic alliance. The expertise, working methods and partner networks of Pax Christi and Cordaid complement one another well in practice. The cooperation concentrates on reconciliation, reconstruction and conflict prevention in the African Great Lakes, Sudan, the Palestinian Territories and Colombia. There is close collaboration in policy-making and lobbying about reconstruction, security and development.

Cordaid actively participates in discussions concerning international military interventions and about the roles and complementariness of diplomats, soldiers, development workers and private sector in reconstruction. Internationally Cordaid works with peace networks, scientists and civil society organisations in the South and in the North in order to understand and resolve the fundamental causes of conflicts and to make punishment possible, via local legal systems, as well as via the International Criminal Court in The Hague. Mensen in Nood/Cordaid raise funds for Emergency Aid and Reconstruction and calls attention for the situation in (post) conflict areas.

In 2010 Cordaid has contributed to reconstruction in a maximum of 12 countries in conflict areas, aimed at reconciliation, democratisation and combating lack of prosecution. This has demonstrably led to the repair of relationships and improvement of the position of vulnerable groups.

The innovation trajectory will focus on the relationship between peace, security and development in (post) conflict countries.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	<p>Economic position and health situation of effected vulnerable groups has improved</p> <p># poor (in damaged communities) with access to economic and social services</p> <p># percentage women</p>	<p>Stronger civil society organisations dedicated to the reconstruction of damaged communities. Better functioning (local) government, judicial power and police.</p> <p># quality of relations between civil society actors involved in reconstruction</p>	<p>Increased importance of human security above military security; more political attention to prevention of armed conflicts, to forgotten wars and to specific population groups</p> <p># Conflicts and forgotten wars that are on the (international) political agenda.</p>
<p>12 countries and number of partner organisations: RCA (8), Chad (6), Angola (10), Great Lakes (28)(3 countries), Sudan (8), Colombia (31), Haiti (10), Afghanistan (5), Palestinian Territories (18), Indonesia (4)</p>			

Great Lakes Area, Central Africa

In the last fifteen years millions of people in the Great lakes Area of Africa have died as a result of conflict. The genocide in Rwanda, the civil war in Burundi and the crises in the Democratic Republic of Congo (DRC) are interrelated and are an example of the complex conflicts that have arisen since the end of the Cold War. Since the outbreak of the second crisis in the DRC in 1998, over three million people are estimated to have died as a result of violence, but mainly as a result of the break-down of the social infrastructure (such as basic health care) and of social cohesion/safety nets in society. Despite the intervention of the greatest UN power ever and the formation of a transitional government in which rebels groups were also included, fighting continues in the east of the country.

Cordaid has built up a programme in which emergency aid, support to returning displaced persons, reconstruction of social infrastructure, reconciliation, trauma-processing, peace initiatives and development of a sustainable and affordable health care system are integrated. The programme can switch 'here and there' from emergency aid and reconstruction to development. Cordaid's presence in the three countries makes it possible for the various actors to be brought together, for processes aimed

at development to be supported, and for the role of the population to be highlighted. This programme has a total budget of around € 15 million a year, with funding from the EU, World Bank and UN organisations and DGIS. In the health programme the population will be made jointly responsible for care via committees and patients' associations, the coordinating role of local government will be strengthened and a contribution will be made to policy-making and legislation at national and international level (policy World Bank and WHO). Also in this health programme special attention will be paid to sexual violence (as a weapon in conflict and in the family circle), to combating the marginalisation of HIV/AIDS patients, to trauma counselling and reconciliation, to social cohesion through the involvement of the population in their own social services. Cordaid will actively lobby in the Netherlands and at European level concerning the Great Lakes area. This includes the discussion with the ministry of foreign affairs about the relationship between peace, security and development in Rwanda, Burundi and Congo, international military interventions and the coordination of civil and military roles.

Access to health care

Programme 6

In most poor countries the accessibility, affordability and quality of health care is limited. Relatively speaking poor families spend a high proportion of their income on health care and, because of the costs, are able to make less use of the supply. Women suffer most in this situation since reproductive health care is often unattainable and unaffordable.

In many countries the health care systems do not function properly. Public health care has to contend with a chronic lack of resources. The church health institutions find themselves forced to increase the patient's own contribution, with the result that fewer people can make use of the services. In addition health care also has to contend with staff shortages. In East and Southern Africa this is intensified by the HIV/AIDS crisis. The national government policy is strongly influenced by international donors, such as bilateral donors, the World Trade Organisation, World Bank and the IMF, which want to strengthen the free market of private health care.

For decades Cordaid has built on a network of (often church) partner organisations that also work in the most remote areas. In many African countries Cordaid contributed to strong national umbrellas in health care, which focus on the support of the church health institutions and on influencing government policy. Cordaid's added value lies mainly in the strengthening of the partner organisation's capacity to supply a high-quality and accessible health care and in developing innovative strategies. This innovation concerns human resources management, funding systems in health care and the strengthening of the demand side. The latter is important for giving the population more influence on health care, thereby changing balances of power between provider and client. An innovative approach

to health care is Performance Based Financing. This strategy has proved successful both in enhancing the quality and accessibility of the care, and in increasing sustainability. Excellent results have been achieved in Rwanda and the approach is now being handed over to local organisations. This method of working will also be introduced in Burundi and DR Congo.

Relationships will be entered into with new partner organisations with the aim of strengthening results in the area of reproductive health. This subject will also be given a more prominent place on the agenda in the dialogue with church health partner organisations. There will be knowledge exchange and joint lobby in the area of reproductive and sexual health within the Share-net context. In the cooperation with Wemos, Wemos will mainly contribute its knowledge and experience in international lobbying, and Cordaid will contribute its partner network in the South. The cooperation involves the subjects: human resources in health care and funding of health care. In addition there will be cooperation with research institutes such as the KIT, the Institute for Tropical Medicine Antwerp and Southern research institutions in order to do research into Human Resources, funding systems and strategies for strengthening the demand side.

In the Netherlands Cordaid will look at the cooperation with health costs insurers who wish to deploy their expertise for building a health care system in the South. With the support of Cordaid, many private initiatives from hospitals, foundations and Service clubs will focus on basic health care,

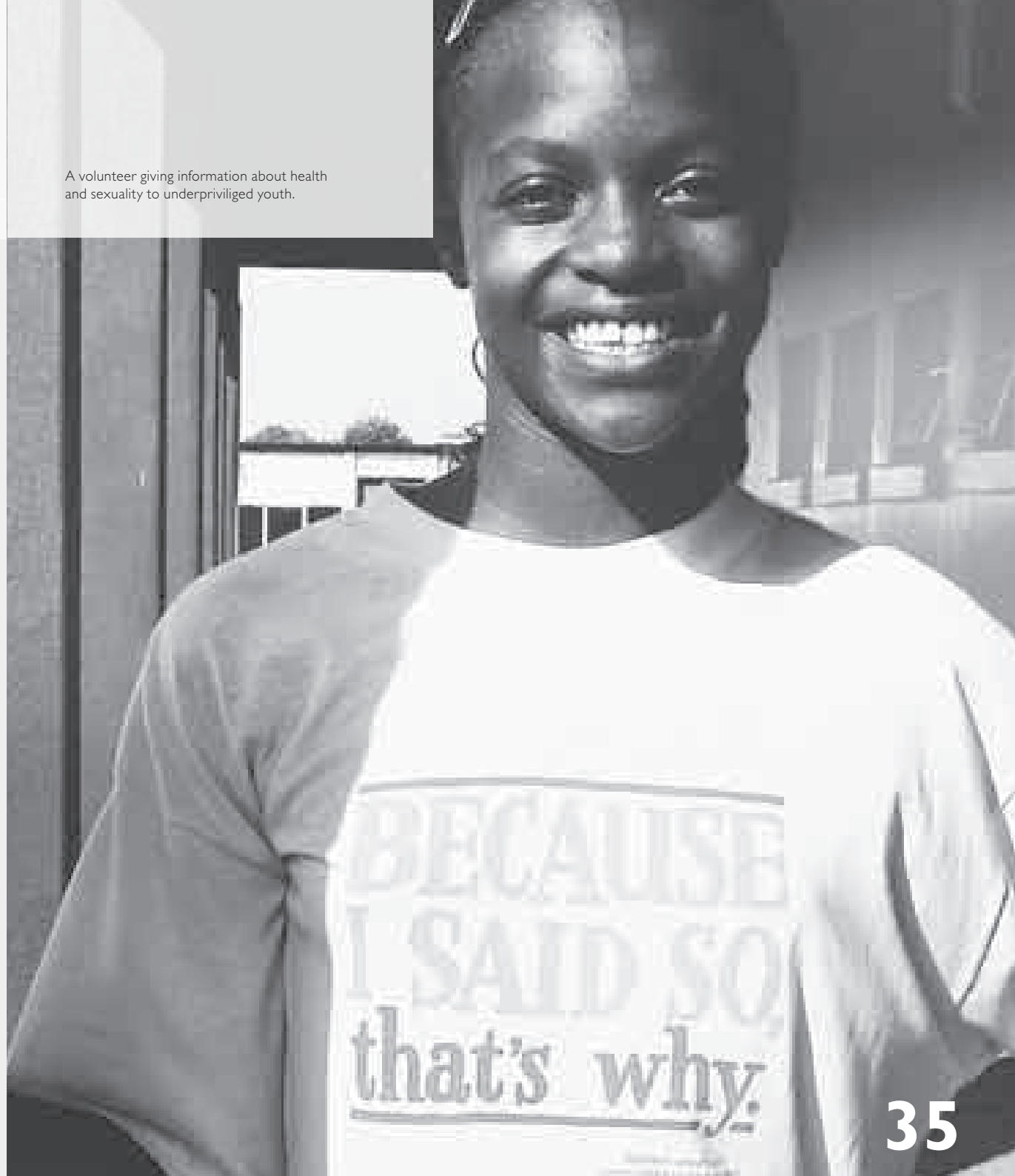
In 2010 access to health care for the poor population groups has increased in 14 countries. Partner organisations have developed and applied new strategies for funding health care, human resources and for strengthening the demand side. As a result of lobby, more funds are available for health care at national level. Innovation will focus on funding systems in health care.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Result 2010	Greater access to health care for poor and marginalised groups # poor with access to health care # percentage women	Poor have greater say in health care. Better cooperation and complementarity between various actors in health care. # User committees # Percentage women	Increased effectiveness of government policy aimed at improving quality and increasing access to health care for the poorest # Countries with improved government policy with regard to health care for poor groups
14 countries and partner organisations per country: Sierra Leone (9), Great Lakes (11)(3countries), Cameroon (8), Ghana (9), Malawi (9), Tanzania (11), Uganda (11), Zambia (9), Vietnam (10), Bangladesh (8), PNG (2), Indonesia (7)			

Human Resources in Uganda, Tanzania, Malawi and Zambia

The accessibility and quality of care is negatively influenced by the shortage of personnel. In East and Southern Africa this is intensified by the HIV/AIDS crisis. Agreements on trade in services, currently on the agenda in the world trade organisation, combined with working conditions (in particular in rural areas), make it difficult for countries to retain health care personnel. The shortage of personnel is one of the biggest problems for church health care partner organisations. For that reason partner organisations, with the support of their umbrella organisations, will develop strategies for retaining human resources. UCMB, the Ugandan umbrella organisation supports 19 dioceses in Uganda with their staffing policy in the areas of recruitment, terms of employment and training. They will also look for possibilities for influencing policy at national and international level in order to demand more attention to this problem. Cordaid, together with Wemos, will support the partner organisations and in particular the umbrella organisations in this lobby. In addition, together with Wemos, Cordaid will raise this subject with WHO, WTO and Dutch embassies. Cooperation with institutions in the Netherlands, such as hospitals, will result in an exchange of knowledge and experience in the area of human resources. In 2010 the availability and quality of health care personnel will have been improved for partner organisations in Uganda, Tanzania, Malawi and Zambia by investment in training of personnel and in strategies for retaining personnel. This will be supported by a national health policy in these countries, aimed at increasing and retaining health personnel.

A volunteer giving information about health and sexuality to underprivileged youth.



Care for the most vulnerable groups

Programme 7

Many people, because of their age, physical or mental limitations, are socially, economically and politically marginalised. This includes large groups of elderly people, people with a handicap or groups in which poverty has been handed down from generation to generation..

Attention to these groups fits in well with Cordaid's Catholic profile because of the link between direct care, increasing resilience and making the community responsible. In Central and Eastern Europe most of the work will concentrate on elderly and psychiatric clients. In Asia and Africa most of the work will be with partner organisations who focus on people with a handicap, the elderly and groups of chronically poor people. In particular Cordaid will support innovative models for psychiatry, community programmes for handicapped people and for home-based care for the elderly. For the chronically poor groups, there will be experiments with innovative strategies aimed at reaching these groups. The belief in one's own power comes first in these strategies. Sustainability will be increased by ensuring that this approach is adopted in local and national policy, and by ensuring that those involved are given a greater say. Cordaid works closely with Global Initiative on Psychiatry (GIP) in the area of mental health care in Eastern Europe. GIP has helped to set up local organisations, which now operate independently. With Help Age International and World Grannies, cooperation focuses on the elderly and is mainly aimed at lobby. Cordaid participates in the DCDD in order to strengthen interventions with regard to disability and to demand more political attention to disability. Further research will be carried out with the Chronic Poverty Research Centre aimed at finding ways of reaching the most marginalised groups.

Cordaid encourages the exchange between Dutch home-based care organisations and handicapped organisations with corresponding organisations in the South. Memisa, will provide information about these groups among others, during fund-raising. The Ineke Feitz Foundation will make funding available for handicapped children and sexually abused girls. Cordaid also works to combat poverty and exclusion in the Netherlands itself, particularly that of migrants. This work at home will be given an additional boost by the takeover of the Bond zonder Naam/Alliance without Name. Cordaid finds it important that issues of poverty and exclusion in our own community are placed on the agenda.

In 2010 a visible contribution has been made towards strengthening the position of vulnerable and most marginalised groups in 6 countries. The approach developed by partner organisations for improving the living condition and inclusion of these groups has been adopted or supported by other organisations. The pressure groups of (family members of) people with a handicap, psychiatric clients and the elderly have a say in local, national and international policy.

The innovation will focus on innovative models for care.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	<p>Improved living conditions and better access to care for the elderly, people with a handicap, psychiatric clients and "Most Marginalised Groups" (MMC's)</p> <p># poor (the elderly, people with a handicap, psychiatric clients, the most marginalised groups) with access to care and services</p> <p># percentage women</p>	<p>People with a handicap, the elderly and MMC's have greater influence on decision-making. More civil society actors devote themselves to improving the position of these groups</p> <p># civil society organisations involved in care for the MMC's</p>	<p>In local, national and international policy more attention to position and interests of the elderly, people with a handicap and MMC's</p> <p># Countries with improved policy with regard to the elderly, people with a handicap, psychiatry and MMC's</p>
<p>6 countries and number of partner organisations: Moldavia (9), Albania (6), Georgia (8), Philippines (10), India (11), Bangladesh (15)</p>			

Home-based care in Eastern Europe

The economic crisis in Eastern Europe after the fall of the Wall, meant the disappearance of all kinds of familiar social care systems, such as pensions and free health care for elderly persons. Family members in their turn moved away from their neighbourhood to look for better economic conditions, or could not deal with the difficult situation in which these elderly people found themselves.

Cordaid supports home-based care programmes in Georgia and Moldavia. Programmes are being set up by partner organisations aimed at giving direct medical and social support to the elderly, with as much involvement as possible of family members, neighbours, acquaintances and other volunteers.

In addition nurses and social workers are being specially trained and deployed for this form of care. The National Nursing Association and the Management and Assurance in Medicine Society are also involved in setting up the National Forum in Moldavia. Other actors such as companies, schools, and local governments are involved in the problem of the elderly.

For the coming period the main emphasis will be on standardising and guaranteeing the quality of services for the elderly. In order to guarantee sustainability, the civil society will be involved more strongly here and will strive to integrate this care in the national insurance system, among other things by lobbying the government.

From the beginning Cordaid has promoted the exchange with Dutch home-based care institutions. The challenge now is to make these contacts sustainable. In the coming years the home-based care programme will be brought to the attention of contributors more forcefully. Eastern Europe is relatively near; the problem of neglected elderly people will arouse concern,

particularly among the growing group of relatively rich elderly people in the Netherlands.

Resilience against HIV/AIDS

Programme 8

Poor people are more vulnerable to an HIV infection while AIDS again leads to long-term sickness, so that families become poorer and poorer. This has enormous consequences for the development of the people and areas affected. So AIDS is mainly a development problem. Inequality in the balance of power between men and women is an important factor in the spread of AIDS. Girls often find themselves in a vulnerable position, just like the millions of children, whose parents died of AIDS. The stigma of AIDS continues to be a major obstacle in the implementation of AIDS programmes.

In recent years the amount of funding has increased considerably thanks to global initiatives such as Global Fund, MAP and PEPFAR. As a result, many more people have access to AIDS inhibitors. On the other hand, the huge amount of money in some countries has also led to a proliferation in activities, mutual competition and sometimes an undermining of the broader health system.

In many countries in Africa Cordaid has a church partner network that plays an important role in combating AIDS. Because of their strong roots in local communities, their long tradition in the area of care and their common solidarity, these partner organisations are able to break through the stigmatisation and exclusion of AIDS patients. For example, in South Africa alone tens of thousands of church volunteers have already set up home based care systems for AIDS patients and orphans. The dialogue with Catholic structures concerning their role in combating AIDS will continue. In addition the cooperation between these care oriented partner organisations and the organisations that, among other things, devote themselves to the land rights of women and orphans, access to

food, income and medication for AIDS patients, and the defence of the civil rights of infected groups, will be encouraged.

Sustainability will be increased by involving more civil society actors in the fight against HIV/AIDS and by demanding political attention, particularly to vulnerable groups such as orphans.

In Asia, Latin America and Central and Eastern Europe, Cordaid supports partner organisations that focus on prevention among various groups, including young women and children.

A second important pillar in the AIDS programme is attention to HIV/AIDS in all partner organisations, regardless of the theme on which they work. Support for workplace policies will contribute towards reducing the impact of HIV/AIDS on the organisation itself.

Changing balances of power between men and women and encouraging of a greater responsibility for men, has a positive effect on the fight against HIV/AIDS. Strengthening attention for reproductive health in the access to health care will also contribute towards preventing HIV/AIDS.

In the Stop Aids Now! context, trajectories to further develop in the area of orphans and vulnerable children, workplace policy, gender and prevention, that have been launched with partner organisations in the various countries, will be continued. In the SAN! context, there will be lobbying at (inter)national level for rights of AIDS-patients and access to resources and services for affected communities. Via Share-net there will be knowledge exchange and advocacy in the area of HIV/AIDS and the integration of HIV/AIDS and reproductive health.

Via the Aids Funding Network group, under the leadership of the Caritas Internationalis Special Advisor on HIV/AIDS, the cooperation and exchange with other Catholic organisations on HIV/AIDS will be strengthened and joint activities in the area of the Catholic Church and HIV/AIDS will be supported.

In the Netherlands Cordaid will fundraise via Memisa/ Cordaid with a clear message: 'Aids destroys communities.'

Contributors will be told that AIDS is more than an individual health problem. In addition, a contribution will also be made via Stop AIDS Now! to strengthen the public support for the fight against HIV/AIDS.

In 2010 there are contributions in 10 countries towards reducing the risk of HIV infection and reducing the vulnerability of risk groups. Partner organisations working within other programmes will take the impact of HIV/AIDS into account in their approach.

The innovation will focus on improvements in care to enable proper supervision of the increasing use of AIDS medication.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	Decreased risk of HIV infection, vulnerability for risk group reduced. # poor (men and women, girls, orphans) with access to care, information and knowledge about HIV/AIDS	People with HIV/AIDS and risk groups have increased influence on policy. Communities are better able to deal with the consequences of HIV/AIDS. # Civil society organisations involved in the fight against AIDS	More attention in policy to rights and access to resources for people with HIV/AIDS # Countries with improved policy with regard to rights and access to resources for people with HIV/AIDS
10 countries and number of partner organisations per country: Great Lakes (6) (3 countries), Malawi (5), South Africa (10), Zambia (4), PNG (2), Ethiopia (4), Indonesia (5) and India (4)			

Bishops' Conference in South Africa

In South Africa the AIDS epidemic continues to spread. Outside the major cities hardly any medical care is available. In rural areas such as the township in Moreno in the Karoo, for example, which have a population of 30,000, only five people are receiving an ARV treatment. There is still no breakthrough in the stigma of AIDS either, and there won't be while President Mbeki of South Africa himself continues to say that garlic and beets are the best medicine against AIDS. Communities and churches are trying to find alternative strategies for providing care and for preventing the further brake down of communities. An important question for the future is how the thousands of volunteers, who devote many hours a week to AIDS patients in the most remote corners of the country, can remain motivated.

The fight against AIDS by the Bishop's Conference in Southern Africa (SACBC) is ground-breaking due to the combination of social, medical, economic and political activities. It has a broad reach through the effective use of the church's existing infrastructure. The AIDS care covers the whole continuum from prevention to care, access of sick people and orphans to benefits in which PLWAs (people living with aids) play a major role. The ARV programme, which began at the beginning of 2004, now operates from 22 of the most rural and built-up areas and provides ARVs to over 4000 people, making it the second biggest provider of ARVs in South Africa after the government. The Bishops' Conference plays a supportive role in the Treatment Action Campaign and in the inter-religious platform in Southern Africa. This ensures that the discussion about AIDS is also taken further within the church hierarchy.

The activities within the SACBC are organised via the Catholic Institute for Education (CIE), AIDS Office and Siyabhaba National Trust (welfare and development organisation). Because the money from Cordaid can be used flexibly, funding can be obtained from the Global Fund. This would not have been accessible without the leverage of Cordaid's contribution. The Siyabhaba Trust was one of the first organisations to devote itself to the huge number of orphans and vulnerable children in Southern Africa. Together with the Catholic Institute of Education, they look for innovative ways of improving the living conditions of orphans and vulnerable children, among other things via schools. The main challenge now lies in combining the various social actors so that care, in the form of a roof over their heads, food, schooling and medical facilities, can be linked to access to subsidy schemes or legal assistance.

Small producers in the market

Programme 9

The income position and food security of small producers is under pressure. Competition on local and regional markets is increasing. Incentive measures for small producers are too limited. Fierce international competition and trade barriers, tariff agreements and quality standards hinder access to international markets. The organisations of small producers are appealing for national legislation and regulation that takes their interests into account. They need land, equipment, knowledge, energy and cheap loans in order to develop their industry. Small producers in particular benefit from investment in local and regional markets. Special attention to female entrepreneurs is needed. Cordaid encourages increasing the sustainability (social, financial and ecological) of well-organised chains, building on experiences of the organic and fair trade chains.

Cordaid contributes towards improving the position of small producers via capacity strengthening and the exchange of expertise with regard to the chain approach. In addition it uses a combination of targeted donation and loan/guarantee/trade financing. Combining the strengths of the various partner organisations means that small producers are stronger in negotiations about, for example, sales channels with other market parties such as private sector. Support will be given to the development and expansion of innovative initiatives in the area of sustainable land use, micro-business, new financial tools for small producers, product diversification and income from off-farm activities. Cordaid will invest more in building the capacity of organisations in the South with regard to lobbying, research and networking. Work will be done on strengthening the position of small producers via the promotion of codes of conduct

for private sector, the protection of Southern markets and by lowering thresholds for market access in the North for southern products. Partner organisations in countries with a high prevalence of HIV/AIDS will take food security and the labour-intensity of small entrepreneurs into account in their choice of crops. Attention will also be paid to risk management in potential disaster areas, such as in the Horn of Africa or in Central America. Moreover, attention is paid to the susceptibility to conflict of particular areas. Partner organisations pay attention to the strengthening of female entrepreneurs when making choices about products, organisation formation, control over incomes and investment decisions.

Cordaid actively participate in international research and lobbying programmes (such as the Regoverning Markets of IIED), in which changes in agro-chains for local and regional markets are researched and that promote the inclusion of small producers in changing chains. Contacts with international and national organisations involved in the land issue (International Land Coalition, FAO, Habitat Human Settlements) will be strengthened. As a member of Agriprofocus, Cordaid invests in coordination with other Dutch actors involved in encouraging agricultural initiatives, capacity building of producers' organisations, and cooperation with private sector, and takes part in lobbying forums such as the MVO platform and CIDSE working groups.

In the Netherlands the fund Vastenactie/Cordaid shows the capacity of small producers to act independently. In 2010 the incomes of small producers in 19 countries have increased and food security has improved. The organisations of small producers and micro-enterprises have an input and say in economic policy and within specific product chains.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	Income improvement and increased food security for small producers # Incomes and food security for households of small producers # % women	Strong producers' organisations with good negotiating position. Agreements between governments, companies, supermarkets, banks and NGOs, and organisations of poor people made, aimed at increasing the sustainability of production chains. # producers' organisations # agreements between various actors in production chain	Governments take measures to protect small producers and to create an enabling environment. # countries with improved policy with regard to small producers
<i>19 countries and partner organisations per country: Chad (5), Mali (15), Sierra Leone (10), Cameroon (10), Ghana (7), Ethiopia (5), Malawi (7), Tanzania (11), Uganda (9), Zambia (7), Brazil (9), Bolivia (10), Honduras (8), Peru (11), Dominican Republic (5), Indonesia (5), Philippines (19), Vietnam (4), India (28)</i>			

Soy

The expansion of large-scale capital-intensive soy production in Latin America causes enormous deforestation, pollution of land and water, and reduces the availability of land for food production. The expansion goes hand-in-hand with working conditions approaching slavery and leads to job losses in family-run agriculture and consequently to rural poverty.

Soy is used in the production of an estimated 70% of all the products in western supermarkets. In particular the use of soy in animal feed has considerably increased soy production in Latin America. Soy is imported without tariff and is incorporated in animal feed for fattening calves, pigs and chickens.

Cordaid supports various partner organisations in South America, such as the CPT (Brazilian Pastoral Land Commission) and campaigns such as the FDA (Frente pela Defesa da Amazonia, the front for the defence of the Amazon) to oppose the excessive development of soy expansion in the Amazon area. Thanks to these campaigns, awareness of the problem has increased and abuses are being exposed. Within this framework new partner organisations, which are working on an alternative of responsibly produced soy, are also supported. Examples of this are FETRAF-SUL (Brazilian farmers cooperation) and Probioma (Bolivia), which is devoted to small farmers and sustainable subsistence agriculture. FETRAF-SUL is active in the Brazilian Soy coalition, which has developed minimum criteria for sustainable soy production. Cordaid also supports organisations in Latin America who monitor the developmental impact of the soy expansion and appeal to the responsibility of soy producers. In future further support will be given to organisations carrying out research into this problem, and to organisations that exert pressure on (local) governments.

In the Netherlands Cordaid urges soy companies (importers, processing companies) to produce in a more sustainable way. Together with the private sector and FETRAF-SUL, Cordaid organised the Round Table on Responsible Soy. Within that framework Brazilian and Dutch soy coalitions introduced collective minimum social and environmental criteria, which the entire soy chain must meet. Also in the coming years Cordaid will monitor the reforms of the entire European agricultural policy in order to press ahead with this reduction.

In the Netherlands Cordaid is an active member of the Dutch soy coalition (NSC), consisting of 9 environmental, social and development organisations. The coalition cooperates with other European organisations, which will lead to the setting up of the European Soy coalition in 2007. In this effort Cordaid is supported by a number of European members of CIDSE.

Access to financial services

Programme 10

Poor people who earn their living in the informal sector have no access to savings schemes, credit, insurance, investment capital and training aimed at increasing income security. Economically vulnerable people, in particular women, look for possibilities for improving their economic prospects and reducing dependence on middlemen and loan sharks. Regular banks however do not see them as customers.

Micro finance is a widely propagated tool for poverty eradication. After the development organisations, an increasing number of commercial banks are now also finding their way to specialised micro finance institutions (MFIs). It is important that the products of MFIs adequately match the requirements of various groups of poor people (both the vulnerable poor and those with potential). In addition micro finance institutions look for a good balance between financial and social sustainability, whereby the target group gets and maintains administrative control. Quality standards enhance creditability and effectiveness. Of the estimated 500,000 MFIs, however, only a small number receive enough support to enable them to grow. A strong MFI sector in the South could serve as an example for drawing commercial banks over the threshold.

Cordaid is known in the financial world as an entrepreneur for the poor. By always having confidence in the individual strength of vulnerable groups, and at the same time investing in the organisational development of MFIs, Cordaid contributes to a strong MFI sector in many countries. In the approach, in addition to the strategic financing of emerging MFIs - among other things by the setting up of regional funds - the focus is on the exchange of new methodologies. Cordaid encourages the application of a 'social audit' for MFIs, in addition to the usual

financial audit. For micro finance in post-conflict situations and following natural disasters, pilot programmes will be set up. In the future MFIs will be supported in developing an internal HIV/AIDS policy, and in increasing the number of women in management positions.

Cordaid participates in the Netherlands in the Micro finance Platform and is an active member of MicroNed, which in the Netherlands combines forces to strengthen emerging MFIs. MicroNed also coordinates the micro finance sector and lobbying in the Netherlands. Cordaid cooperates with specialist financial institutions such as Solidarité International pour le Développement et Investissement (SIDI), Catholic Relief Services (CRS), Alterfin, Cyrano and the Rabobank for the development of innovative financial products.

Many private organisations, such as migrant networks and Service clubs, are interested in granting credit facilities. Cordaid offers a new fund-raising product for micro finance..

In 2010 the economic resilience of poor people (in particular women) has been strengthened in 16 countries via increased access to financial products and guidance in economic activities.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	<p><i>Economic resilience of poor and marginalised groups increased</i></p> <p># Poor with access to financial services # percentage women</p>	<p>Increased access to financial services and influence on management for poor in MFIs. Greater MFI sector, and increased recognition of the sector within the financial world</p> <p># Size of MFI sector</p>	<p>Recognition of MFIs by national governments and development of specific legislation and regulation for MFI sector</p> <p># Countries in which quality of MFI sector legislation and regulation has improved</p>
<p><i>16 countries and partner organisations per country: Sierra Leone (2), Ghana (7), Ethiopia (1), Malawi (3), South Africa (3), Tanzania (3), Uganda (3), Zambia (1), Bolivia, (5) Brazil (5), Peru (7), Dominican Republic (3), Philippines (13), Indonesia (17), India (13), Vietnam (4).</i></p>			

Association for Social Advancement, Bangladesh

In the last 25 years the Association for Social Advancement (ASA) has grown into one of the biggest and most authoritative micro financing organisations in Bangladesh, and now also enjoys recognition far beyond the country's borders. With the support of Cordaid, ASA now provides approximately 3.5 million people with small loans averaging around 85 euros, which must be repaid within a year in weekly instalments. At the same time people save a small amount every week. In this way ASA helps women from the poorest families to work and earn a small (additional) income. In the last 10 years ASA has developed several savings and credit products, such as special loans with flexible conditions for the poorest of the poor, slightly bigger loans for ASA members who want to set up a small enterprise, special education loans for members with school-age children and – in the event of floods - interest-free loans for those affected. In addition ASA offers several insurance products, including a life insurance.

In Bangladesh Cordaid has encouraged mutual cooperation between NGOs from various backgrounds and with various core activities. Among other things, this has resulted in a joint education programme of larger organisations in Bangladesh, the Dhaka Ahsania Mission (DAM) and ASA, whereby the latter provides loans to people receiving adult education via DAM. More and more starting organisations are applying to ASA for training and technical assistance. In 2001 Cordaid, together with ASA, started the first programme to help starting MFIs to set up a sustainable credit programme. A small loan was provided to these organisations for that purpose. In addition, funding for capacity building of these organisations, in particular by training employees, improving operational and financial management and setting up an effective monitoring system was made available

to ASA. In the last five years 12 organisations have successfully participated in this programme.

The support of ASA to small, starting MFIs fits in well with Cordaid's policy of concentrating more on organisations that are not eligible for support from larger credit funds, such as PKSF in Bangladesh, or for financing by banks, and who generally have nowhere else to turn for technical assistance. Cooperation with ASA offers them the chance to prove themselves within a period of 2 to 3 years, after which other credit providers will be prepared to finance them.

In the last five years ASA, with support from Cordaid, has provided training, guidance and advice to organisations in India (NBJK, Bandhan), the Philippines (CARD and Life Bank) and Indonesia (Bina Swadaya). Cordaid's role is increasingly that of financier and intermediary in South-South cooperation.

Women and violence

Development programme

Violence against women is now internationally recognised as a violation of human rights. Brave women testify in front of international forums, global women's networks keep gender on the agendas of politicians and private sector. But how, other than by supporting local women's groups, do you reach women in remote areas, in closed communities where too many people benefit from a subordinate role of women. Where on average one in three women are beaten, raped or otherwise abused. The perpetrators are often known: partners, fathers, family 'friends' or neighbours. Also soldiers use violence against women as a weapon of war. Society glosses over violence against women by continuing to see it as a private affair, whereby the victims are left in silence and shame. Values and standards that legitimise the inequality between men and women must change. This change process is not a matter for women alone, but must also be supported by men, parents, politicians and policymakers.

The programme focuses on the support of women's organisations that organise activities with which women in remote areas can be reached. Consciousness-raising starts among groups of women who often organise themselves around an economic activity in their neighbourhood. An appeal is made to the moral and practical responsibility of religious authorities, such as imams or priests, to denounce standards and values that legitimise violence against women.

The fight against traffic in women is the second priority. Cordaid supports partner organisations, particularly in Brazil, Dominican Republic, who provide shelter for women, tell them

about the risks and lobby their governments for legislation against traffic in women. Cordaid puts partner organisations in touch with specialist organisations in the Netherlands and Europe.

In 2010 the number of women's organisations in the counterpart network has increased by 50% in 12 countries. The number of women and girls better capable of defending themselves against violence has demonstrably increased.

Strategies	Direct Poverty eradication	Civil society building	Lobby
Results 2010	Girls and women are better capable of defending themselves against violence and have increased economic independence	Greater say and better position of women and girls. Civil society actors devote themselves to tackling violence against women.	Improved legislation and compliance with laws in the area of violence against women.
	# women and girls victim of violence	# social actors involved	# Countries with improved legislation with regard to violence against women
<p><i>12 countries and number of partner organisations per country: Mali (3), Angola (2), Great Lakes (3 countries) (6), Ghana (4), Nigeria (6), Zambia (1), Brazil (5), Suriname (2), Dominican Republic (3), Moldavia (1)</i></p>			

Sudan Partnership

Sudan is divided by faith and war. The north is Islamic, the south Christian and the many ethnic groups differ strongly in culture and language. The country has already been torn apart for over twenty years by conflicts. Women in Sudan are traditionally regarded as second-class citizens and they cannot exert the legal rights they have. Violence against women within the family is common, and girls do often not get education. The women's responsibility is traditionally in the home and young girls are often forced to marry older men. Female circumcision is "just" part of this pattern. Women and children are also the greatest victims in conflict situations in which rape is used as a weapon, often resulting in an AIDS infection in addition to the trauma. The government frequently relocates camps of displaced persons, most of whom are women and children. These women live in great poverty under life-threatening conditions, particularly when the camps are located in or close to conflict areas. Women are excluded from participation in decision-making processes at all levels and are not involved in peace negotiations. Outside Khartoum there are hardly any women's organisations since they have neither the capacity nor the energy for that.

With the support of Cordaid three women's organisations have joined forces. They concentrate on improving the position of women and on breaking through the taboo surrounding violence against women. They train local leaders, encourage dialogue between the various culturally different population groups and strive for change of attitude, habits and values in the community with regard to women. They call for the violation of women's rights (sexual abuse, female circumcision and violence within the family) to be made punishable. The three

organisations frequently have problems with the government because of their critical stance. None of the three is NGO registered, as the government rejected registration. The struggle by women's organisations is a long-winded process. Cordaid is prepared to give long-term support to the organisations. For 2010 Cordaid expects the partnership to have expanded so that women in rural areas can also be reached. In the Netherlands, Cordaid will campaign for the subject of sexual violence against women as a weapon of war in Sudan to be raised in the International Criminal Court.

'Legislation alone does not help against female circumcision'

Her information campaign, with which she approaches imams and other influential Somali leaders in the Netherlands, is called *idil*, the Somali word for 'perfect'. Allah created us with all our organs. Who has the right to take away a part of the woman? Zahra Naleie, a Somali sociologist fights against the widely spread custom of female circumcision in Africa. In many countries girls are circumcised just before entering puberty at which the vulva is taken away and the vagina, except for a small hole, is sewed together. In Europe female circumcision is prohibited, but many parents illegally choose for a mild form of circumcision, a prick or small cut in the girls' clitoris, mostly done during holidays in an Arabic country.

Naleie, who came to the Netherlands for study in the early nineties and could not return because of the civil war in her country, has been circumcised herself in a Somali hospital when she was six years old. "Happily enough it was done under anaesthetic. But the circumcision has a large impact, not only the pain of the moment, but also in the wedding night, when often the man cuts the threads and then again during delivery."

In Somalia 98 percent of the women has been circumcised.

Naleie is board member of FSAN, the countrywide network of Somali organisations in the Netherlands. Cordaid acted as hostess at the first meeting of Somali organisations and has stimulated and strengthened the cooperation also in periods when governance was problematic.

In the mean time FSAN has developed into an influential federation that also succeeds in finding support for its projects with other funding agencies.

Naleie explains the background of female circumcision. A circumcised girl is seen as being pure, in African culture the mutilation guarantees sexual purity and virginity.

"Mothers say they see it as protection to their daughters. And fathers want to do sunna with it. That is Arabic for the stories of the prophet. As long as you do your best in your earthly life, you will be rewarded in heaven. To have your daughter circumcised is part of it. The traditions of the prophets are the result of the interpretation of the Koran by men, they are punctuated with patriarchal norms. Female circumcision has nothing to do with Islam. You can see that in Turkey and Maroc,

▼ *Continues on p. 48*

Programme 1 Identity and diversity in multiform societies



Programme 4 Disaster risk management and natural disasters



Programme 2 Access to basic facilities for slum dwellers



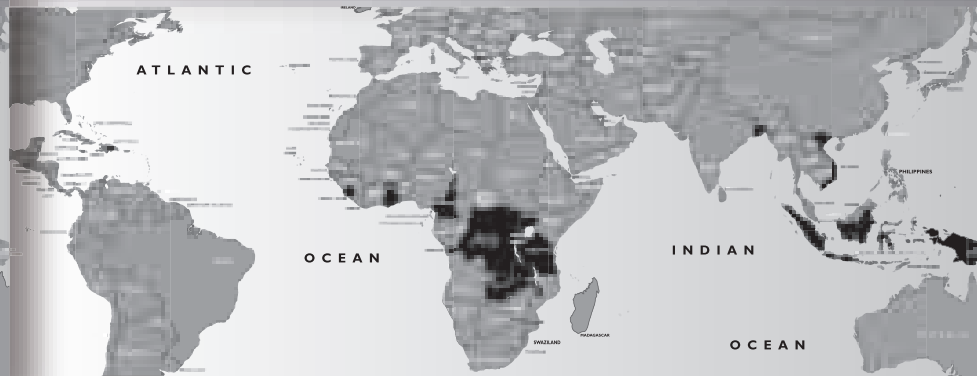
Programme 5 Reconstruction and conflict prevention in run-down societies



Programme 3 Children and youth in the city



Programme 6 Access to health care



Programme 7 Care for the most vulnerable groups

■ Countries where Cordaid has partners



Programme 10 Access to financial services

■ Countries where Cordaid has partners



Programme 8 Resilience against HIV/AIDS

■ Countries where Cordaid has partners



Development programme Women and violence

■ Countries where Cordaid has partners



Programme 9 Small producers in the market

■ Countries where Cordaid has partners



▼ *Continued from p. 45*

where girls never have been circumcised, while they are as good a Muslim as in Somalia.”

There are many thresholds to make female circumcision a subject for discussion. Sexuality is a taboo subject. The feeling to self - without Western interference - determine which cultural customs to follow has been reinforced among the Somali people by the isolation and condemnation of Muslims after September 11, 2001. Naleie: “On top of that many religious leaders refuse to speak out about the milder form of circumcision. They know that all forms of circumcision are illegal in the Netherlands. They avoid discussing the issue.”

Naleie has educated young trainers who enter into dialogue with the (leaders of the) Somali community. In the Netherlands live around 30.000 Somali people among which 6000 young girls.

Female circumcision is prohibited as form of maltreatment in the Dutch Penal Code.

Criminal prosecution is the last step; the Dutch government especially promotes information campaigns. Although there are politicians who want parents who are suspected of female circumcision to be taken into preventive custody. Naleie is happy with the juridical support, but also agrees that repression alone does not help. “How can you prosecute parents who know nothing about the consequences of circumcision? We always start our education with the health of the young girls, the chronic infections after circumcision, the difficult deliveries and the trauma. Many parents know too little about it, may be they just think ‘otherwise my daughter may not find a man’. Most important is our dialogue with influential leaders and people with a position of trust in the community.



Palestinian women shaking hands through an opening in the wall that separates the Palestinian Territories from Israel.

5.1 Organisational structure

Cordaid is established in The Hague. The organisation chart, composition of management board and supervisory board are included in appendices. The five regional departments - Central and West Africa, East and Southern Africa, Asia, Middle East and Central and Eastern Europe and Latin America - and the emergency aid, finance and SBP departments are responsible for strategic funding. The marketing departments are responsible for support and fund-raising for the brands Memisa/Cordaid, Mensen in Nood/Cordaid, Kinderstem/Cordaid and Vastenactie/Cordaid.

Cordaid has a regional office in Nairobi with its own legal personality. There is also a liaison office in Kinshasa. A small office in Brussels as part of Caritas maintains relations with institutional donors and in particular with the European Union. In the case of emergency aid operations, Cordaid works with temporary local offices. In 2005, 20 local offices were operational. According to planning, 3 emergency aid offices will be closed down in 2006 due to the winding up of activities. The process redesigning to be completed in mid-2006 is expected to have consequences for the organisational structure (for more on this, see 5.3: Management). These consequences will be explained in the 2007 annual plan.

5.2 Vision on quality

Our legitimacy lies in effective poverty eradication, in contributing to changes that lead to a better, more just world. To this end we distinguish several different core activities, all of which are relational. The quality of our work therefore depends

greatly on the way in which we succeed in creating these relationships. Feedback from our partner organisations will help us to continually improve the quality of our work.

In process organisations such as Cordaid, quality has a slightly different meaning than it has in product organisations. While in product organisations quality mainly means that the product meets pre-defined specifications, in process organisations the interaction between actors is essential to the result.

Cordaid uses the INK management model as the basis for working on quality. This model emphasises learning and improvement based on feedback from various stakeholders.

Quality is a dynamic concept; it involves continuous learning and improvement, the development of professionalism, starting from an actual meeting with people and/or (partner) organisations. "Everyone matters" is the leading principle in these encounters. Quality is not only captured in figures. Development must be seen in its context. For that reason in our programmes professional actions are based on the intervention logic. This is made explicit and tested (via evaluations) in every programme.

For effective poverty eradication the capacity of the partner organisations is also crucial. Cordaid uses the organisation scan as a tool for measuring the quality and development of partner organisations. From 2007 this tool will be used in all programme and partner relationships. To talk with partner organisations about their development, Cordaid will use the

capacity assessment resulting from the use of the organisation scan.

5.3 Quality management: INK

The INK management model (see figure on the next page) distinguishes organisation and result areas and links the result areas to the expectations of the various interest groups. This provides insight into the regional nature of our work. The Plan-Do-Check-Act circle plays a central role as an improvement mechanism.

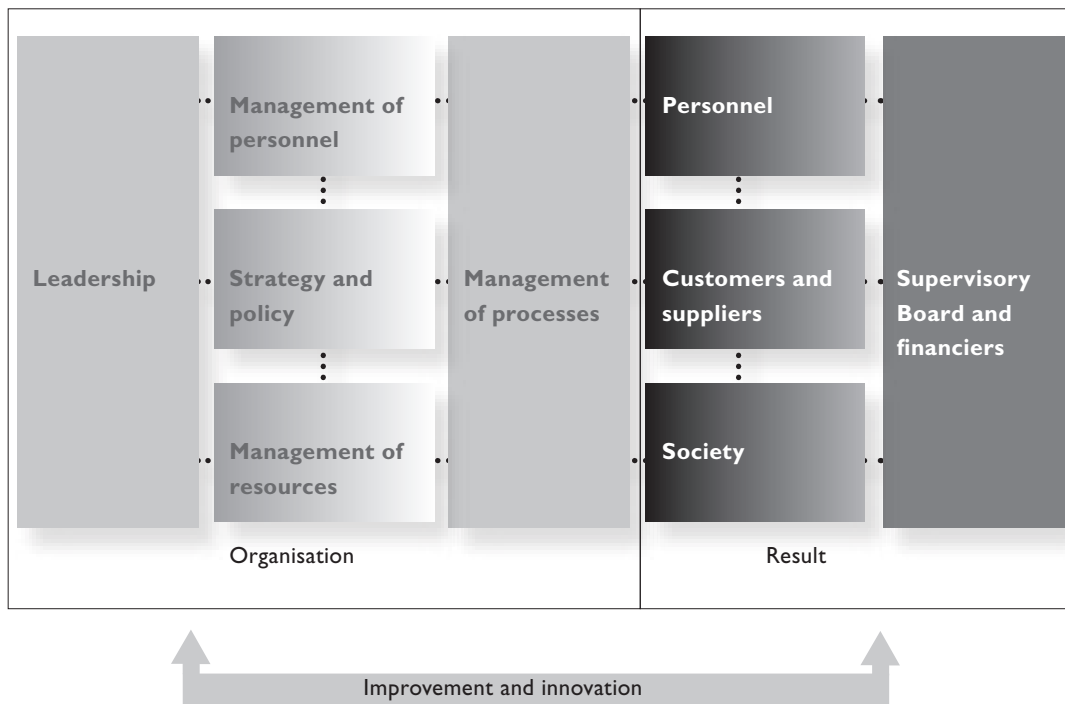
A number of collegial visits within the framework of the MBN quality system have shown that Check and Act are relatively weak links in the Plan-Do-Check-Act circle. For that reason, during the strategy period Cordaid will invest in the result areas and the application of the lessons learned.

The priorities of the quality agenda for 2007-2010 are:

- Stakeholders are central: dialogue, cooperation and feedback.
- Visualisation of results
- Systematic learning and improvement
- Increasing efficiency

I: Leadership

The 2007-2010 strategy demands a revision of the organisation's form and culture. In order to equip the organisation properly for an effective implementation of the new strategy, and also based on the results of an internal INK position-finding in 2005, the management board launched two organisation-wide change trajectories at the end of 2005. The first trajectory involved the redesigning of internal work processes under the guidance



- The identification and promotion of innovative initiatives within the programmes.

From the point of view of effectiveness and efficiency, we have decided on an even greater focus and concentration of our programmes from 2007 onwards. Greater cohesion and more 'critical mass' in the partner network in a specific context will give interventions enough clout to realise the intended change. The four core activities mentioned earlier (strategic funding, "linking & learning", lobbying and commitment in the Netherlands) all contribute towards the same objectives and therefore reinforce one another.

3: Personnel management

Investment in professionalism is essential for improving the quality of our work. That is achieved by training and education, as well as by reflection on one's own work. The way we see professionalism is laid down in a Code of Conduct and in a policy paper Good Donorship, both of which examine the relationship with partner organisations. In addition there is also an internal Code of Conduct for employees (how do we deal with one another internally) and one for overseas personnel. Since 2005 the periodic reviewing of training policy has been structurally linked to the organisation's strategy development. This means that the training policy for 2007 – 2010 will be tuned to the requirements for the new strategy, so more attention will be paid to competences such as entrepreneurship, creativity and the capacity to cooperate with a great many different actors.

of an external consultant, with the objective of improving internal cooperation and increasing efficiency. The target is for a 15% efficiency improvement to be realised from 2007.

The second programme is a trajectory to change the organisations' culture, it is aimed at increasing social entrepreneurship within the organisation: decisiveness, daring to take risks, thinking out-of-the-box.

2: Strategy and policy

Cordaid's added value is concentrated on connection, cooperation and innovation. For that learning capacity is essential. This leads to the following priorities:

- Cooperation, such that the efforts of various actors complement and strengthen one another;

Further increasing of efficiency will be achieved by:

- The streamlining/adjusting of internal work processes,
- From 2006 assessing training activities more intensively on content and result,
- Reviewing job differentiation and the introduction of a tool for personnel assessment as a follow-up to the system of RVM interviews used.
- The further improvement of performance interviews: clearer direction on points for improvement
- Further standardisation of a number of components of the P&O services,

4: Management of resources

We distinguish money, knowledge and materials/services.

The management of resources concentrates on:

- Guaranteeing the efficiency and effectiveness of the financial management,
- The gathering, development, sharing and using of knowledge,
- An efficient and effective purchase of suppliers' services and products.

Central values are transparency, effectiveness, efficiency and legitimacy. Risk management plays an important role.

The CBF is an important quality standard, which provides guidelines for the management of resources.

In recent years Cordaid has improved transparency in a number of ways, for example by various changes in the annual report, including entry of directors' salaries. Another example is the setting up of an Audit Commission, made up of members of the Supervisory Board. This commission was set up in June 2004 in connection with the increasing attention to 'good governance'

and the importance of an independent monitoring of financial plans and reports, and the auditing thereof. Transparency will continue to be high on the agenda in the years to come.

For an effective and efficient purchase of suppliers' services and products, a central purchasing coordinator will be appointed in 2006.

Cordaid attaches great importance to the efficient deployment of resources. Based on the results of the efficiency audit held in 2004 among other things, we have been decided to concentrate on the following efficiency improvements:

- A better cooperation between the marketing and programme departments.
- Reduction of the number of consultation bodies.
- Process redesigning. Changes in processes should result in greater efficiency (targeted efficiency gain of 15%).
- Increased attention to learning and knowledge management.
- Extra attention to SMART objectives (per programme) and the link with inputs and costs.
- Development of an overhead/cost price allocation system
- Formulation of efficiency indicators.

Management of financial resources

The management of financial resources covers the entire process from receipt of donations and subsidies up to and including accounting for expenditure and a corresponding unqualified audit opinion.

In recent years Cordaid has put a great deal of energy into the further improvement of financial management within the organisation and of the tools used. Among other things this has led to the introduction of a new financial management

information system. The management can refer to the most important information online.

The figures are analysed comprehensively each quarter and new annual forecasts are drawn up. If necessary, adjustments are made on the basis of the annual forecasts. The quarterly analyses are discussed with the Supervisory Board.

Cordaid sets high standards for quality and transparency of financial information, not only for external accounting but also internally. This was taken into account during the implementation of the new financial management system and the establishing of links to the other systems. As little data redundancy as possible, one source of financial information, direct linking of systems, and built-in safeguards should guarantee the quality of the information.

The financial management is characterised by a careful management and transparent accounting of monetary transactions. The use of separately controlled bank accounts for the various funds, and the use of separate fund codes in recording expenditure, mean that the monetary flows per fund can always be traced.

For temporarily unused funds there is a risk-avoiding and socially responsible investment policy, which must satisfy the strict conditions of the Treasury Statute.

All financial management procedures form part of the quality handbook, which forms the basis for internal operational audits and external audits with the partner organisations. Internal audits are carried out by an internal audit team and by employees within the organisation who have followed an ISO-training. External auditors must be registered with the IFAC.

The procedures and guidelines surrounding the acceptance, implementation and monitoring of the approx. 900 funding contracts each year include, among other things:

- A financial assessment framework. This is used for screening new partner organisations and estimating the requirement for capacity strengthening in the area of financial management.
- Extensive reporting and auditing guidelines for the partner organisations: for example, Cordaid requires that audit certificates must cover at least 60% of annual expenditure.
- Phased funding of the partner organisation, based on adequate narrative and financial reports.
- A fraud and sanction policy.
- Fixed formats for contracts and other documents.
- Job separations, authorisation procedures and blockades, integrated in the Project management system.

The composition and volume of Cordaid's assets meet the criteria laid down by the Herkströter commission. With regard to the continuity reserve, which the commission has stipulated must not exceed 1.5 times the implementation costs; Cordaid applies the (more stringent) requirement that this must be not exceeding 1.5 times the salary bill.

The budgeting & control process is characterised by:

- Task setting costs budgets per department, within clearly formulated frameworks.
- Task setting spending budgets per department, per theme/ programme and per fund.
- Task setting payment budgets per department and per fund.
- Agreements about ratios
- Learning and improvement (closing the plan-do-check-act circle) via policy accountability and performance interviews,

after which findings are translated into new annual agreements and improvement actions.

5: Process management

The processes are laid down in the Quality Handbook. This handbook is continually adapted to new insights and is accessible to all employees via the Cordaid intranet. Quality marks such as ISO and CBF indicate that the processes are managed satisfactorily and transparently. This is monitored by the performance of operational and ISO audits. Cordaid's policy concerning internal audits is laid down in the Audit statute. Each year a management assessment is made of the Quality management system. In February 2005 Cordaid was again granted the ISO certificate for the entire organisation for a period of 3 years, i.e. until February 2008. In June 2004 Cordaid was again awarded the CBF quality mark for a period of 4 years, i.e. until June 2008.

In 2006 the Quality Handbook, currently still formulated in accordance with the ISO structure, will be adapted in accordance with the INK model and made user-friendlier.

In 2006 there will be investment in processes and management within the organisation, so that by the end of 2006 the organisation will be ready for an efficient implementation of the new strategy. An INK position finding held in 2005 produced the conclusion that a great improvement in quality could be made by redesigning the processes, with more attention to internal customer-supplier relations. This will contribute to a more efficient and transparent management. The improvements will have been implemented before the end of 2006.

In 2006, to ensure a satisfactory implementation of the new strategy, management information will also be adapted to the way in which the programmes in this plan are formulated, thereby facilitating management, accounting and learning per programme.

The ISO management assessment will be adjusted in 2006 to bring it in line with the quality approach of the INK model. That means that all areas of attention of the INK management model will be integrated in this. At the same time the management assessment must also include the four core activities mentioned earlier. This will enable it to develop into a structured and comprehensive management report.

The processes surrounding decision-making in strategic funding will also be examined in order, on the one hand, to reduce the bureaucracy and workload and, on the other, to guarantee a high-quality decision-making

6: Employees

Employee satisfaction was measured in 2005. This survey focussed on a number of sections, such as terms of employment, working conditions, work content and style of management. The average positive score was 74% with a response percentage of 72%³. The individual departments then drew up a plan of approach with points for improvement. This will be implemented during 2006.

In 2007 and 2009 further research will be carried out, whereby the minimum aim will be to maintain the current level of employee satisfaction. Other sources for determining employee satisfaction are the questionnaire completed by new employees when they have been with Cordaid for three months, and

the questionnaire completed by employees when they leave Cordaid.

7: Stakeholders: partner organisations, society, management and financiers

Our partner organisations rightly ask us to be clear about the choices we make, for substantive dialogue and to show clearly what we in the Netherlands/the North are doing to achieve a better world. Subsidy givers and the public also rightly ask us to show what happens to the money entrusted to us, and how poor people benefit from that money.

Cordaid wants to be a transparent organisation. We want to show how relevant and effective we are, how efficient we are, how we learn from our experiences, and that our results are sustainable.

In 2005 Cordaid involved partner organisations in the strategy choice via Internet (Cordaid interactive). Although this has delivered valuable information, it appears there are still a lot of snags in this form of involvement, both technically and as regards content. Partly on the basis of these experiences, Cordaid has developed a new multilingual website (www.cordaid.com) which has improved communication to partner organisations.

Our greatest ambition for 2007-2010 is to involve our partner organisations and contributors in our work in a more structured way:

1. From 2007 we will have a structure in which partner organisations and contributors will give us structured feedback to the choices that we make and the results that we show. In 2006 we will be looking at various options, such

as a partner panel or a visitation committee of interested parties who would give an opinion once a year concerning our effectiveness. In 2009 we will evaluate this structure and carry out improvements if necessary.

2. In 2007 we will have more insight into stakeholders' requirements in the area of transparency: what we should be transparent about, what is still lacking in our communication with external stakeholders, what must be included in our annual report and on our website, what sort of information do people need, and in what form?

Partner organisations

To assess the capacity of partner organisations Cordaid uses the organisation scan developed by IC Consult. In addition more elaborate scans are used for important aspects of organisational capacity, like the gender sensitivity scan and the so called financial review framework, that shows partner organisations' financial policy and management at five dimensions. Credit analyses are used for credit projects. These are related to the organisation scan, but are mainly focussed on financial parameters.

The basis for a professional relationship with partner organisations is laid down in the Code of Conduct and the policy document Good Donorship. Cordaid subscribes to the basic principles of Sphere as a quality standard for emergency aid.

In 2003 a pilot study was carried out into aspects regarded by partner organisations as important in their relations with Cordaid. In 2004 a larger-scale survey was carried out based on the results of this study. Communication and information exchange turned out to be of great importance, it was partly

the reason for the revamping of the multilingual website in 2005, mentioned earlier.

The 2007-2010 strategy will meet the partner organisations' requirement that Cordaid should do more to facilitate networking and information exchange between North-South and South-South; and should provide (more) substantive strategic feedback, for example in response to reports.

In 2008 Cordaid will commission another partner satisfaction survey. Meanwhile partner satisfaction will be monitored via official visits and partner consultations (reports) and by formal and informal complaints from partner organisations. A number of indicators for counterpart satisfaction are laid down in PDS, for example the response time to grant applications or reports.

³ The average positive score in this type of survey in the rest of society is 70%.

The private donor: “It wouldn’t be right to put all our money in our own pocket”

René Goossens: “I would really love to give money for projects that generate money in the long run, so that with the money earned a new project can be started. In that way you can get a fine chain reaction going. Although it was not in financial terms, but I recently saw something similar been put in practice in India, where I with my wife and four children visited a project that we financially support for years. It is an orphanage with a garage, where the orphans learn a trade. One of the orphans, who formerly lived there is now an adult man with a family. He decided to start an orphanage himself. I love that. I have, together with my wife and brother a furniture business and for years already we donate a fixed percentage of the profit to charities. Since four to five years Mensen in Nood/Cordaid is one of them, because it is a Christian organisation, but also because they support many projects that revolve around children and that is what I find important. Recently I saw a research about charities from which became clear that with Mensen in Nood/Cordaid a high percentage of the funds directly benefits to the people in need. So I am sure that my money is well used. Mensen in Nood/Cordaid always sends us information about a number of different projects, so that we can determine where our money is invested. I never make a definitive choice, because I assume that Mensen in Nood/Cordaid can make a better decision than I can. I find most important that the money is used to support people in developing and using their own talents, which is in fact the essence of the work of Mensen in Nood/Cordaid.

Our business goes well and I believe it is partly thanks to the fact that we donate money. After all what you give comes back to you. By sharing what we have we live up to the word of God and as reward our business thrives well, so that we can donate even more. That is why I don’t really find it that special to annually do a number of donations: in a sense it is not our money, but money that is awarded to us by the divine. It simply wouldn’t be right to put it in our own pocket.”

Private donors and volunteers

Cordaid applies various quality standards for its relationship with private donors: the VFI (Association of Fund-Raising Institutions) code of conduct and the CBF quality mark, as well - for each fund - the DDMA quality mark (Dutch Dialogue Marketing Association).

To enable comparisons over time and thereby detect improvements or deteriorations, Cordaid will commission a periodic satisfaction survey among contributors instead of the, until now, usual once-only surveys. The format of the satisfaction survey will be worked out in greater detail in 2006. Cordaid will build up a good working relationship with the private donors’ association(s).

Vastenaktie/Cordaid volunteers are frequently asked for feedback. In the coming years volunteers who work for the other funds will also be asked for feedback in a similar way, during meetings and via an annual questionnaire.

Society

In our sector society’s satisfaction largely corresponds to the concept of public support and is expressed in, among other things, the increase and decrease of the number of contributors and volunteers. In addition Cordaid regularly commissions image surveys and the way in which we are written about in the press also indicates how society rates Cordaid.

Cordaid also attaches a great deal of importance to its own socially responsible entrepreneurship, e.g. by participation in ‘Trees for travel’ and in the form of a Treasury Statute in which strict conditions are set for investments.

Institutional donors and strategic alliances

We systematically monitor the satisfaction of strategic alliances and institutional donors in an annual strategic discussion. In addition there are various other sources for gaining indications of satisfaction, for example the ministry’s response to the annual report.

Governance

Cordaid applies various quality standards to the level of good governance. The Wijffels Code concerning good governance in charities, initiated by VFI, has now been incorporated in the CBF requirements. By retaining the CBF quality mark Cordaid also continues to meet quality standards in the area of good governance.

8: Learning and improving

Learning capacity is the conscious linking between the feedback tools and a strategy for improved learning. Cordaid’s learning capacity is shown by the extent to which Cordaid is able to carry out changes in strategy, policy and implementation following analysis of achieved and not-achieved results, and of the results of appreciation surveys and other surveys. This requires a good learning strategy.

There is a lot of knowledge within the organisation, acquired from experience, research and evaluations, but much of this knowledge could be shared and applied even more effectively at organisation level. This could increase our effectiveness even further.

During the last grant period various activities were undertaken to enable us to learn more from our experiences. These included the setting up of a 'lekgotla'. This is a form of learning and systemisation based on own practice (action learning). The experience acquired by employees during actual cooperation with organisations is central to this. A number of positive experiences have been acquired with this, and a number of points for improvement have also been identified. In 2007-2010 Cordaid will put the points for improvement into practice. An improvement agenda was begun in 2005 to provide an overview of the main recommendations, and to manage the implementation of these recommendations. This will be completed in 2006 and will be operational from 2006/2007.

Knowledge management is realised by the organisation and dissemination of knowledge per programme and at organisation level, by actively searching for complementary knowledge and by cooperation with various parties concerned: in workshops, seminars, peer reviews and other forms of exchange, as well as via research.

Based on experiences with the innovation trajectories in 2003-2006, the efficiency audit and the evaluation of the MBN Quality system, the following approach has been formulated for the learning strategy in 2007-2010:

- Learning trajectories with clear objectives, linked to programmes;
- Involvement of partner organisations and other actors, such as research institutes;
- More attention to the sharing of insights, from various sources (including evaluations), throughout the organisation,

and explaining their significance for Cordaid: formulation of points for improvement (follow-up/improvement agenda).

- Greater role for management in steering insights to the point of application.
- A bigger budget for learning and innovation, both for Cordaid itself and for partner organisations. This will include an amount for "seed funding" for risky initiatives.

Each year Cordaid will reserve 2.5% of the salary bill for training and education.

Insight into results

The visualisation of results is important; it is the basis for learning and improvement, and for accounting.

Results are linked to context. The context determines what is desirable and feasible in a given situation, and what is a good or poor result. We want to retain this link to context in the visualisation of results. This has consequences for the level of aggregation in the displaying of results.

On top of that, more is not necessarily better. We do not always go for the biggest numbers. Everyone matters, and in a particular context we believe it is more relevant to choose a small group of marginalised people rather than the larger, more accessible group.

We are not only accountable for the results we achieve, but also for the choices we make. The foregoing shows that the one is not possible without the other.

The same principle applies for our partner organisations. They are autonomous organisations that are accountable for the choices they make and for the results they achieve, in relation to their specific context.

Our PBME system is based on this distinction into responsibilities (see Outline Policy Document PBME). Since visualising results and knowledge development are becoming increasingly important, Cordaid will deploy additional capacity for monitoring and evaluation in the coming years. The PBME system will be updated in 2006 to bring it line with the new strategic plan for 2007-2010 by 1 January 2007.

Cordaid will continue its active contribution towards the further development of the MBN Quality system and the transfer of that within Partos. In particular the mutual visits and evaluations have contributed to an increase of insights and transparency in various areas. In the coming years the set of tools will be further developed and its reach will be extended.

Results will be visualised in various ways, by narrative and financial reporting, official visits, evaluations, satisfaction surveys and audits.

Many data, particularly data concerning input and output, are kept up-to-date by Cordaid in the projects database system (PDS). In 2006 work will be done on extending and/or modifying the system in order to meet a number of requirements in the area of result measurement. In result measurement for the benefit of learning and accounting Cordaid also attaches importance to efficiency. This means there must be a balance between the deployment of resources and the added value of this. For that reason report requirements will be dealt with critically and, when modifying the system, we will also look for items that no longer need to be registered.

Para-legals in South Africa

'You don't change a thief by punishing him, but by reinforcing his self-respect'. It is written in giant letters on the walls of a dilapidated house in the little city of Hewu, close to Queenstown in rural South Africa. Her at the Hewu Legal Advice Centre and Local Development Agency everyone can walk in for legal advice, for support in filling in social security forms, for mediation in a dispute with neighbours, or for support with (unwanted) pregnancy. But essentially my work is about restoring self-respect, says Stefano Mqobongo (23). To offer support and especially self-respect to people who are frustrated or disappointed, who don't know how to survive, who take refuge in alcohol or crime, so that in the end they can solve their problems themselves.

"Currently many girls do come for advice, because they sleep around for money and only became pregnant to be eligible for a social grant. I do advise them about the regulations in force, but mainly talk with them about their future. If you don't have a vision, no objectives in life, you will never come out of the downward spiral." Every day you find Stefano among the youth to hear what the real problems are. For example, he organises very well visited anti-stigma parties about AIDS, with both message and danceable music.

Being the son of unemployed slum dwellers, he knows where he is talking about. He succeeded in resisting the pressure of his friends, who because of lack of perspective went for fast money, alcohol, macho behaviour, sex and drugs. Because of a recommendation of a social worker he got the opportunity to follow a three-months para-legal training in Cape Town. Twice a year, already for thirty years the Black Sash organises this intensive training for around 40 people coming from all corners of the country. Motivation and social commitment are enough to be admitted. The Black Sash, originally a liberal women organisation is a longstanding Cordaid partner with a long tradition in the struggle against apartheid and fierce defender of human rights.

The intensive period with the Black Sash has made Stefano into a different person, he says, besides his knowledge, especially his self-confidence was strengthened and he developed into a more militant person. In a recent evaluation by the government, the Black Sash

In 2007-2010 at least one evaluation will be carried out per programme in order to test the intervention logic and gain insight into outcome and/or impact level. Preferably this will be done in cooperation with academic and/or research institutions.

In addition in 2007-2010 Cordaid will participate in two joint MBN/Partos evaluations within the framework of the MBN/Partos Quality system.

Programme evaluations will be followed up with more clarity via the updating of an improvement agenda.

The carrying out of project evaluations will be left as much as possible to the partner organisations themselves. If necessary support will be provided in order to increase the quality of the project evaluation.

In the coming years strategic monitoring will be realised via:

- A strategic dialogue with various stakeholders: the ministry, public/contributors and partner organisations. This will also involve the sharing of knowledge, experience and dilemmas.
- Keeping a number of strategic key indicators up-to-date. These will be recorded in management information and in the quality analysis to be performed annually
- A mid-term review at the beginning of 2009, looking at progress in the realisation of the 2007-2010 strategy objectives.

Cordaid comes high up on the transparency ladder in Berenschot's recently devised transparency benchmark and has risen slightly in the last year. In the coming years we will remain in the top 10, preferably moving upwards.

In the coming years Cordaid wants to do more to make insight into the results more widely known, in other words to open up in a pro-active way, e.g. via the website.



▼

para-legal training scored remarkably high: the people like Stefano who, often without much education, joint the training could in terms of their legal knowledge and their confident attitude compete with law students in their fourth year. In the three months with the Black Sash it is not only about legal matters, but also about ethical issues and social and psychological skills. Participants are confronted with their own prejudices and judgements by the trainers, for example while discussing the rights of gays and lesbians. The training is also about personal and psychological safety, for example in the workshop 'how to feel safe without weapons'. Also meeting skills are trained where you learn that the richest man not necessarily needs to do most of the talking. And how do you avoid that youth is systematically ignored. Close friendships develop among many of the, meanwhile, hundreds of ex-trainees, which is what the Black Sash envisages. Because support is essential for para-legals, who with limited resources in a small community have to hold against local leaders, employers or bureaucrats. Just now Stefano with a group of youth demonstrated against the lay out of a soccer pitch in Hewu. The youth doesn't want a soccer pitch, but would prefer a place to play pool. Local politicians in Queenstown have, not appreciated the resistance that resulted just before local government elections in a larger protest against undemocratic governance. They ordered the police to use violence to brake up the demonstration. "The gap between the powerful and the poor in South Africa is again increasing. Poverty, the apartheid legacy, corruption, AIDS and stigma have destroyed communities. It is not easy to build bridges. Sometimes I think to just nicely become disc jockey, but then again I' am on the phone with a friend from the Black Sash and I know that I have to continue."



Small entrepreneurs in the Philippines can contract a loan with a microfinance institution. This enables them to invest in their future.

6.1 Financial starting points: limited growth

The need for effective emergency aid and reconstruction in disaster areas will increase rather than decrease in the coming years, partly as a consequence of climate change. Increasing polarisation means that the chance of conflicts is growing, while the conflicts in the African Great Lakes area or Columbia continue unabated. Women are the largest group of victims here. The MDGs will not be realised with the current level of effort. In order to resolve these problems more resources have been promised by the international community in the coming years. Whether the resources do in fact become available will depend partly on political pressure to fulfil these promises. Cordaid experiences growing competition among charities towards the Dutch public. This competition puts income from private fund-raising under pressure.

Cordaid has formulated an ambitious strategy plan and is confident of the relevance and quality of the ten programmes. Cordaid has an efficient management, as shown by the efficiency audit carried out at the end of 2004. In 2006 two organisational change trajectories are being launched that focus on redesigning of internal working processes and increasing social entrepreneurship within the organisation. For the period 2007-2010 we want to realise cost savings of 15% on our implementation costs and organisation costs, in order to make as much room as possible for investment in innovation and knowledge. We also want to reduce the implementation costs percentage from 9% to 8% by 2010. In addition in 2005 Cordaid restructured the marketing organisation, thereby enabling a more market-oriented approach, not only to the private contributors, but in particular also to institutional donors, such as companies and institutions.

The expected growing needs in the world, the individual ambitions and efficient management justify a financial growth for the period 2007-2010. The financial growth will be limited for three reasons:

- Cordaid will strive for a greater share of direct funding of partner organisations by bilateral and multilateral donors. The aim is for a proportion of our partner organisations to gain permanent access to government-controlled subsidy flows. Cordaid foresees a phased development: the current situation in which Cordaid is lead agency, then a sort of 'joint venture' structure with the partner organisation aimed at equality, followed by an ultimate reversal of the situation whereby the local counterpart is the lead agency and Cordaid provides tailored services. This will be a long-winded task: experience has taught us that strengthening the capacity of NGOs and church partner organisations in the South is a lengthy and labour-intensive process.
- With regard to emergency aid, we take our limited capacity into account. We can provide acute emergency aid in a maximum of three humanitarian crises per year. In the budget for the coming years we are assuming a cautious estimate of income from backdonors for 2007 (slightly lower than the 2005/2006 level) and a stabilisation in the years after that.
- Cordaid attaches great importance to its independence and aims for a minimum own contribution of 35% in 2010. This means that, from 2008 onwards, Cordaid does not want MFS incomes to increase. Cordaid will invest mainly in higher income from private fund-raising of 13.6% cumulative to 2010. This is very ambitious given the increasing competition, but Cordaid has every confidence in the solid basis laid to this end in 2005.

The policy choices and programmes from chapters three and four are, if relevant, elaborated on further in financial target values. The most important of these are discussed below (and are presented in detail in 6.2.):

Distribution of expenditure among the programmes

Cordaid has built up a strong position on the themes of disasters and conflict (programmes 4 and 5) and health care (programmes 6, 7 and 8). In 2007 these programmes together will form 49% of the total expenditure, in which 32% will be spent on disasters and conflict (including the growth programme women and violence) and 17% on health care. Cordaid wants to build on this strong position so that the percentage increases to 53% of the whole (disasters and conflict 33% and health care 23%). The growth follows the policy priorities of 'women and violence' and HIV/AIDS. The programmes -1 Diversity, 2 Slum dwellers and 3 Children and youth in cities will remain at the same level of 21%. With regard to programme 9 (Small producers), in the coming years a further sharpening of focus will be required as regards content. This will have a reducing effect on the resources needed for this programme. With regard to programme 10 (MFI), the scale of the programme is now such that strong growth can no longer be envisaged. In addition the re-usable resources will increase in the coming years

Distribution of expenditure among intervention strategies. In accordance with the strategic vision, Cordaid will invest more in civil society building and lobby, particularly in and from the South. In 2004 the percentage for lobby was 13% and we want to increase that to 20% in 2010. This includes lobbying

in the Netherlands. Given our vision of the coherence of the various core activities, it no longer makes sense for lobbying in the North to be seen as a separate budget. Investments in civil society building will also increase further.

Knowledge

Linking and learning is one of Cordaid's four core activities. This involves quality improvement, knowledge development and transfer, together with partner organisations, by means of research, innovation, programme evaluations, partner consultations, trainings and courses, etc. In the plan we are assuming an expenditure of 3% in 2007 (budget € 5 million), rising to 4% in 2010 (budget € 8 million).

Strengthening public support and lobbying in the Netherlands

Cordaid attaches great importance to public support development. The list of project linkages, which we are asked to support, is growing. This is expected to increase even further. Support such as this, which also enables us to fulfil our role as an organisation that wants to deploy its knowledge in alliances, will be at the expense of public support strengthening. In order to make this possible, Cordaid will deploy an annual budget of 2 million euros from the CFS (Co Financing System) for this work.

All expenditure for information and support will be accommodated in one budget, in which we will then show that this is paid partly through private funds (€ 2.8 million) and partly from the CFS (€ 2 million).

Efficiency of management

Cordaid wants to realise cost savings of 15% on implementation and organisation costs, in order to make room for investments in innovation and knowledge and for lowering the implementation costs percentage. In the long-term figures we will therefore aim for total implementation costs of 8% in 2008 and following years. 2007 will be a transition year. In the past the target figure was 9%. We believe that this can be improved by being even more effective and efficient in the coordination of our work and in the administrative procedures. This is all connected with the process redesigning.

6.2 Financial figures

The starting points described above can be translated into financial target figures as follows:

Incomes are distinguished into four categories, i.e.:

1. Funds from private fund-raising: private market and institutional relations, such as companies, banks, and service institutions. Estimates of income from private fund-raising are based on a progressive growth of 2.5% in 2007, rising to 4% in 2010. The cumulative growth compared to 2006 therefore comes out at 13.6%.
2. Other non-CFS funds, consisting of:
 - a. Funds from the private market or from third parties, e.g. from SHO actions, National Postcode Lottery or from Caritas funds. This is based on a cautious estimate using a weighted average over the last five years (obviously once

again revised for the SHO Tsunami action), totalling € 12 million per year.

b. Additional project funding, e.g. from the EU or World Bank. Compared to the (high) level of 2006, we expect a slight reduction in 2007, whereby EU funds in particular will be lower, but will be largely compensated by an increase in other backdonor funds. This trend began as early as 2005. In any case, these funds are characterised by sharp annual fluctuations depending on the seriousness and frequency of natural disasters and conflicts. Based on the confidence that Cordaid enjoys among backdonors, we are confident of a stable and reasonably constant basis of backdonor money of € 15 million per year.

3. CFS grant: the 2006 decision has been taken as the basis, rising by 2 % per year in 2007 and 2008, after that kept constant at a level of € 121.4 million. The stabilisation has to do with the fact that Cordaid does want to dedicate itself to a further diversification of her donor base. The increase in 2007 and 2008 of the CFS-grant is necessary as a catalyst for the acquisition of other subsidies.
4. Re-usable means: coming from repayments from the Loans & Guarantee programme. The starting point is an increase from € 7.5m in 2007 to € 10m in 2010, coupled with an equal reduction in the use of (new) CFS money.

In determining the percentage of non-CFS money the available resources from 1.+ 2., are compared with the total income from 1. to 3., i.e.: $(1+2) / (1+2+3) * 100$. The re-use of resources is not included, since this results mainly from subsidies acquired earlier from the Dutch government.

The above starting points and the calculations derived from them will result in a (slight) increase of the percentage of non-CFS money to 35% in 2010.

Financial estimates are based on the data from the 2006 budget. These have in fact been revised for the income from the SHO action in connection with the Tsunami, because of the one-off and exceptional nature of that action.

In the case of implementation costs a distinction is made between:

1. Fund-raising costs: here Cordaid adheres to the objective already used (and realised) for years, of not using more than 15.5% of private fund-raising for this (CBF requirement is < 25%).
2. Costs for information/public support strengthening among the Dutch public and institutional organisations (companies, service funds, religious institutions, etc.). These are largely paid from private resources; also for these costs Cordaid applies the same guideline as for the project implementation costs, i.e. that these must not exceed 8% (in this case of private resources).
3. Programme implementation costs, later summarised under the heading 'programme management': Cordaid itself has introduced a target, i.e. 8.5% in 2007 and 8% in subsequent years. Formerly this figure was 9%. Cordaid believes that this can be achieved by implementing the aforementioned efficiency improvement programme, with the objective of reducing structural costs by 15%.

Cost price calculation

Cordaid has made an hourly rate calculation based on current data 2005 and analyses with regard to time spending within the 'direct' departments. Direct departments and activities are defined on the basis of a clearly demonstrable direct connection to the programmes, in which agreements between the MBN organisations concerning this are taken into account. In the event of doubt, or if the administrative effort required to separate certain activities proves disproportionate, we have decided to regard such activities as indirect and therefore to include them as a surcharge on the direct activities.

The time-keeping tool will be deployed if necessary on an ad hoc basis only and in a targeted way.

Every year, as part of the budgeting process, Cordaid will recalculate the cost price and test it against new insights. The marketing activities and costs have deliberately been kept out of the calculation in order to arrive at the purest possible cost price for the programme-related activities.

The hourly rate has been calculated at € 67, and is made up of a wage component of € 41 (€ 36 for productive hours and € 5 for non-productive hours allowance), and a surcharge for other indirect costs of € 26.

On the basis of this hourly rate and the hours per programme (see NB2), an indicative cost price per € 1000 expenditure per theme/programme has been calculated. This includes an estimate of other direct costs (such as travel & accommodation costs), which are allocated to the programmes separately. The aim is to keep the hourly rate for the coming years below the level of € 70, whereby future salary increases and inflation

will be absorbed by increased productivity and efficiency improvements.

NB1: it is obvious that costs cannot be entirely identified with output. So the targets mentioned with regard to implementation costs and cost prices will only apply if the forecast incomes are realised.

NB2: since the estimate of the time spent per theme/programme is based on current 2005 data, and in this plan the distribution of the expenditure among the programmes is partly based on new policy choices, only indicative value can be ascribed to the costs/cost prices per programme presented in the appendices.

The expenditure is sub-divided into:

1. Strategic financing; this includes all expenditure related to the 10 programmes. Part of this is expenditure:
 - a. In the area of Lobbying
 - b. In the area of Linking & Learning
 - c. Funded from the re-use of resources released from the Loans & Guarantees
2. Public support strengthening and Information; part of this is financed from private resources (8% from the income from private fund-raising). In addition there is partial funding from MFS money: € 1 million in 2007, increasing to € 2 million in 2008 and subsequent years.

Financial indicators and target figures

Cordaid uses a number of financial ratios and values in its management reports, the most important of which are:

- Income/costs/expenditure in relation to budget and (quarterly) forecast, per department, fund, programme. Each quarter there is an extensive analysis and new annual forecasts are made, on the basis of which any necessary adjustments will be made.
- Percentage non-CFS money versus total: target value 35%
- Percentage fund-raising costs: target value 15.5 %
- Percentage programme management costs versus total programme expenditure: target value 8%
- Percentage indirect in the hourly rate (sum of indirect hours surcharge/allowance and Cordaid's overheads): target < 40%, this currently stands at 46%.
- Productive hours per programme employee: target 1340 hours per fte, this currently stands at 1305 hours per fte.

- Freely disposable capital: max. 1.5 times the salary costs (CBF: max. 1.5 times the total costs of the organisation)
- Trend information about the costs-expenditure ratio per theme/programme and region

Financial overviews

Income per year (in € * 1000):

Income (excl. re-used L&G)	Budget 2006	2007	2008	2009	2010	% increase 2006 - 2010
private fund-raising	33.835	34.681	35.721	36.972	38.450	13,6%
other non-CFS income	31.090	28.000	27.000	27.000	27.000	-13,2%
CFS	116.714	119.048	121.429	121.429	121.429	4,0%
total	181.639	181.729	184.151	185.401	186.880	2,9%
% non-CFS in rel. to total	34	34	34	35	35	
Re-used from Loans	7.250	8.500	9.500	10.000	10.000	37,9%
Total available for objectives	188.889	190.229	193.651	195.401	196.880	

Implementation costs per year:

Implementation costs	Budget 2006	2007	2008	2009	2010	% Increase 2006 - 2010
private fund-raising	-5.346	-5.376	-5.537	-5.731	-5.960	11,5%
information/public support	-2.556	-2.607	-2.659	-2.712	-2.767	8,2%
programme management	-14.962	-14.381	-13.845	-13.945	-14.063	-6,0%
Total	-22.864	-22.364	-22.041	-22.388	-22.789	-0,3%

Expenditure per year:

Expenditure	Budget 2006	2007	2008	2009	2010	% Increase 2006 - 2010
programmes	155.975	155.565	157.310	158.213	159.290	2,1%
re-use from Loans	7.250	8.500	9.500	10.000	10.000	37,9%
strategic funding	163.225	164.065	166.810	168.213	169.290	3,7%
Information/public support	2.800	3.800	4.800	4.800	4.800	71,4%
Total	166.025	167.865	171.610	173.013	174.090	4,9%

Percentage project implementation costs:

% implementation costs	Budget 2006	2007	2008	2009	2010	% Increase 2006 - 2010
in rel. to all programme expenditure	8,4	8,4	8,0	8,0	8,0	-4,5
In rel. to project expenditure incl. lobby, I&I, excl. re-used	-9,6	-9,2	-8,8	-8,8	-8,8	

Appendix:

- financial statement expenditure/funds/costs per programme, 2007
- financial statement expenditure/funds/costs per programme, 2010
- financial statement expenditure/costs per programme, per region 2007
- financial statement expenditure/costs per programme, per region 2010

Annex

Financial statements per programmes

2007	Full participation					Disasters and conflict		Health care			Income		Growth progr.	
Expenditure	Total	1	2	3	4	5	6	7	8	9	10	W&V	other	
Strategic funding	164,1	18,0	8,2	8,2	21,3	27,9	14,8	4,9	8,2	23,0	9,8	3,3	16,4	
	100%	11%	5%	5%	13%	17%	9%	3%	5%	14%	6%	2%	10%	
		21%			30%		17%			20%		2%	10%	
Public support/information	1,0												1,0	
Financing:														
Mensen in Nood/Cordaid	5,3				3,5	1,8								
Kinderstem/Cordaid	3,4			3,4										
Memisa/Cordaid	7,4	0,7					4,5		2,2					
Vastenactie/Cordaid	3,1									2,5			0,6	
Cordaid	1,8									1,8				
Own Funds:	21,0													
SHO	3,3				2,2	1,1								
NPL	2,4				1,6	0,8								
Caritas	3,3				2,2	1,1								
SAN	0,5								0,5					
Other	1,9				1,3	0,6								
EU/UN	15,3	0,4	0,4		5,4	2,7	0,8	0,8	4,6	0,4				
CFS	108,9	16,9	7,8	4,8	5,2	19,8	8,7	4,2	0,9	15,8	5,6	3,3	15,9	
Re-used L&G	8,5						0,9			2,6	4,3		0,9	
Total	165,1	18,0	8,2	8,2	21,3	27,9	14,8	4,9	8,2	23,0	9,8	3,3	17,4	
Programme management (indicative)														
fte's	155,0	11,8	10,3	10,3	13,9	18,2	19,7	6,6	11,0	25,4	10,9	2,1	14,9	
hours (*1.304)	202120	15339	13455	13455	18128	23706	25709	8570	14283	33108	14189	2789	19391	
costs (* € 67) in € m	13,5	1,0	0,9	0,9	1,2	1,6	1,7	0,6	1,0	2,2	1,0	0,2	1,3	
Additional costs (T&A, consultancy)	0,8	0,1	0,1	0,1	0,1	0,1	0,1	0,0	0,1	0,1	0,1	0,0	0,1	
total prog.mngt.costs	14,4	1,1	1,0	1,0	1,3	1,7	1,8	0,6	1,0	2,4	1,0	0,2	1,4	
cost price per € 1000 expenditure	87,66	60,48	116,71	116,71	60,48	60,48	123,89	123,89	123,89	102,56	102,56	60,48	84,10	
prog. mngt. as % of total expenditure, excl. re-use	8,4	5,7	10,5	10,5	5,7	5,7	11,6	11,0	11,0	10,3	15,3	5,7	8,1	

1. Diversity
 2. Slum dwellers
 3. Children and young people in the cities
 4. People in need
 5. Reconstruction
 6. Health care
 7. Care
 8. HIV/AIDS
 9. Small producers
 10. MFIs
- W&V** Women and violence

2010	Full participation			Disasters and conflict		Health care			Income		Growth progr.		
Expenditure	Total	1	2	3	4	5	6	7	8	9	10	W&V	other
Strategic funding	169,3	18,6	8,5	8,5	20,3	27,1	15,2	6,8	11,9	18,6	11,9	8,5	13,5
	100%	11%	5%	5%	12%	16%	9%	4%	7%	11%	7%	5%	8%
		21%			28%		20%			18%		5%	8%
Public support/information	2,0												2,0
Financing:													
Mensen in Nood/Cordaid	6,2				4,1	2,1							
Kinderstem/Cordaid	3,2			3,2									
Memisa/Cordaid	8,3	0,8					5,0		2,5				
Vastenactie/Cordaid	2,1									1,5			0,6
Cordaid	4,0									4,0			
Own funds:	23,8												
SHO	3,3				2,2	1,1							
NPL	2,4				1,6	0,8							
Caritas	3,3				2,2	1,1							
SAN	0,5								0,5				
Overig	1,9				1,3	0,6							
EU/UN	14,4	0,4	0,4		5,0	2,5	0,7	0,7	4,3	0,4			
CFS	111,7	17,4	8,1	5,2	3,9	18,9	8,5	6,1	4,6	9,8	6,9	8,5	13,9
Re-used L&G	10,0						1,0			3,0	5,0		1,0
Total	171,3	18,6	8,5	8,5	20,3	27,1	15,2	6,8	11,9	18,6	11,9	8,5	15,5
Programme management (indicative)													
fte's	140,0	10,4	9,3	9,3	11,3	15,1	15,1	6,7	11,8	20,0	12,7	4,7	13,4
hours (*1.304)	187600	13913	12488	12488	15178	20238	20282	9014	15775	26827	17072	6324	17998
costs (* € 67) in € m	13,1	1,0	0,9	0,9	1,1	1,4	1,4	0,6	1,1	1,9	1,2	0,4	1,3
Additional costs (T&A, consultancy)	0,9	0,1	0,1	0,1	0,1	0,1	0,1	0,0	0,1	0,1	0,1	0,0	0,1
total prog.mngt.costs	14,1	1,0	0,9	0,9	1,1	1,5	1,5	0,7	1,2	2,0	1,3	0,5	1,3
Cost price per € 1.000 expenditure	83,06	56,00	110,59	110,59	56,00	56,00	99,78	99,78	99,78	107,99	107,99	56,00	99,61
progr. mngt as % of total expenditure, excl. re-use	8,0	5,3	10,0	10,0	5,3	5,3	9,6	9,1	9,1	11,4	15,7	5,3	9,7

Expenditure per programme per region/continent: (in € * milj.)

2007	expenditure costs	Afrika	Latijn America	Middel East & Eastern Europe	Asia	Netherlands (excl. publ. supp)	Worldwide	Total
Programme 1:	expenditure	3,6	2,4	2,0	7,9	1,6	0,4	18,0
Diversity	costs	0,2	0,1	0,1	0,5	0,1	0,0	1,1
Programme 2:	expenditure	5,2	1,5			0,7	0,8	8,2
Slumdwellers	costs	0,6	0,2			0,1	0,1	1,0
Programme 3:	expenditure	2,8	3,5		1,3	0,6		8,2
Children and youth in the city	costs	0,3	0,4		0,2	0,1		1,0
Programme 4:	expenditure	11,3	0,7	1,6	7,8			21,3
Disaster risk management	costs	0,7	0,0	0,1	0,5			1,3
Programme 5:	expenditure	11,8	4,5	5,4	4,2	0,2	1,9	27,9
Reconstruction	costs	0,7	0,3	0,3	0,3	0,0	0,1	1,7
Programme 6:	expenditure	11,3			2,2	1,0	0,3	14,8
Health care	costs	1,4			0,3	0,1	0,0	1,8
Programme 7:	expenditure			2,2	1,8	0,9		4,9
Care	costs			0,3	0,2	0,1		0,6
Programme 8:	expenditure	7,2			0,6	0,1	0,3	8,2
Hiv/aids	costs	0,9			0,1	0,0	0,0	1,0
Programme 9:	expenditure	12,5	4,6		5,0	0,4	0,5	23,0
Small producers	costs	1,3	0,5		0,5	0,0	0,1	2,4
Programme 10:	expenditure	5,0	2,1		2,8			9,8
MFI's	costs	0,5	0,2		0,3			1,0
Growth programme	expenditure	2,1	0,6	0,4		0,2		3,3
Women & violence	costs	0,1	0,0	0,0		0,0		0,2
Other	expenditure	6,3	3,0	1,3	2,9	0,7	2,2	16,4
	costs	0,5	0,2	0,1	0,2	0,1	0,2	1,4
Sum of all programmes	expenditure	79,0	22,8	13,0	36,6	6,4	6,4	164,1
	costs	7,3	2,0	1,0	3,0	0,6	0,5	14,4
	fte's	78,4	21,7	10,3	32,1	6,7	5,8	155,0
	hours	102269	28237	13465	41875	8698	7609	202120
	other. dir. costs	0,4	0,1	0,1	0,2	0,0	0,0	0,8

Expenditure per programme per region/continent: (in € * milj.)

2010	expenditure costs	Afrika	Latijn America	Middel East & Eastern Europe	Asia	Netherlands (excl. publ. supp)	Worldwide	Total
Programme 1:	expenditure	3,8	2,4	2,2	8,2	1,6	0,4	18,6
Diversity	costs	0,2	0,1	0,1	0,5	0,1	0,0	1,0
Programme 2:	expenditure	5,8	1,4			0,6	0,7	8,5
Slumdwellers	costs	0,6	0,2			0,1	0,1	0,9
Programme 3:	expenditure	2,9	3,7		1,3	0,6		8,5
Children and youth in the city	costs	0,3	0,4		0,1	0,1		0,9
Programme 4:	expenditure	10,8	0,7	1,5	7,4			20,3
Disaster risk management	costs	0,6	0,0	0,1	0,4			1,1
Programme 5:	expenditure	11,9	4,2	5,0	4,0	0,2	1,8	27,1
Reconstruction	costs	0,7	0,2	0,3	0,2	0,0	0,1	1,5
Programme 6:	expenditure	11,6			2,3	1,0	0,3	15,2
Health care	costs	1,2			0,2	0,1	0,0	1,5
Programme 7:	expenditure			3,0	2,5	1,3		6,8
Care	costs			0,3	0,2	0,1		0,7
Programme 8:	expenditure	10,1			1,3	0,1	0,4	11,9
HIV/AIDS	costs	1,0			0,1	0,0	0,0	1,2
Programme 9:	expenditure	10,1	3,8		4,2	0,2	0,4	18,6
Small producers	costs	1,1	0,4		0,4	0,0	0,0	2,0
Programme 10:	expenditure	5,5	2,5	0,3	3,4		0,3	11,9
MFI's	costs	0,6	0,3	0,0	0,4		0,0	1,3
Growth programme	expenditure	5,1	1,9	1,0		0,5		8,5
Women & violence	costs	0,3	0,1	0,1		0,0		0,5
Other	expenditure	5,3	2,8	0,4	2,7	0,2	2,1	13,5
	costs	0,5	0,3	0,0	0,3	0,0	0,2	1,3
Sum of all programmes	expenditure	82,9	23,3	13,3	37,1	6,3	6,4	169,3
	costs	7,1	2,0	0,9	2,9	0,5	0,6	14,1
	fte's	70,8	20,2	9,1	29,1	5,4	5,5	140,0
	hours	94878	27024	12130	38981	7239	7344	187600
	other. dir. costs	0,5	0,1	0,1	0,2	0,0	0,0	0,9

Focus countries and programmes

Africa	1	2	3	4	5	6	7	8	9	10	W&V
Democratic Republic of Congo		x									x
Federal Democratic Republic of Ethiopia	x	x	x	x					x	x	
Republic of Ghana						x			x	x	x
Grate Lakes Area (Burundi, DR Congo, Rwanda)		x			x	x		x			x
Republic of Cameroon		x	x			x			x		
Republic of Kenya	x	x	x	x							
Republic of Malawi				x		x		x	x	x	
Republic of Mali									x		x
Federal Republic of Nigeria	x	x									x
Republic of Uganda				x		x			x	x	
Republic of Sierra Leone						x			x	x	
Republic of Sudan				x	x						
United Republic of Tanzania	x					x			x	x	
Republic of Tsjad	x				x				x		
Republic of Zambia						x		x	x	x	x
Republic of South Africa	x	x	x					x		x	
Asia	1	2	3	4	5	6	7	8	9	10	W&V
People's Republic of Bangladesh						x	x				
Republic of the Phillipines	x	x	x				x		x	x	
Republic of India	x	x	x				x	x	x	x	
Republic of Indonesia	x				x	x		x	x	x	
Independent State of Papua New Guinea						x		x			
Democratic Socialist Republic of Sri Lanka	x										
Socialist Republic of Vietnam	x					x			x		

The possibility to include the Central African Republic among the focus countries is examined.

Latin America	1	2	3	4	5	6	7	8	9	10	W&V
Republic of Bolivia		x	x						x	x	
Federal Republic of Brasil		x	x						x	x	x
Republic of Colombia					x						
Republic of Peru		x	x						x	x	
Dominican Republic			x						x	x	x
Republic of Haïti					x						
Republic of Suriname	x										x
Region of Central-America (El Salvador, Guatemala, Honduras, Nicaragua)	x		x	x					x		
Middle East and Central- and Eastern Europe	1	2	3	4	5	6	7	8	9	10	W&V
Republic of Afghanistan					x						
Republic of Albania	x						x				
Republic of Georgia	x						x				
Palestinian Territories and Israel					x						
Republic of Moldavia	x						x				

- 1 Identity and diversity in multiform societies**
- 2 Access to basic services for slum dwellers**
- 3 Children and youth in the cities**
- 4 Disaster risk management and natural disasters**
- 5 Reconstruction and conflict prevention in damaged societies**

- 6 Access to health care**
- 7 Care for most marginalized groups**
- 8 Resilience against HIV/AIDS**
- 9 Small producers in the market**
- 10 Access to financial services**
- W&V Women and Violence**



Starting a credit group is often the first step for women in setting up their own business.

Strategic Alliances and Cooperations

Strategic Alliances

Justitia en Pax
Pax Christi
Institute of Housing Studies (IHS)
Wemos
Intervolve

Membership

Caritas Internationalis
Caritas Europa
CIDSE
Medicus Mundi Internationalis
MFP Breed Netwerk
Samenwerkende Hulporganisaties (SHO)
CONCORD
Euroaid
Eurodad
Partos
Personele Samenwerking Ontwikkelingslanden (PSO)
Vereniging van Katholieke Maatschappelijke Organisaties (VKMO)
Voluntary Organisations In Co-operation Emergencies (VOICE)
Centraal Bureau Fondsenwerving (CBF)
Vereniging Fondswervende Instellingen (VFI)

Cooperation

Oikocredit
Festival Mundial
ECPAT Coalitie (kinderprostitutie)
Microned
Both Ends

Microfinance Platform
Agriprofocus
International Institute for Communication and Development (IICD)
Vereniging van Nederlandse Gemeenten (VNG)
LINKIS
Stichting Habitat Platform
Share-net
Dutch Coalition on Disability and Development (DCDD)
COHRE
Viataal
COS Nederland
Centraal Missie Commissariaat (CMC)
Nederlandse Missieraad (NMR)
Coördinatie Fonds Mondiale Vorming (CFMV)
Catholic Relief Services (CRS)
Jesuit Refugee Service (JRS)
Nationale Postcode Loterij (NPL)
Stop Aids Now! (SAN)
Rabobank Oegstgeest
Rampenstudies, Universiteit van Wageningen
Klimaatbureau
Solidarité Internationale pour le Développement et l'Investissement (SIDI)
WASTE
SDI
Huairou Commission
Stapeldatabase
Service Clubs in Nederland
Stichting Mondiale Samenwerking (SMS)
Ineke Feitz Stichting (IFS)

Josephine Nefkens Stichting (JNS)
ASN Bank
Aids Funding Networking Group
KIT
Help Age International
International Institute for Environment & Development (IIED)
Both Ends
Minority Rights Group (MRG)
CIDIN Centre for International Development Issues Nijmegen
Association for Women's Rights in Development (AWID)
Urgent Action Fund (UAF)
European Centre for Conflict Prevention (ECCP)
Institute of Social Studies (ISS)
Creating Resources for Empowerment in Action (CREA)
Kenniscentrum Religie en Ontwikkeling (Secr. Oikos St.)
Kennisforum Religie en Ontwikkelingsbeleid
St. Mondiale Samenleving (SMS)
Seva Network Foundation (SNF)
Afrika Netwerk
Selam Netwerk
Netwerk Internationale Samenwerking Marokko (NISM)
Samenwerkende Moslim Hulporganisaties (SMHO)
Titane
Nederlandse Vereniging van Kumpulan Negeri

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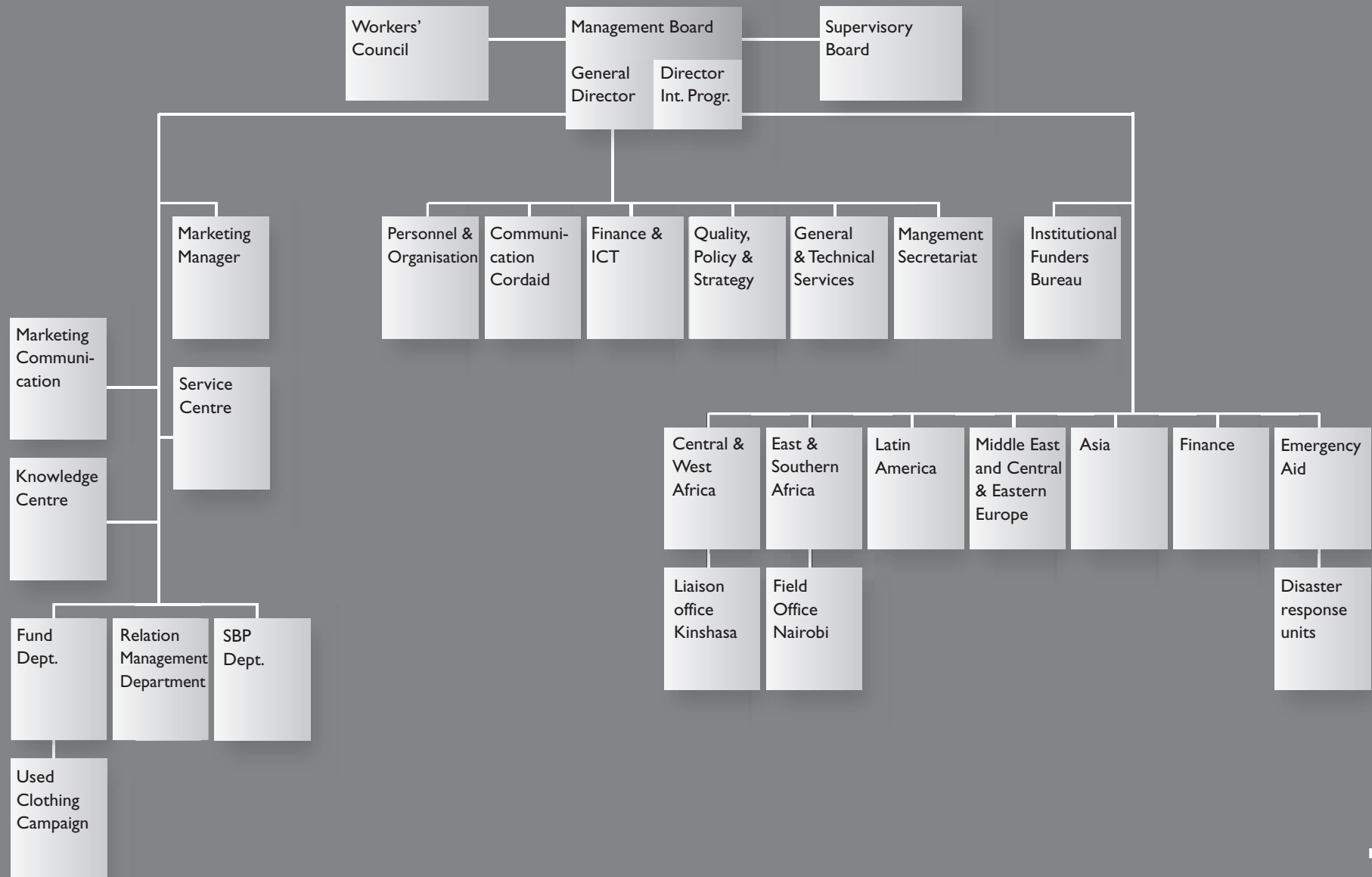
Mr. A.M. Oostlander

Members of the management board

Mr. R.B.M. Grotenhuis, general director

Ms. E.M.J. Ploumen, director international programmes

Organisation Chart Cordaid 15 oktober 2005



List of abbreviations

AKV	Administrative costs compensation	HBC	Home Based Care
ART	Anti Retroviral Therapy	IC	Icco/Cordaid Consult
ARV	Anti Retrovirals	ICCO	Interkerkelijke organisatie voor ontwikkelingssamenwerking (Inter Church Organisation for Development)
ASA	Association of Social Advancement	ICT	Information and Communication Technology
CBF	Centraal Bureau Fondsenwerving (Central Bureau for fundraising)	IFAC	International Federation of Accountants
CCFD	Comité Catholique contre la faim et pour le Développement	IHS	Institute for Housing and Urban Management Studies
CFO	Co-Financing Organisations	IICD	International Institute for Communication and Development
CFP	Co-Financing Programme	IIED	Institut international pour l'environnement et le Développement
CFS	Co-Financing System	IMF	International Monetary Fund
CIDSE	Coopération Internationale pour le Développement et la Solidarité	INK	Instituut Nederlandse Kwaliteit (Institute Dutch Quality)
CIE	Catholic Institute for Education	IOB	Inspectiedienst Ontwikkelingssamenwerking en Beleidsevaluatie (Inspection Service Development Cooperation and Policy Evaluation)
CIMIC	Civil Military Cooperation	ISO	International Organisation for Standardisation
CMC	Centraal Missie Commissariaat	ISS	Institute of Social Studies
CONCORD	Confederation for Co-ordination of European NGO's for Relief and	JCTR	Jesuit Centre for Theological Reflection (Zambia)
CPT	Brasilian Pastoral Land Committee	JRS	Jesuit Refugee Service
CRS	Catholic Relief Services	KIT	Koninklijk Instituut voor de Tropen (Royal Tropical Institute)
CSI	Civil Society Index	MBN	Medefinanciering Breed Netwerk (Co-financing Large Network)
CSO	Civil Society Organisation	MDG's	Millennium Development Goals
DAM	Dhaka Ahsania Mission	MFI	Micro Finance Institutions
DANIDA	Danish International Development Agency	MKB	Midden- en Kleinbedrijf (Small and Medium Enterprises)
DCDD	Dutch Coalition on Disability and Development	MMC	Most Marginalized Citizens
DDMA	Dutch Dialogue Marketing Association	MSE	Micro- and Small Enterprises
DGIS	Directoraat-Generaal Internationale Samenwerking (Directorat General for International Cooperation)	MOS	Migranten Overleg Ontwikkelingssamenwerking (Migrants Consultative Body for Development Cooperation)
FDA	Fente pela Defasa da Amazonia	MOV	Missie Ontwikkeling en Vredesgroepen (Mission, Development and Peace Groups)
FETRAF-SUL	Federagao dos trabalhadores na Agricultura Familiar	MVO	Maatschappelijk Verantwoord Ondernemen (Socially Responsible Entrepreneurship)
FMO	(Dutch) Financierings Maatschappij voor Ontwikkelingslanden (Financing Company for Developing Counties)	NCDHR	National Campaign on Dalit Human Rights
FSAN	Federation of Somali Association Netherlands		
GIP	Global Initiative on Psychiatry		
GPPAC	Global Partnership for the Prevention of Armed Conflict		

NCIV	Nederlands Centrum voor Inheemse Volkeren (Dutch Centre for Native Peoples)	VFI	Vereniging Fondswervende Instellingen (Association for Fundraising Institutions)
NGO	Non Governmental Organisation	VVO	Vrede, Veiligheid en Ontwikkeling (Peace, Security and Development)
NSC	Nederlandse Soja Coalitie (Dutch Soy Coalition)	WEMOS	Organisatie voor Gezondheid Wereldwijd (Organisation for Global Health)
NSFSO	Nederlands Samenwerkingsverband voor Financiële Sector Ontwikkeling (Dutch cooperation for Financial Sector Development)	WHO	World Health Organisation
OSCE	Organization for Security and Co-operation in Europe	WTO	World Trade Organisation
OVC	Orphans and Vulnerable Children	WUF	World Urban Forum
PBME	Planning, budgeting, monitoring, evaluation	ZMV	Zwarte, Migranten- en Vluchtelingengroepen (Black, Migrants and Refugee Groups)
PDS	Projects Database System		
PEPFAR	President's Emergency Plan for AIDS Relief		
PIC	Partners in Change		
PLWA	People Living With Aids		
PRSP	Poverty Reduction Strategy Paper		
PSO	Vereniging voor Personele Samenwerking Ontwikkelingslanden (Association for Personnel Cooperation in Developing Countries)		
PUM	Project Uitzending Managers (Project Expatriate Managers)		
SACBC	South African Catholic Bishop's Conference		
SAN!	Stop Aids Now!		
SBP	Service Bureau Particulieren (Service Bureau Private Individuals)		
SHARE-net	Netherlands Network on Sexual and Reproductive Health		
SHO	Samenwerkende Hulporganisaties (Cooperating Aid Organisations)		
SHP	Stichting Habitat Platform (Habitat Platform Foundation)		
SIDI	Solidarité Internationale pour le Développement et l'Investissement		
SMS	Stichting Mondiale Samenwerking (Global Cooperation Foundation)		
TA	Technical Assistance		
TEC	Tsunami Evaluation Commission		
UNAIDS	The Joint United Nations Programme on hiv/aids		
TMF	Thematisch Medefinancierings Programma (Thematic Co-financing Programme)		