



Cordaid Annual Report 2010

Abridged version



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This 2010 annual report in English is an abridged version of the 220-page 2010 annual report in Dutch. If you require more detailed information on Cordaid's activities, programmes, and the complete annual accounts 2010 you can either consult the Dutch version on www.cordaidjaarverslag.nl or contact Cordaid at +31 (0) 70 3136300.



Mission statement

Every person counts. Their dreams, ideas and actions towards a better society inspire us. Our central values are human dignity, the solidarity that demands that everyone have the opportunity to live a life of dignity without discrimination by age, gender, orientation, background, faith or political conviction, the principle of subsidiarity by which people must be charged with their own development without the taint of condescension from above, and the mission to care for the world and the earthly resources as a good steward and to pass them on to subsequent generations.

We believe in human dignity and respect for diversity; for Cordaid, people always come first. We recognise the power of individuals to set positive change into motion in their own lives. Our ultimate goal is to enable excluded and marginalised people to stand up for themselves in their local, national and international communities in a world that has been given to all of us.

We understand development in its essence as a process in which power relationships change at the micro level, between people and organisations, and within international structures.

We work together with social organisations as driven agents of change, organisations that share the values we believe in, that have a legitimate basis in their own societies and which take full responsibility for the achievement of their goals.

We work together with these social organisations to enact social changes that contribute to strong and just communities and to new, worldwide social movements.

We offer a cohesive package of support to do this, consisting of strategic development financing, including emergency aid and reconstruction; in connection therewith, we engender awareness and support among Dutch society, cooperation in networks, the exchange of knowledge, information, experience and talents, and the collection and exercise of political influence.

We have allies in our own society: donors and volunteers, governmental authorities, enterprises and other organisations in society, with respect for our differences but always based on our core values and principles.

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Foreword

The earthquake that struck Haiti on 12 January was an immediate game-changer for Cordaid's agenda. Because of our long-term relationship with Haitian partners, our only choice was to jump in with intensive involvement in the aid process and fundraising in the Netherlands. Then, in the summer, we sprang into immediate action again when the floods hit Pakistan.

Both of these events highlight Cordaid's involvement in emergency aid and reconstruction. Despite all the insight into the structural causes of poverty and inequality, Cordaid and its base continue to heed the call to run to the assistance of disaster victims.

A great deal of energy went into our grant application with the Dutch government. In the final analysis, of the 19 successful applications Cordaid came in at fourth place. But the disappointing amount of the grants awarded marks a changing tide in political support for development aid in general and private development organisations in particular.

And as a result, at the end of 2010 we had to implement unprecedented budget cuts and take steps with a major impact on the work of hundreds of Cordaid partners. In some cases, financing for their work had to be drastically reduced or cut entirely, and many long-term relationships came to an abrupt and unavoidable end.

These events took their toll on our organisation and its people. In recent years, Cordaid has been much more than a replaceable financier for countless numbers of these partners, especially for partners in conflict areas and for people and organisations that have to work in their own countries under less than ideal conditions, often in the face of stiff

resistance - and who, despite all this, never, ever give up.

The changing political wind is a signal for the organisation to change course, and the outlines of that new course can be seen in the new strategy plan. The Communities of Change concept outlines a new role for Cordaid. Investments in the further development of our knowledge and function as a networker is a sign of Cordaid's ambition to be more than just a financier. The setup of a separate desk for the acquisition of new financing sources for Cordaid (and partner) programmes shows that there has already been a move towards diversification of financing, and these lines will be pursued vigorously in the coming years.

Today, more than a billion people still live below the poverty line, and social and political changes in both North and South are desperately needed to find the answers to the major challenges of climate change, migration, food security, and dwindling natural resources. In the midst of all this, Cordaid will continue to fill its role as a partner of social organisations elsewhere in the world.

This annual report takes a look at what went on in 2010. Our work on fighting poverty, social reconstruction and policy-influencing continued, and this report will describe the results (including the less successful and the failed projects). We will also take a look back on the 2007-2010 strategic period upon its closing, and consider the results.

These results have been achieved thanks to the dedication of Cordaid personnel all over the world, from The Hague to

the Sudan, from the Democratic Republic of the Congo to Haiti, from Pakistan to Zimbabwe, from Sri Lanka to the Central African Republic, from Indonesia to Afghanistan, from Israel/the Palestinian Territories to Guatemala, and elsewhere.

The Board of Directors and the Board of Supervisors would like to express their appreciation for their dedication and perseverance in a turbulent year.

René Grotenhuis
Chairman of the
Board of Directors

Frans Slangen
Chairman of the
Supervisory Board



Cordaid at a glance

Believing it can work...

Cordaid was created at the end of 1999 through the merger of three Catholic development aid organisations. Our source of inspiration is the Roman Catholic social doctrine of human dignity and respect for diversity, international solidarity, freedom to act on personal responsibility, and the preservation of the global public good. Cordaid excludes no one, and works both with Catholic partners and target groups and those of other persuasions; likewise, Cordaid does not discriminate by ethnicity, gender, sexual orientation or political conviction.

Cordaid's place in the development aid landscape

Cordaid's nearly one hundred years of relief work began in 1914, aiding Belgian war refugees fleeing World War I. In the many decades since then, Cordaid has been both providing emergency aid and reconstruction and fighting poverty. And Cordaid's network of Roman Catholic organisations and institutions are an important part of this. In the Netherlands, Cordaid is backed by a base of 421,000 active donors, 22,500 volunteers, a broad range of diffe-

rent groups (parochial groups, migrant organisations and private initiatives), and some 550,000 school students; in addition, Cordaid continues to increase its cooperation with corporate and institutional partners.

Cordaid's strategy plan 2007-2010

Broadly speaking, poverty is the result of power inequalities, exclusion and injustice. Power inequalities may be rooted in institutions, or, equally, in cultural values and traditions. Cordaid and partners believe in the power of people to improve their own lives and obtain a fully empowered place in society.

Changing power relationships requires a critical mass; it demands parties coming together and joining forces on the basis of fundamental cooperation, partnership and synergy.

Partners

Cordaid chooses its partners on the basis of their vision, premises, objectives and capacities. Ecclesiastical and faith-based organisations account for about half of Cordaid's nearly 890 partners in 28 countries (at year's end 2010). New partners go through an extensive review process. Where capacities prove to be inadequate, an improvement process is initiated. Cordaid keeps close tabs on partners and their progress through working visits, reporting, external accountancy and evaluations.

Four core activities

Cordaid identifies four core activities: financing, linking & learning, lobbying and social involvement in Dutch society.

Linking & learning promotes the learning/innovation process among our partners by exchanging experience, and with research, innovation, evaluations, publications and teaching meetings.

Cordaid enables partners to do their own lobbying, and also pursues its own lobbying activities, partly at the request of and in cooperation with southern partners, and partly at our own initiative.

Under the banner of social involvement, Cordaid bundles its fundraising, support of private initiatives in the Netherlands, cooperation with migrant organisations, educational activities and partnerships with Dutch companies and institutions.

Fundraising

Cordaid is backed by active donors and dozens of enterprises and institutions. In the Netherlands, Cordaid manifests itself in the Netherlands through funds for health care, emergency aid, children in slums, fighting poverty in the Netherlands, microcredit for small businesses and small-scale projects by faith-based organisations.

Cordaid also receives contributions from the Dutch government, the European Union, the United Nations, Caritas Internationalis, asset funds and many other institutions and organisations.

Cordaid in 2010

2.1. Major developments

Haiti

On the afternoon of 12 January, Haiti was struck by the **largest earthquake in history - with disastrous consequences: over 220,000 dead and 300,000 wounded, nearly 200,000 homes destroyed/damaged**. One million homeless. Twenty million cubic metres of rubble.

Heart and mind

Cordaid does not see poverty as a matter of destiny; in virtually every case, it is the imbalance of economic and/or political power and imbalances in the relationships between men and women that lie at the roots of poverty. But at the same time, Cordaid must answer the call of people in need, like right now in Haiti. Development aid that lacks compassion is aid without a heart. Both in emergency aid/reconstruction and in the ongoing process of development aid work, heart and mind must act in concert.

At year's end 2010, Cordaid and thirteen partners had spent a total of €27.4 million in Haiti. Urgent assistance came in the form of distribution of food, water and tents for some 268,000 people. Operative care was provided by medical teams flown in during the first weeks after the disaster. Three partner organisations were given the resources to rebuild their offices or set up new ones.

Gradually, the medical care transitioned from urgent care to the setup of mobile medical teams and clinics for relief camps, as well as the restoration of pre-existing medical facilities. The target group was 275,000 people, primarily women and children. By mid-2010, we had created room for psychosocial aid, which included training mental health workers and setting up a referral system. Later in the year, Cordaid, through its partners, helped in fighting the ensuing cholera epidemic.

But the real focus of Cordaid's work is on the housing. Implementation was in phases: from simple emergency shelters (tents/tarpaulins), through transitional shelters with sanitary facilities, to the construction of 8,500 residential units in the coming years. The prefab construction units are built by the locals, under the supervision of fifty carpenters trained for the job on site. Both in urban and rural areas, Cordaid set up residential committees to have an input in the determination of who qualifies for the emergency housing.

Pakistan

How much disaster can a person endure? The people of Pakistan's northwest were struck by a major earthquake in 2005. Then, in 2009, 1.5 million had to flee the Swat Valley due to heavy fighting between government forces and the Taliban. And then, a year later, the floods come.

Cordaid was already active in Pakistan at the time, aiding refugees from the Swat Valley. As the only international NGO there, our presence was the infrastructure and access route for assistance to flood victims. Cordaid started providing resources immediately, so that within a few hours after the flooding, we had four mobile clinics operational; in the days

13 January arrived and the earthquake in Haiti trained Cordaid's focus on providing emergency disaster relief. This continued long into the year, even as rising flood waters in Pakistan added relief efforts to that region. In two national campaigns, Cordaid raised over €34 million.

The Dutch mission pulled out of Afghanistan, but Cordaid stayed, and continues to be a presence there.

In the development of the strategy plan for 2011-2015, the voice of "the South" was given free rein to be heard, particularly through partner consultations; meanwhile an International Advisory Board was officially installed.

An important development for Cordaid and its partners is the setup of a unit to explore new sources of financing and reinforce the position of partners in relation to direct funding.

that followed, we also began distributing bedding, kitchen sets and hygiene kits. At the end of 2010, Cordaid had committed €4.3 million for medical care, water supplies, distribution of non-food items, accommodation and reactivation of agriculture.

Afghanistan

In 2010, investments were primarily in societal reconstruction, as well as agriculture and health care.

On 25 September, in partnership with the other participants in the DCU (Dutch Consortium Uruzgan), Cordaid launched the website www.dutchconsortiumuruzgan.nl, to provide a reference for ongoing activities in Uruzgan. With the Kroc Institute (Notre Dame University, Indiana, USA), Cordaid published a report on the potential impact on Afghan women of negotiations with the Taliban.

Influence of the South

In 2010, Cordaid embraced the voice of “the South” and embedded it in the organisation. At the strategic level, international experts were given an influence in Cordaid’s decisions through an International Advisory Board (IAB), which met twice in 2010. Cordaid produced a report of the meetings and a summary of the recommendations. This information was distributed via the partner website and elsewhere.

In 32 meetings with partners and five major international working conferences, a total of nearly 450 partners/stakeholders came together on the strategy plan 2011-2015. On a special page on the partner website, partners are kept informed on the process and invited to enter into dialogue with Cordaid on the strategic choices.

Results in Uruzgan

By Afghan standards, the changes in the province of Uruzgan are unprecedented. Just a few short years ago, girls in school were almost unheard of; now, 45 young women are being trained as nurses, midwives and pharmacists. In the past year, more and more NGOs have come to fill the vacuum left by the withdrawing Dutch/Australian forces; now there are over fifty here. They emphasise that they are doing the work they do here independently of military support and on a non-partisan basis. And the success of development work has not gone unnoticed. Local leaders are now seeking out cooperation with NGOs. The vast majority of the 313,000 inhabitants have access to basic health care and clean drinking water. In 2009, over 90% of women and children were vaccinated for tetanus and childhood ailments; by comparison, in 2006 that percentage was only 40%. Farmers are being assisted in making the transition from growing poppies to growing other crops; water wells and irrigation channels are being built or restored. The number of schools has quadrupled, to one hundred. DCU has set up “catch-up courses” for children who could not go to school under the Taliban; now 4,000 children are taking part in them, including 1,000 girls.

Funding Access Support Team (FAST)

Many partners (not to mention Cordaid itself) are still not sufficiently familiar with the funds of international institutions and donors, and/or do not have the capacity to make optimal use of them. With this in mind, in 2010 Cordaid set up a separate FAST unit to strengthen the position of partners in the field of direct funding. This involved identifying and utilising new funding options, and building on the required capacity of both Cordaid’s own organisation and those of partners.

Strategy plan 2011-2015

The alliance “Together for Change: Communities of Change,” made up of Cordaid (as underwriter), Mensen met een Missie, IKV Pax Christi, Impunity Watch, the Dutch Red Cross, Wemos and Both Ends, filed an initial grant application with the ministry. Despite the high score this application received, as a result of cost-cutting measures the Dutch government only awarded 67% of the requested €327 million. As a result, Cordaid was forced to eliminate countries and programmes, and to cut budgets.

Cordaid is a co-submitter in the Partners for Resilience with the “Climate-proof disaster risk reduction” in vulnerable countries/regions, with the underwriting of the Dutch Red Cross, and is also a participant in the Connect for Change alliance for the use of ICT in development aid, with the underwriting of the International Institute for Communication and Development.

The former was awarded €35.7 million (56% of the requested amount), of which approximately €13 million was earmarked for Cordaid. The latter received 62% of the requested grant of €41 million, of which Cordaid can claim over €6 million.

2.2. Key figures and look back: 2007-2010

Key figures

Results	2007	2008	2009	Achieved 2010	2007 - 2010 plan	Achieved 2007 - 2010
Number of partner consultations	41	41	56	63	200	201
Personnel (in FTEs)	270	278	267	265	254	264
% women in management positions	44	50	50	50	50	50
% implementation costs (excluding M&A)	7.3	8.1	7.6	7.6	7.5	7.7
% fundraising costs (excluding M&A)	14.2	13.2	13.6	11.4	14.7	13.2
% management & administration expenses	2.0	1.6	2.1	2.1	< 2.5	1.9
% applications handled within 3 months	74	76	82	71	90	76
% reporting handled within 3 months	68	64	75	67	90	69
Number of partners in permanent file	1064	1070	1186	889	n/a	
% new partners	15	12	11	7	Per year 10%	11,3%
% women's organisations	10,3	10,7	9,5	9,6	20	10
Total expenditures in € x 1,000,000	165.4	151.9	157.1	149.3	641.6	623.7
% church/faith-based partners	52	46	50	45	45	48
Private fundraising in € x 1,000,000	37.9	38.4	41.8	34.3	37.3	38.1
Number of new donors	56,200	47,000	27,500	25,700	> 120,000	156,400
Number of students reached with teaching packages	578,400	551,500	565,000	551,000	450,000	561,000
Number of programme evaluations	10	7	5	1	> 20	23
Number project evaluations	81	81	70	75	> 400	306
% of projects evaluated as adequate	91	82	80	83	> 85%	84%

A look back at the 2007-2010 period

Effectiveness/efficiency

The implementation costs remained relatively stable throughout the period in review, as did the fundraising costs (with the exception of 2010, when the percentage came out much lower due to deferred investments).

Starting in 2007, efficiency became a priority area; nonetheless, despite numerous measures the results were disappointing, due to salary developments and other factors. In the last two years, a more efficient data system was introduced and a project for more efficient working processes was initiated.

Despite all the improvement actions, the target of processing 90% of applications/reports within three months remained well out of reach. In many cases, after the application is received Cordaid requires extra information from the partner, and this of course requires additional turnaround time; reports are usually first discussed with the partner on a work visit before they are completed and filed, and this also sometimes means the processing period can be exceeded.

The programme-based approach

Beginning in 2007, Cordaid began moving towards the programme-based approach, under which the focus is shifted as much as possible away from project-oriented individual financing and towards a cohesive relationship between partners, intervention strategies, themes and financing. Since then, the importance of the programme-based approach has only increased, and this is reflected in the financial and human resources Cordaid has devoted to it.

Although this working method cannot be followed with the same degree of success everywhere, we have seen progress in quite a number of countries. In many cases, the programme-based method is trending towards what Cordaid terms the “Community of Change.” Examples are presented in chapter 4.

Strategic financing

In the years 2007-2010, Cordaid spent €623.7 million, working in accordance with the annual plan and budget. Any irregularities were explained in the annual reports; the majority of these can be traced to unexpectedly high additional income.

In terms of type, the intermediary organisation continues to dominate the partner portfolio, despite dropping from 60% to 50%; the number of in-house formulas fluctuated with the volume of emergency aid operations, and averaged 25%; networks/umbrella organisations became more important, with their numbers hovering around 10%; service institutions received approximately 6% of the expenditures.

The intended shift from direct poverty fighting to social reconstruction and policy influencing was largely achieved. The percentage of direct poverty fighting fell from 55% in 2007 to 45% in 2010, while social reconstruction and policy-influencing rose from 38 and 17%, respectively. Policy-influencing remained most significantly behind the set target of 21%.

Linking & learning

During the strategy period, 161 linking & learning processes were implemented. In each case, every freedom was

given to allow the partners to set up the processes as they saw fit to gain the experiences they needed. And consequently, the results of an external analysis should come as no surprise: the processes proved to be insufficiently connected with Cordaid at the strategic level, and their scope was generally too narrow. The need for increased focus was specified in concrete terms in the new multi-year plan.

Lobbying

Lobbying subjects are increasingly a matter for broad coalitions linking the local/national level to the international. Examples include Northeast India (see section 4.1), the lobbying on the Dalits (4.4), the Coalition of European Lobbies for Eastern African Pastoralism – CELEP (4.5), the personnel crisis in health care (4.6) and GRASP (4.9). The research/lobbying on the political freedom for civil society was a defining example (see 4.5).

Base and donors

To increase the base for international cooperation in the Netherlands, Cordaid engaged in a vast number of activities to inform and inspire people. Cordaid fostered interest in development aid with publicity campaigns, events, educational activities in schools, opinion pieces and participation in debates, as well as, wherever possible, hands-on involvement. Through its director, Cordaid also stressed the importance of development aid in books, media articles and radio & television appearances. Despite all this, Cordaid was faced with eroding political and public support for development aid and the private channel.

Programme-based innovation: gender, local fundraising, HIV/AIDS, monitoring

Halfway through the strategy period, Cordaid observed that the gender subject area was at risk of being relegated to the back burner. Extra activities were initiated to make sure that gender kept getting the attention it merits. As section 3.2 shows, these efforts were not an unqualified success. Cordaid has given gender a prominent place in its new strategy plan.

The subject of local fundraising was addressed extensively in market research, training and support in national and international fundraising. In 2010, the establishment of a special FAST unit gave an extra impulse to the financial independence of partners.

In the years 2007-2010, it was clear that an average of 20% of the supporting partners were actively involved in the internal and external mainstreaming of HIV/AIDS. Cordaid pursued mainstreaming processes in a dozen African and Asian countries in intensive cooperation with Stop Aids Now! An evaluation showed that in most countries, Cordaid's interventions contributed to the development of workplace policies, even if the implementation of those policies remains a point for attention. Likewise, in the coming years Cordaid will continue to devote attention to the effects of HIV/AIDS on organisations and projects.

Initially, the monitoring consisted primarily of tracking governmental expenditures, primarily in the area of health care. Beginning with 2008, this was expanded rapidly. From then, the monitoring also comprised the implementa-

tion of legislation and regulations, agriculture and health care budgets, mining activities (oil, uranium), the quality of drinking water, etc. Monitoring also provided the input for evidence-based lobbying in a broad/broader connection. In the coming five years, the intensity of the monitoring/lobbying will be increased.

Evaluations

In the 2007-2010 period, 23 programmes and 306 projects, representing a total of €275 million in Cordaid financing, or 44% of total expenditures, were evaluated.

Of the programme evaluations, 70% were evaluated as being of sufficient quality; for project evaluations that figure was 84% (although it should be noted that these were subjected to a limited quality review). Of the projects/partners evaluated as satisfactory in terms of quality, the ratings were assessed; the evaluators gave positive evaluations to 87% of both programme and project evaluations (see also chapter 7).

Results/impact

After four years, what can we say about the results actually achieved and the impact of over 3,500 standard funding projects in relation to the intended results?

Cordaid demonstrates the results (and impact) achieved in two ways: by means of programme/project evaluations (see above) and, upon their conclusion, by correlating the results achieved to the originally intended objectives. Over the years 2008 through 2010, 1760 completed projects were evaluated for the degree to which their objectives were achieved. A success rate of 80% or more of the targets is considered good, 60-80% as adequate and less than

60% as inadequate. In the final analysis, 85% of the closed projects were rated as good/adequate according to the standard, and 15% as inadequate.

By and large, what we can say is that based on the evaluations and the closed projects, 15% of the financing performed below par or at a minimally acceptable level; accordingly, this means that about 85% performed reasonably well to very well. It should be noted that of these, the majority scored "reasonable," meaning that certain elements of each were rated as inadequate.

This closing annual report for 2007-2011 is the best resource for taking a closer look at Cordaid's programme-based efforts and results in addition to the general look back on the period. The programme-based approach is described in chapter 4 against the background of the interventions pursued from 2007 on. The report includes "result cases," which present a picture of the results or impact of project financing.

We also take a look at the less successful activities and projects and those that failed either completely or partially.



3

The process of a programme-based approach

3.1. The programme-based approach

Broadly speaking, in the past decade Cordaid has evolved from an organisation financing activities on a project-by-project basis (although these are still very common within emergency aid) through the institutional backing/financing of partner organisations to a programme-based approach and, following this approach on to its logical conclusion, working in Communities of Change.

With its 2007-2010 strategy, Cordaid opted for a programme-based approach, meaning that programmes are oriented around a coherent theory of change designed to get vulnerable groups accepted by society and to effect the change in power relationships required to achieve this. Working in a programme-based approach creates a results-oriented partnership: decisions of who and how to partner with in order to bring about the desired changes are made from a shared perspective on exclusion and poverty, the needs of partners and other actors, and the opportunities in the specific context.

Over the course of the strategy period it became clear that the programme-based approach was becoming broader. While in the beginning, the primary focus was a group of partners taking on the performance of a programme or sub-programme jointly, as time went on we saw more and more coalitions of actors forming around a shared analysis, programme and goal. And in them, the partnership did not stay limited to social organisations/NGOs, but expanded to include knowledge institutions, companies and government services, also branching out into regional and inter-

national lobbies, partners and bodies.

Cordaid translated this emerging form of cooperation into the Communities of Change concept, which in fact is the next logical step following on from the programme-based approach. In the coming years, the concept will be further developed and tested with partners and stakeholders; it contains elements such as joint agenda-setting, global networks and a shared responsibility. There are a number of different roles that Cordaid can fill in a Community of Change: as co-owner/participant, as financier or co-financier of activities of the community and its participating partners, as facilitator of meetings and initiator of linking & learning, as knowledge broker, and as actor for policy influencing.

Going forward towards 2015, this will become the most important orientation and approach for Cordaid and the “Together for Change: Communities of Change” alliance.

3.2. Programme-based innovation

Within the programme-based approach, extra attention is devoted to the subjects of gender, local fundraising, monitoring of governments/industry, and HIV/AIDS mainstreaming.

Gender

The partner portfolio includes 85 women’s organisations. This figure is down by nearly 30 organisations from 2009. In terms of percentage, we see a consolidation at the (too low) level of 9.6%. Note that this indicator is only a partial

reflection of Cordaid’s dedication to gender sensitivity and equality, as will be described in the following.

Gender sensitivity

Cordaid uses the gender scan to assess the gender sensitivity of organisations. According to the scans, 54% of the partners can be described as gender-sensitive; this percentage is approximately 10% higher than in the previous three years.

Cordaid’s knowledge in the gender area is concentrated within the Women & Violence programme. In the reporting year, this programme drafted a “Guiding Principles on Gender and Women’s Rights” document and produced a lobbying framework on “Women Leadership and Participation in Decision-making.”

In September, a Cordaid-wide learning meeting was held on the role/involvement in the theme of “Women as agents of change”; the proposals that came out of this meeting will be worked out in 2011. Additionally, a policy paper on “Gender, Disaster Risk Reduction and Climate Adaptation” was produced in preparation for the integration of gender into that programme.

External capacity building

Looking at the financing proposals upon intake, 482 partners (41%) were already actively engaged in gender/diversity mainstreaming. After falling to 37% in 2009, this percentage has now climbed back to its 2008 level.

Partner capacity building covered multiple areas. Two cases that illustrate this:

- Women’s World Banking (WWB), a worldwide network of 40 MFIs/banks with 20 million clients (three out of four of them women) has set itself the task of developing indicators that MFIs can use to demonstrate the impact of their loans on female customers. WWB will push to get the indicators accepted as an international standard.
- In 2009, with Cordaid support, Justitia & Pax Netherlands conducted a study of the mainstreaming of gender in DDR (demobilisation, disarmament, reintegration) intervention in the Democratic Republic of Congo. At Cordaid’s request, a follow-up study is now being conducted to test the first study’s recommendations and their relevance and practical usability. This required a number of preliminary steps, such as a survey of Congolese legislation. The study is intended, in part, to shed light on the opportunities for women to avail themselves of DDR programmes.

Gender scores and capacity building processes 2007-2010

Since 2004, Cordaid has been using a gender scan that assesses four dimensions (position/relating, thinking & learning, doing, being) and, at the same time, identifies the needs for further capacity building. For the period 2007-2010, the scores of two successive scans of 224 partners are available.

Change in gender scores 2007-2010

	Africa		Asia		Latin America		Worldwide		Totaal	
	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Stable	44	40	22	42	22	50	10	59	98	44
Improved	36	33	18	34	13	30	6	35	73	33
Deteriorated	30	27	13	24	9	20	1	6	53	23
Total	110	100	53	100	44	100	17	100	224	100

The Dutch/worldwide partners scored adequately, Africa is on the cusp of adequate and inadequate, the scores in Latin America range from very good to very poor, and Africa rates poorly across the board.

The table shows that gender is only very gradually becoming more anchored in the partners’ organisations, strategies and projects. Roughly speaking, one-third are improving, while nearly a quarter are actually becoming more gender-insensitive.

Commitments on gender capacity improvements were made with nearly seventy partners in 2007-2008. For twenty partners, the result is available in the form of a follow-up scan.

Change in gender scores 2007-2010 (capacity building)

	Score for all gender scans in % (n=224)	Score without capacity building (n=204)	Score with capacity building (n=204)	Difference with/ without capacity building
Stable	44	44	40	-4%
Improved	33	31	45	+14%
Deteriorated	23	25	15	-10%
Total	100%	100%	100%	

The results show that the processes for capacity building on gender lead to improved scores on the part of 14% more partners. This percentage may seem modest, but it also shows the arduous path towards gender sensitivity in a context in which many forces/actors oppose changes in gender relationships. It should be noted here that the analysis did not take into account (nor could it) the effects on the gender score of certain developments such as initiatives on the part of other donors/actors.

Gender within the programmes was primarily expressed in the attention to women's rights and fighting violence against women, strengthening the economic position of women, promoting participation of women, and promoting participation in the social/political processes.

Fighting violence against women/women's rights

Increasingly, women defenders of human rights face the brunt of religious fundamentalism and the consequences of the fight against terrorism. Cordaid contributed to the [Urgent Action Fund for Women's Human Rights](#) to support women's rights activists and their organisations.

In [Guatemala](#), 40,000 reports of domestic violence were filed in 2009. Domestic violence is a crime in Guatemala, but the enforcement aspect leaves a lot to be desired. Tierra Viva focuses on fighting impunity and empowering women through information on women's rights and civil rights, organisation building and lobbying for improvement/enforcement of the national law and international conventions.

Improving economic position

SOS Addis Ababa in [Ethiopia](#) was founded by a group of women to protect the environment and increase employment for poor women through collecting and recycling plastic waste. Sixteen women were trained in producing environmentally friendly bags, 280 women received training in waste management/recycling, and environmental education was delivered through public service campaigns, information in schools, and training of instructors and environmental spokespersons.

In [Colombia](#), small farmers are being driven from their land by extensive livestock farming and large-scale plantation operations (principally the factory farming sector). CIC ANUCUR is a national federation of approximately 2,000 farmers fighting for the rights of agricultural communities. Cordaid is supporting a programme supporting women's networks, augmenting members' political skills, actively involving member organisations in combating violence against women farmers, and organising national demonstrations and protests against the violence.

Leadership of women/participation

The League of Pastoralist Women of [Kenya](#) has the goal of promoting leadership of women and boosting their political, social and economic participation. In the coming years, civic educators will be trained, civics education will be given, and trainings on voting rights and workshops for female pastoralist leaders will be given. In addition, young and promising pastoralist women and girls are being trained by female leaders/professionals in a mentor programme.

In [Sierra Leone](#), the Centre for Democracy and Human

Rights will be stimulating participation on the part of the citizenry by promoting human rights and their participation in local decision-making. In a two-year project, CDHR is focusing on Koinadugu, a disadvantaged district in which traditional leaders still play a dominant role, with the goal of increasing the knowledge of women's rights ("gender bills") and the access to the legal system (inheritance law and domestic violence).

Local fundraising

Cordaid's activities to help partners gain access to sources of funding like the local charity market, industry, the national government or multilateral funds (the World Bank, UNICEF, the EU) and international foundations serve the expansion of the financing bases of partners, and in the process, their legitimacy and sustainability.

The organisation scan sets out, under "Sustainability of the organisation," the level of donor diversification, local income sources and independent income from services. The overall score on this component was 2.42, which means that the modest improvement of past years (2.38 in 2009, 2.28 in 2008, and 2.23 in 2007) is continuing.

Local fundraising within the programmes

The processes for augmenting the capacities in local fundraising go hand in hand with processes for improving the financial management within the organisations. However you look at it, transparency and very solid financial management are preconditions for an organisation that handles its money responsibly and is accountable to its donors for its financial management.

For **India**, Cordaid surveyed the funds that businesses have available for social projects. This survey revealed that approximately 80% of the generally one-time projects (predominantly construction) are conducted by the companies themselves. Against this background, we established contacts with the business sector to engender empathy with specific groups (such as Dalits) and conflict areas/trouble spots, and as a foot in the door for partners to come in with proposals to draw on the available private sector funding.

The growing Indian middle class offers some fundraising potential. To capitalise on this, Cordaid has initiated a number of activities, such as a publication of best practices and fundraising courses. For the Don Bosco network (300 organisations primarily dedicated to street children), a training and follow-up programme is being given. Our goal is to achieve income growth of 15-20% for the Don Bosco organisations.

For the **Horn of Africa**, Cordaid is furnishing an expert who will coach partners for a period of one year in augmenting their financial-administrative capacities. The expert's activities are also intended to equip partners for direct cooperation with donors.

With Cordaid support, the fundraising specialist partner in **the Philippines**, Venture for Fundraising, has developed a toolkit for local fundraising. In October, that toolkit was distributed on a national scale; in 2011 it will also be introduced in other countries.

Monitoring of governments and companies

In recent years, monitoring activities have clearly become more important; the renewed focus on the strategies of

social reconstruction and policy influencing were a driving force behind this shift.

Results of the Social Enterprise Development Foundation of West Africa (SEND)

SEND in Ghana won ONE's Africa Award. SEND was selected out of 270 African organisations for its contribution to the achievement of the MDGs. In his acceptance speech, SEND's director gratefully acknowledged the long-term backing of Cordaid and Christian Aid. Over the past six years, SEND has engaged in monitoring in partnership with basic organisations and local NGOs, and in cooperation with the authorities in northern Ghana. The results were set out in reports that were used as a foundation for lobbying and advocacy. SEND has built up a solid reputation, and its reports are being used by the government, embassies and donors.

SEND's monitoring of healthcare insurances is described in section 4.6.

In 2010, Cordaid contributed to the work of the **Global Network of CSO's on Disaster Reduction** (GNCDR), which monitors the work of the UN International Strategy for Disaster Reduction, and which also provides knowledge and experience from the NGO sector. In 2010-2011, GNCDR is conducting worldwide research into the role of local governments in the reduction/management of disaster risks. It will be publishing the results in 2011, with a confer-

ence to be organised around the publication. A number of Cordaid partners are participating in the research.

The UN's Universal Periodic Review (UPR) is a tool that allows countries to query each other on compliance with human rights. The first subject country, in 2009, was **Nigeria**, partly in consideration of the situation in the Niger Delta. In 2010, this was followed up with the formation of the Niger Delta UPR Coalition (NDUC) made up of groups and organisations from the Niger Delta. Cordaid supports this initiative, which is designed to lead to monitoring of the developments in the region with research, information gathering, a website and publications. The annual monitoring report will be presented to international institutions, organisations and diplomatic missions.

The Roman Catholic church saw the elections of 2010 as critical for the future of **Burundi**, and as such considered it its duty to play a part in the election process. *The Commission Episcopale Justice et Paix* helped inform the public with radio broadcasts and debates, and posted 3,000 trained observers across the country. These observers will continue to monitor the process of installation of the new government and the newly elected leaders. In addition to Cordaid, the Cidse organisations Trocaire, Secours Catholique, CAFOD, Misereor and CRS all had contributions to make.

Due to tightening environmental regulations, more and more companies are turning to Africa for their uranium needs. The Dutch World Information Service on Energy (WISE) intends to move towards developing sustainability

criteria in **Africa**. As part of this, the legislation and directives on uranium mining in Canada, Australia and Russia, as well as those of a number of African countries, are being reviewed. In the case of the African countries, the social and economic impact of uranium extraction is being inventoried. Based on the results, sustainability criteria will be drafted for further discussion. This survey is being financed by the Dutch government and Cordaid.

HIV/AIDS mainstreaming

Cordaid has set itself the goal of internal and external mainstreaming of HIV/AIDS within partner organisations. Internal mainstreaming is primarily oriented towards personnel policy: awareness-raising/prevention, providing medicines, an adjusted sickness leave policy. External mainstreaming is focused on the projects being conducted by the partners.

Cordaid's HIV/AIDS programme distributed relevant information from evaluations/studies through a number of channels, including its own website.

The INTRAC learning programme (co-financed by ICCO and Cordaid) for 35 capacity builders in 14 African countries was evaluated, with the following results:

- 66% believe it has helped improve their capacity to work on HIV and the workplace issues 'significantly' or 'quite a lot'. 33% report moderate improvements.
- 63% state that it has definitely made a positive difference to outcomes in their work.

HIV/AIDS mainstreaming within the programmes

In recent years, Cordaid has had mainstreaming projects in

Uganda, Ethiopia, Malawi, Ghana, Sierra Leone, India, Vietnam and Indonesia. Many of these are now entering the end phase. Wherever possible, Cordaid seeks connections with the local government to guarantee continuity. In other cases, the partners warrant the continuity of the HIV/AIDS mainstreaming, either with or without the assistance of local, trained experts.

In August 2008, a workshop was held to kick off a mainstreaming project for all health partners in **Ghana**. Local experts then assisted the participants in drafting a workplace policy. The process went slower than anticipated. Most of the participants work in rural hospitals and health centres, with minimal access to computer and internet, and all have an extremely high workload. But despite all this, the enthusiasm remained high, and the expectation is that the process can be closed out with a second workshop and a final monitoring visit.

In **Vietnam**, Cordaid works with social organisations and governmental institutions. The closing workshop of a three-year project was attended by 22 participants, including representatives of five partners and governmental officials. The success of the project depended on good local consultants. Another prerequisite for success was the involvement of governmental institutions.

3.3. Capacity building

Cordaid sees capacity building on the part of its partners in the context of societal reconstruction. The ultimate goal is to create organisations that can make a strong, representa-

tive and sustainable contribution to civil society, that are innovative and that are capable of accounting for their actions to their stakeholders.

For capacity building, Cordaid makes use of training activities and workshops, technical assistance by consultants (increasingly from the South), support processes by local organisations, and linking & learning.

Cordaid uses scans to gain insight into the strengths/weaknesses of partners (and, accordingly, that partner's needs for capacity building). The scans give a picture of where we are. Where the capacities are inadequate, the partner and Cordaid consult on an improvement process to be implemented.

Monitoring

The data come primarily from Cordaid's monitoring system, which sets out how many projects contribute to the programme goals, what the progress is, and what results have been achieved. Organisation scans are used to monitor the improvement in the capacities of partner organisations.

In 2010, all new commitments are entered in the registration by programme goals (see outcome tables in chapter 4). The system is also very effectively used in the implementation and closing phases. In the implementation, progress of 561 projects was evaluated; for 85%, progress was "adequate/good"; 12% rated "fair" and 3% rated "poor."

Of 1370 concluded projects, the results achieved (1602 goals) were documented, leading to results of 79% being rated "good," 5% "adequate" and 17% "inadequate."

Characteristics of a good partner organisation

Cordaid evaluates the capacity of partner organisations based on three scans (organisation, financial management and gender), each of which has four dimensions:

- Position & relating: how does the organisation operate in its environment (relationships with others, image, networking, accountability)?
- Thinking & learning: does the organisation have a strategic plan, a good PME system, a human resource policy?
- Doing: where is the organisation in terms of the sustainability of the organisation itself and its services; how efficient are its working processes, what is the quality of the financial management/administration?
- Being: how is the supervision of the organisation set up, what is the gender policy and practice; are the management and staff competent; how transparent is the organisation in its functioning?

Characteristics of a good project proposal

A good partner also generally guarantees a good financing proposal. Nonetheless, the quality of the project is also a component of Cordaid's evaluation - as an extra guarantee and for the purposes of collecting knowledge.

A good project proposal exhibits consistency between activities and results, demonstrates feasibility, has adequate management quality, provides for adequate monitoring, takes steps to increase sustainability, and coordinates the budget for the intended results.

Organisation scans

For the 2007-2010 period, 1041 organisation scans were analysed. The scan uses a scale of 0-4, with Cordaid considering a score of 2.5 as the breakpoint between inadequate and adequate (2.5 and up).

Africa scored lowest (2.7), with Asia and Latin America coming in next (both 2.9), and the Dutch/worldwide partners scoring highest with 3.1. Over the strategy period, the continents exhibited modest improvement (the exception being Latin America, with considerable improvement from 2.7 to 3.1).

For 237 partners, the scores of two successive scans for the same period are available; the most significant results are set out in the table below.

Change in organisation scores 2007-2010

	Africa		Asia		Latin America		Worldwide		Totaal	
	abs.	in %	abs.	in %	abs.	in %	abs.	in %	abs.	in %
Stable	61	51	33	59	26	58	9	53	129	54
Improved	33	28	16	29	16	36	5	29	70	30
Deteriorated	25	21	7	12	3	6	3	18	38	16
Total	119	100	56	100	45	100	17	100	237	100

By far the most common is consolidation of the existing capacities (50-60%). Although Latin America to some degree already had a certain advantage, it also exhibited the most improvement. In Africa, one-fifth of the partners exhibited a reduction in capacities; in the Netherlands/worldwide, we see the same percentage, but the very low number of partners here does not make this a reliable assessment.

Commitments on capacity building

In the preceding strategy period, commitments were made with several hundred partners on strengthening aspects such as gender, strategic management, sustainability of the organisation, sustainability of the project results, M&E and financial management/administration. For 150 commitments (excluding gender), the capacity building results are available in the form of a follow-up score.

Change in organisation scores 2007-2010 (capacity building)

	Absolute number	% stable	% improved	% deteriorated
1. Strategic management	17	24	53	23
2. Sustainability of organisation	28	46	36	18
3. Sustainability of project results	20	65	25	10
4. M&E	45	47	47	6
5. Financial management & administration	40	45	40	15
Weighted average		46%	41%	13%

We can see that the percentage of partners exhibiting improvement (41%) on these aspects (note that the organisation scan comprises many others) is over 10% higher than the corresponding figure in the previous table, and that the percentages differ markedly on the individual aspects. In terms of improvement, the sustainability aspects rate lowest, which is hardly surprising considering that the scores on these aspects are largely determined by the developments in the partners' environments. For the most part, the organisation is largely responsible for the other aspects, so an organisation has more control over building capacity on those aspects.

3.4. Partner policy

Cordaid's partner policy comprises partner relationships, strategic alliances and exploratory relationships. One-time and generally short-term project relationships are not included in the standing partner portfolio.

Phase-out and innovation in 2010

Cordaid considers a broad partner network a strength: faith-based and secular, new and established, hands-on and policy-making. The spread of organisations focusing on policy influencing has also grown over the past period, and we have seen more cooperation with new actors, such as local and national authorities, policymakers and the private sector.

In addition to continuity, Cordaid is also seeking innovation in its partnerships, which is why goals for innovation (and exit) are also set annually.

Due to the geographic and thematic focus applied in combination with the dramatically reduced MFS grant, a substantial step-down process took place in 2010, and Cordaid terminated its relationship with some 380 partners. The geographic concentration meant a shift from 37 countries (in 2009) to 27 in 2011.

In 2010, Cordaid added 82 new relationships, representing an increase to the partner portfolio of 6.9% as compared to the total of 1,186 partners at the end of 2009.

Termination of the financing relationship

For budgetary reasons, the exit processes are limited in terms of financial support and period. To the extent possible, however, Cordaid continues to strive for a controlled process that offers partners the opportunity to take steps in a timely manner and tap into new sources of financing; wherever possible, Cordaid lends a helping hand in this.

In **South Africa** a process was launched to make South African government funding available to member organisations of the Southern African Catholic Bishops Conference; eight organisations were assisted in producing business plans in compliance with governmental requirements. With 14 partners, best practices were documented and profiles were developed for the presentation and profiling of the organisation towards new financiers.

In **Angola**, a seminar was organised for thirteen partners, with national and international donors and a workshop for local fundraising. Ireland's Trocaire will also be closing its programme; Cordaid conducts its activities in cooperation with Trocaire, sharing the costs.

As part of the phase-out, in **Peru** a fundraising training had already been held in 2009; this was followed up in 2010 by a workshop for 10 partners. As part of this, a handbook on sustainability and mobilising income flows was published. A final workshop is planned for February 2011.

In early 2010, a fundraising process was launched in **Surinam** with workshops and trainings. One concrete product was a "Local Fundraising Toolbox." Along with Cordaid partners, partners of the Children's Welfare Postage Stamps Netherlands Foundation also took part. In parallel with this process, we worked on a fund almanac for Surinam, which will be published in early 2011.

2010 saw the start of the phase-out of the programme for faith-based healthcare partners in **Papua New Guinea**. Cordaid has recommended these partners to Misereor and CARE PNG for funding.

The table below does not include Cordaid partners with which the partnership has already been terminated or will be terminated as a consequence of the start of the new strategy period. This means that the table below can serve as a “baseline” for the 2011-2015 period.

	1	2	3	4*	5	6	7	8	9	10	Total
Africa	42	54	31	29	73	74	19	42	57	30	451
Asia/Middle East	84		6	28	28	15	13		32	31	237
Latin America	27	46	16	7	28	5			16	9	154
Netherlands/world	10	2	9	2	13	3	1	1	3	3	47
Total Cordaid	163	102	62	66	142	97	33	43	108	73	889

* Only partners for disaster prevention; i.e. excluding emergency aid partners.

Programmes:

1. Minorities/Identity and diversity
2. Slum dwellers
3. Women and violence
4. Disaster prevention and emergency aid
5. Reconciliation and reconstruction
6. Access to health care
7. Care for vulnerable groups
8. HIV/AIDS
9. Small producers
10. Micro finance

Partner feedback

Partner feedback is sought through working visits and partner meetings. The partner website and the complaint procedure also offer channels for feedback. In 2010, 18 official complaints were received, 12 of which had been processed by the end of the year. The majority (10) originated from African partners. Complaints concerned, to name a few examples, contract conditions, the termination of funding, the conduct of the consultant posted or the methods of the Cordaid employee.

Over the 2007-2010 period, the number of complaints grew slowly but steadily, from four in 2007 to five in 2008 to ten in 2009, and most recently (2010) eighteen. To a large degree, the complaints can be linked to the steps for phase-out and shortening of the financing period, these factors themselves in conjunction with the wider focus that Cordaid has been striving for since 2009 and the phase-out and shortened funding dictated by budgetary restrictions.



4

Results of the programmes

Programme spending in 2010 (in millions of euro, excluding implementation costs)

	1	2	3	4	5	6	7	8	9	10	General*	Total
Financing	11.4	4.7	6.2	39.0	18.0	17.8	5.1	10.7	12.2	9.1	6.9	141.1
Linking & Learning	0.3	0.8	0.2	0.7	0.9	0.6	0.3	0.5		0.4		4.7
Cordaid lobby	0.3		0.1		0.8	0.1			0.1		0.7	2.1
Support base											1.4	1.4
Total	12.0	5.5	6.5	39.7	19.7	18.5	5.4	11.2	12.3	9.5	9.0	149.3

* primarily support of private initiatives in the Netherlands

Explanation to the expenditures

The original budget (€157 million) was reduced to €145.8 million due to disappointing revenues. Ultimately, €149.3 million was achieved, thanks to emergency aid expenditures (Haiti and Pakistan) and the higher additional funding.

As a result, the expenditures diverge from the budget considerably in some cases. For example, Programme 4 (Emergency Aid) achieved 211% of budget due to expenditures in Haiti and Pakistan. Programmes 6 (Healthcare) and 8 (HIV/AIDS) came out at 133% and 122% of budget, respectively, due to significant additional funding. The Slum Dwellers programme was at 46% of budget, due to the decision made in light of the reduced MFS grant to phase out direct financing of NGOs.

Strategic financing

- Total number of funding applications approved: 879 plus 640 smaller projects
- Monitoring of 2,466 projects in implementation by means of 1,174 audit reports, 2,165 financial and 1,704 substantive progress reports, and 555 management letters
- 2,073 financing contracts signed
- 45% of expenditures in Africa, 30% in Asia and 14% in Latin America (a table of spending per programme/country can be found in the annexes)
- 19% of the 879 supporting projects were projects under Cordaid's own management (emergency aid), 34% related to partner relationships, and 8% to exploratory relationships
- Funded partners were 43% intermediary organisations, 6% service institutions, 9% networks and 3% micro financing institutions. As fundraiser for consultancy services and linking & learning, and as performer of independent emergency aid actions, Cordaid backs 21% of the commitments.

Linking & Learning (LL)

29 LL projects were launched, involving a total of 456 partners. 14 lobbying projects were launched, involving a total of 218 partners. Cordaid conducted one programme evaluation, 63 partner consultations and 75 project evaluations in the period.

A selection

This annual report can never completely cover the broad range of all these activities. Cordaid has endeavoured to present a representative selection, in which the aspects less interesting to the partners (Cordaid's organisation and the activities in the Netherlands) are only addressed very minimally.

“Target group results” (outcome) refers to the (planned) results of activities of the partner in reference to direct poverty fighting, social reconstruction and policy influencing. Cordaid defines “capacity building” (output) as the (planned) result of the partners’ capacity-building processes. “Effectiveness” refers to the desired goal of creating added value to the funding. Investments in programmes/projects are rated higher if the earn-back capacity can be demonstrated along with cost savings, leverage, and the options for scaling up the intervention.

4.1. Minorities/Identity and diversity

Key figures

- The programme was active in Africa (4 countries), Asia (5 countries) and Latin America (2 countries)
- 163 partners (year's end 2010)
- €12.0 million spent in 2010
- 115 contributions assigned for partners/projects
- Reaching 121,000 people
- 361 projects in implementation at end of 2010

Introduction

The overall goal of the programme was to increase the empowerment of excluded ethnic, religious and cultural groups. Cordaid contributed to changes in power relationships (including gender relationships), to give these groups the freedom to take part in thinking, acting and decision-making on the issues affecting them. From the perspective of effectiveness and impact, Cordaid chose to focus on three areas:

Natural resources: frequently, ethnic groups may be tied to a specific area but yet may not have clear and officially established rights to that area. Mining, oil and gas interests, large-scale soya and oil palm plantations, tourism and climate change all threaten access to land, water and forests. In the process, national economic interests can conflict with local interests. Cordaid supports ethnic groups in retaining and/or regaining their original rights.

Women and identity: Women of identity-based groups are often the victims of double discrimination, both as women and as members of a minority. They are often confronted with violence, denied the right to speak, and at risk of becoming a forgotten group. Cordaid worked to help women strengthen their leadership and organisation. Groups for pastoralist, Dalit, Maya and other minority women exchanged knowledge and experiences and formed alliances to identify injustices and propose methods and legislation to achieve permanent change. International alliances increased the pressure for compliance with international law.

Religion and identity: in Asia and Africa in particular, we see a growing number of communal conflicts in which religion plays a role, and these conflicts are generally over power (whether explicitly or implicitly). But religion is not only a source of conflict, but also of peace and reconciliation. To tap into this latter, Cordaid stimulated dialogue, connected local actors (Justitia & Pax committees, Caritas organisations) with international knowledge institutions, and sought support from religious leaders at the international level.

The goal for shifting focus from direct poverty fighting to social reconstruction and policy-influencing was met and exceeded. The expenditures for direct poverty fighting went towards creating the conditions for organisation of the target group, such as better access to education and professional training. With these conditions met, the financing for direct poverty fighting was reduced in favour of organisation building. Minority organisations and networks were set up and supported to help them break through their isolation and gain the empowerment to participate in social processes. Through

Linking & Learning, national and international knowledge and experiences are united. The strategy for the Middle East required 50% of the resources. The policy influencing is focused on increasing the authority of the target group in processes of legislation/regulations and decision-making on issues such as the apportionment of/access to natural resources.

Programme-based approach in Northeast India

The ethnically divided northeast of India has been plagued by clashes between rebels and security forces for decades. In 2007, a number of different ethnic groups united on issues of human rights and peace building. Cordaid provided support by organising a conference for sharing analyses and lobbying strategies. Cordaid convened with experts to develop a plan for lobbying (Netherlands/EU) and “silent mediation.” Working with women’s organisations from the Indian state of Manipur, Cordaid set up a programme to increase women’s influence in processes of peace and democratisation; alliance-forming then created a regional network for combating domestic and military violence. In addition, a national coalition was formed with other minority groups (Dalit, Muslim and Adivasi women), which lobbied intensively for adding gender sensitivity to the customary laws, combating violence against women, and reforming the voting system. The interests and problems of women in northeast India are also being taken up in coalitions that are bringing them to the forefront of the political and public spheres, with the support of lobbying activities in Europe. Principally, Cordaid contributed to capacity building of women’s and interethnic human rights and minority organisations, networking and lobbying coalitions.

In 2010, actions were undertaken to break through the structures of impunity in northeast India by documenting human rights violations and presenting cases to courts, the government and the United Nations. Cordaid financed training in the area of monitoring/lobbying for human rights defenders, women’s rights activists and religious leaders. This training

was given by the specialist organisation Geneva for Human Rights. Cordaid’s network was also trained in budget tracking and monitoring of government funds in northeast India.

Programme-based approach in Indonesia

In 2009, the Indonesian bishop’s conference and two congregations made the rights of indigenous peoples a priority in their national programmes. In October 2010, the cooperation with CIFOR (Center for International Forestry Research) continued. CIFOR collects data on the harmful impact of oil palm plantations and mining for campaigns/lobbying for the protection of indigenous peoples in Papua and Kalimantan. Local Justitia & Pax committees play an important role in the data collection. The faith-based (national) organisations will be pleading the case for the interests of indigenous communities to policy makers in Jakarta using the research data. CIFOR is also contributing to local partner capacity building. Cordaid is financing and facilitating the cooperation between partners at the various levels: between Papua and Kalimantan; between faith-based and secular partners; between the local and the national level. Cordaid is also acting as knowledge broker and promoting capacity building.

The programme-based approach on natural resources issues

Cordaid and its partners are becoming increasingly concerned with the extraction of natural resources. Issues of concern are the consequences on the local population, the industry’s obligations to provide full and timely disclosure on its plans, and the transparency in reference to the revenues and the use of those revenues by the government.

On this last issue, Cordaid is both financer and active member of the Publish What you Pay (PWYP) coalition, a global network of nearly 400 social organisations and coalitions. A number of Cordaid partners are also members. In 2010, PWYP lobbied hard for a new law in the United States to require listed companies to publish the amounts they pay to foreign governments for raw materials extraction. That law has since passed; as from 2012, listed oil companies and mining companies will have to comply with very strict standards of transparency.

Cordaid has been selected as deputy board member of EITI (the Extractive Industries Transparency Initiative), which is closely connected to PWYP through joint meetings and coordination.

Previously, Cordaid took the initiative on the establishment of an Africa Uranium Platform in Europe.

In 2010, Cordaid supported the research of the International Commission of Jurists in Geneva into the compatibility of the legal framework in Nigeria With the UN Ruggie framework Business and Human Rights, was involved in the International Bar Association’s tightening of a model mining contract, and became a board member of the

European Coalition on Oil in Sudan, a network of 50 NGOs with the goal of devoting oil revenues to development.

Increasingly, Cordaid has been invited by ministries and multinational companies to participate in discussions on strengthening policy, legislation and regulations. In the reporting year, Cordaid was invited to participate in the “Coal Dialogue” with Dutch energy companies to improve chain transparency and the conditions of coal mining.

Notes:

Central to this programme are the strategies of building/strengthening organisations and networks of excluded groups and promoting the dialogue between these organisations and other actors. The importance of access to land and water is growing dramatically; identity-based groups are feeling the increased pressure on their natural resources, and are calling attention to it. The cumulative contributions of all projects from 2007-2010 to the targets for 2010 are, by and large, over 100%; over these years, the percentage of women has been a fraction over 50%. The intended shift from societal reconstruction/policy influencing was achieved at a rate of 83% (beating the planned 75%).

Target group results

Objective	Penetration*	% women	Contribution (€)	% 2010**
Members of minorities with access to markets and natural resources	58,000	51	760,000	237
People with improved access to basic facilities	51,000	51	935,000	111
People with improved access to work and income	12,000	50	651,000	93
Number of organisations established/strengthened	410		4,010,000	120
Interethnic/religious dialogue on specific issues	165		1,839,000	202
Number of organisations with increased lobbying capacity	230		2,037,000	201
Number of lobbying initiatives on discrimination in access to natural resources	105		1,471,000	173
Number of lobbying initiatives relating to human rights and self-determination	110		1,989,000	137

* Penetration figures refer to number of people, number of organisations, and number of lobbying projects.

** This column shows the degree to which the projects of 2007-2010 contribute to the (cumulative) targets for 2010.

Capacity building

Politicians have very little view to the interests and economic importance of pastoral farmers. The Pastoralists Development Network of Kenya (PDNK) was set up at the end of 2003 to give pastoral farmers a voice. Cordaid provided a contribution to PDNK’s first strategy plan (2006-2009). As implementation progressed, problems arose within PDNK with double functions and tensions within the management, and due to these and other factors Cordaid decided to discontinue its funding. Since then, the PDNK has appointed a very capable coordinator, and a number of PDNK members (some Cordaid partners) have asked Cordaid to resume its support of the PDNK. Cordaid is responding to these calls by funding a one-year process of

capacity building with the object of creating a strong secretariat, a robust and representative management, clear procedures for personnel and financial issues, and a new strategy plan (to include a fundraising strategy).

Effectiveness

Well-organised sales markets are a precondition for the advancement of pastoral farmers. In Wamba-Samburu, Kenya, the Samburu Integrated Development Program (SIDEPI) is working towards setting up a weekly meat market. The local community manages the market through a market committee; the revenues are shared with the local administration. Joint investments are made in the facilities, including in security. Because there is a weekly market

on a fixed day and at a fixed location, the pastoral farmers are able to sell their meat much more efficiently, and competition helps create a much fairer price. The trade has attracted the interest of Kenyan banks, and there are now plans for a bank branch in Wamba. The market has grown robustly and has stimulated the local economy. It no longer requires SIDEP support, but is kept running by a well-organised market committee. It generates tax revenues for the local authorities, which can then be spent on the development of the village.

Innovation

The partnership with the University of Amsterdam produced new insights for the defence of the original land rights of indigenous peoples, with a rejection of individual land-holding in favour of collective land rights. The insights and methods have been set out in a widely distributed publication (*Conflictos Mineros y Pueblos Indígenas en Guatemala*, of which an English-language version is also available: *Mining Conflicts and Indigenous Peoples in Guatemala*). International conventions support the original collective rights of indigenous peoples, and in practice this is an important avenue for claiming land rights. This approach has already been followed successfully in Guatemala.

Lobbying

In Latin America, cyanide is used in mining operations; the residues are usually deposited in slurry waste ponds, which pose significant environmental hazards. *Observatorio de Conflictos Mineros de América Latina* (OCMAL) is a network of 40 organisations from seven Latin American countries. OCMAL is making efforts to reduce the use of

cyanide in mining operations by means of a lobbying campaign, producing a scientific report, and mobilising public opinion. Together with Cidse, Cordaid is lobbying the European Union to include rules on the use of cyanide in trading agreements.

Indian legislation recognises Dalit Christians and Muslims as a religious minority, but not as a socially disadvantaged scheduled caste. This means that they cannot benefit from the government's range of social schemes for education and work. The goal of this lobby is to gain these groups' recognition as a scheduled caste. After the requisite

Results in Guatemala

Here, the government has taken steps to halt a Canadian company's gold mine due to cyanide contamination and damage to houses caused by the use of dynamite in the mining operations. The government decision was prompted by years of lobbying by Cordaid partner COPAE (Pastoral Committee for Peace and Ecology of the diocese of San Marcos), which joined with the local populace to submit a complaint to the Inter-American Commission on Human Rights. The committee recognised the complaints, and based on this recognition the government resolved to close the mine. The mining company opposes the closing, which is leading to increasing tensions and violent confrontations with the local population. The government is too weak to force the closure. COPAE and the local population still have a long way to go in their struggle.

preliminary steps (through the high court and other channels), the legislative proposal is now being discussed by parliament. With a modest but focused investment of €13,000, Cordaid is lobbying parliament members, ministers and officials, as well as researching government documents that support the government's position.

Linking & learning (LL)

In **Nigeria**, in the Niger Delta, a significant portion of the oil extracted there is tapped illegally, refined in illegal facilities and sold on the market through illicit channels. The *Niger Delta Environment and Relief Foundation* (NIDE) wants to pursue research into the mechanisms, causes and consequences of oil theft and illegal refining (the weapons market, health risks, pollution). The study was completed with a research report, video documentary, public service message strategy and action plan for combating theft and illegal refining.

In February 2010, Cordaid partner the ECCR (Ecumenical Council for Corporate Responsibility) in London published the research report "Shell in the Niger Delta: A Framework for Change." Five Cordaid partners contributed to the production of this report, and Cordaid funded its publication. Several months later, following on from this report, Cordaid partners took the initiative to enter into discussions with multinationals in the Niger Delta, the Nigerian government and social organisations on the prevention and management of oil spills. The Dutch embassy was asked to play a facilitating role in this process, and responded positively to this request. Shell and Chevron expressed interest in a follow-up in Nigeria, and preparations for this follow-up are now underway.

4.2. Slum dwellers

Key figures

- The programme was active in Africa (5 countries) and Latin America (1 country)
- 102 partners (year's end 2010)
- €5.5 million spent in 2010
- 83 contributions assigned for partners/projects
- Reaching 149,000 people
- 221 projects in implementation at end of 2010

Introduction

The programme contributed to changing power relationships at the national level and in urban societies in favour of the organised and less-organised slum dwellers.

Initially, the programme involved 135 African and Latin American Partners, many of which were very different in terms of field, approach and location. As a result, Cordaid very quickly appreciated the need for geographic and thematic focus. The programme was phased out in a number of countries. In 2008, an Urban Matters pilot was launched in San Salvador, Cape Town and Kisumu (Kenya); with Urban Matters, an integrated slum approach was selected, in which NGOs, public and private institutions and slum organisations work together towards better neighbourhoods. In 2010, the programme was further refined. For Bolivia, Ethiopia, Cameroon and Nigeria, a single city was selected. Using mappings and/or consultations, “intervention slums” were then selected in Santa Cruz (Bolivia), Addis Ababa (Ethiopia), Yaoundé (Cameroon)

and Nairobi (Kenya).

In some of the selected slums, steps were taken towards the creation of a multi-stakeholder group. In Lagos, the first steps towards creating a social housing cooperative were taken. The intervention slums in San Salvador, Kisumu and Cape Town were connected with local and Dutch public utility companies and other industry partners. The partners recognise the potential of the multi-stakeholder approach; more cooperative relationships were established between partners, local and supralocal government services and the private sector.

Programme-based approach in Urban Matters

The agenda for slum dwellers is a guiding principle for Urban Matters. Dutch partners and southern partners are uniting around these issues. In 2010, a project was launched for the future financing of Urban Matters. An inventory of potential donors and stakeholders has been or is being produced for each country. The inventory has been completed for two countries, and for three is still in process. In the Netherlands, a market survey was conducted to sound out the interest in cooperation on the part of industry partners. At the fifth World Urban Forum in Rio de Janeiro (March 2010), Cordaid and a number of partners called attention to the issue of social housing in developing countries and the potential for funding.

Urban Matters in Kisumu, Kenya

The choice for the Manyatta slum in Kisumu was made based on the recommendations of stakeholders. In 2008, Cordaid conducted a mapping in the area. A project development framework was agreed based on information, bilateral visits, and a working week with Dutch and Kenyan parties. In part to increase involvement, a few small projects with the potential to be completed in the short term were identified. The partnership on both the Kenyan and the Dutch sides presents a broad cast of actors, such as resident groups, the municipality and a range of government departments, a water company and a water board, multiple NGOs, and Maseno University. Dutch

partners include Cordaid, organisations/institutions for drinking water, drainage, water purification and transport, and the government (as donor). The initial plans will pertain to the drinking water supply and drainage.

Urban Matters in Kisumu, Kenya

In San Salvador, in 2009, 8 Dutch parties and 25 Salvadoran organisations (slum interest organisations, municipality and national utility companies and ministries) identified the options for a locally oriented approach. The initial plans have now been completed or are already in implementation. A Dutch consultant is involved, and is supervising the completion of two area development plans. Two projects have already been identified: a housing project for 300 families and the development of a holiday park in a densely populated area. Both projects involve cooperation with investors, housing cooperatives, consultancy firms and a range of Salvadoran organisations and institutions.

Urban Matters in Nigeria

In **Abuja** in 2008 the results of a process mapping were discussed in a workshop with resident organisations, ten NGOs, governmental institutions and UN Habitat. The result was an urban platform for Abuja. From this platform, a national advisory body was established with the objective of seeking solutions for forced evictions. This advisory body now has official status, and the first negotiations with the federal government are underway on policy development in relation to land ownership and housing for slum dwellers.

The Social and Economic Rights Action Center (SERAC) set up the Urban Space Innovation/**Lagos** Social Housing Association (USI/LSHA), an NGO specially focused on social housing in the capital Lagos' Maroko slum. An initial Social Housing Summit led by USI was held in May 2010. NGOs, slum organisations, governmental agencies and the private sector came together for this summit to develop a plan for social housing. The next step will be the creation of 520 homes for the Maroko slum. This is being conducted by the Alese Social Housing Association, a housing cooperative established by USI with Cordaid's help. A number of construction companies and banks in Lagos have expressed interest in participation. In the past year, 75 young people have been trained as bricklayers, plumbers and carpenters, and hired for the construction of the residences.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of slum dwellers with improved access to basic facilities	121,000	50	1,197,000	96
Number of young people participating in programmes for employment or gang prevention	28,000	41	1,713,000	111
Number of slum organisations that have been strengthened	550		1,221,000	81
Number of social organisations engaged in the development of basic facilities	450		627,000	101
Number of basic organisations focusing on the improvement of the positions and living conditions of young people	600		784,000	115
Number of slum organisations involved in lobbying	295		620,000	73
Number of lobbying activities focused on young people	100		588,000	113

Notes:
 By strengthening slum organisations and supporting them in activities in the areas of project implementation, cooperation and policy influencing, Cordaid is promoting the participation and involvement of slum dwellers. By putting young people to work, reducing gang membership and strengthening youth organisations, Cordaid is increasing young people's impact on the social fabric of their environment. The programme has largely met its targets for 2010. During the strategy period, the basic facilities reached more women (55%) than men; in the youth segment the percentage of girls was approximately 42%. In reference to the intervention strategy, the planned societal reconstruction/policy influencing rate of 65% was achieved in almost every year.

Capacity building

In the slums of Yaoundé, the capital of Cameroon, disadvantaged young people are a threat to security and stability. Addressing this issue requires the involvement of young people: The eight member organisations of the Réseau des Organisations de Jeunes pour le Développement Urbain du Cameroun (ROJEDUC) came together as the result of a study conducted by Cordaid between 2003 and 2005 under the title Urban Youth: Actors of Change. ROJEDUC went through the typical teething troubles, but in 2009 made the transition into an organisation on the road to professionalisation. ROJEDUC has the potential to be a factor in multi-actor processes on drinking water, sanitation,

waste processing, housing and employment. To get there, however, will require some significant capacity building. An action plan has been produced with the goal of outlining the path to a stable network with a clear internal structure and capable member organisations.

Effectiveness

It appears that many NGOs, when looking at small companies, focus on technical skills and give insufficient attention to commercial aspects. In **Ethiopia**, WISE, the Organisation for Women in Self Employment, has seen this lacuna and is giving training in business skills for women of low educational background. And these trainings are

proving very successful. The participants learn to make cost price calculations and simple profit-and-loss accounts. The modules and workbooks used were developed by WISE with Cordaid financial support. WISE also offers its trainings to third parties for a fee. These WISE activities require little if any external financial resources, but still increase the effectiveness of investments thanks to the training provided to small-scale entrepreneurs.

Lobbying

Eight million residents of **Lima and Callao** depend on the river Rímac for their water and electricity, but the river's basin has been severely polluted by dumping and mud

flows from mining operations (which contain mercury and lead). To gain a better grip on water quality and the factors affecting it, CEAS, the *Comisión Episcopal de Acción Social*, conducted previous research to make a connection between the water quality and local pathologies. CEAS is a body of the synod and is supported by a number of Cidse organisations. Although Cordaid has decided to end its presence in Peru, it is continuing funding of CEAS for the time being to allow it an opportunity to procure new sources of funding. This project comprises the further elaboration of the previously conducted study and (based on the results) lobbying civil society organisations within the local and national government to establish guarantees for water quality.

Kinshasa, capital of the **Democratic Republic of Congo**, has grown at a phenomenal rate to become a metropolis of some 10 million people. Housing is an enormous problem. The *lobby Dynamique Participation Citoyenne pour l'Habitat Social* is made up of a number of organisations, including five Cordaid partners and two research agencies. The initiative emerged from a Cordaid lobby for social housing. Member organisations received lobbying training, and the lobby also conducted a study of housing in Kinshasa, the results of which were presented to the local government with the requisite media attention. The next step will be presenting a legal housing framework to the government, a PR campaign for social housing, lobbying actions for legislation/regulations and public/private financing for social housing.

Linking & Learning

In Latin America, Cordaid contributed to “**Sustainable Cities**,” published by the A-Foundation, a worldwide organisation for urban development. The book contains academic articles and interviews with architects, urban planners, anthropologists and politicians. It also includes a section on Cordaid’s urban programme and multi-stakeholder approach. The publication is targeted towards students, social organisations, governmental institutions, companies, academic institutions, and bilateral and multi-lateral organisations.

On the occasion of **World Habitat Day** in October, Cordaid organised a conference on poor urban dwellers in Cape Town, San Salvador and Rotterdam. At this event, a different Cordaid partner presented a picture of each slum, its situations and the possibilities. In this conference, Cordaid profiled itself as a pioneer in the field of slum development with its Urban Matters programme. Following the conference, Cordaid was invited to become a member of UN Habitat’s World Urban Campaign. The conference saw the first overtures for cooperation with Dutch companies/institutions. Urban Matters manages all contacts in a database, so that based on the questions of Southern partners Cordaid can facilitate in a focused manner in setting up partnerships between Dutch companies/institutions and Southern partners.

CEPROMUR (*Centro de Promoción Urbana*) works in the impoverished neighbourhoods of **Old Lima**, focusing on the development of slum organisations. A number of these organisations, in collaboration with the municipality, have

overseen improvements to the water and electricity networks, sewerage, city waste management and public green space. CEPROMUR was commissioned by the government to supervise housing projects. The group has also recently started working with social housing corporations. CEPROMUR wishes to share its knowledge with slum dwellers, universities and governmental institutions, and does this with brochures on technical housing improvements, disaster prevention and grant options, as well as by providing teaching materials for schools in disadvantaged neighbourhoods, to promote a healthy environment.

This year, Cordaid organised another **Urban Challenge**, the competition for student teams from the Netherlands and Kenya. The goal is to improve the situation. Ten teams of Kenyan and Dutch students put their heads together on the problems of bike taxis in Kisumu. They are a cheap and accessible form of transport, but facilities such as bicycle paths and storage are still lacking. The winning team, from the University of Twente and Maseno University Kisumu travelled to Kisumu to put their solution into practice.

4.3. Women and violence

Key figures

- The programme was active in Africa (3 countries), Asia (4 countries) and Latin America (3 countries)
- 62 partners (year's end 2010)
- €6.5 million spent in 2010
- 50 contributions assigned for partners/projects
- Reaching 16,000 women
- 154 projects in implementation at end of 2010

Introduction

This growth programme was launched in 2007 with the subjects of domestic violence, trafficking in women and violence against women in conflict situations. Over the course of 2008, the programme expanded to include lobbying and linking & learning. Contacts were established with international partners for policy development and linking & learning. The lobby was given a boost by a stronger focus on UN resolution 1325. Cordaid ratcheted up the debate on women and violence with initiatives in Dutch society.

In 2008, the programme debuted the programme-based approach on women in armed conflict situations with a mapping in Colombia and Guatemala.

In 2010, guiding principles were developed for creating more synergy between the Cordaid programmes with the object of moving towards gender equality and the empowerment of women. Also in 2010, the lobbying paper *Women's leadership and participation in decision-making*

was written, containing guidelines for lobbying activities on women's empowerment.

In Colombia, Guatemala and Indonesia, enforcement of women's rights is a central issue. In Sierra Leone, domestic violence is being fought by improving the economic position of women. And in Colombia, the Democratic Republic of Congo, Sri Lanka, Afghanistan, the Palestinian Territories and Sudan, the focus is on protecting women in conflict situations and their participation in peace processes.

Programme-based approach in Colombia

In 2007, Cordaid began working with women's networks; since then, the programme has gradually developed into becoming a Community of Change fighting for stopping the violence, to bring justice for victims of violence, and for peace negotiations. The core consists of 26 women's rights and human rights organisations and social movements (of indigenous peoples, native Americans, farmers, Afro-Colombians). The programme also includes universities, local authorities, journalists, UNIFEM and UNFPA, and has close connections with international women's networks.

Cordaid also contributed to the national agenda on UN resolutions 1325/1820, and provided resources for the monitoring of these resolutions, capacity building on monitoring, protection (in cooperation with UAF) of female human rights campaigners, and the campaign on ten years of UN resolution 1325. Along with its roles as financier and process facilitator, Cordaid also had an important lobbying function in relation to the UN Security Council and the EU for the imple-

mentation of Resolution 1325 in Colombia. After three years of robust growth in the programme, extra attention was placed on women's participation in peace processes and the themes of security and political freedom for female human rights campaigners.

All this has led to increased visibility for women on peace and security issues. Under pressure from local, national and international organisations, underscored by testimony by abused women, the government adopted a decree recognising abuse of women as a crime for the first time. In 2010, the women's movement produced a shadow report on sexual violence, presenting 183 separate cases; this report was used by governmental institutions and its impact was felt in many places; for example, it played a role in the development of gender policy at the municipal level. But there was also a darker side: in the wake of the report, there was an increase in threats, including death threats, directed towards female leaders. In response, at the end of 2010 Cordaid worked with Urgent Action Fund and Sisma Mujer to set up a security network for female human rights campaigners.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of women with access to relief/support and basic facilities (education, health care, etc.)	11,000	88	513,000	93
Number of women with increased capacities to participate in political decision-making	16,000		770,000	279
Number of organisations involved in strategies for fighting violence against women	750		1,515,000	110
Number of lobbying activities directed towards observance of women's rights	110		1,651,000	79

Notes:

Access to support/relief and basic facilities set the conditions for women's independence and the building and strengthening of their organisations. The programme strives for more and stronger organisations for the fight against violence towards women and girls. The lobbying is oriented towards strengthening women's voices in policy development and implementation. The cumulative results show that the capacity building and support of women's organisations has taken place across a broader than expected scale.

The number of lobbying projects, however, is still lower than planned; the explanation for this is that within this relatively new programme, the strengthening of women's organisations has required extra time, and only after this is achieved can the specific lobbying activities be identified. This also explains the (slight) underachievement in policy influencing (target 30%, achieved: 25% in 2007-2010) in favour of societal reconstruction (40% target, achieved: over 60%).

Capacity building

Cordaid's partner network in **Indonesia** consists of 12 organisations. In 2008, Cordaid was asked for help in organisational and institutional development. In 2009, a capacity building process was launched in cooperation with Circle Indonesia. Together, the partners and Circle Indonesia identified the needs, and from the results derived an agenda of training and monitoring activities for each organisation. In 2009, the focus was on M&E and financial management. An inventory of best practices for the fight against violence towards women was compiled. At the end of 2009, Cordaid, partners and Circle Indonesia met to review the results. The partners requested that the project be continued for a further year, and came up with a number of useful suggestions for the content of the continued project.

Linking & Learning (LL)

To a large degree, LL serves the national action plans surrounding UN Resolution 1325 in the Netherlands and a number of partner countries. The agenda for 2010 reflects this:

- International Fellowship of Reconciliation (IFOR)/Women Peacemakers Program (WPP) organised an international meeting on "Inter-religious peace building: the need for a gender perspective." Cordaid provided resources to allow southern partners to participate. In addition to analyses, the meeting resulted in a publication on best practices and the decision to set up a focus group/e-group for a community of practitioners for continued follow-up.
- With Cordaid support, partners from Sierra Leone and Indonesia participated in a workshop organised by Aim

for Human Rights on the testing of a Violence Against Women toolkit. These partners provided input on the further development of the toolkit, and remain involved in its introduction and application.

Lobbying

To a large degree, the lobby focused on the 10th anniversary of UN 1325 (in October 2010) and the plans of the new Dutch government.

In cooperation with the Global Network of Women Peacebuilders, Cordaid published the report *Costing and Financing 1325 UNSCR 1325*, which presented the Netherlands, Liberia, Sierra Leone, Colombia and the Philippines as cases; the recommendations in this report were welcomed by UN Women, UNDP and the member states. The study contains an analysis of the available resources in proportion to what a convincing implementation of Resolution 1325 requires, and gives recommendations for a more efficient and effective allocation of resources.

During the commemoration of 10 years of 1325 in New York, Cordaid was actively involved as co-organiser of multiple meetings, including one on the Notre Dame University report *Afghan Women Speak* and one on the role of the private sector in relation to women and security.

With contributions by Cordaid and others, a study was conducted of the Netherlands National Action Plan 1325. The signatories of the Netherlands NAP resolved to cooperate on the issue of participation/leadership of women in Afghanistan, Burundi, Colombia and the Democratic Republic of the Congo.

Women's Advocates (WA) is made up of recent graduate women who have made women and violence their area of expertise. It is an enthusiastic group with a strong will to lobby on the hotly contested sexual offences bill in Sierra Leone. This law has still not yet been passed. WA is lobbying for the approval and immediate implementation of the law with actions and awareness-raising activities, lobbying and support building (in part among female members of parliament) and cooperation with other stakeholders (who have, partly at the initiative of WA, united in a committee for the adoption of the law).

Partnerships

In the field of human rights, Cordaid partnered with **Justitia & Pax Nederland (J&P)** in a number of different areas this year. In May, the two groups organised a meeting of 40 female human rights campaigners from nine Asian countries, which resulted in recommendations and action plans for the furthering of lobbying and networking on the protection of female human rights campaigners at the regional level. Together, J&P and Cordaid followed up on studies they commissioned on the integration of a gender perspective in DDR (Disarmament, Demobilisation, Reintegration) and SSR (Security Sector Reform) programmes in the Democratic Republic of the Congo. The first study was a desk study conducted by J&P (at the end of 2009), and the second was commissioned by Cordaid in 2010 and intended to review the recommendations of the desk study against the situation "in the field." This component involved interviews with women, ex-combatants and soldiers, and discussions with representatives of national and international NGOs, police, armed forces and the UN. J&P and Cordaid then invited four Congo-

lese women to present the results of the studies to the EU. The presentation focused on gender stereotypes among police and armed forces, the insufficient level of participation of local women's and other groups in SSR and DDR programmes, and the need for a community-oriented, rather than goal-oriented, approach in economic programmes.

Support base

UN Resolutions 1325 and 1820 are useful tools for reducing violence against women, increasing women's participation in politics and public administration, and improving their security in post-conflict areas. In cooperation with Multicultural Women Peacemakers Network in the Netherlands, an umbrella organisation of 20 groups of female peace workers in Diaspora, COS Utrecht has taken up the plan to boost cooperation with organisations in the Great Lakes area on Resolution 1325. These efforts include discussions with policymakers, production of information materials on Resolution 1325 (with electronic distribution to some 100,000 contacts in the Netherlands and the Great Lakes region), and the connection of six private initiatives from the Diaspora community/the Netherlands on the same number of women's organisations in the Democratic Republic of Congo, Rwanda and Burundi.

4.4. Disaster prevention and emergency aid

Key figures

- In disaster prevention, programme was active in Africa (5 countries), Asia (3 countries) and Latin America (2 countries)
- 66 partners (year's end 2010)
- €39.7 million spent in 2010 (of which, €30.4 in humanitarian aid)
- 164 contributions assigned to partners/projects
- Disaster prevention reaching 566,000 people, and humanitarian aid reaching 930,000 people
- 223 projects in implementation at end of 2010

Introduction

Disaster prevention: Poor segments of the population can reduce their vulnerability by analysing their own risks, creating warning systems, conducting emergency drills and setting up action plans. Power relationships can change when these people demand a place within national aid programmes. Within Cordaid, disaster prevention is generally referred to as DRR (“Disaster Risk Reduction”).

The programme has gone through a pronounced evolution in recent years, starting with 4 pilot countries in 2004 and moving up to ten countries in the 2007-2010 period. In that time, significant progress has been made. People have become more disaster-resilient: they are better able to evacuate in a timely manner (Merapi Indonesia 2010, flooding in India 2010), have food and water for longer periods (Horn of Africa), and are better aware of how to obtain

government assistance (India, El Salvador).

Because so many disasters are being aggravated by climate change (drought, flooding, storms), it has become clear that a long-term strategy with climate adaptation measures is required. For Cordaid, this has meant responding to the situation in at-risk areas and working with communities, governmental authorities, international organisations and research institutions. Cordaid also has a view to long-term climate scenarios.

To boost the programme, Cordaid worked on consolidating the expertise of the Dutch Red Cross, the Red Cross Climate Centre, Wetlands International and CARE Netherlands.

Internally, Cordaid is working on integrating DRR into other programmes. Conflicts can be aggravated by drought and shortages of water/agricultural land; failure to take climate change or other disasters into account can be a risk to agricultural projects.

Institutions at the international level (UN, EU) also acknowledge that DRR plays an important role. Many governments have a DRR policy, but that does not necessarily mean that they are already carrying out interventions at the community level. NGOs such as Cordaid and its partners have an important role to play here.

In Ethiopia, Cordaid was asked to conduct a presentation to the Ministry of Agriculture and Rural Development on the impact of the DRR programme in various regions. The programme was conducted by various NGOs supported by Cordaid. Cordaid was also invited to join the working group that will be working out the details of the ministry's disaster risk management policy.

Emergency Aid: After a disaster, lifesaving aid is an immediate necessity. In this, Cordaid sees its own strength and those of its partners primarily in early recovery/relief, that is, helping people to get back on their feet as quickly as possible, and after that, security of continuity in the long term.

In 2007-2010, Cordaid reached nearly three million people with humanitarian aid.

Programme-based approach in the Horn of Africa - Disaster Risk Reduction

In Kenya, Ethiopia and Uganda, Cordaid is working with some 20 partners on Disaster Risk Reduction (DRR) for 600,000 pastoralists. The strategy focuses on capacity building for partners and communities and on projects for food security, water management, livestock trading and environmental protection. The activities involve local communities, partners, governments, local consultants, and internationally operating NGOs and institutions such as Caritas, ECHO, the International Institute for Rural Reconstruction and the FAO. Knowledge institutions (Wageningen University and others) are conducting research into the long-term effects of climate change and participating in linking & learning activities. Innovative aspects such as meteorological scenarios are being augmented. Together with partners and fellow development aid organisations such as CIDSE/Caritas, Cordaid is lobbying national governments and donors. In cooperation with other Dutch organisations, Cordaid is furthering the social involvement in the Netherlands with the issues of pastoral farmers and climate change. In 2010, Cordaid and a number of Kenyan NGOs set efforts into motion for the foundation of a platform on climate change and adaptation. This platform supports the Kenyan government in policy development. Cordaid took a leading role in the climate discussion within Cidse, which the result that this network has become actively involved in lobbying and advocacy on climate adaptation.

More and more local governments are becoming involved in DRR processes, not only as advisor or participant in trainings, but also as financier. ECHO requested that Cordaid also invite government officials to DRR trainings.

The programme-based approach on Dalits

When India's state of Bihar was struck by flooding in 2007, Dalit communities were systematically excluded from government emergency relief. A number of organisations took up the struggle to rectify this by founding Dalit Watch Bihar (DWB). At that stage (2008), Cordaid became involved, and supported DWB on a number of activities, including a study of disaster risks and the resilience of local communities. In 2009, floods once again struck the area. DWB documented the exclusion/discrimination of Dalits, and in the wake of the publicity generated, the government took a number of (minor) measures to remedy the situation. With DWB as an example, initiatives for monitoring and lobbying arose in other states. For the national lobby, National Dalit Watch (NDW) was founded in 2009. This group successfully united all major actors working on the subject of exclusion of Dalits and other marginalised groups from emergency aid. Cordaid was closely involved in a national conference (June 2010) that gave a major impulse to Disaster Risk Reduction for the target group. Previously, Cordaid had facilitated DWB in boosting its knowledge on DRR. Dalit Watch teams are now monitoring the emergency relief, and where necessary, calling upon the local authorities to live up to their responsibilities.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of people trained in disaster risk reduction	201,000	54	2,038,000	164
Number of disaster victims receiving help	930,000	50	30,380,000	n.v.t.
Number of communities with early warning/DRR plans	400		519,000	358
Number of DRR-based partnerships	25		365,000	736
Number of organisations with increased lobbying capacity	350		345,000	545

Notes:

A great deal of resources went towards direct poverty fighting in the wake of the disasters in Haiti and Pakistan. DRR is designed to make communities more resilient to disasters and climate change through organisation building, training and measures such as early warning systems and rain tanks. The sum total of contributions show that the programme succeeded in supporting many more communities, partnerships and lobbies than expected. The % of women has hovered at around 50% in each of the four years. Due to the unexpectedly heavy efforts in emergency aid, the planned shift from direct poverty fighting to societal reconstruction/policy influencing was not achieved; the target was 60% societal reconstruction/policy influencing, and the level ultimately achieved was an average of 15%.

In 2010, Cordaid delivered **humanitarian aid** in response to natural disasters (drought, earthquakes and hurricanes) to a target group of 930,000 people. Aid to Haiti and Pakistan was once again on offer.

In northeastern **Uganda**, Cordaid donated the resources to provide three months of food aid to 21,000 people in two diocese affected by drought. In **Malawi**, Cordaid offered aid to the victims of flooding (3,300 persons) and to 2,200 people affected by the first earthquakes in the country's history. At the end of 2009, major earthquakes in **Indonesia** affected nearly a quarter of a million people. The emergency aid/rehabilitation continued into 2010. Through four partners, 23,000 people were provided with assistance in the form of housing, repairs, water and irrigation facilities. The Merapi volcano eruptions drove 280,000 villagers from their homes. Cordaid provided a contribution

for the first-line emergency relief of 9,100 people. But the year had one final disaster in store for Indonesia; at the end of October, the Mentawai islands were struck by a tsunami. Cordaid stepped in with food, medicine, tents and blankets for 8,300 people. In Bihar, **India**, in early April, 1,100 homes burned to the ground. Partner AIDMI provided aid to 8,000 homeless. In August, the Indian zone of Kashmir was struck by flooding and earthquakes; three partners were given the means to provide 5,500 people with medical care, clothing, housing and agricultural input. A few weeks before the harvest, the Sunamganj district in **Bangladesh** was plagued by severe flooding; the Voluntary Association for Rural Development distributed emergency aid for 21,000 people and supplies for agriculture and fishing.

Results of Disaster Risk Reduction in Indonesia

Bina Swadaya is working with the DRR concept on Central Java. With four villages, the group has run through a whole process of training, risk analysis, action plans, and the setup of local DRR forums. A few weeks before the eruption of the Merapi volcano, the village conducted an evacuation drill with all residents; a few days before the eruption, face masks had been distributed. The villages were well prepared for the initial Merapi eruption. Members of the DRR forums organised the evacuation of over 4,700 people and livestock, oversaw the distribution of aid and security of production resources left behind, and served as discussion partner for the government. There were no human casualties, and the damage was limited. Damage reports and recovery plans were drafted, and steps are being taken to bridge the period that agrarian activities will not be possible due to the precipitation of the volcanic ash.

It is worth noting that DRR forums outside the disaster area held collection drives for the affected villages (in early December, this was a sum of €2,500).

Capacity building

In 2009, Cordaid's programme was evaluated by an international team of experts. On the whole, Cordaid's approach and results were evaluated extremely positively. Important points for attention identified were the sustainability of the projects and the reinforcement of local communities and partners. One thing noted was that more than anything

else, it is the cooperation with the local authorities that can contribute to financial and project sustainability (and this has already led to some results in 2010 in a few countries). A decision was made to offer 20 partners in **India and Bangladesh** a fourteen-day depth course; the course was given by the International Institute of Rural Reconstruction (IIRR). Four government representatives also took part in this course.

Linking & Learning

Cordaid has been supporting partners in **Kenya** on drought management since 2002. Ethiopia and Uganda were added to the programme at a later stage. Properly coordinating the approach in these countries and facilitating the exchange of knowledge and experience (between the partners and with research, education and government institutions) is now the focus of a new regional Cordaid team. The 2010 programme included teaching workshops for staff of some 20 partners in three countries. A best practices publication was also released in 2010.

In **Bangladesh**, 12 Cordaid partners set up a national DRR forum to allow more structured learning from each other and to practice conducting a joint lobby; the secretariat is held by Dhaka Ahsania Mission. Beginning in 2011, other interested organisations will be allowed to join. The Forum's newsletter is published widely, including on international sites such as the *Prevention* website.

A lesson learned

In the arid and semi-arid regions of northern Kenya, Cordaid is actively involved in Drought Cycle Management/DRR. The availability of drinking water for people and animals during the dry season is an important element for the resilience of herdsmen. A large number of projects are focused on catching rainwater in the wet season and storing it for the dry season. Evaluations of these projects are, in general, positive in regard to the amount of water, but also indicate room for improvement in the quality of the water. Cordaid will be working on this in cooperation with three partners and the population. Filtration and behavioural change should lead to improved water quality. Cordaid's water specialist in the region is providing the supervision; meanwhile, the water committees have an important function set aside for them: training 120 people for water resource management. The project will be able to supply 48,000 people with good water to get them through the dry season.

Lobbying

Although **India's** Disaster Management Act of 2005 has freed up more resources for disasters, the law offers no facilities to invest in making communities more resilient. This is why the law needs to be changed. It was decided in meetings with Indian partners that this lobby should be taken up jointly. Partner Rural Uplift Centre (RUC) will be taking the initiative here.

In **Malawi**, partner ECM (Episcopal Conference of Malawi) shared a number of experiences, including with the government; it was in part through these contacts that the organisation became known to the government and was able to participate in the formulation of a national DRR policy. Together with Cordaid, ECM also lobbied for the establishment of a national DRR platform for exchange and harmonisation on DRR. The first steps towards creating such a platform have now been taken.

With the support of Cordaid partner Kalvi Kendra and training by the Association for Stimulating Know How, leaders from a number of villages in Tamil Nadu, **India**, joined forces and lobbied with district authorities. The results are clear: funding was obtained for safe housing, rescue shelters, a new bridge, and a protective wall along the river.

Partnerships

Indonesia is one of the most vulnerable countries. **Cordaid**, **CARE**, **Wetlands** and their partners made a decision to cooperate in the disadvantaged and vulnerable province of NTT. The target group is ten villages, civil society and district authorities. Donor DIPECHO opted to fund the partnership for a period of 15 months. CARE is the primary recipient, although Cordaid and two partners, Bina Swadaya en FIRD/Insist, will implement a portion of the programme.

In 2010 the **Huairou Commission**, in cooperation with **UNISDR** (UN International Strategy for Disaster Reduction), created a community practitioner's platform for resilience,

with Cordaid involved as consultant based on its experience with DRR. The platform includes government, social and community organisations, and is based on the exchange of knowledge and experience, and lobbying/advocacy for community-based initiatives for disaster prevention and climate adaptation.

A less than successful start

In mid-October 2009, Cordaid funded an Indonesian organisation for emergency relief to victims of the earthquakes in western Sumatra in September and October. The aid included temporary shelters ("T-shelters"). The audit report revealed serious irregularities in the implementation, in response to which Cordaid terminated the partnership and demanded its contribution be refunded. Cordaid then requested another organisation to take over and complete the project, joining with the UN in providing resources for this transition. The follow-up project consists of the construction of 63 T-shelters, which had already been prepared, the dismantling of 97 shelters in construction, and the new construction of 120 shelters for the new beneficiaries identified.

Results in Malawi

Drought and flooding are major risks in Malawi. In that country, Cordaid has had a risk reduction programme in place since 2005. This programme is implemented by the

Episcopal Conference of Malawi (ECM). ECM is a member of Caritas International, and has a network that extends from the national through the diocesan to the local level of parishes. Over the course of five years, the resilience to disaster has been built up one step at a time. In the first phase (2005-2007), the focus was on training staff and a small number of communities (two to three per diocese) and the performance of pilots based on risk analyses produced by the municipalities. In the years 2008-2010, the focus was on expanding the programme into ultimately 76 communities; in this last phase, too, ECM has also contributed to documenting the experiences and lobbying/advocacy on DRR and climate adaptation. To close out the programme, for the 2010-2012 period Cordaid has committed a further contribution designed to result in independent continuation of the activities by over one hundred communities, more cooperation between various actors, and a good policy for disaster risk reduction and climate adaptation.

4.5. Reconciliation and reconstruction

Key figures

- The programme was active in Africa (4 countries), Asia (3 countries) and Latin America (2 countries)
- 142 partners (year's end 2010)
- €19.7 million spent in 2010 (incl. humanitarian aid)
- 118 contributions assigned for partners/projects
- Reaching an estimated 955,000 people
- 472 projects in implementation at end of 2010

Introduction

In 2007-2010, Cordaid supported partners in conflict situations and post-conflict situations in ten countries. The essence of the interventions lay in the strengthening of the societal cohesion by working towards active citizenship and democratisation, peace building and reconstruction (often with a key role for religious leaders and institutions), coping with trauma, restoration of basic facilities (health care, water & sanitation) and the economy, and humanitarian aid in conflict situations.

Civil society was assigned an identification role; this sector functioned as countervailing power, but also worked with the government wherever possible. Where local capacity was inadequate, Cordaid pursued projects under its own management (as in Sudan and the Democratic Republic of Congo).

The *humanitarian aid* encompassed activities for victims of conflicts and re-establishment of displaced people and

refugees; the aid took the form of housing, education, health care, drinking water/sanitation, food aid and agricultural supplies. In the reporting year, emergency situations arose in Sudan, the Democratic Republic of Congo, Zimbabwe, Pakistan, Afghanistan and Sri Lanka; Cordaid made financial contributions towards the relief and care of some 318,000 affected persons.

Over the course of 2007-2010, Cordaid reached 2.3 million victims of political/military violence with its humanitarian actions.

Cordaid participated in the debate on military interventions and the roles/participation of diplomats, soldiers, development workers and industry in them. At the international level, Cordaid worked with peace networks and academic institutions. In the preceding strategy phase, Cordaid sought cooperation with universities, research institutions and networks. Ultimately, the refinement of policy choices in the run-up to the new strategy phase led to the consolidation of the programme with the Minorities/Identity and diversity programme and the Women and Violence programme into a single, broad programme: Conflict Transformation.

The programme-based approach and pastoralism

Cordaid has been working on issues relating to the pastoralists in the Horn of Africa region for decades. Together with its partners, Cordaid is working towards making them resilient to drought, and just as important, working for the recognition by the national government of their value as livestock producers. Partner organisations have asked Cordaid to play a more prominent role in these efforts, and so in June 2009 Cordaid hosted a meeting of 25 European NGOs and think tanks to exchange ideas on these issues; the starting point was Cordaid's previous stakeholder analysis on EU pastoralism policy. The meeting led to the formation of the Coalition of European Lobbies for Eastern African Pastoralism (CELEP), with Cordaid appointed as its first coordinator. CELEP's goal is to, through the national governments and the EU, lobby the national governments of Kenya, Uganda, Ethiopia and Tanzania for a more positive pastoralist policy. For an evidence-based lobby, CELEP works together with knowledge institutions and African initiatives. CELEP has since published papers on "livestock mobility" as the basic condition for pastoralist, land access rights, access to grassland and water sources, and pastoralism as a sustainable and economically viable land use system for arid areas.

The programme-based approach and the fight against terrorism

In 2007, Cordaid made the decision to recognise counter-terrorism measures (CTM) as a priority. Together with its partners, Cordaid calls for attention to the dangers of "mission creep" and lobbies for the elimination of very restrictive legislation on NGOs. Cordaid published an EU-level position paper and lobbied for clear and transparent criteria for listing and de-listing.

In early 2008, ICCO and Cordaid in the Netherlands organised the first European CTM conference, which was followed by conferences in the Philippines and Uganda. Later that year, Cordaid published the report *Friend not Foe: Civil Society and the Struggle against Violent Extremism*, on the impact of anti-terror and security measures on social organisations and activists. *Friend not Foe* was presented and distributed worldwide.

In 2009, the Cordaid-commissioned report on listing and de-listing under UN Resolution 1904 (drafted by Fourth Freedom Forum/the Kroc Institute) led to improved procedures.

After *Friend not Foe*, Cordaid released *Countering the Politics of Fear*, in which individuals working in Cordaid's network report on their work in the crossfire of terrorism and the state's equally violent counter-measures. This book was very well received (see sidebar: "High praise for Cordaid").

In association with other Dutch development organisations, Cordaid released a publication on the Palestinian Territories that was used for lobbying in the Netherlands. Cordaid made a substantive contribution to the **Peace Portal** launched in

May, 2011, a platform for communication and knowledge exchange financed by the Municipality of The Hague and the Ministry of Economic Affairs.

Cordaid works with the **Global Partnership for the Prevention of Armed Conflict Netherlands** on knowledge building, policy development and lobbying. The cooperation on lobbying is being expanded with the International Centre for Counterterrorism, Instituut Clingendael and the Centre for Global Counterterrorism Cooperation. "Silent mediation" initiatives are being pursued in the Sudan to achieve greater involvement of women in local peace building in Darfur, and in Colombia, where Cordaid is supporting church-based mediation efforts.

Programme-based approach in Afghanistan

In its annual reports, Cordaid has reported extensively on its efforts for and in Afghanistan. Cordaid has participated in the political and public debate and expressed its positions through a wide range of channels. These positions can be broken down into two basic areas: a clear separation between the military mission and aid/reconstruction, and a recognition of the role of Afghan social organisations. Cordaid also calls on the Dutch media to present a more balanced picture of the reality of Afghanistan.

At the beginning of 2007, Cordaid came together with other organisations to form the Dutch Consortium Uruzgan (DCU). Thanks to a generous contribution by the Dutch government, DCU has been able to expand its activities dramatically, with in them Cordaid focusing on health care and agricultural development. The position of women is a special area of attention, with efforts to fight maternal mortality, training for midwives, and women's participation in societal reconstruction.

At the end of 2009, DCU issued a press release on its current and future presence in Uruzgan, reading in part: "Our organisations... were already active in Afghanistan long before there ever was a Dutch military mission. We will still be there regardless of the outcome of the Dutch political decision on the mission in Uruzgan."

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of people with access to health care/trauma care	433,000	52	2,887,000	162
Number of people reached with other basic facilities	20,300	50	3,068,000	54
Number of basic organisations involved in reconstruction of battered societies	240		848,000	468
Number of local basic organisations established/strengthened	455		2,642,000	185
Number of persons working towards a shared vision of sustainable peace	424,000	43	1,885,000	252
Number of people with increased capacity to stand up for their interests	251,000	52	1,052,000	166
Number of lobbying activities carried out	500		1,010,000	362

Notes:

The programme is dedicated to direct poverty fighting through the avenue of access to health care and other basic facilities. It also works towards strengthening local organisations with a view to the reconstruction of societies and the civil society sector. Looking at the cumulative results, these goals have been met and exceeded, excepting in the number of people reached with other basic facilities.

The strengthening of capacities of people and organisations (societal reconstruction and policy influencing) has gradually gained ground within the programme: from 44% in 2007 to 63% in 2010, slightly below target (70%); this is explained to a large degree by the efforts in humanitarian aid (primarily direct poverty fighting).

High Praise for Cordaid

The International Journal of Not-for-Profit Law (IJNL) called the Cordaid publication *Countering the Politics of Fear* "...a truly marvellous resource for scholars, students, activists, and officials." The IJNL is a quarterly journal on the legal issues and framework of civil society in an international context, published by the International Center for Not-for-Profit Law in Washington, DC. Its over seven thousand subscribers are academics, activists, members of the judiciary and government officials all over the world. Its most recent issue excerpted the chapter on Sudan from *Countering the Politics of Fear* as one of its main articles; the next issue will feature the chapter on northeast India.

Capacity building

In **Sudan**, Cordaid is investing in lobbying, electoral information campaigns, and reconciliation activities in an effort to stop the violence. But steps must still be taken to tackle emergency situations resulting from the referendum or natural disasters. This is why Cordaid is contributing to a project to ensure that all dioceses in Sudan have disaster prevention plans and the capacity to respond adequately to emergency situations. 250 diocesan employees and personnel of the national Caritas (Sudanaid) and other Caritas organisations are being trained in disaster prevention and emergency aid; 1,500 people from local communities are receiving emergency training, and an information and early warning system is being developed within each diocese. The project is also putting a buffer of emergency

aid supplies in place. All nine dioceses are being assigned a twinning partner from the Caritas Internationalis network, and Cordaid is one of them.

Lobbying

In regard to the Palestinian Territories, the public and Dutch/European politicians are being informed of the current situation faced by the Palestinians, with reference to international law and the "two-state solution." Cordaid lobbied alongside or within *United Civilians for Peace*, IKV Pax Christi, Cidse and Caritas.

A committee founded by human rights activists, the Public Committee Against Torture in Israel (PCATI), joined with other organisations in bringing a case to the Israeli Supreme Court that led to a decision to ban torture in interrogations. Though this is a victory, it does not mean an end to torture as an institution. PCATI is working together with Palestinian, Israeli and international NGOs, offering legal services to victims of torture, giving human rights education to students, and engaging in policy influencing by publishing, prosecuting cases of threatened human rights activists, and with lobbying/advocacy missions to European and UN institutions.

A 2010 evaluation of PCATI made clear that the organisation is doing groundbreaking work: torture practices are being documented in a professional manner, and the legal work being done is of extremely high quality. But the evaluation also showed where there is room for improvement: more cohesion (now more than ever, as the working sphere expands and more and more ad hoc activities emerge) and more attention to consciousness-raising among the public

on torture and human rights violations.

For the **Sudan lobby**, compliance with the peace accord, the impending elections and the referendum were the most pressing issues. In a joint report published in July, a worldwide coalition of 24 organisations (including Cordaid) sounded alarm bells in regard to the January 2011 referendum. Major concerns were the demarcation of the border between North and South Sudan, the referendum in Abyei, the popular consultations in South Kordofan and Blue Nile, the legal status of South Sudanese in the North and North Sudanese in the South, and the division of oil revenues. The report called on the African Union, the UN, the Arab League, the EU and the countries involved in monitoring compliance with the January 2005 peace accord (among them the Netherlands) to provide more support to both Sudanese governments in the preparations for the referendum. Heavy international pressure and election assistance helped the referendum to go peacefully, fairly, and on schedule. Important contributions were made not only by this report but by other Cordaid-supported local and international lobbying activities.

Linking & Learning

In **Afghanistan**, Cordaid is making efforts to improve the position of women. Cordaid supports women's organisations in their socio-economic activities and lobbying. At the same time, Cordaid calls for a political solution to the conflict, which in essence means signing an accord with the Taliban and other insurgent groups. Afghan women's organisations, however, have extreme concerns about any such accord, fearing the Afghan government may use the

rights of women as a bargaining chip in order to reach a compromise with the Taliban and anti-government forces. Notre Dame University's Kroc Institute for International Peace Studies studied this question, and published its results in *Afghan women speak; Enhancing Security and Human Rights in Afghanistan*, presented in New York in October on the occasion of the tenth anniversary of UN Resolution 1325. The study involved interviews with female leaders, parliamentarians, soldiers, former Taliban leaders, NGO personnel, diplomats, UN representatives, and others. Although reconciliation is a route to peace, it must also be stated that it entails dangers to women if they are not involved in the peace process to the fullest degree. The report was distributed to policymakers and presented to the legislative houses of the United States, Canada and Australia. It also made its way to human rights and women's rights organisations.

In previous years, Cordaid's focus in **Sudan** has been on health care and water & sanitation. But beginning in 2008, economic activities also entered the picture, when Cordaid began supporting a micro financing institution in South Sudan and conducted a mapping of the economic potential. For the entrepreneurship programme, Cordaid considered that further research in the form of a scoping mission was required. That mission was carried out in 2010, and it catalogued all existing professional educational programmes in South Sudan and their potential connections with entrepreneurship and micro financing. Based in part on the findings, the programme will be further developed in 2011.

Innovation

Arrangements between mining interests and governments are set out in mining contracts, which are generally secret and have a term of 25 to 30 years. Recent developments, however, have forced industry and governments to offer more transparency. Listed mining companies in the United States will soon be required to disclose their payments to their host countries. A number of other countries, including Ghana and Peru, already publish the full text of all mining contracts on a government website. Independent supervision of compliance with mining contracts remains an essential element of tackling abuses.

The most important legal professional organisation is the International Bar Association (IBA). The IBA now uses a standard mining contract, which Cordaid was asked to provide input on. To do this, Cordaid partnered with a specialised legal firm in Amsterdam to add stricter elements to the text on independent supervision, transparency, labour law, environmental law, "free, prior and informed consent" of local communities, a complaint procedure, and safety for mining communities.

Partnerships

Cordaid expresses the connection between development and peace issues through its partnership with peace organisation **IKV Pax Christi**. The cooperation is focused on strengthening partners with a view to conflict prevention and promotion of human rights and democratic principles in the Great Lakes Region, the Sudan, the Palestinian Territories, Afghanistan and Colombia, and is also intended to facilitate the transfer of knowledge/experience, influencing Dutch and European policy, and cooperation between

related national and international networks (Cidse, Caritas). Beginning in 2011, Cordaid and IKV Pax will be working together on a permanent basis in the "Together for Change" alliance.

In the Netherlands, Cordaid is participating in the partnership between the **Dutch government**, **Instituut Clingendael**, **Utrecht University**, and the **Hague Centre for Strategic Studies** (HCCS) on the full-spectrum use of knowledge, experience and material assets in fragile states. In 2010, HCCS and Cordaid used the online platform PRIME (Platform for Representatives in a Multi-Stakeholder Environment) to keep 42 organisations informed on a weekly basis of the developments in Sudan and Burundi. In addition to this, Cordaid organised well-attended meetings and e-discussions on the elections in those countries. Starting at the end of 2010, the emphasis was on the development of a training programme for the integrated approach.

Offertory collection for refugees in Sri Lanka

During the collection weekend of 24/25 April, Cordaid called attention to refugees in Sri Lanka (and Pakistan). In Sri Lanka, some 100,000 are still in refugee camps, and a further 100,000 are still being sheltered by host families. They can now return to their homelands, but for so many, their homes and fields have been destroyed or have been rendered inaccessible by land mines.

4.6. Access to health care

Key figures

- The programme was active in Africa (9 countries) and Asia (1 country)
- 97 partners (year's end 2010)
- €18.5 million spent in 2010
- 97 contributions assigned for partners/projects
- Reaching an estimated 7,804,000 people
- 195 projects in implementation at end of 2010

Introduction

In the 2007-2010 strategy period, Cordaid made efforts to improve accessibility, affordability, quality and sustainability in health care. Cordaid highlighted the disruptive effect of disease-specific (HIV/AIDS) programmes in national health care systems, and focused attention on reproductive health care and fighting maternal mortality, as well as shortages of health care personnel in rural areas. Now with a proven track record, performance-based financing (PBF) has already been introduced in ten countries.

With the system-based approach Cordaid uses, penetration is considerably better than it would be with a purely hospital support-based approach; the knowledge/experience of Cordaid and its partners are contributing to improving health care systems at the national level. Broad partnerships of a wide range of actors emerged around specific working areas/themes.

After a somewhat slow start in 2010, the efforts in health care insurances gained volume. In **Cameroon**, *Action pour le Développement* (ACDEV) will be placing its 14 local health care insurances under a single federation. The insurances will provide 32,500 people with access to medical care. Elsewhere in Cameroon, 18,000 are being covered by insurance under the supervision of *Santé et Développement*.

In **Uganda**, the diocese of Kabale (2 hospitals and 24 local health centres) has created a system of local health care insurances, but due to their small scale they are not cost-covering. The diocese will combine these insurances and expand the number of participants from 20,000 now to 80,000 in 2013. Working with the Institute for Tropical Medicine in Antwerp, Cordaid is supporting the creation of a knowledge centre at Uganda Martyrs University. The centre's activities will include executive classes in insurance management.

In many countries, care users still do not have much of a voice. To address this, more and more relationships are being sought with organisations working with and for user groups. In one example, under the direction of the *Conseil pour l'Éducation et le Développement* assisted by Cordaid, 270 health committees in **Burundi** are being equipped for their intermediary role between the population and medical institutions.

In **Bangladesh**, *Action on Disability and Development* is working on organising and training people with psychological/psychiatric conditions to enable them to stand up for their rights and gain better access to facilities and services.

In **Malawi**, Cordaid is supporting the government-accredited *Consumers Association of Malawi*, which strives to

increase patient knowledge of their rights/obligations, and which is also working to increase knowledge and understanding of patient rights on the part of health care personnel. Among its activities, this programme has formed and strengthened consumer watch groups, which compile the complaints and needs of patients and present them to health care institutions on their behalf.

Programme-based approach on Human Resources in Health (HRH)

From the very beginning, the personnel crisis demanded the main focus of attention. Cordaid engaged on the recruitment, training and retention of health care personnel and the strengthening of professional nursing and midwives associations. In the first years, Cordaid and local partners supported analyses on HRH in Malawi, Zambia, Ghana, Bangladesh, Uganda and Tanzania. The analyses also stimulated the formation of HRH networks for lobbying and knowledge exchange. In addition, a broad-based Dutch HRH platform took shape.

In view of the international nature of the HRH problem, Cordaid drew on regional and international networks. At the European level, Wemos and Cordaid worked together as leaders of the HRH network within Medicus Mundi Internationalis (MMI), a network of organisations for international cooperation and policy influencing; together they provided input on an international code of conduct on the recruitment of health care personnel. On 20 May 2010, the WHO approved a code of conduct “to curb aggressive recruitment of health personnel from poor countries to rich countries.” In the coming years, Cordaid will continue to work with Wemos in various countries to create monitoring structures for this code.

In early 2009, Cordaid and the Royal Netherlands Institution for the Tropics released a joint publication (*Quest for Quality...*) highlighting stories of the personnel crisis and suggesting practicable solutions. Quest for Quality was presented at a number of forums. Distribution of the publi-

cation continued in 2010, with an appendix of guidelines for using the HRH cases.

Over the 2007-2010 period, Cordaid contributed to increasing educational capacity by building accommodations and facilities and launching new educational programmes. Almost 12,000 people received this training, nearly double the target number.

Tanzania has a shortage of over 90,000 health care workers. The ecumenical Christian Social Services Commission (CSSC) manages three university educational institutions and 40 programmes for lower and middle management. In 2010, Cordaid provided a contribution that will allow the CSSC to increase its capacity in these programmes to 1,850 students and 30 instructors.

Programme-based approach on Performance-Based Financing (PBF)

PBF is based on the idea that health care centres such as hospitals should not be paid according to their infrastructure and capacity (such as number of beds and doctors) but according to their output (number of patients treated, number of births, etc.). It also includes differentiated remuneration arrangements such as higher fees for patients in remote areas. On 1 January 2010, a new major (€3.9 million) multi-country programme co-funded by the EU was launched. This programme focuses on further knowledge exchange in the Democratic Republic of Congo, the Central African Republic, Cameroon, Zambia, Tanzania and Burundi.

On 9 February 2010, the Congolese Ministry of Health approached Cordaid for more cooperation on PBF as a model

for the country’s national health care. In September 2010, Cordaid was asked by the World Bank to develop a PBF plan for rural health care in Zimbabwe. Additionally, the WHO, the EU, the Global Fund and the African Development Bank have shown interest in the concept and acknowledged Cordaid’s expertise.

Cordaid is sharing its experiences in a number of ways. The Cordaid partner website features a PBF “room” with instruments, survey reports and evaluations of PBF projects. In the reporting year, the open Multi-Country PBF Network launched in seven countries, offering a platform to promote the exchange of experiences and knowledge development. In addition, a number of pilots were launched to establish PBF at the local level and link PBF to health insurance. Further, an information film on PBF was commissioned to show the concept’s central principles and potential pitfalls; this film will show that PBF consists of a cohesive package of management measures, accounting, transparency, and client participation. The target group of the film will be participants in PBF courses (generally held twice a year in French and English), partners, networks, national policymakers and donors.

In the years 2007-2010, PBF will cover a care area of over 10 million people.

Programme-based approach and fighting maternal mortality

Cordaid is participating in the Meshwork for Improving Maternal Health, a Dutch platform consisting of national NGOs, pharmaceutical companies, semi-governmental institutions, academics, professional associations and interest groups, and which is being underwritten by Cordaid. With its governmental funding of over €4 million, it is implementing projects for training midwives, exchanging experiences and documenting/publishing lessons learned, and raising awareness of maternal mortality in the Netherlands and other countries.

For better maternal care in Sierra Leone and Afghanistan, exchange between teaching institutions in the Netherlands and Sierra Leone is being set into motion. In one example, 25 midwives from Sierra Leone are being put together with 25 midwives in the Netherlands for a three-year programme of sharing experiences. In Sierra Leone, the KIT is researching best practices on maternal health in cooperation with TNO-Netherlands and the University of Sierra Leone; the midwives' association is receiving the support of other groups, such as the International Confederation of Midwives.

Investments in better care for mother and child are being made in other countries as well. Over the 2007-2010 period, Cordaid support helped enable over a million births to be supervised by trained personnel.

Programme-based approach in Zambia

In Zambia, Cordaid focused on making connections on theme such as sustainable financing, improved management, the personnel crisis, and home care. Cordaid also created links between the national/sub-national, regional/sub-regional and global level for purposes such as lobbying and exchanging experiences and best practices.

In 2008, there was an evaluation and roundtable conference with partners and other stakeholders on PBF, which led to consultation between partners, the Zambian Ministry of Health and the World Bank, which requested Cordaid's assistance in the further development of a national PBF model. Since 2009, Zambia has been one of the seven countries involved in a Cordaid programme for linking & learning on the subject of PBF. One way this is being pursued in Zambia is through two pilot projects, one funded by the EU and one funded by Cordaid. The Ministry of Health has since started its own PBF pilot in nine districts, with World Bank funding. Cordaid works closely with the World Bank, through regular contact and coordination; knowledge and experience is shared, and monitoring ensures that there is no geographic overlap and the PBF pilots are conducted in accordance with the same system. Cordaid has been invited by the Ministry of Health to hold a seat on a Technical Working Group for PBF. Efforts are also being made to achieve synergy in the public and private PBF initiatives.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of health care institutions with improved services for poor population groups	900		1,196,000	116
Number of people trained for health care	3,700	43	874,000	194
Number of people with qualitatively better and better accessible health care	3,800,000	58	3,216,000	172
Number of people reached with alternative health care financing	4,000,000	55	4,423,000	526
Number of institutions offering family planning	250		623,000	557
Number of organisations involving the community in health care activities	110		2,161,000	227
Number of new partner relationships in care sector	230		3,750,000	417
Number of local organisations active in lobbying	80		1,236,000	1,500
Number of lobbying activities directed towards governments and institutions	60		1,469,000	391

Notes:

The cumulative contributions demonstrate that the programme has in many areas already exceeded its goals, both in terms of number of people reached and the reinforcement of organisations/institutions and the lobby. Ample additional funding for PBF has significantly increased the number of persons reached through alternative financing models. The higher number of health care institutions with family planning services can be attributed to the push made in this area. The programme-based approach on issues such as PBF, HRH and combating maternal mortality has generated more cooperation and lobbying actions. This last required comparatively little in terms of financial resources, so that the efforts in societal reconstruction/policy development came out at a multi-year average of 35% (as compared to a target of 60%); the additional financing also contributed to a higher result in direct poverty fighting.

Capacity building

In 2006, in cooperation with the diocese of Bukavu, Cordaid introduced PBF in South Kivu, Democratic Republic of Congo. The successes have convinced the provincial authorities and international donors of the value of PBF, but the roll-out of PBF across the entire province will still require an increase in the capacity for dealing with this funding tool. This is why Cordaid provided the Catholic University of Bukavu with the resources to develop a “Results-Oriented Health Care Financing” programme. The Catholic University of Bukavu enrolls 1,500 students and has a number of affiliated research centres and technical schools. The programme takes 20 students per year; the target group is experienced staff employees from the public sector and NGOs.

Results of Performance Based Financing (PBF) in Cameroon

The basic concept of PBF is that care institutions are only paid when they successfully achieve predetermined results. This approach works in Cameroon. There are now more local health care centres with a wider variety of services. They have treated 85,000 additional patients in the past year, and the number of follow-up treatments has risen. The degree of vaccination among children and pregnant women has increased and the average price of medical treatment has fallen. This success has not gone unnoticed by the government of Cameroon, which has asked Cordaid to implement PBF across the entire eastern region of the country.

Innovation

In rural Tanzania, most hospitals struggle with a shortage of doctors, and personnel are often undertrained. In 2008, the Telemedicine project was launched with the support of Cordaid and the International Institute for Communication and Development. This project offers doctors a way to present medical problems to specialists. The network now numbers 33 specialists all over the world. All questions and recommendations are entered into a database that doctors in remote areas can use to increase their knowledge. Since 2008, 43 hospitals in Tanzania have availed themselves of telemedicine to discuss a total of approximately 500 medical cases.

Lobbying

Cordaid devotes attention to partners' lobbying on their own national HRH policies and, following on from these, pursues its own lobbying at the international level and in cooperation with Medicus Mundi Internationalis, Wemos and Oxfam Novib. The core message of the lobbying concerned counteracting the brain drain and generating more resources for HRH measures. Cordaid partners with two regional networks (Regional Network on Equity in Health-Equinet and SANNAM, a network of national organisations of nurses/midwives in 15 countries in southern Africa) lobbying on a number of issues including more direction under the African Union. Cordaid partners with the global People's Health Movement network on lobbying the WHO for implementation of the Code of Conduct for regulating the recruitment of health care personnel from Southern countries.

Results of lobbying in Malawi

Malawi has one doctor and 60 nurses for every 100,000 inhabitants. In view of this situation, in 2004-2009 donors backed an educational programme for training health care personnel. When this programme ended, the government decided to revoke its support, and immediately thereafter the number of nursing students plummeted by 87%. A coalition of social organisations that came together with Cordaid support launched a campaign on this in an attempt to induce the Malawian government to change its mind about the decision to cut the programme's funding. In part due to the actions of the coalition, the government decided to once again set aside funding for the nursing programme in 2011.

Linking & Learning (LL)

Cordaid participated in the Dutch Health Insurance Platform for the Poor; in 2010, Cordaid contributed to a study of M&E tools. The tool selected was then tested in Cameroon and adapted; it represents an important step forward, in that it allows health care insurance programmes to be better compared against each other.

Cordaid also facilitated the posting of a specialist from the Institute of Tropical Medicine in Antwerp to Uganda for the development of a high-level course in health insurance management; this course has since been accredited by the Ugandan government.

In March 2010, Cordaid organised a conference with the KIT, the WHO, and the International Council of Nurses, entitled "Responsible governance for improved HRH: making the right choices." In it, Cordaid was responsible for three sessions on NGO participation in policymaking and implementation. Sixteen partners from six countries and three regional/global networks participated.

With a view to the participation of NGOs in HRH policy processes, Cordaid and KIT collaborated in setting up a learning process designed to strengthen partners in this respect using cases. The cases were compiled into a publication.

Sexual and reproductive health and rights

In 2010, Cordaid renewed its position in regard to sexual and reproductive health, in part following on from a study in 3 countries of the practices surrounding sexual and reproductive health in Catholic health care centres. The core theme is informed decision-making, i.e. the process by which people make their own choices based on their own personal situation and environment, and take responsibility on issues relating to their sexual and reproductive health. Projects in the area of sexual and reproductive health are intended to contribute to informed decision making. With partner organisations, commitments to strengthen this process in practice are made.

The Forum for African Women Educationalists in Malawi has the goal of reducing teen pregnancies and **maternal mortality** among schoolgirls using evidence-based interventions. The group is doing this based in part on research among 128 schools to gain more insight into the backgrounds, extent and causes of the problem.

The College of Medicine in Malawi, a teaching institution, conducts a midwives' programme in over 250 villages. After 5 years, the maternal mortality rate in the region decreased by nearly 75%. The area serves as a pilot; the experiences are an input for policy development, lobbying and knowledge development. A partner in the pilot is the University of Groningen; the cooperation resulted in papers on the community-based approach followed, the use of bicycle ambulances and best practices. To share the

successes and lessons learned, meetings were organised with communities, health care providers and policy-makers.

Partnerships

Cordaid has signed a two-year contract with the Dutch embassy for improving health care (and education) in south Kivu; the target group is nearly 800,000 people. Capacity building with the responsible government services is also a subject of the project. For Cordaid, the project is a first step towards operating from a more conflict transformation-oriented perspective. The following activities are

Access to Medicine Index

American pharmaceutical companies are becoming increasingly concerned with helping the world's poorest to obtain medicines. They are gradually closing the gap with their European counterparts in this area. This is seen in the Access to Medicine Index (ATM), recently published for the second time. The ATM index is an incentive for companies to invest in medicines for the third world. For some time, Glaxo has had a plant in Madrid fully engaged in researching diseases in developing countries. Merck is to follow this example with a new plant in India, and Pfizer, the world's largest drug manufacturer, is reducing the prices of its AIDS drugs. Initially, the ATM index was fully financed by Oxfam Novib, ICCO, Hivos and Cordaid, but now it obtains the bulk of its income from the Dutch and British governments and the Bill & Melinda Gates Foundation.

planned: restoration of thirty health care centres, thirty schools, and bridges and roads; additional training of medical personnel and training of medical management; formation of health committees for verification of results, conduct of satisfaction survey, etc.; and strengthening of management capacity of public and private structures for health care.

Cordaid works with Dutch organisations to transfer specialised medical knowledge to Southern partners. Usually, these organisations cover a portion of the costs, and Cordaid finances the remainder.

The **Kilimanjaro Foundation**, a doctors' organisation, holds workshops twice per year for Tanzanian doctors on the use of ultrasound imaging for early detection of high-risk births. The contribution also includes acquisition of equipment. Gynaecological cancer has a high incidence in Indonesia. In the **Dutch School of Gynaecologic Oncology**, doctors collaborate in delivering the training required to become a gynaecological oncologist. In 2011-2012, 400 Indonesian doctors received this specialised course.

4.7. Care for vulnerable groups

Key figures

- The programme was active in Africa (4 countries) and Asia (3 countries)
- 33 partners (year's end 2010)
- €5.4 million spent in 2010
- 60 contributions assigned for partners/projects
- Reaching 188,000 people
- 138 projects in implementation at end of 2010

Introduction

The programme is working on building a social and political base for establishing and implementing systems of care and socio-economic security for the most vulnerable groups in society, such as children, people with disabilities, the elderly and the chronic poor. The interventions are geared towards increasing self-sufficiency and the level of organisation of these groups, with girls and women being the subject of special attention.

Vulnerable groups must know their rights before they can be in a position to stand up for them. This requires that the disabled and the elderly organise in self-help groups and regional/national federations that serve as a channel for policy influencing. Partnership within platforms can enable vulnerable groups to know and demand their rights, so they can have access to aid, health care and income (through government programmes and other sources) and enjoy their legal protections.

Cordaid is working towards better relief and care of street children and other disadvantaged children and the disabled. Towards this end, Cordaid has developed sustainable and affordable alternatives, such as non-institutional care for children, community-based rehabilitation for people with disabilities, and family-based care for children who have to make do without parental care. These forms of care are designed to connect with the existing facilities available within the community or offered by the local government. Increasingly, connections are sought with home care programmes. Though these were originally set up for people with HIV/AIDS, they are now more and more geared for people with chronic conditions and people needing assistance in general, such as the elderly and families/individuals dealing with a disability.

Programme-based approach in India

Although India has social protection schemes for the elderly, people with disabilities and the unemployed, the target group is most often unaware of them or excluded from participation in them due to the level of bureaucracy. Since 2007, Cordaid and its partners have been working to improve access to these facilities. Exchanges and cooperation between partners were promoted; governmental policy and budget expenditures were closely monitored. Cordaid worked with community organisations, clinics, government institutions and judicial/police services; companies were called to account on their social responsibility. International organisations like Unicef, as well as academic institutions, were also involved.

For the *elderly*, Cordaid focused on improving access to health care, with extra attention to palliative care. Retirement facilities in India are still minimal, which is why Cordaid supported opportunities for improving income (using financial instruments such as micro-credit). The elderly were organised into self-help groups and federations in order to be heard and to give them an influence in policy and its implementation.

Partners with a focus on *children* (including street children) provided for temporary or permanent placement of children and tracing runaways, while working in communities to create better social safety nets. Don Bosco Youth At Risk administers an online database for missing and found children, and this database is getting more and more attention; the software developed for it is now also being used by the police in a few Indian states. In 2010, 33,000 orphaned children were registered, of which nearly 20,000 have now been reunited with their families.

A majority of the disability partners combines the community-based rehabilitation of children with a legal approach. With Action Aid India, Cordaid worked in advocacy and lobbying; organisations such as Unnati and the Business & Community Foundation (BCF) focus on mainstreaming and the involvement of stakeholders such as industry partners and city planners in improving the situation of children and the disabled.

More attention was given to the financial independence of partners. In management studies, attention was given to local fundraising. Additionally, local fundraising initiatives were promoted and a publication with practical examples and tips for fundraising is in the works.

Programme-based approach in Africa

In Africa, social protection (SP) is gaining ground. Recently, the African Union called upon the member states to develop SP strategies using the “Livingstone Call for Action” model, with advising and support by Cordaid’s British partner HelpAge International. Social organisations make up the Cordaid-supported African Platform for Social Protection (APSP), which is working in a large number of countries to create a social security system. APSP offers capacity building to networks and national platforms. In 2010, APSP also continued lobbying the African Union. This involved a study of the existing social protection schemes in Kenya, Ghana and Rwanda. The results were presented during a minister-level meeting of the African Union in November. Along with supporting APSP, Cordaid is also contributing to projects and lobbying processes of partners in Sierra Leone, Cameroon, Tanzania and Uganda.

In 2010, thanks in part to Cordaid, **Cameroon** instituted a

national SP platform with the object of creating adequate legislation on the rights of the elderly, people with HIV/AIDS and/or with a handicap, and vulnerable children. The platform maintains relationships with the Cameroonian government as well as international contacts (through its participation in APSP). Exchange of knowledge and experiences is one important objective of this platform. Cordaid has a connecting role, particularly in regard to the participation and contribution of social and special interest organisations.

In **Tanzania**, Cordaid and *HelpAge International* developed a national platform for social security. The platform was set up in August 2010; since then it has focused its lobbying on the introduction of social pensions in three districts. Implementation is expected to start in 2011.

In parts of **Uganda**, the government has already started implementation of a programme for monthly benefit payments to vulnerable families. In the poorer north of Uganda, HelpAge International is working on empowering interest groups for the elderly to join this programme at the national level.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of disabled with better access to care and participation in society	19,000	50	714,000	327
Number of children in risk situations with better access to care and participation in society	84,000	44	2,199,000	140
Number of long-term poor with better access to care and participation in economic/social activities	85,000	51	968,000	151
Number of organisations of MMCs (Most Marginalised Citizens) established/strengthened	1,250		1,345,000	195
Number of partners involving other actors in the improvement of the position of MMCs	200		645,000	219
Number of organisations actively influencing policy	75		917,000	214

Notes:

In 2010, Cordaid expanded its scope of improving the situation of children and the chronic poor, and invested in organisations helping marginalised groups to stand up for their rights. Cordaid support helped partners and organisations in policy influencing and coalition forming gain a better position. Across the board, the targets were met and exceeded. On average, there were more women reached than men, apart from in the children target group (because in this target group, boys tend to be exposed to risk situations earlier and more often). The goal was to hit a percentage of 60% in societal reconstruction/policy influencing; although results improved from 2007 on, the multi-year average remained stuck at 48%.

Capacity building

Cordaid works with the Uganda Reach the Aged Association, a network of 80 community organisations of and for the elderly, with the objective of raising awareness of the situation and rights of the elderly and offering elderly support and assistance through its member organisations. In 2009, Cordaid financed an assessment of the organisation; in 2010, HelpAge International assessed the institutional aspects of the organisation. Both assessments revealed the need for further capacity building in the areas of management, strategy development and fundraising. This is being addressed in a two-year project.

Innovation

Estimates of the number of blind-and-deaf and “multi-sensory impaired” children in **India** total some one half million. There are no courses of any kind available for the parents of these children. Partner Sense India and the University of Lucknow are developing a course that is to be included in the curriculum of the university. The course will cover the needs of the child, skills required to stimulate development, and the rights of parents of children with a special handicap. A Dutch knowledge institution, Kentalis, is involved in this project.

Children’s hotline Sierra Leone

Teen pregnancies, child labour, trafficking in children, sexual abuse, unemployment: these are problems that so many young people have to face in one way or another. In some cases, the problems are so severe that the youth are unable to escape from them on their own. No one to talk to, no one to help. Partner organisation Don Bosco Fambul hit on the idea of setting up a national hotline, a free telephone number that children and young people can call anytime, day or night. Social workers, attorneys and nursing professionals are available 24 hours per day to talk to and to go to for practical advice. The initiative is made possible in part by telecommunications company Comium, a partner of Don Bosco Fambul.

Fighting child abuse in the Philippines

In 2007-2010, Cordaid supported 12 partners active in relief for sexually abused children, child protection in 40 districts, and information both in and outside of schools on sexual health and rights. Together, the partners have campaigned against sexual abuse of children and for the rights of the child; they organise a number of activities each year, such as the “Week against child sex abuse.” Partner CPTCSA (Center for the Prevention and Treatment of Child Sexual Abuse) and the Ministry of Education have developed a teaching package for “Personal Security”; the government has now contracted CPTCSA to introduce the package on a broad scale. Partner Sac Legazpi supports community child protection committees; the organisation has been able to withdraw from six regions because the community and local

authorities can now guarantee care and prevention. A total of 60 committees have been set up and supported. In Philippine society, sexuality is a topic heavily laden with taboos. Because of this, Cordaid and its partners are in continuous dialogue on the use of modern contraceptives and sexual information and education. These efforts are making more and more organisations understand that people are entitled to the right information to allow them to make a properly considered choice. Partners have also successfully involved local administration, police and the judiciary in their work. Sustainability is an issue that demands special attention, so in the coming years donor diversification and private fundraising will be points of focus.

Partnerships

In 2010, Cordaid once again participated in the EU-sponsored Age Demands Action campaign, an international initiative coordinated by **HelpAge International** in partnership with five European partners, including Cordaid. Cordaid is responsible for the performance of the campaign in the Netherlands, and in this is working with the national association for the elderly, social assistance organisations in the Netherlands, and others. On the International Day for Older Persons, twenty “social restaurants” (with a total of some 1,200 guests) raised awareness of the situation of the elderly worldwide in talks and video presentations.

Since 1999, Cordaid has been working with the Ineke Feitz Stichting (IFS), a Dutch foundation working for children who do not get the attention and help they need in standard educational programmes. For the 2007-2010 period, Cordaid and IFS focused on India (rural children with disabilities) and the Philippines (sexually abused children). A new €1 million per year contract has been signed for the coming five years. In view of India’s status as a transition country, the IFS programme is gradually being transferred/spun off as an independent programme, to be replaced by Cameroon. The activities in the Philippines are being continued.

4.8. HIV/AIDS

Key figures

- The programme was active in Africa (4 countries) and Asia (2 countries)
- 43 partners (year's end 2010)
- €11.2 million spent in 2010
- 34 contributions assigned for partners/projects
- Reaching 948,000 people
- 76 projects in implementation at end of 2010

Introduction

Today, some 33 million people are living with HIV. Despite every effort, the decline in new infections has remained limited, particularly in Sub-Saharan Africa. The number of people being treated has gone up dramatically, though there are so many who are still left behind. In the Democratic Republic of Congo, for example, only 12% of those with HIV/AIDS have access to AIDS medicines; with its partners, Cordaid is now treating over 7,000 in that country (up from 400 at the beginning of 2007).

In the first years of the strategy period, the focus of attention was the physical and social/spiritual needs of people with HIV/AIDS. Thanks in part to the growing availability of medicines, focus has shifted to counselling, reintegration, and fighting the stigma of the disease. Cordaid was also fairly quick to move into working towards integrating HIV/AIDS into the mainstream health care sector. Cordaid engaged in the discussion of disease-specific programmes vs. strengthening the health care system as a whole, and

supported horizontally operating health care partners in obtaining vertical (HIV/AIDS) financing. For Cordaid, performance-based financing is an important tool for achieving harmonisation and integration of funds.

In Africa, Cordaid supported primarily faith-based partners active with tens of thousands of volunteers in the home care of AIDS patients and AIDS orphans. Cordaid is supporting more and more initiatives for the reintegration of ARV patients into economic life.

The goal of the dialogue with the church in Africa is to make the topic of sexuality something that can be discussed within the church, and to fight the stigmatisation of people with HIV/AIDS. In performance of our policy on sexual and reproductive rights, from now on the condition of complete information on these rights and, where necessary, appropriate references, will be included in the contracts with faith-based partners.

The programme-based approach and home care (Malawi)

Cordaid supports home care programmes in five African and two Asian countries, with two more African countries to be added in 2011-2015. In the first years, the focus was primarily on alleviating primary suffering while building home structures at the community level in which volunteers (generally women) played a central role. Gradually, HIV/AIDS prevention and the care for orphans and vulnerable children (OVCs), the elderly, and other chronic diseases were added.

The guiding principle was the development of care structures at the municipal level; this entailed a recognition of the role of home care volunteers, their professional training and partnership with hospitals, health care centres and local authorities, and participation in decision-making processes and fund management.

In the years 2006-2010, in a number of international events (such as the AIDS conferences in Mexico City in 2008 and Vienna in 2010), Cordaid successfully partnered with HelpAge International, the Huairou Commission and VSO International on policy influencing. This partnership led to the foundation of the Caregivers Action Alliance (CAA), which seeks recognition of home care as a means in the battle against AIDS.

A 2008 workshop with partners in Malawi led to national lobbying plans for South Africa, Malawi, Ethiopia, Cameroon, Zambia and the Democratic Republic of Congo. In 2010, Cordaid and its partners also invested in lower-level lobbying.

In **Malawi**, the government is open to cooperation with social organisations. At Cordaid's initiative, the major stakeholders met in 2010 to discuss the findings of the home care mapping previously conducted at Cordaid's behest. The meeting led to the foundation of a national home care alliance of service-providing organisations, special interest organisations of PLWAs, the elderly and others, and universities and government services. The lobby for recognition of home care was successful: since 2008, the Ministry of Health Care has been financing community nurses. In 2010, the Alliance contributed to strengthening the national home care guidelines.

Further, Cordaid strengthened and financed home care programmes in four diocese and organisations representing OVCs and women with HIV. Official organisations emerged from home care groups, and these were successful in obtaining government funding.

In 2010, a new step was taken towards the introduction of PBF, in the form of funding on the basis of objective and contractually established results, in home care with four diocesan partners. A consultancy group with public health care experience is providing for the capacity building and supervision of the parties involved (home care groups, diocesan health care centres, district authorities, health care institutions, the Episcopal Conference of Malawi and the Ministry of Health).

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of AIDS orphans/people with HIV/AIDS with access to care or home care	9,000	54	479,000	57
Number of people with knowledge of HIV/AIDS and/or access to preventive resources	926,000	53	1,018,000	20
Number of people with HIV/AIDS with access to activities that increase their life security	13,000	36	611,000	36
Number of volunteers for home care and HIV/AIDS-related prevention	9,000	49	953,000	152
Number of partnerships for fighting HIV/AIDS	55		1,067,000	420
Number of partner organisations with active lobbying activities	40		405,000	323

Notes:

Information/prevention activities are in most cases wide scope in nature, through the media. But this in itself does not mean behavioural change; consequently, not everyone reached by the information is counted. Efforts on life security have been redoubled, but the target proves difficult to meet because the projects often have a limited target group, due to the intensive supervision required. 26-57% of the targets have been met; this is in part attributable to the actions of other financiers (such as financiers for the supply of medicines), allowing Cordaid to concentrate more on capacity building, promoting partnerships and lobbying. This is also why the societal reconstruction and policy influencing came out at 44%, or four per cent above target. The gender percentages fluctuated to some extent over the years of the strategy period, but were still largely within the range of 50-60% women.

Capacity building

Cordaid supports the **Ethiopian** Network of South Region Associations of HIV Positive People, which is made up of 57 associations with a total of approximately 7,000 members. 23 associations are in areas that are not easily accessible, which is why the network wants to open three branch offices. For this project, 140 people with HIV/AIDS are being trained and further assisted in the technical sense. A PR employee is being appointed, and trainings will be held for leaders of 30 associations. Leaders with HIV/AIDS are also being supported.

Innovation

Young people are difficult to reach with traditional HIV/AIDS information campaigns. To address this, the project Scénarios d’Afrique has been created to pursue a different angle: a competition. It invites schoolchildren in the **Democratic Republic of Congo** to submit a film script on the HIV/AIDS issue. Financing and implementation are being provided by Cordaid, Global Dialogues and Foundation Femme Plus. The winners will have their scripts produced; the final product will be made available on DVD, in multiple local languages, for new campaigns. The competition also provides teachers with jumping-off points to start discussing AIDS in their schools.

Lobbying

A decision to lobby jointly on home care and home caregivers was one result of a partner meeting at the end of 2008. But to act on this requires evidence-based information. Starting at the end of 2009 and continuing into 2010, Cordaid conducted mappings in eight African countries to get this information. This was followed and will continue to be followed by national meetings, and may ultimately lead to the foundation of a national home care alliance. Some initial commitments on this have already been made in Malawi and Zambia. In the medium term, the goal is to establish a stronger link between the international lobby and the partners’ national lobbying work. With the support

of partner organisation the Huairou Commission, Cordaid is working to create grassroots home care alliances; pilots in Malawi and Zambia are already on track.

Last year, the international partnership took shape in the Caregivers Action Alliance. In 2010, the alliance evolved into a network, so in May 2010 the Caregivers Action Network (CAN) was launched. Right now, CAN sends its circulars/news to over 500 members. CAN is currently contributing to UNAIDS and WHO policy documents, and its contributions have been very positively acknowledged by those organisations.

CAN organised sessions on home care strategies for the AIDS conference in Vienna. CAN was also successful in organising an initial plenary session on care and support. In Vienna, Cordaid facilitated the presentations of 11 partners.

Linking & learning

Cordaid's programme on HIV/AIDS was evaluated in 2010. Although the final report will only become available in 2011, a number of preliminary conclusions can already be drawn.

Relevance is qualified as high: the programme corresponds to national government plans; local leaders are among those consulted for the selection of target groups. For people with HIV/AIDS, AIDS orphans and vulnerable children, the projects are extremely relevant. The partners appreciated Cordaid as a donor allowing innovative working methods and flexibility.

Efficiency and effectiveness were rated lower. Improvements here will require monitoring systems that can offer

insight into penetration, and good supervision with attention to both quantitative and qualitative aspects. The technical capacities of implementing organisations for prevention, care and impact mitigation must also be regularly evaluated.

At the end of March, some 40 religious leaders of all denominations, from all over the world, met in the Netherlands to talk about discrimination and exclusion of people with HIV/AIDS. This event was the first of its kind, and was organised by Cordaid and the Ecumenical Advocacy Alliance. The idea for this meeting emerged from the 2008 AIDS conference. This **High Level Religious Leader** meeting was held with the Ministry of Foreign Affairs as co-organiser and financier.

Catholics, protestants, Jews, Baha'i, Buddhist monks, Hindu, imams and one Sikh met with representatives of UNAIDS, UNFPA, the Global Fund and other organisations on the treatment of people with HIV/AIDS, and in their discussions did not shy away from subjects such as homosexuality and condom use. At the end of the meeting, the participants produced a declaration expressing the will to fight discrimination against people with HIV/AIDS and fighting the spread of the virus from mother to child. The meeting was covered extensively in foreign media.

The religious leaders departed with the task of further propagating the message of tolerance in their own faith communities and countries, and to exchange ideas on the often difficult balance between the ethics of their faith on HIV/AIDS and the everyday reality.

The results of the conference were also presented at the AIDS conference in Vienna.

An important papal decree

Cordaid welcomes Pope Benedict's edict that the use of condoms can be justified in some cases. As a Catholic development agency, Cordaid has long maintained that individuals must be able to protect themselves against HIV/the AIDS virus based on balanced information. Many African partners likewise follow this policy out of genuine concern for the preservation of human life and human dignity. These partners ensure that balanced information on HIV/AIDS is provided, and information on condoms is a part of that. Condoms make an essential contribution to the prevention of AIDS; this is a fact, as is the statement that condoms are not the sole key to solving the AIDS problem. The causes of AIDS in a continent like Africa are too complicated to be solved by turning to a one-dimensional solution. The strict interpretation of Roman Catholic doctrine adhered to thus far has led to a conflict between the church's position and the reality on the ground. This is why Cordaid and our partners see Pope Benedict's edict as a strong vote of confidence.

Partnerships

After a preparation period of 20 months, Cordaid signed a contract with the **Global Fund** for an AIDS programme in the Democratic Republic of Congo. This is the first time that Cordaid is acting as main contractant for the Global Fund. Initially, the contract will be a two-year contract at five million euro per year, with an option for a further three

years. As main contractant, Cordaid is responsible for the activities in over 90 health care zones in six provinces. Cordaid works with nine local organisations selected via a tendering process (three-quarters of these were already Cordaid partners). With its strategy of capacity building and support, Cordaid intends to put these partners in a position to take over its role as main contractant in a number of years.

Voting on Cordaid's awards for fighting HIV/AIDS

On World Aids Day (1 December), Cordaid presented its third annual awards for valuable initiatives in the fight against HIV/AIDS. Once again this year, the awards were presented by the Dutch government's AIDS ambassador. Cordaid received nearly 70 submissions from 25 countries. An international panel of experts selected the Ntankah Village Women Common Initiative Group (NVWCIG) and *Cameroon Baptist Convention Health Board* (CBCHB), both from Cameroon, as winners of the awards and the accompanying €10,000 cash prize. NVWCIG highly values gender equality, women's leadership and women's rights. The women of Ntankah offer home care to 5,000 people with HIV/AIDS, 8,000 orphans and 2,000 single widows. The organisation provides training for home caregivers and sets up mobile

clinics to reach isolated people living with HIV/AIDS. For a decade, CBCHB has been fighting for reproductive health care and prevention of mother-child transmission. The group is second only to the government as the biggest service provider of sexual and reproductive care. In 2007, CBCHB launched a separate health care programme for women. Since then, over half a million pregnant women have been tested for HIV, and over 80 community groups (with more than 3,000 members) for people with HIV/AIDS have been set up. CBCHB involves HIV-infected women and girls in its activities and engages them as activists. The group also promotes participation of men and boys through its Men as Partners programme.

Results of a South African lobby

The Alliance for Children's Entitlement to Social Security (ACCESS) is a South African lobbying alliance consisting of over 1,300 organisations striving for a social security system. In 2009, Cordaid financed the lobby for expanding the Child Support Grant (CSG) from 15 to 18 years of age. In the reporting year, an external evaluation was used to assess the lobby's success. The results showed that:

"In general, the evaluation found that the campaign was highly influential in the drive to extend the CSG and without ACCESS-members leading the fight and keeping the issue alive, there would have been little political will to extend the grant beyond aged 15." Initial figures are quite promising: there has been a 30% increase in intake into the Child Support Grant, and 60% more birth registrations (which is a requirement for access to the CSG).

4.9. Small producers

Key figures

- The programme was active in Africa (7 countries), Asia (4 countries) and Latin America (3 countries)
- 108 partners (year's end 2010)
- €12.3 million spent in 2010
- 81 contributions assigned for partners/projects
- Reaching 307,000 people
- 335 projects in implementation at end of 2010

Introduction

The programme is intended to improve the position of small rural producers, with extra attention to women. Climate change and the growing need for land, water and other resources are a threat to agricultural production and food security. For many small producers, joining local markets and markets in neighbouring countries offers good prospects.

The preceding period was principally dedicated to the development of the strategy from market access to a chain-oriented approach with the object of strengthening the position of small producers in value chains. The programme has moved to devoting more attention to “farming as a business,” strengthening producer organisations, increasing their negotiating capacity and cooperation with other chain actors. Cordaid also supported the processors, dealers, operational consulting services and financial service providers. In a number of countries, Cordaid contributed to multi-stakeholder

partnerships. Sustainability has taken on an important position within policy, project evaluation and knowledge development. Additionally, there has been increased focus on content in the programme, and programmes have been phased out in five countries.

In the years 2007-2010, multiple risk factors manifested themselves. International competition and free trade agreements cut small rural producers' chances on the market. This is why Cordaid will be focusing more on chains of local produce (both food and non-food) and local markets. In recent years, Cordaid and partners have also been lobbying for changes in the international and national agriculture and trading policies to benefit small farmers.

The deterioration or threat of deterioration of the position of women prompted Cordaid to sharpen its gender policy: chain analyses had to be gender sensitive, and interventions that have a negative impact on the position of women were not funded, while interventions contributing to the empowerment of women in chains were given priority.

The shortage of credit prompted Cordaid to give priority to support of rural credit institutions, the development of financial products for agriculture, and funds for loans to small local operations. In one example, in Zambia Cordaid organised a workshop on chain financing with actors from the honey chain, with the goal of generating interest on the part of financial service providers for the financing of beehives and honey-based businesses; this initiative was followed in other countries and other chains. Funds were also set up (in part) for small businesses (Pymecapital, AgriFund, InReturn, Rabo Rural Fund).

In the face of rising incidence of HIV and AIDS, partners in Ethiopia, Uganda, Tanzania, Sierra Leone and Malawi participated in HIV/AIDS mainstreaming processes. In India and Vietnam, 19 partners participated in a project for the development of HIV/AIDS workplace policies.

Natural disasters can set back the economic development of a place by years in the blink of an eye. With this in mind, a cooperative project with the Disaster Prevention programme was launched based on the concept of making specially tailored financial products available to victims of natural disasters.

The programme-based approach and policy influencing (GRASP)

At the end of 2010, the Global and Regional Advocacy on Small Producers (GRASP), founded by Cordaid in 2007, united Cordaid and 13 partners from six African countries for lobbying on agriculture, food security, land rights and biofuels. This included working with African research institutes such as the Sokoine Agriculture University in Tanzania and the Bunda Agriculture University in Malawi. African partners are being supported in their lobbying and advocacy capacities. Small farmers are being supported in the lobbying of their own governments, and also being engaged in the GRASP lobby; the focus is increasingly being shifted to small and medium-sized businesses. In the last year, the central focus of the monitoring and lobbying was the Maputo Declaration, the commitment on the part of African governments to increase their agricultural investments to a minimum of 10% of GNP. Cordaid supported this lobby in the Netherlands and Europe. Originally launched as a lobbying platform, GRASP is gradually making more space for linking & learning; experiences and lessons learned are being shared. At the international level, partners include Cidse, with which cooperation with businesses in six African countries is currently being investigated. For the coming years, GRASP has chain regulation on the agenda, specifically the transparency and democratic decision-making within agricultural chains. Cordaid has the lead in a steering group with five other partners monitoring the activities and drafting work plans.

GRASP was included in a 2009 programme evaluation of

Cordaid's lobby. The evaluation concluded that "...ownership of the platform is increasing, and all GRASP-members, including Cordaid, have become stronger through their participation in GRASP."

The programme-based approach and Non-Timber Forest Products (NTFP)

In cooperation with BothENDS, the production of/trade in of forest products made by indigenous peoples was promoted with the development of high-quality products preserving biodiversity. Particularly for West Kalimantan, Indonesia, it was important to demonstrate that there are alternatives for the looming monoculture of the oil palm. The power of the programme lies primarily in the cooperation with the NTFP Exchange programme, a network of 40 NGOs and basic organisations in India, Indonesia, Cambodia, Malaysia, Vietnam and the Philippines. The objectives include the protection and management of forest, land rights, income security, and advancement of small-scale entrepreneurship. The Cordaid programme maintains contacts with universities and knowledge institutions and seeks cooperation with businesses (in products such as rubber, herbs & spices, rattan, etc.). Indigenous peoples are supported with networks, capacity building, knowledge acquisition and the introduction of new products. At the national and international (World Bank) level, attention is focused on the impact of large-scale exploitation of forest areas and the significance of NTFPs for the native population. In 2010, the options for expanding the programme to northeastern India were examined in an exploratory study.

The results of the NTFP programme are clear: 96 community businesses established with immediate access to 6,400 producers, 51% of which are women. The individual revenues were increased by a factor of 1.8 to 5.8. Of the income, 5% goes to the management of natural resources and the community funds. Of course, there are also obstacles and risks: the significant distance to the market, the balance between scaling up production and preservation of natural resources, the large-scale land conversion for agriculture and mining, and the effects of climate change.

The programme-based approach and energy crops/biofuels

Small producers can diversify their income with energy crops while providing for affordable energy for their own community. Cordaid first engaged in this area in 2007, in response to the great interest on the part of our partners. The kick-off was a partner meeting; Cordaid also joined a biomass platform made up of other Dutch environmental and development special interest organisations. Initially, the focus was on knowledge development and building a network in the Netherlands, along with some project financing such as jatropha production. In the area of lobbying (increasing sustainability of palm oil, soya, etc.) Cordaid worked with Dutch organisations Solidaridad and BothENDS.

In Bolivia, a Cordaid-financed study (2010) provided more insight into the use of soya and sugar cane as a food source and potential raw material for the biofuel industry. Bolivian businesses advocate the latter, but the government is not yet a proponent of the biofuel industry. The study ▶

was conducted by AIPE (*Asociación de Instituciones de Promoción y Educación*), a network of 27 NGOs. The results of the study were widely distributed, and Cordaid used them as input for its lobbying.

In early 2010, the partnership plan of organisations including BothENDS, Cordaid and three universities for sustainable biofuel production in West Kalimantan was approved by the Dutch government. The combination of social and geological data plus the partnership between stakeholders from the local to the international levels is intended to result in practical recommendations. A meeting in September generated interest on the part of the district government of Sanggau for an initial pilot.

The programme-based approach through Agri-ProFocus (APF), Uganda

APF unites Dutch organisations active in agriculture/commercial farming. In 2009, after it had become clear that many APF members in Uganda were working in this area, the decision was made to establish APF Uganda. An analysis of the issues facing small farmers was conducted, and this analysis was then discussed in a multi-stakeholder meeting with over 70 Ugandan and Dutch organisations. Based on the result, an agenda was drafted for five areas: financial services, access to market information, strengthening of farmer organisations and agri-chains, and more advantageous limiting conditions and policy environment. The APF network comprises approximately fifty Ugandan/Dutch organisations and some 300 professionals: farmer organisations, business consulting services, research institutions, NGOs, the finan-

cial sector, the public sector, and (to a lesser degree) the private sector.

Working groups for the five priorities were set up. Together with VECO Uganda, Cordaid is the leader on the financial services theme and on market information (together with partner FIT Uganda). For the years 2010-2012, APF Uganda formulated a work plan to which Cordaid is making a financial contribution. Cordaid and VECO Uganda organised a study and regional workshop to survey the accessibility of financial services, and FIT Uganda put on a national symposium for market information with over 200 participants; one result was an underscoring of the need for standardisation.

The programme-based approach through Agri-ProFocus (APF), Zambia

APF Zambia unites development organisations, knowledge institutions and companies on commercial farming issues. In 2008, Cordaid became the lead of the country focus process pushing for proper mutual coordination and synergy. The partners recognise the lack of financial services as a major obstacle. In mutual consultation, the partners outlined a strategy for improved access to financial products (specially tailored where necessary) within five value chains (including the Cordaid-supported honey and cotton sectors). In the Netherlands, Cordaid works with fellow development aid organisations and academic institutions; in Zambia, Cordaid partners with partner organisations, banks and stakeholder businesses. Capacity building for farmer organisations and small and medium-sized enterprises is needed

in order to allow them to qualify for bank credit. Lobbying has to facilitate banking institutions in increasing their awareness of agri-financing. At the end of 2010, there were five completed business plans, three of which were found “bankable” by a panel of Zambian bankers and submitted to local banks. Following from the joint chain analysis, a rice federation was also formed.

Within APF, Cordaid is dedicating efforts to the honey sector, which on the Zambian side is represented by the Zambia Honey Partnership (ZHP). In 2009, APF held a workshop under Cordaid’s leadership, in which beekeepers stated their priorities: financing, market information and strengthening of their organisations. The partners Cordaid works with include three businesses and an association of 10,000 beekeepers. A 2009 evaluation in northwestern Zambia showed that investments can be beneficial to both local beekeepers and businesses, though this will require improvements in the management of producer organisations and the small and medium-sized business sector. Another recommendation concerned the setup of a local loan fund. Cordaid is currently in the process of reviewing this recommendation seriously.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of people with access to inputs/knowledge	154,000	39	4,311,000	81
Number of small producers with improved production (quality/quantity) and increased market revenue	146,000	44	3,383,000	96
Number of producers of non-timber forest products	7,000	55	715,000	104
Number of producer organisations with greater knowledge of products, markets and chains	535		2,549,000	88
Number of producer organisations with relationships within the chain and/or with banks/government	330		1,314,000	215
Number of producer organisations successfully influencing economic or trade policy	80		425,000	212
Number of partners lobbying for strengthening position of small producers	35		518,000	228

Innovation

In 2010, Cordaid and Oxfam Novib financed a chain analysis of rubber production in Kalimantan, focusing on the central question of whether relationships could be established between the European rubber processing industry and small farmers in Kalimantan. Research clearly showed that in view of quality considerations, the rubber was only really workable for tyre manufacturers, but they were not interested in sustainably produced tyres because there is no demand whatsoever for such a product. There were, however, consultations with businesses that were interested in sustainably produced rubber and which manufactured elastic bands, slippers, footballs and condoms, all of which require a high quality rubber. The desired

rubber quality could be produced in Aceh; by studying their example, farmers in Kalimantan will in time be able to enter this market as well.

Effectiveness

Since the end of the 1990s, Cordaid has maintained a relationship with three NGOs in the Southern Highlands of Tanzania, all of which are essentially active in the same area. For several years these three partners have shared a small office (primarily for internet facilities). In 2010, Cordaid's financing contracts with the three organisations came to an end, and the idea of merging the three partners for efficiency reasons was raised. Consultants were engaged to support the process of transitioning into a

Notes:

The strategy is focused on strengthening the position of small producers while retaining food security/purchasing power. Another goal is to create and promote organisations of producers to allow them to work collectively on improving their market position and general welfare. With lobbying, Cordaid contributed to creating a beneficial environment for small producers. In terms of intervention strategies, the efforts in societal reconstruction/policy influencing became more significant from year to year, rising from 41% in 2007 to 51% in 2010 (still short of the target value of 55%). In the first two years, the percentage of women within the target group was below 50%, but by 2009 that percentage was well above it. There was some isolated regression in 2010.

single administrative unit and a single programme. Along with a reduction of overhead costs, the merger will also allow expansion of the intervention area and more robust fundraising. The merger took place in mid-2010, and Cordaid signed a three-year contract with the new group. A provisional evaluation of the merger process will be conducted in 2011.

Lobbying

In recent years, Cordaid has supported the Palm Oil Monitoring Initiative, a partnership of local organisations in Kalimantan tracking the activities and methods of palm oil companies. In part thanks to their findings and the lobbying surrounding them, the World Bank has discon-

tinued its investments in palm oil. Last year, the World Bank began extensive consultations on determining the conditions that new investments must meet. Cordaid attended the consultation round in Europe, and made recommendations with the members of the Palm Oil Platform in the Netherlands based in part on input from the partners in Kalimantan. In response, the World Bank added a consultation round offering the opportunity to provide input to the draft version of the new policy, and representatives from the field were added to the World Bank's team of advisors. Cordaid's recommendation for explicitly specifying the way in which investments in palm oil contribute to poverty fighting was acknowledged, but not acted on.

Linking & learning

The ApiExpo Africa is an initiative of ApiTrade Africa, a platform for the promotion of **African honey** seated in Uganda. The first expo was held in Uganda in 2008, and

Results from a Bolivian lobby

In Bolivia, Cordaid supports AIPE (Asociación de Instituciones de Promoción y Educación), a network of organisations active in the field of food security. Thanks to intensive lobbying by AIPE, Bolivia now has a law regulating food security. Cordaid also supports the network AOPEB (Asociación de Organizaciones de Productores Ecológicos de Bolivia), which brings organic producer organisations and businesses together. AOPEB's lobbying has resulted in a law promoting and regulating organic production.

the second in Zambia in October 2010. The expo had a number of goals: to present honey products, to showcase sales potential, to link African businesses/exporters with parties in rich countries, to promote continental partnership and trade, and to formulate lobbying objectives at the national and international level. The event was organised by Cordaid's partner ABF (Agri Business Forum). Due to its growing involvement in the honey sector in Africa, Cordaid contributed to the costs of this second expo.

In 2010, in cooperation with Wageningen University, Cordaid completed a study of the participation of small producers in the biodiesel chain. It included an examination of the National Programme for Biodiesel in Brazil, and led to the observation that the programme has impeded more than stimulated the participation of small producers in the biodiesel chain. Small producers rarely go further in the chain than supplying raw materials, and generally have little to no negotiating power in the process. The results were presented in December 2010 in a workshop organised by Reporter Brasil, Wageningen University and the University of Sao Paulo. Cordaid partners from Bolivia and Peru were also invited to attend. In 2011, Cordaid and Wageningen University will be presenting and explaining the results in other events and workshops.

In the fall of 2010, the NTFP Exchange Programme was **evaluated** in six Asian countries. NTFP-EP was financed by Hivos, Cordaid and Misereor. Generally speaking, the country programmes are running well and growth was seen in penetration (people, businesses and regions),

number of products and income.

Some examples:

- Handicrafts in Kalimantan have become big business. After an expo in Jakarta, production took off dramatically. In the village of Eheng, sales quadrupled, and many were able to quit working on the palm oil plantations and go into business for themselves.
- After the success of planting the gaharu tree (source of a resinous substance in demand in the cosmetics industry) in east Kalimantan, the government of Malinau decided to plant 52,000 gaharu seedlings. The government also presented pigs to the Punan communities with the condition that they cease slash-and-burn agriculture.
- The sale of honey and crafts in Palawan, the Philippines, has quadrupled since early 2006. There are sales channels in Manila and Cebu, and the quality of the honey is high enough to be eligible for organic certification.

There have also been some setbacks: in Indonesia, for example, climate conditions sometimes make for disappointing honey production.

Results for Honduran coffee farmers

COHORSIL (*Cooperativa Cafetalera Siguatepeque Limitada*) focuses on the production, processing and export of organic coffee. The group has relationships with coffee importers in the United States and Europe, and holds the ISO and Fair Trade quality marks, among others. In the COHORSIL structure, farmers are paid immediately upon delivery, so they have no pressure to sell their harvest to dealers (who pay in cash up front, but at a lower price). Since 2008, Cordaid and the Rabobank Foundation have been providing the financing required COHORSIL needs to pay the farmers, and this has gone so well that with its financial track record the cooperative is now in a position to approach commercial financiers. Because it can now do this, Cordaid is wrapping up its funding with a final loan in the amount of USD 475,000 for the 2010 coffee campaign.

Partnerships

In cooperation with the Dutch Association for the Spice Trade, Cordaid, BothENDS and CREM (the agency for sustainable development) published a report on a **sustainable herbs & spices chain**. The report presents an analysis plus options for companies and other chain actors to work towards sustainability. The report was ready in time for the “Sustainable Spice Conference,” held by the Royal Institute for the Tropics in October 2010, and was distributed widely among businesses and other interested parties. Cordaid made an important contribution to the conference with part-

ners from Uganda and Tanzania as guest speakers, facilitating a workshop and a financial contribution. At present, Cordaid is involved in a public-private initiative for sustainability of the spices sector.

The Rural Fund, established by the Rabobank Foundation and Cordaid, has the goal of strengthening producer organisations. The fund was set up at the end of 2010 with a share capital of €8 million, and is set to grow with new investors to a capital of €60 million in the near future. The fund is to provide commercial financing and loans for investments to producer organisations and the small and medium-sized business sector. The fund is starting in 15 countries. Another goal is to strengthen the management and other capacities of producer organisations. Through the fund, some 20,000 small producers receive access to inputs and knowledge. The fund enables some 78,000 small farmers to deliver more and better products and increase their revenues via the market. After five years, a minimum of 114 producer organisations will receive a loan/guarantee backing. The guarantee instrument also involves the local banking system in the development process for small producers.

Organisational impotence

A diocesan development agency in Uganda working in the fields of health care, agriculture and food security was approached by Cordaid in 2007 to stave off its health care programme to allow the agency to specialise in food security and market access. In the past two years, however, few if any results have been seen in this specialisation. The main reasons for this seem to be organisational problems and high personnel turnover. These same problems also caused the activities with small chicken farmers, initially evaluated as positive, to stagnate. An attempt was made to address these problems with a reorganisation in 2008/2009, but to no avail. In view of the stubborn problem areas in the agency, at the beginning of 2010 Cordaid was forced to resolve to phase out the funding. One final contribution will be paid for the years 2011-2012. Meanwhile, Cordaid will be examining the options for continuing the activities within the poultry sector.

4.10. Micro finance

Key figures

- The programme was active in Africa (7 countries), Asia (4 countries) and Latin America (3 countries)
- 73 partners (year's end 2010)
- €9.5 million spent in 2010
- 46 contributions assigned for partners/projects
- Reaching 750,000 people
- 211 projects in implementation at end of 2010

Introduction

The programme aims to improve the position of poor and excluded groups by means of financial services (micro credit, savings products, insurance, pensions), and supporting services such as capacity building, organisation building and business consulting.

Historically, the programme was strongly focused on building starting, young MFIs (micro financing institutions) through capacity building and extending loans or guarantees, generally by expanding the credit portfolio. In the 2007-2010 period, this strategy was continued, although important developments did lead to reworking of the policy.

More and more, Cordaid will be setting up/funding more intermediary wholesale funds for the purpose of serving young MFIs. This will involve cooperation with capable MFIs, providers of technical assistance, and local banks. The percentage of wholesale funds in the portfolio has

grown to over 30%, by which Indonesia, Tanzania, Sierra Leone and Ghana have joined India and the Philippines in hosting other wholesale programmes.

In countries with a more developed micro financing sector, like India, Bolivia and the Philippines, the decision was made to support MFIs in the poorest and most disadvantaged regions; in a number of these cases, the focus was placed on the indigenous peoples most difficult to reach.

In terms of tools, the desired toolkit is a mix of financing modalities that is compatible with the development stage of the MFIs. Along with donations for capacity building, sector building, product development, etc., investments were partly replaced through long-term loans or guarantees and replaced by subordinated loans with participations, because these MFIs offer the option to increase the shareholder's equity and, in so doing, attract more financing.

The structure of the micro financing sector on the micro and meso levels came up in countries in which Cordaid can play an important role in cooperation with others. Cordaid is particularly active in Vietnam, but is also working in Indonesia and Uganda.

With the availability of commercial investments, the MFI sector went through an enormous expansion of scale, but increasingly seems to be losing sight of the interests of poor clients. Many partners have expressed their concern about negative effects such as a limited and one-sided

product range and over-indebtedness of clients. For Cordaid, it has become entirely clear that borrowers need more protection, which is why Cordaid places the emphasis on client protection principles, transparency and fighting excessive management bonuses. In a very few cases, this led to discontinuation of the funding. Cordaid also developed a social performance assessment tool in cooperation with other parties.

The product range has diversified very strongly in recent years. In Asia, Cordaid has supported programmes for micro-insurances, pensions and remittances, while in Latin America the strongest efforts have gone into agri-finance and rural finance. In 2010, Cordaid conducted a survey among partners of the supply and the potential/needs for improvement and diversification.

Over the years, Cordaid has amassed a fund of €64 million, from which over two million people are benefiting either directly and indirectly.

Programme-based approach in Vietnam

In 2006, the Vietnamese government moved to support the micro credit sector. For Cordaid, this was reason enough to be the first foreign organisation to extend a loan to a local MFI. In the years thereafter, contacts were made with the most important stakeholders and Cordaid supported programmes for capacity building and starting capital/loans. International knowledge exchange was facilitated and funded. The partners worked together on new savings and insurance products. In 2009, MFIs were regulated by law and MFIs had the opportunity to request a license. This proved to be a positive signal to investors. Cordaid, until then more or less the only donor active in the Vietnamese micro financing sector, suddenly had company.

In 2010, a sum of €1 million was loaned to the *Tao Yeu May Fund* (TYM). TYM is one of the largest providers of micro-credit; board and management consist entirely of women. In 2005, TYM still had 21,000 clients; thanks to Cordaid's investments, in August of 2010 the watershed of 50,000 clients was passed. With Cordaid's new contribution, TYM also wants to extend its services into the remote mountain and coastal areas and open six branches to do so. 2010 also saw an external evaluation by the Community Finance Resource Centre (CFRC). The CFRC, created by Cordaid in 2007, served in an advisory capacity on the spin-off of seven MFIs. The evaluation convincingly shows that the capacity building and supervision by CFRC has created all the conditions for a smooth transition from seven informal MFIs to official institutions.

The programme-based approach and social micro-finance

Cordaid and its partners are concerned about the fact that particularly in countries with strong commercial growth in the micro financing sector there is insufficient regard for the impact of micro financing on poverty-fighting. As a result of multiple consultations (Manila, 2008, and Bangkok & The Hague 2009), Cordaid and a number of partners resolved to work towards a more social, development-oriented micro financing sector. The result was the establishment of the Social Microfinance Foundation (SMF) in 2009 and the Social Equity Fund (SEF) in 2010. SMF focuses on capacity building for MFIs, and SEF offers investment opportunities for these MFIs, which often have a hard (or harder) time approaching international funds and commercial investors. Both funds focus on Africa and Asia. Together with ten organisations from Asia, Africa and the Netherlands, Cordaid is one of the initiators and co-founders, and has also extended a starting grant. Both funds have since been fortunate enough to sign on other partners/financers. Alongside its role as financier, for a minimum of five years Cordaid will also hold a key position on the board of both funds. In addition to the practical cooperation in relation to SMF and SEF, working with donors, social investors and partner organisations towards a micro financing sector that is about client value/client protection, rather than profit-seeking, is extremely important. In this connection, two public meetings were held in The Hague, and a conference on the subject organised by SEF will be held in India in spring of 2011.

Target group results

Objective	Penetration	% women	Contribution (€)	% 2010
Number of poor people working with a financial service	667,000	72	9,825,000	765
Number of people reached by a financial service through a wholesale construction	83,000	74	1,017,000	209
Recognition of micro financing institutions is visible in legislation/regulations of the country	10		323,000	100

Notes:

Penetration of financial services came out extraordinarily high; instead of the predicted 500,000, thanks to a large number of MFIs in the partner network the result was 2.7 million people. From 2007 on, the percentage of women rose gradually, from 59% to 72% this year, primarily thanks to the focused attention given to this area. The lobbying was focused on legislation and regulations in specific countries tailored especially to micro financing, which requires relatively little financial resources. All objectives were met and roundly exceeded, including the planned switch from DAB and MO/BB. For these latter strategies, the target value was 30% and the multi-year average was 42%.

Capacity building

The micro financing sector in **Indonesia** is one of the biggest in the world, reaching over 45 million people. Despite the impressive figures, the sector is still weak; the quality of the management often leaves much to be desired and the product range is not particularly broad. MicroSave is a renowned technical services provider, with offices in India and Kenya. Cordaid has been working successfully with MicroSave in India for three years. A small office is being opened for Indonesia where personnel from India will be posted for brief missions. Characteristic of MicroSave's methods is intensive supervision in the field as a follow-up to the trainings. In a period of 30 months, fifteen Indonesian MFIs and 5 local consultants will be trained, supervised and certified.

Partner influence on Cordaid policy

Although many MFIs endorse the need for suitable financial services, the available offerings are still limited. A study conducted in the Philippines in 2010 showed that many partners lack the required knowledge; frequently, examples are copied over word for word. The conclusions and recommendations of the study were discussed in a meeting in Manila, and Cordaid incorporated the results into its social microfinance policy, making the product range an important component of the social performance assessment tool that as of 2011 will be a standard component of Cordaid's internal evaluation process. In 2011-2015, the specialisation process will continue, with a primary focus on products for agri-micro financing, insurance products and flexible credits.

Many MFI partners are faced with natural disasters year in and year out, and so are interested in integrating disaster risk reduction (DRR) in their work. In response to these wishes, Cordaid financed a project that enabled Philippine partner the Peace and Equity Foundation (PEF) to deliver a large number of DRR workshops/trainings for MFIs. Additionally, a pool of trainers was formed to conduct risk analyses of two other wholesale partners and assist in taking preventive measures. Cordaid and PEF also set up a loan fund for DRR projects and reconstruction activities of MFIs in response to hurricanes and other disasters.

Effectiveness

In recent years, the Indian state of Karnataka has seen turbulent phases of rampant growth, but in each case that growth has left the rural poor behind. Sanghamithra Rural Financial Services

(SRFS) is an MFI that focuses principally on rural women who have organised themselves into self-help groups and who are not eligible for loans from local banks. SRFS has succeeded in building up a solid portfolio in recent years. The organisation's interest rate is among the lowest in India and its operational costs are among the lowest in the sector. SRFS reaches over 118,000 households through 7,300 self-help groups. To increase the organisation's penetration, Cordaid extended a subordinated loan of €350,000. This will allow SRFS to use the loan not only to expand its portfolio, but to attract capital from Indian banks on the order of 7 to 8 times the amount of the Cordaid loan. This will ultimately allow SRFS to increase its number of clients to 225,000.

Innovation

Even as micro credit reaches more and more of the world's poor, for many the ultimate costs of micro credit remain unclear. Microfinance Transparency (MFT) was established in 2008 to promote transparency in the micro finance industry and so to create the conditions for a more efficient credit market. MFT is backed by MicroNed, a network founded by Cordaid, Oxfam Novib, Hivos and ICCO to combine their knowledge and experience in the field of micro financing. In mid-2010, 270 MFIs had signed on to the principles of MFT and made their interest rate calculations transparent. Through the end of 2011, MFT will be publishing the interest rates of MFIs in 20 countries. The expectation is that in most countries, 75-80% of MFIs will voluntarily work with MFT. Now that more and more commercial investors are taking an interest in micro financing, this initiative is gaining ground; it is making it easier to make a distinction between MFIs that are primary for-profit operations and MFIs that principally serve the interests of their clients.

Linking & Learning

In reference to [Client Protection Principles](#), Cordaid developed a social performance assessment tool in 2010, in consultation and collaboration with other Dutch and European investors. This tool has been tested by partners in India and Bolivia. After some final modifications following these tests, the tool will be introduced for all new investments starting in 2011. In coordination with the Emergency Aid & Reconstruction sector, the activities on [micro financing in post-crisis areas](#) will be continued. In 2010, contracts were concluded with two partners in Sri Lanka that set aside a portion of their credit for people who have returned to their homelands after the war. Cordaid also sent two exploratory missions to Sudan. In Haiti, Cordaid is assessing the potential for an investment fund for small and medium-sized businesses.

Partnerships

Together with ICCO, Oxfam Novib, Hivos and the Rabobank Foundation, Cordaid is part of the network [MicroNed](#), focusing on capacity building for starting MFIs, agri-financing and social microfinance. Cordaid is a member of the working groups for rural financing and social performance management, and is a lead on the working groups for Indonesia and capacity building. In 2010 MicroNed developed a capacity building tool to map out the financial, social and organisational capacities of MFIs and the results of capacity building projects. The members of MicroNed are also part of the Dutch platform for micro financing (NPM).

Cordaid and 15 other Dutch parties (government, financial institutions, development organisations) make up the [Netherlands Platform for Microfinance](#) (NPM). The goal of the platform

is to create more cooperation and effectiveness on micro financing. NPM pursues this through meetings, a database for micro financing, a website, a process of social performance indicators, and joint impact assessments. In 2010, NPM published a study of saving with MFIs, and a number of NPM members worked on the development of indicators for social performance management with MFIs.

Income from private sources totalled €34.3 million, €3 million under budget. The economic crisis made itself felt; existing donors were more circumspect, and new donors had to be recruited on an ever more competitive market.

5.1. Donors and volunteers

The Cordaid funds acquired 25,700 new regular donors. This increase must be balanced against the fact that the total number of active donors fell by 3,600 in 2010, to approximately 421,500. Fighting this donor attrition has been defined as a priority.

In 2010, Cordaid accounted to its base on the expenditure of the funds received in a series of 20 printed newsletters (total circulation of over 1.3 million) and 32 electronic newsletters.

The annual *Vastenactie* (Lent fundraising collection), the Netherlands' largest fundraising collection for development goals, reached half a million donors, thanks to the efforts of 22,500 volunteers and 1,060 working groups; the working groups are also an important channel through

which to involve schools (from primary on) in the fundraising collection.

On 29 January 2010, the *Vastenactie* celebrated its fiftieth anniversary. Since its founding in 1961, it has grown from €748,000 to €5 million (2010). Over its fifty year history, the idealism and efforts of tens of thousands of volunteers have kept solidarity with the poor in developing countries firmly anchored in the minds of the people of our churches, schools and associations.

5.2. Public relations and development education

At the beginning of September, all Cordaid websites were given a facelift. The corporate site offers information on development aid in general and on the projects and partners of Cordaid in particular. The fund sites are oriented towards specific target groups in Dutch society, and are primarily designed for fundraising purposes. The various Cordaid websites were visited 328,663 times in the reporting year - up from 273,000 last year.

A total of 940 partners have created a profile on the partner website (was 600 in 2009). There were 53,272 visits (up from 47,000) registered, from 189 countries. On the individual themes, 140 online groups were live, with the HIV/AIDS award 2010 and Performance Based Financing perhaps the most active. Further, five newsletters plus additional mailings on Cordaid's HIV/AIDS awards and World Habitat Day were sent to the 600 addresses (members of cordaidpartners.com).

5.3. Lobbying

In addition to the programme-based lobbies described in the foregoing, Cordaid also identifies a separate corporate lobby, which is generally initiated at Cordaid's own initiative and directed towards the agenda in the North. Most prominent were the lobby for the position of international cooperation, the Dutch government's new grant scheme, natural resources, political space for civil society, and peace & security; the last three of these themes have already been covered in the foregoing.

International cooperation

In the run-up to the Dutch elections on 9 June, Cordaid and others published a vote match guidebook based on the election platforms of all political parties. Cordaid's director was among the notable signatories of an open letter calling for a broad vision of international cooperation.

Aid is a matter of shared self-interest and solidarity.

Development aid is entering into a new phase, one that is moving with a changing world. Three major changes in the development aid landscape are dictating the need for a new model.

Firstly, the division of the world into North and South, rich and poor, is no longer relevant. A wealthy elite has emerged in Nairobi, La Paz, Dacca, and elsewhere, and this is rendering the North-South/rich-poor distinction unviable.

What is becoming more and more relevant, however, is the issue of the “global common goods”. Questions on climate, migration, food, water, security, natural resources have all become part of the development agenda.

Finally, the development process has become an issue involving scores of stakeholders. The conception that development plays out in a clearly delineated framework of donor and recipient is extremely outdated. Companies, multilateral regulators, supervisory

authorities, knowledge institutions and advisors all have their role. Meanwhile, social organisations and corporate parties are taking on strategic positions. The constant pressure of social organisations is vital for good administration and transparency. The business sector, and in particular local small and medium-sized businesses, are indispensable engines of employment and income.

The changes are rendering the classical model of donors in the North and recipients in the South no longer adequate. But with more than a billion people still going to bed hungry every night, direct aid is not yet something that can be dispensed with altogether. The major challenge, however, is to see aid as a component of a broader picture of shared self-interests, and to accept the consequences of globalisation as a process of inherent solidarity. International cooperation requires a broad budget, in which the classical development funds are pooled with funding for climate adaptation, investments in food security and investing in global corporate social responsibility.

5.4. Private initiatives

Cordaid supports projects by private initiatives in the Netherlands with activities in the “South.”

Private initiatives are funds, service clubs (Rotary/Lions), schools and companies raising private funds for projects, and which request additional funding for them from Cordaid. In 2010, Cordaid supported 445 private initiatives for a total amount of €6.2 million.

5.5. Cooperations

Cordaid maintains dozens of relationships. They include strategic alliances (like with Justitia & Pax), memberships (CIDSE, Caritas, and others), and contacts of various natures with companies, institutions, capital funds, national and international networks, migrant organisations, knowledge institutions, and on and on. In 2011, with Cordaid underwriting an alliance of six parties and participating in two other alliances, the web of relationships is set to grow even tighter.

As befitting their importance, Cordaid’s relationships with the church network, the Dutch government and the European Union & UN institutions will each be described in more detail below.

Church network

Number of faith-based partners

Approximately 44% of the projects supported pertained to church or faith-based partners.

The church network is particularly prominent in the programmes Identity & Diversity (which explicitly identifies religion as a focus area), Emergency Aid (due to the traditional efforts of Caritas and faith-based partners in this area), Reconciliation & Reconstruction (due to the role of religious leaders and organisations in processes of conflict resolution, reconciliation and peace) and the three programmes of Health & Well-being (in which many faith-based partners are active).

Religion, international cooperation and sustainable development

Within the Religion and Development Knowledge Centre, Cordaid works with the Institute of Social Studies (ICCO), the Islamic University of Rotterdam, the SEVA network and Oikos. In 2010, the project for a “Handbook of Religion and Development” was completed. The handbook provides practical tips for discussion and brief analyses, and is intended for employees of NGOs and governments. The book was launched on 4 March 2011.

Zakat (Islamic poverty tax) and poverty fighting

In 2010, Cordaid, in cooperation with Islamic organisations in the Netherlands, launched a study of the role of zakat in poverty-fighting. All Muslims are obliged to donate a portion of their assets to some form of poverty fighting. In 2010, a study of this “poverty tax” was commissioned to be conducted in Indonesia, Ghana and the Netherlands.

Cidse

This network of 16 Catholic development organisations from Europe and North America, with Cordaid’s director currently serving as president (until the end of 2010), promotes global justice and solidarity with policy-influencing and campaigns. Its members work together on thematic/geographic working groups, platforms and forums. Cordaid is involved in Cidse working groups for Palestine/Israel, the EPLA initiative (Extractives in the Indigenous and Peasant Environment in Latin America), the Food, Agriculture & Sustainable Trade working group, and others. Cordaid works closely with Cidse on the lobbying in relation to the new EU Food Security Policy. Likewise, Cordaid cooperates with Cidse members in the field, such as in Ethiopia where in 2010 we developed a tool in collaboration with CAFOD, Trocaire and SCIAF for mapping out the activities of partner organisations in the area of income-generating activities.

Caritas

Caritas Internationalis is present in 165 countries, where it spent a total of €4.4 billion in 2009; it is a network backed by the efforts of over a million personnel and volunteers. Within the network, Cordaid works with both northern (such as Caritas Belgium, Caritas Austria and Caritas Czech Republic) and southern Caritas organisations. Under the leadership of the international secretariat in Rome, Cordaid is contributing to the development of standards for emergency aid to apply to all member organisations. With like-minded organisations in northwestern Europe, we are working on forming a consortium on emergency aid in order to increase its effectiveness. The southern Caritas members are primarily organisations

at the national and (for the most part) diocesan level, and in one case the local level. Cordaid support enabled **Caritas Burundi** to make a contribution to the relief and rehabilitation of nearly 5,000 victims of violence, and to lobby for compliance with human rights standards. With a Cordaid contribution, **Caritas Bangladesh** built three cyclone shelters on Sandwip Island; these buildings are normally used as a school, and in the event of a disaster can offer emergency shelter to 1,700.

In the **Democratic Republic of Congo**, the diocese of Mahagi-Nioka (five hospitals, four maternity clinics and seven medical posts) received a contribution for its health-care programme (with a care area encompassing nearly one million people). The central **Malawi** diocese of Dedza received a contribution for emergency aid for 3,300 victims of flooding and for general disaster prevention. Caritas Port-au-Prince in **Haiti** was involved directly in the emergency aid, and for a period of three months provided disaster relief for 7,500 people.

In early March, Cidse and Caritas Europe organised a forum on the EU’s financing of social organisations. The goal was to influence the plans of the European Commission for future (after 2013) cooperation with social organisations at an early stage. The recommendations from the conference were handed to the Director-General of EuropeAid during a public debate in the European parliament. He then addressed the need for a thorough-going debate, in part in view of the fragmented nature of the NGO field (there are currently 30,000 NGOs registered in Brussels). As chairman of Cidse, Cordaid’s director spoke both at the opening and in the meeting in the European parliament.

Dutch government

Cordaid was a discussion partner of the Dutch government in multiple areas. Cordaid sits on the Dutch Microfinancing Platform alongside the Ministry of Foreign Affairs (DDE) and a number of Dutch financial institutions. In 2010, there were a number of different meetings of the Indonesia Group, which was once again chaired by Cordaid. As a member of the Biofuels Platform, Cordaid exchanged ideas in 2010 with three ministries on biofuels, addressing in part the coming “mixing obligations” in vehicle fuels.

Cooperation with embassies

At the end of 2010, there were eight countries with beginning cooperations and seven with complementary cooperations (Democratic Republic of Congo, Rwanda, Uganda, Zambia, Indonesia, Afghanistan and Guatemala) with Dutch embassies.

In the **Democratic Republic of Congo**, the cooperation was extremely constructive in the area of health. The government and the Dutch embassy developed a Performance Based Financing programme in Chabunda, which was ultimately financed by the Dutch government. The cooperation with the Dutch embassy in **Nigeria** moved to the next level; the embassy is now willing to play a facilitative role in Cordaid’s lobbying on oil spill mechanisms. Within the **Bangladesh** Meeting on Development Aid and Human Rights, Cordaid is the chair of the subgroup for health care. The cooperation with the embassy strives to strengthen the link between the health care system on the micro and macro levels, for which a framework was drafted, with a focus on safe motherhood. For several years, the **Guate-**

mala platform (ICCO, Hivos, Oxfam Novib, Impunity Watch and Cordaid) has been working on impunity, human rights and mining as its main themes. This platform has good contacts with the ministry and the embassy in Guatemala, as shown by the several meetings over the course of 2010 with the ministry on related subjects, including the CICIG (International Committee against Impunity in Guatemala). In response to the situation in **Honduras**, Cordaid and other development aid organisations have engaged several important partners in the meetings with the ambassador. The establishment of a Honduras platform for the harmonisation of policy/programmes is being considered.

European Union/International institutions and foundations

Of the international donors, the EU has historically been one of the most important, which is why the efforts in policy influencing are directed first and foremost towards the European Commission, as well as the individual member states. The Concord Confederation of European NGOs plays an important role in this. Cordaid is chairman of the Concord Funding for Development and Relief Working Group, and vice chair of the Concord Structured Dialogue Taskforce (on the EU’s future partnership with social organisations). Both working groups are officially mandated by the European institutions to conduct negotiations on the role of civil society organisations in European development aid policy.

Cordaid is entering a new strategy period in which the programme-based approach will be further implemented. In this period, the multi-stakeholder approach and working in worldwide Communities of Change will become even more important, as will the development and application of new and innovative knowledge. All this demands a different organisational design, built for innovation, knowledge development and partnership.

6.1. Processes

The care for people and environment is an inherent aspect of Cordaid's mission; this is expressed in our operations by the ethically, socially and ecologically responsible structure of our activities and processes. For example, our operations are climate-neutral, thanks to the use of green power, our car discouragement policy, compensation of CO₂ emissions from our air travel, and in-house energy saving measures. Cordaid pursues a socially responsible investment policy; we invest in companies that adhere to a good social policy, do business the environmentally friendly way and respect human rights in all they do.

In the Netherlands, Cordaid participates in the annual Transparency Prize. For this award, participants' annual accounting is evaluated on multiple aspects. For its annual report 2009, Cordaid tied for second place. To quote from the jury report: "Cordaid was nominated for the first time, in itself a noteworthy achievement for a large organisation with nearly 1,200 partners conducting projects. The report is clear, well-structured and gives a great deal of insight into the results of Cordaid's work."

6.2. Effectiveness

The fundamental question in effectiveness is whether more people can be reached with the same amount of funding or whether the same results can be achieved with less funding. More efficient working methods, a greater earn-back effect or better leveraging increase the effectiveness of the expenditures. Cooperation can mean cost savings in the operations or performance of projects. This is why along with the effectiveness of our own operations, Cordaid also evaluates the effectiveness of partners and projects.

Cost ratios

For the *fundraising costs* (max. 25%, under Dutch standard), the target was set at 17.2%, due to increased competition for donors/market share. Thanks to deferral of investments in donor recruitment and campaigns to 2011, we achieved a percentage of 11.4%.

In past years, the performance costs ranged from 7.5 to 8.0%. For 2010, the (adjusted) target was 7.7% and we achieved a percentage of 7.6%.

Processing of applications/reports

Although in recent years Cordaid did not succeed in processing 90% of applications and reports within three months, that standard was maintained for this year due to the importance of timely feedback to partners. While the steps taken did improve things in 2009, the trend could not be carried forward into 2010 due to the hectic process of the grant application. We succeeded in processing an average of 70% of applications/reports within the set period.

6.3. Risk management

The Cordaid-wide risk analysis conducted in 2009 was followed by a number of internal audits to identify the risks more clearly and define improvement actions.

Fraud fighting audit

The risk analysis revealed that many steps were taken to limit the risk of fraud, but that even these do not fully cover all the risks. Consequently, the audit looked at improving the existing measures in addition to implementing new ones. One important improvement identified was increasing the awareness of fraud on the part of the personnel and wider distribution of lessons learned. As a step in that direction, Cordaid's house accountant gave a presentation to our financial personnel on fraud awareness.

Findings

Clarity on Cordaid's position in relation to its partners is still not always sufficiently clear. Policy documents and job profiles seem to describe this primarily as a role of advi-

sing and assistance, although in practice it appears that more of a controlling role is demanded (in part due to the many external accounting requirements). Monitoring of partners could be improved, the assessment of risks in the application process could be made more explicit, and the guidelines for external audits (for example, the quality of the implementing auditor) must be followed more closely. To address all these issues as a whole, a project will be started in 2011 to draft a Framework tailored to the individual partners and to set out Cordaid's roles in more specific, detailed terms.

Personnel audit

The 2009 risk analysis identified a number of personnel-related risks, although it also noted that a large number of steps to reduce or eliminate these risks have already been taken. The most important point of attention is the work pressure.

Findings

The audit revealed that the expected output per employee is not always based on the maximum achievable output, and this can create a mismatch that can lead to systematically too high work pressure on employees. A number of different solutions were proposed, such as basing the annual plan on the maximum feasible output per employee and clearly setting priorities in the event of non-planned activities. Timekeeping can offer a number of benefits, including gaining information on the relationship between available capacity and work pressure, which could resolve a significant portion of these issues.

6.4. Structure

In the reporting year, the organisational structure did not undergo any drastic changes, although the premises and strategy for the coming plan period do entail preparations for a new organisational structure to be implemented as of 1 April 2011.

In 2010, the decision was made to set up a field office in Harare, Zimbabwe, for humanitarian aid. Additionally, an office in Haiti was opened for emergency aid and reconstruction there.

As of the end of 2010, Cordaid had 15 liaison and operational field offices in nine countries in Africa, five in Asia and one in the Caribbean.



Learning and improving/ knowledge development

Cordaid wants ensure that we never stop learning from changes in the environment, results achieved, feedback from stakeholders, and the results of studies/research and evaluations.

The input for our learning capacity comes from actively asking for feedback. Feedback serves on the one hand for reviewing policy choices and implementation practice, and on the other for adjustment/innovation. Feedback is obtained from satisfaction surveys among partners, donors and cooperating organisations in the Netherlands, the partner website, reporting & evaluations during work visits and partner consultations, official and unofficial complaints, studies and research. Further, the management information and PTS, evaluations, internal audits, external reviews and peer references supply material used to further improve Cordaid's functioning.

Cordaid has the necessary tools for systematically processing experiences and lessons and distributing them throughout the organisation. Important information is shared with the personnel in "lunch readings," internal learning programmes and "home weeks," in which sectors/depart-

ments discuss certain themes for a number of days, and through like-minded organisations and partners (more and more of which are using the Cordaid partner website to do so).

In part with a view to the new strategy plan, the University of Twente was commissioned to evaluate Cordaid from a knowledge perspective and make recommendations for improvement.

To quote from the UT report: "We became familiar with a number of inspiring knowledge processes, and a number of projects and programmes have a very knowledge-intensive character... Cordaid is apparently very capable of generating new knowledge in the work, sharing and stimulating that knowledge, applying it, and generating new knowledge from it."

That said, the report also notes that one effect of the great number of knowledge processes is a fragmentation of energy and time, and so more focus is called for. Additionally, the knowledge of the individual employees/sectors should be shared more (which could be accomplished, for example, by setting up a knowledge platform).

Cordaid maintains a large number of partnerships with knowledge institutions worldwide. In the Netherlands, we work with The Hague Centre for Strategic Studies, the universities of Utrecht, Amsterdam, Groningen, Rotterdam and Nijmegen, Instituut Clingendael, the Religion and Development Knowledge Centre, the Institute of Social Studies, the Islamic University of Rotterdam, Wageningen University, Vrije Universiteit Amsterdam, the University of Twente, the University of Tilburg, the Royal Institute for the Tropics, the

Red Cross Climate Centre, and others.

Cordaid's international partners include Notre Dame University in the United States, the World Health Organisation, the University of Antwerp, the University of Bukavu (Democratic Republic of Congo), the universities of Birmingham (UK), Lucknow (India) and Makeni (Cameroon), the universities of Khartoum, Juba and Malakai in Sudan, the agricultural universities of Tanzania and Malawi, and the universities of Kampala (Uganda) and Yaoundé (Cameroon).

7.1. Linking & Learning (LL)

LL projects involve systematic teaching within a network of organisations. Partners are invited to participate in substantive exchanges and contribute to knowledge development and innovation. To gain more insight into these processes, an external agency reviewed 40 projects.

The main result was that the people of Cordaid enthusiastically embrace LL projects, and partners appreciate Cordaid's investment in learning and binding; as such, there is a great deal of support for continuing with LL.

The conclusion, however, was that there is little to no connection between the level of individual LL projects and Cordaid's strategic level. The projects have a limited scope in terms of theme, and this limits the opportunities for exchange. Partners appreciate the investment in the dissemination of knowledge, network building and innovation, but generally have a hazy picture of what Cordaid intends to achieve with its LL efforts.

In the 2007-2010 period, Cordaid offered employees a great deal of freedom to develop LL. But now, the time has come to make choices, embed LL more firmly within the programmes, and present the LL agenda to partners more prominently.

All these intentions will be expressed in the new strategy plan. To indicate this, knowledge development has been incorporated into each programme as a new (fourth) intervention strategy. The “learning agenda” will also contribute to focus and cohesion; for each programme, the learning agenda will elaborate on two learning objectives. Internally, a knowledge platform will be set up to share knowledge and learn at the organisational level.

7.2. Programme evaluations

General

Programme evaluations give an aggregate insight into the results of multiple projects and partners, and as such are an important resource for learning and improvement. The evaluation reports are provided to the relevant partners; summaries of the lessons learned are placed on the partner website. The lessons learned are discussed both within Cordaid and with partners and fellow development organisations, often in the form of learning sessions.

Cordaid programme evaluations

The evaluation of Cordaid’s HIV/AIDS programme was launched and largely carried out in 2010. Completion is scheduled for 2011. The preliminary results are given in section 4.8.

At the end of 2010, the final report of the Non-Timber Forest

Product – Exchange Programme was released. The major findings and recommendations of the evaluation are set out in section 4.9.

Programme evaluations carried out with other donor organisations

Micro finance

In summer 2010, the end result of the evaluation of Cordaid, Hivos, ICCO and Oxfam Novib micro finance activities in the 2003-2007 period was released. In the period in question, the partners spent a total of €185 million on building up nearly 650 micro credit organisations in 72 countries. A conclusion of the evaluation is that the Dutch development organisations made a positive contribution towards building and strengthening sustainable and social micro credit organisations. The organisations have grown and become more professional, and as such are in a better position to provide financial services. They are reaching the productive poor and are striving for greater participation of women. The four MFOs also support network and lobbying organisations, which have a clear added value for improving the micro financing climate.

Of course, there were critical notes as well. For example, there needs to be more attention to risk management and the commercial liability of MFIs and their governance. Also, participation on the part of African women is still sadly disappointing.

The evaluation led to commitments on better support and monitoring of MFIs in several areas, including governance, financial management, risk analysis and social performance management.

Indigenous peoples

In September, the final report of the evaluation of a number of projects by Cordaid, Hivos and ICCO in six countries was published. The Cordaid projects evaluated were those under the pastoralist programme in Ethiopia and Kenya.

The evaluators conclude that Cordaid’s support contributed to fighting poverty, benefitted local organisational development, and had a positive impact on policy at the national and international levels. Together with its partners, Cordaid developed a number of promising models that merit better documentation and are worth upscaling. Cordaid also contributed to improving the position of women. Cordaid’s partners played an important role in boosting the voice of pastoralists in the media and in national and international meetings. The evaluation also showed that Cordaid has to place land issues (such as land loss) in a more central position and must devote more attention to exchanges between partners.

Capacity building

The joint evaluation (Cordaid, ICCO, Hivos and Oxfam Novib) of capacity building among partner organisations led to a compilation report at the end of October. The evaluation was structured as a learning evaluation, and presents a detailed picture of the processes of capacity building among southern partners. The Cordaid cases examined are cases in Malawi and Ethiopia. The report evaluates these cases as fair.

They show that the capacity building offered has to be coordinated with the existing knowledge and capacities, and that the process has to stimulate and embed southern involvement and ownership.

Looking back

Over the preceding strategy period, Cordaid has performed a total of 23 programme evaluations (with one to be completed in 2011), either independently or with fellow development organisations. Thirteen PEs were submitted for a quality evaluation to the Ministry's Development Aid and Policy Evaluations Inspectorate; four earned the qualification of "fair/good"; five were "fair" and two were "fair/poor"; the remaining two were designated "poor."

7.3. Project evaluations

The annual plan provided for 86 project evaluations; in the end, that number was 75. The country concentration involved in the grant application reduced the number of project evaluations from that planned.

Of the project evaluations, 83% (62) were of adequate/good quality, and 17% (13) poor.

The 62 evaluations were the subject of a further analysis based on the evaluator's conclusion on the quality of the evaluated partner/project.

- 54 partners/projects (87%) earned the qualification of "adequate/good"
- 8 partners/projects were assessed as "poor"

The evaluators' opinion on each of the 62 evaluated partners/projects was compared to that of the Cordaid personnel member responsible for the partner/project in question. In 54, the evaluation was shared; in one case, Cordaid's evaluation was more positive, and in 7 it was more negative.

In the 2007-2010 period, 306 project evaluations were carried out. The evaluated projects represented a total of €119 million in Cordaid financing. 257 (84%) were evaluated as of adequate quality; the corresponding evaluations of partner/project were 87% positive.

In the years 2007-2010, southern evaluators accounted for 70-80% of the project evaluations (that number increasing slightly in later years). In terms of quality, southern teams certainly held their own against northern or mixed teams.

7.4. Participatory Impact Assessment (PIA)

Cordaid is working with Radboud University Nijmegen, partners and local research institutions on a method for participatory impact assessment. The subject of analysis are six projects and as many partners in Ghana, India and Peru; the research group and control group are made up of a total of over 2,400 households. The assessment identifies the impact of the intervention on the situations of the households in question.

An interim evaluation was conducted with the mid-term surveys at the end of 2009/2010. As interim impact results, it was determined in Ghana that the presence of diocesan care providers contributed to a decrease in the use of traditional care practices in favour of formal care and also reduced the amount spent on self-medication. The partner in India succeeded in promoting the integration of small farmers in the market, resulting in higher income and more freedom for women to be economically active (as compared to the control group of small farmers).

Cordaid sees the value of PIA (evidence-based impact assessment, increase of local research capacity, potential and actual strengthening of downward accountability), but is not blind to its limitations. It does not take regard of systems/structures and power relationships, control groups are difficult to define from a real research-technical perspective, it requires a (too) high level of research, and the results are difficult if not impossible to generalise. The costs are extremely high, as is the time investment. PIA is worthwhile for things such as pilot interventions, but less useful as a general method for impact assessment, certainly when it comes to complex interventions at multiple levels.

7.5. Fraud incidents

In 2010, 15 cases of fraud or suspected fraud were reported. Eleven are still under investigation; in two, the investigation concluded that there was no fraud and in two the investigation concluded that there was. All cases of fraud are resolved in accordance with applicable Cordaid procedures.

Looking back at the strategy period as a whole, we see that in four years, 51 cases of fraud or suspected fraud arose, representing a total of 1.4% of the 3,517 separate funding requests allocated. At the end of 2010, 24 had been established as fraud, and seven had been investigated and found to be no fraud; the status of "suspected fraud" remains assigned to 6 projects/partners, because the audits were inconclusive. 14 investigations are still pending.

1

Annex

List of concentration countries, programmes and spending

(in € x 1,000,000, with amounts under €100,000, spending at the continental level and spending within the Netherlands or worldwide being disregarded)

Africa	1	2	3	4	5	6	7	8	9	10	Total €
Central African Republic					0.7	0.3					1.0
Ethiopia	0.3	0.7		0.9				0.3	1.1		3.3
Ghana						1.4				0.3	1.7
Burundi, DR Congo & Rwanda		0.5	0.7		2.9	10.8		8.5			23.4
Cameroon		0.2				0.9	0.3		0.3		1.7
Kenya	1.4	1.2		0.4			0.3		0.3		3.6
Malawi				0.7		0.3		1.5	0.4		2.9
Nigeria	0.9	0.7	0.3								1.9
Uganda				1.0		0.4	0.4		0.4	0.5	2.7
Sierra Leone			0.5			0.6	0.8			1.6	3.5
Sudan					2.7						2.7
Tanzania	0.7					0.8			2.7	0.2	4.4
Chad					0.7						0.7
Zambia				0.2		0.7			0.7	0.5	2.1
(Zimbabwe)				0.5	0.5						1.0

Notes: programme 4 pertains only to partners for Disaster Prevention

1. Minorities
2. Slum dwellers
3. Women and violence
4. Disaster prevention and emergency aid
5. Reconciliation and reconstruction
6. Access to health care
7. Care for vulnerable groups
8. HIV/AIDS
9. Small producers
10. Micro finance

Asia	1	2	3	4	5	6	7	8	9	10	Total €
Bangladesh				1.7		1.5	1.0				4.2
Philippines	0.4						1.1		0.5		2.0
India	1.9			0.8			1.1		1.3	1.0	6.1
Indonesia	2.2		0.8	2.1				0.3	0.7	1.3	7.4
Sri Lanka	1.0				1.9						2.9
Vietnam	0.2									1.2	1.4
Afghanistan					1.7						1.7
Palestinian Territories and Israel					1.2						1.2
(Pakistan)				3.2	1.1						4.3
Latin-America	1	2	3	4	5	6	7	8	9	10	Total €
Bolivia									0.4	0.8	1.2
Colombia			1.6		1.5						3.1
Peru			0.3						0.8	0.4	1.5
Haiti				25.6	1.8						27.4
Surinam	0.3										0.3
Central America (El Salvador, Honduras, Guatemala)	1.8	1.0	0.6	0.2					1.3	0.9	5.8

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