

ANNUAL REPORT 2013

The European Confederation of Relief and Development NGOs

27 national platforms

18 international networks

2 associate members

1,800 NGOs represented

supported by millions
of citizens across Europe.

The logo for CONCORD, featuring the word "CONCORD" in a stylized, multi-colored font (red, orange, yellow, green, blue) on a white background, with a blue and white diagonal graphic element behind it.

Foreword from the President

Joanna Maycock
President of CONCORD



Dear CONCORD Members and Partners,

I will step down as CONCORD President at the 2014 General Assembly, after 12 fantastic years at ActionAid to take up a new role in women's rights movements. It has been a real pleasure to have been part of CONCORD over this period including as its President since 2012. Together, working as an active member led confederation, we've built a strong organisation that has increased in membership, partnerships and influence.

Last year in 2013 we celebrated our 10th anniversary, which was a time for reflection on past achievements but also to develop new ideas on how to move CONCORD forward in the coming years.

The political narrative exercise helped to encourage new thinking on our relationship with new social movements, citizens and the need to build a pro-active vision of who we are and where we want to be, as an organisation and as a sector.

I believe the main challenges in the coming years will be for CONCORD to focus on poverty and rights issues within Europe, look at new ways of working together as a network and position the organisation well within the debate on the post-2015 and future sustainable development goals framework.

What's clear is that CONCORD is well placed to use its growing influence to really shift the political agenda in Europe towards championing global issues on equality, justice and poverty.

I'm pleased to see that our policy and advocacy work reached important milestones last year.

This included our third Spotlight Report on Policy Coherence for Development, which looked at new angles, putting tax evasion in developing countries firmly on the EU agenda. We also continued our focus on development finance, publishing our annual AidWatch report complete with a new interactive website on aid data. CONCORD was also active in championing a development policy that maintains Europe's responsibilities in the future development and humanitarian budget.

All of this was supported by the development of new communication tools such as the new extranet platform, CONCORDNet, maintaining a good media reach and social media presence. As the MDGs come to a close, our work at European level with the Beyond 2015 campaign has also proved a vital resource in engaging in the post-2015 debate. Another great achievement of 2013 was CONCORD's push to have an official European Year for Development in 2015.

2013 was also very much a time of transition as former Director Olivier Consolo left CONCORD after 10 successful years and was replaced by Seamus Jefferson. I'd like to thank Olivier for his great work over the years and wish Seamus every success in his new role.

I have been so privileged to serve the CONCORD Confederation in various leadership roles including almost 2 years as Vice President and 2 years as President. I am convinced that CONCORD is in a great place with fantastic leadership and an inspiring new strategy development process ahead.

I'd like to thank all the CONCORD membership for their support to me over the years. I'm sure that we can continue to have the opportunity of working together as part of the evolving Civil Society space and agenda in Europe!

Contents

INTRODUCTION.....	8
1. CONCORD ACHIEVEMENTS IN 2012, CORRESPONDING TO THE SET AIMS	11
AIM1: INFLUENCING THE EUROPEAN UNION.....	11
1.1.1. Holding the EU and its Member States to account.....	11
1.1.2. Influencing external and domestic policies and practices	14
AIM 2: CONCORD AND CIVIL SOCIETY	20
1.2.1. Enable NGOs in Europe to inform, educate, engage, and mobilise European citizens for sustainable development and international solidarity	20
1.2.2. Defending and promoting the rights, roles and responsibilities of civil society at local, national, European and global levels / Advocating for an enabling environment for development NGOs.....	20
1.2.4. Support CONCORD members in improving quality & effectiveness.....	22
2. CONCORD STRATEGIC APPROACHES	23
Approach 1: Human rights and gender equality.....	23
2.1.1. Human-Rights based approach.....	23
2.1.2 Gender	24
Approach 2: Political engagement with the institutions	25
2.2.1. Developing CONCORD's ability to engage with the institutions.....	25
2.2.2. Improve strategic engagement between European NGOs and the Council and EU member States.....	25
2.2.3. Improve strategic engagement between European NGOs and the European Commission	18
2.2.4. Improve strategic engagement between European NGOs and the European Parliament	30
2.2.4. Improve strategic engagement between European NGOs and the European Economic & Social Committee & other institutions	29
Approach 3: Alliances.....	30
2.3.1. Alliances with civil society in the South	31
2.3.2. Consolidation of alliances at EU level	32
2.3.3. CONCORD participation on global civil society alliances	32
Approach 4 and 5: Organization development and leadership and participation	33
2.4.1. Empower CONCORD's representatives to speak for CONCORD.....	36
Approach 6: CONCORD resources	35
3. Finance & annual accounts	38
3.1 General introduction and financial strategy.....	38
3.1.1 Balance Sheet – All CONCORD	38
3.1.2 Summary of results – CONCORD excluding Open Forum and Beyond 2015 International	39
3.2 Accounting principles and funding by members and the EC	40
3.3 Expenditure and Income – CONCORD only – Year to 31st December 2012.....	40
3.3.1 Expenditure.....	40
Allocated Expenditures per Activity.....	41
3.3.2 Income	42

Annex 1: Board members at the end of 2013.....	45
Annex 2: Description of the political working groups (end of 2013).....	45
Annex 3: Monitoring the activities of CONCORD members in 2013	52
Annex 4: Communications	53
Annex 5 : 2013-2014 Membership Fees	54
Annex 6 : Open Forum	55
Annex 7 : Beyond 2015 International	57
Annex 8: CONCORD Audits	59

CONCORD MEMBERS

At the end of 2013

AS	Associate Member	
NP	National Platform	
NW	Network	
NW	Action Aid International	www.actionaid.org
NW	ADRA	www.adra.org
AS	ALDA	www.alda-europe.eu
NW	APRODEV	www.aprodev.eu
NP	Austria: Globale Verantwortung	www.globaleverantwortung.at
NP	CONCORD Belgium	www.concordeurope.org/belgium-concord
NP	Bulgaria: BPID	www.bpid.eu
NW	CARE International	www.care-international.org
NW	Caritas Europa	www.caritas-europa.org
NW	CBM International	www.cbm.org
NW	CIDSE	www.cidse.org
NP	Cyprus: CYINDEP	www.cyindep.eu
NP	Czech Republic: FoRS	www.fors.cz
NP	CONCORD Denmark	www.concorddanmark.dk
NP	Estonia: AKU	www.terveilm.net
NW	EU-CORD	www.eucord.org
NW	Eurostep (until November 2013)	www.eurostep.org
NP	Finland: Kehys	www.kehys.fi
NP	France: Coordination Sud	www.coordinationsud.org
NP	Germany: VENRO	www.venro.org
NP	Greece: Hellenic Platform	www.dev-ngos.gr
NP	Hungary: HAND	www.hand.org.hu
NW	IPPF European Network	www.ippfen.org
NW	Islamic Relief Worldwide	www.islamic-relief.com
NW	Handicap International	www.handicapinternational.be
NP	Ireland: Dochas	www.dochas.ie
NP	CONCORD Italia	www.ongitaliane.org
NP	Latvia: Lapas	www.lapas.lv
NP	Lithuania: LU	www.litdea.eu / www.pagalba.org
NP	Luxembourg: Cercle	www.cercle.lu
NP	Malta: SKOP	www.skopmalta.org
NP	Netherlands: Partos	www.partos.nl
NW	Oxfam International	www.oxfam.org/en/eu/
NW	Plan International	www.plan-eu.org
NP	Poland: Grupa Zagranica	www.zagranica.org.pl
NP	Portugal: Plataforma ONGD	www.plataformaongd.pt
NP	Romania: FOND	www.fondromania.org
NW	Save the Children International	www.savethechildren.org
NP	Slovakia: MVRO	www.mvro.sk
NP	Slovenia: SLOGA	www.sloga-platform.org
NW	Solidar	www.solidar.org
NP	Spain: Coordinadora ONGD	www.coordinadoraongd.org
NP	CONCORD Sweden	www.concord.se
NW	Terres des hommes IF	www.terredeshommes.org
NP	United Kingdom: Bond	www.bond.org.uk
NW	World Vision International	www.wvi.org
AS	World Wide Fund for Nature	www.wwf.eu

Acronyms

ACP Africa, the Caribbean and the Pacific

AidWatch	Working group and process of monitoring official European development aid
ALDE	Group of the Alliance of Liberals and Democrats for Europe (European Parliament)
AU	African Union
BACG	Better Aid coordination group
CAN EUROPE	Climate Action Network Europe, European network on climate change and energy
CODEV	Development working group of the Council of the European Union
CPA	Cotonou Partnership Agreement
CSCG	Civil Society Contact Group
CSO	Civil society Organisation
CTA	ACP-EU Technical Centre for Agricultural and Rural Cooperation
DCI	The European Commission's Development Cooperation Instrument
DEAR	Development Education and Awareness Raising
DEEEP	"Developing Europeans' Engagement for the Eradication of Global Poverty", project by the CONCORD DARE Forum
DEVE	Development Committee of the European Parliament
DG	Directorate-general of the Commission
DG DEVCO	European Commission, Directorate General for Development and Cooperation – Europe Aid
EC	European Commission
EDF	European Development Fund
EEAS	European External Actions Service
EIDHR	European Instrument for Democracy & Human Rights
EPAs	Economic Partnership Agreements
EPAN	Enlargement, Pre-Accession and Neighbourhood
EU	European Union
EP	European Parliament
EPP	Group of the European People's Party (Christian Democrats)_(European Parliament)
EPLO	European Peace-building Liaison Office
EUROPEAID	The European Commission's EuropeAid cooperation office
EVF	Evert Vermeer Foundation
FDR	CONCORD working group on funding for development and relief NGOs
GA	General Assembly
GDI	Gross domestic income (formerly GDP gross domestic product)
GCAP	Global Call to Action Against Poverty
HLF4 BUSAN	4 th High Level Forum on Aid Effectiveness, Busan South Korea 29 Nov-1 Dec 2011
INTA	International Trade committee of the European Parliament
ISG	International Steering Groups
JEGs	EU-AU experts' groups
JPA	EU/ACP Joint Parliamentary Assembly
MDG	Millennium Development Goals
MEPs	Members of the European Parliament
MTR	Mid-term Review
NGO/NGDO	Non-governmental organisation (NGDOs: development and humanitarian aid NGOs)
NP	National platform (national association of development NGOs)
NSA/LA	Non State Actors/Local Authorities
NW	Network of NGOs
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
PCD	Policy coherence for development
PPE	Group of the European People's Party (Christian Democrats) and European Democrats (European Parliament)
S&D	Group of Socialists and Democrats (European Parliament).
REDD	Reduced emissions from deforestation and forest degradation.
TRIALOG	Project to strengthen civil society organisations (CSOs) in the enlarged EU for active engagement in global development.
UNGASS	United Nations General Assembly Special Session on HIV/AIDS

INTRODUCTION

About CONCORD

CONCORD is the European confederation of Relief and Development NGOs. We are made up of 27 national associations, 17 international networks and 2 associate members that represent over 1,800 NGOs, supported by millions of citizens across Europe.

We are a not for profit organisation, registered under Belgian law as an a.i.s.b.l - Association Internationale Sans But Lucratif - (An international not for profit association).

We are registered to the EU Transparency Register.

CONCORD leads reflection and political actions and regularly engages in dialogue with the European institutions and other civil society organisations. It is part of the Global Call to Action against Poverty, [CSO Partnership for Development Effectiveness](#), the [Beyond 2015 campaign](#), the [International Forum of NGO Platforms](#), Civil Society Contact Group, EU CSO group on International Development and Spring Alliance.

Vision, mission, aims, approaches

Our vision is of a world in which poverty and inequality have been ended; in which decisions are based on social justice, gender equality and upon our responsibility to future generations; where every person has the right to live in dignity, on an equal basis, free from poverty and sustainability.

CONCORD mission is working to ensure that:

- The EU and member states are fully committed to and implement comprehensive and coherent policies towards the developing world that are based on the principles of solidarity, human rights, justice and democracy, and which aim to address the causes of poverty and conflict and promote sustainable economic and social development.
- The European NGDO movement is active and fully engaged in promoting EU policies that have a positive impact on developing countries and have the capacity to influence the direction of these policies.
- The role of the NGDOs is valued and protected as an authentic voice of European civil society that is engaged in issues of development and global justice.

CONCORD's main aims are:

- To influence the EU's policies and practices so that the Union and its Member States enhance social justice, equality and human rights throughout the world.
- To promote the rights and responsibilities of citizens, development NGOs and, where relevant to CONCORD's influencing agenda, civil society as a whole - to act in solidarity with those living in poverty and to influence their representatives in governments and EU institutions.

Six approaches underlines CONCORD strategy:

- Human rights and gender equality will underpin all our advocacy work.
- Strengthening CONCORD's political engagement with the institutions.
- Developing strategic alliances with Southern, European and Global coalitions.
- Supporting the organisational development of CONCORD's members.
- Ensuring that CONCORD collective decision-making combines efficiency with confederation ownership, and supports active participation of all members in CONCORD activities.
- Basing CONCORD work on members' energies supported by a secretariat; balance our income sources to ensure our independence and sustainability, and manage finances prudently.

CONCORD structural changes in 2013

Board, staff and members

Board: Johannes Trimmel (Austrian National Platform) was re-elected Board Member. Farah Nazeer (UK National Platform) and Lars Bosselmann (CBM) were elected to join the Board, replacing Glen Tarman (UK national platform) and Harry Goddard (Plan), whose mandate had ended. The Executive Committee of the Board is composed of Joanna Maycock (ActionAid) as President, Johannes Trimmel (Austrian National Platform) as Vice-President, Marius Wanders (World Vision) as Treasurer and Izabella Toth (CIDSE) as Secretary.

Secretariat: The Secretariat is led by the Director, with support from the Management Team.

Olivier Consolo, former Director, was officially replaced by Seamus Jefresson on December 31st 2013 after a 3 months handover period. The Director is supported by an officer doing part-time Executive Assistant and part-time Policy Officer for Strategic Partnership and Alliances.

The policy and advocacy team is responsible for all policies of CONCORD - under both Pillar 1 (“what we say”) and Pillar 2 (“who we are”). There are one Head of Policy, two Policy Coordinators (AidWatch&FFD, PCD) and four policy officers.

The membership and communications team is responsible for membership, communications, and capacity building and made of one Head of Communication and Membership, one Communication Officer and one Capacity-Building Officer.

The Finance and Resource department is comprised of a Head of Finance and Resource, a finance officer, a human resources officer and an office & events assistant.

Other policy support is provided by short term professional placements and interns – with the support of their universities – and through clear Memorandum of Understanding between CONCORD and the academic institute.

Membership

We are composed by 27 National Platforms, 17 Networks and 2 associated members.

In September 2013, EUROSTEP resigned from CONCORD Membership following its dissolution.

CONCORD bodies/Working structures

In 2012, the existing working structures continued to deliver on the priorities of CONCORD, which is presented in detail in the following pages. Furthermore, a European Year 2015 Inter-institutional Task force has been transformed from an inter-institutional body into a proper working structure open to Concord members to lobby for the EP and EU Council decision to dedicate 2015 European Year to Development and afterwards to shape the European Year together with the European Commission. A new task force on Financing for Development was also established in 2013 (June) to be a crucial pillar of the Post-2015/SDG agenda, and the EU will play an important role in the discussions on how and from where this finance will come from. An Annual Planning Commission was in charge of work on next year’s priorities. In addition, two projects contributed to CONCORD work in the reporting year:

- DEEEP4 (Citizens’ Empowerment for Global Justice) is a three-year project, co-funded by the European Commission, aiming at supporting, strengthening and promoting global citizens engagement and action for systemic change. The project was initiated by the DARE Forum (development education working group – former DEF) in 2003, and is managed by a consortium of 5 European NGOs (Kehys, Oxfam Italia, IDEA, Grupa Zagranica and Südwind). More information on DEEEP and its activities are available on: <http://www.deeep.org>
- TRIALOG aims to strengthen civil society and raise awareness of development issues in the enlarged European Union. Global networking and exchange are key elements of all TRIALOG activities and contribute to a stronger involvement of CSOs from EU13 (EU member states after 2004) and accession countries in Development Cooperation and Development education. The EC funded project started in March 2000 and is in its fifth phase (2012-2015). All development CSO platforms of EU13 countries are partners in TRIALOG. For more information see: <http://www.trialog.or.at>

General assembly

The June General Assembly 2013 unanimously adopted the 2012 report on the work of CONCORD and the 2012 financial report.

It was also the time to celebrate CONCORD 10th anniversary with a the launch of a special publication.

1. CONCORD ACHIEVEMENTS IN 2013, CORRESPONDING TO THE SET AIMS

AIM1: INFLUENCING THE EUROPEAN UNION

CONCORD aims to influence the EU's policies and practices so that the Union and its Member States enhance social justice, equality and human rights throughout the world. To influence policies and practices, CONCORD draws upon its Engagement Strategy with EU institutions to identify and target key decision makers as well as decision making bodies. This often means a multi-pronged approach that draws on the strength of CONCORD as a Confederation – using National Platforms to push at national levels on EU issues, using Networks and Brussels-based organisations to push at the European level, and drawing on CONCORD's good working relationships with the Development Committee of the EU Council, with Parliamentarians, and with key officials at different levels. Equally important is CONCORD's use of the experience and expertise of its members and bringing this into policy discussions, and using other tools – research, publications etc – to influence policy.

1.1.1. Holding the EU and its Member States to account

EU Presidencies

The Treaty of Lisbon has reduced the importance of the Presidency significantly, by officially separating the European Council (EU heads of state or government) from the Council of the European Union, thus ending the practice of the head of state or government of the member state holding the Presidency to be President of the European Council. Simultaneously it split the foreign affairs Council configuration from the General Affairs configuration and made the High Representative the chairperson, and this role is no longer played by the foreign minister of the Presidency country. In the current EU constitutional framework, the Council of the EU retains the task to actively engage in negotiating legislation among member states and among the EU Council and the European Parliament, although the most difficult dossiers are subsumed by the President of the European Council.

What CONCORD wants

- EU to push its priorities to the Presidencies of the European Union and to request regular meetings with the Development Ministers so that the voice of civil society is heard;
- To stress the necessity of effective dialogue between the European institutions and the Civil Society organisations, transparency and NGO access to Council documents.

What CONCORD has done

- struggled to have the same level of access – at Council and Development Minister levels – as it has had in the past. In previous years, CONCORD has been invited to present at the informal council of development ministers. However, since 2011 this has not happened anymore;
- continued to use Council and Head of States meetings as an opportunity to push on its messaging, but regretted the lack of direct access to Ministers;
- Advocated for a wide range of policies and processes, such as the next MFF, the post-2015 agenda, the role of the civil society in development, the role of the private sector in development, food security and others. The platform organised several large awareness raising activities as well as seminars, conferences and advocacy meetings, and was actively involved in the European Development Days 2013.

AIDWATCH WORKING GROUP

Aid is a unique and valuable resource in the global fight against poverty, inequality and marginalisation. As the deadline for the 2015 Millennium Development Goals approaches and ongoing economic difficulties sap the political will to meet aid promises, CONCORD must continue to promote the importance of high-quality aid and encourage the political drive necessary to ensure it.

Since 2005, development NGOs from all the EU countries (now 28) have come together every year through the CONCORD AidWatch initiative which carries out ongoing advocacy, research, media activities and campaigns on a wide range of aid-related issues throughout the year.

Key objectives:

- The EU's legally binding focus on poverty eradication and human rights, as both the rationale for and the aims of EU development cooperation, must not weaken. On the contrary, it is past time to achieve these aims fully in the practice of EU development cooperation and aid allocation. Therefore, the EU should provide genuine resources for development which are available to partner countries to invest in development and poverty reduction.
- The EU and its Member States should reach collectively the aid target of 0.7% ODA/GNI by 2015 and be held accountable for meeting this commitment through an Annual Report to the European Council.
- The EU and its Member States must fully implement the international aid and development effectiveness commitments made in Paris, Accra and Busan. In addition, EU needs to take an ambitious stand on the new Global Partnership for Effective Development Co-operation by making use of participation in steering committee and ministerial-level meetings to keep development cooperation high on the agenda and push the process forward by being proactive at international level.
- Consequently, the current definition of ODA should be retained until 2015 and the future ODA and development effort measures should follow these principles and be poverty reduction oriented.

Achievements and activities:

- Constantly advocated for improvements in the quality of aid alongside the call for reaching aid quantity targets.
- Media impact was increased with the analysis of the DAC OECD preliminary aid figures in April
- The 2013 annual AidWatch report was published. It focused on the unique and crucial role of aid for poverty reduction. The publication was launched simultaneously across Europe by many CONCORD members and in Brussels with a high level discussion. The report and the lunch had a wide media coverage.
- The Annual AidWatch Seminar was successfully organised in November, of which a full day was dedicated to the future of aid and financing for development through a discussion that brought together not only CONCORD AidWatch Members but also key leading development thinkers.
- Beyond the national and European level, CONCORD AidWatch has also been engaged in the international aid/development effectiveness agenda, as an active member of the CPDE.
- The OECD DAC process on the future of aid has been actively followed. CONCORD successfully advocated for increasing transparency and CSO participation on the process. In addition, CONCORD has developed analysis and capacity building briefs for national platforms on the process.

FINANCING FOR DEVELOPMENT TASK FORCE

Financing for development is a crucial issue on the EU and international agenda, given important international negotiations on Financing the SDGs and Post-2015 framework and the knock-on impact of these discussions on Climate Finance discussions in the UNFCCC, the future of ODA and the development effectiveness agenda.

Key objectives:

- Ensure that the EU is going to the negotiations with an ambitious, pro-poor and pro-human rights agenda.
- An essential part of the work was to mobilise members around financing for development under the new task force with the aim to develop joint positions and ad hoc policy initiatives when appropriate in cooperation with other CONCORD working structures.

Achievements and activities

- Creation of the CONCORD Financing for Development task force and formulating 12 actions for the EU to make concrete, vital changes in its policies to retain its credibility for global negotiations.
- The Task-force has done valuable work in 2013 responding to the first EC communication on Financing Sustainable Development, advocacy work towards the EU's first position (Council Conclusions) on financing poverty eradication and sustainable development beyond 2015.
- A key aspect was to establish the contacts of Experts from EU member states in the Intergovernmental Expert Committee on Financing Sustainable Development in order to inform them about CONCORD's positions.

COTONOU WORKING GROUP: Taking Actions to advance poverty eradication in ACP countries

In 2013, advocacy for the translation of the Cotonou Agreement (CA) into actions that advance poverty eradication in African, Caribbean and Pacific countries and that contribute to the achievement of the MDGs was a key activity of CONCORD's Cotonou Working Group together with its partner CSOs from the ACP countries.

Key objectives:

1. Influence the negotiations and guidelines for the implementation of the **11th European Development Fund (EDF)**, consistent with CONCORD's work on the **MFF negotiations**.
2. Participate in discussions on the **future of EU-ACP relations** in a context where the ACP group and its relationship with the EU are questioned.
3. Ensure and support the **effective involvement of civil society** from both regions within the framework of the ACP-EU relations, promoting partnership, ownership and participation.
4. Encourage the **implementation of core principles of the CA**: human rights, fight against inequality and poverty, good quality and sufficient aid for ACP countries.

Achievements and activities

- Common messages of the EU and ACP civil society were shaped on the occasion of a seminar "EU-ACP cooperation in the era of Global Europe and the Agenda for Change". They were conveyed to officials from the European Commission and the EEAS during a special advocacy week organized in Brussels around the 25th session of the JPA.

- Members of the JPA and representatives of EU and ACP civil society were brought together around two lunch debates taking place within the venues of the JPA sessions, enabling to reach out to more than 150 people in total. CONCORD visibility was particularly promoted thanks to a permanent stand allowing for the broad distribution of CONCORD positions.

- Briefing papers in English and French on more than 10 topical issues for EU-ACP cooperation were prepared and circulated to members of the EU-ACP Joint Parliamentary Assembly (JPA) on the occasion of the 25th and 26th sessions of the EU-ACP Joint Parliamentary Assembly (JPA), respectively taking place in Brussels in June 2013 and Addis Ababa in November 2013.

- Contacts with ACP Secretariat: the ACP secretariat unfortunately declined our request for meeting the CWG ACP partners invited to the seminar of June 2013. However an open and constructive meeting between a representative of

the CWG, the new Director of CONCORD and the new Secretary general of the ACP group, Mr Mumuni took place in December 2013.

- A High level multi-stakeholder panel on EU-ACP relations was initially foreseen for the European Development Days. However, competing commitments made it impossible to dedicate time and efforts to this process, which was happening in the same period as the 26th session of the JPA.

NEIGHBOURHOOD AND PRE-ACCESSION

In 2013 CONCORD's work was focused on advocacy activities to European institutions to impact IPA & ENI programming, in order to ensure implementation of relevant EC Communications, ENP/ENLARG policies and instruments, and influence Council Conclusions and EP resolutions. Particular efforts were also dedicated to networking with CSOs in the EPAN region.

Key objectives:

- Support the civil society strengthening in the EPAN region through monitoring and responding to the evolution of the European policy, esp. ENI and IPA instruments;
- Strengthen and increase dialogue with civil society in the EPAN region for the implementation of the EU Neighbourhood/Enlargement Policy.

Achievements and activities:

- 2 working group meetings were organised. The first one had organisational strengthening, activity planning and member mobilization as main objectives. Such were the objectives of the second meeting, which was also linked to a panel discussion held as a side event to a big EaP civil society conference.
- Cooperation with the EU Commissioner for Enlargement and his Cabinet continued;
- A number of position papers and opinions issues in relation to IPA II and ENI programming;
- Cooperation with regional civil society networks strengthened – namely the EaP Civil Society Forum, the Balkan Civil Society Development Network and the Black Sea NGO Forum.

1.1.2. Influencing external and domestic policies and practices

Policy Coherence for development

Policy Coherence for Development (PCD) is about ensuring that no policies of the European Union (EU) undermine the aims and objectives of EU development co-operation, that is poverty eradication. PCD is essentially about ensuring accountability in global governance. Improved coherence is very important for ensuring the effective use of Community resources and good governance, as well as for the credibility of the EU in general. As CONCORD, we address this critical “accountability gap” by bringing the cases of injustice we witness through our members’ field work in developing countries to European decisions-makers.

The principle of coherence is supported by successive treaties of the European Union since 1993 as well as by the European Consensus on Development. Development co-operation alone cannot meet the needs of developing countries. In recognition of this, in 2005, the EU identified PCD as a key concept in achieving poverty eradication and advancing the Millennium Development Goals (MDGs).

Since 2005, both the European Commission and the Member States have made important commitments to improving the coherence of national and EU policies. However, despite increasing awareness of the potentially harmful external impact of some European policies on people in developing countries, these policies are all too often inconsistent with the EU’s broader and longer-term economic, social and political interests in the world. Doing no harm at home might be in conflict with development prospects abroad. Doing some good at home will not be enough to prevent the – perhaps unintended – counterproductive effects of domestic policies on development efforts in developing countries.

CONCORD issues a report entitled “Spotlight on EU Policy Coherence for Development” every two years since 2009 and carries out policy and advocacy work on both PCD as a concept, strategy and tool, as well as on PCD issues within different thematic policy areas (agriculture, energy, migration, etc).

POLICY COHERENCE FOR DEVELOPMENT - COORDINATION GROUP

Key objectives:

- EU institutions and Member States to champion PCD in their daily policy decisions in order to create a conducive policy environment for development
- EU institutions and Member States to set up adequate institutional mechanisms and tools to promote PCD in the policy-making cycle
- CONCORD and members to document and expose publicly incoherencies in European policies that affect poor people in developing countries and propose alternative viable policy options
- PCD to feature in the post-2015 international framework for development
- Continue dialoguing with the OECD and the PCD focal points in the OECD to raise visibility and understanding of PCD
- Build the capacity of CONCORD members in order to strengthen their advocacy work on PCD at national and EU levels

Achievements and activities:

- Publication of the 2013 Spotlight report on PCD, which includes a chapter on EU-level institutional mechanisms on PCD and three policy chapters, on food security, natural resources and climate change, and financing for development. The report was produced with a broad participation of CONCORD members;
- Spotlight report high level launch in Brussels (with more than 100 participants), presentations in the EP DEVE committee and at the EDDs, and several national launches, resulting in large media coverage;
- Strong language on PCD in the Foreign Affairs Council conclusions on PCD in December, after intense advocacy on EU as well as national levels
- Two training of PCD trainers and several trainings on PCD at the level of national platforms, using the new PCD good practice guide produced by CONCORD

The impact of EU TRADE policies on development

EU trade policy has major implications for developing countries around the world. The multiple food, financial and economic crises starkly reveal the extent to which current dominant market incentives have failed to deliver a type of development that is equitable or socially, environmentally and economically sustainable.

Key objectives:

- development-friendly Economic Partnership Agreements (EPAs) and continued market access for ACP countries. The threat of losing preferential market access will increase pressure on ACP countries to ratify interim EPAs regardless of whether they consider them as beneficial or not to their development prospects. Numerous outstanding contentious issues have not been addressed in the negotiations and risk to undermine the opportunities for ACP countries to build resilient economies and regional markets.

Achievements and activities:

- In January 2013, CONCORD and CONCORD members called upon the Members of the EP International Trade Committee to vote against the proposed withdrawal of valuable market access from those ACP countries which have not ratified or taken steps towards implementation of an EPA. However, the Parliament eventually conceded and aligned itself with the Council and Commission deadline for October 2014, thereby amending Annex I of the Market Access Regulation 2007/1528.

- In a letter to EU Development Ministers in December 2013, CONCORD and CONCORD members urged the ministers to discuss EPA as part of the Policy Coherence for Development item. CONCORD TRG called upon the ministers to facilitate a political solution and to ensure a high level discussion on EPA matters at the EU Africa Summit in April 2014.
- CONCORD supported the call by JAES CSO steering group and partnership on trade, regional integration and infrastructure that resulted in a joint declaration that include the call for EPAs to be put on the agenda of the EU Africa Summit in April 2014.
- CONCORD member APRODEV represents development NGOs in the EC DG Trade Contact Group and follows the EU trade agenda to the extent possible. Increasingly, this role also means to facilitate contacts and access of other NGOs interested in Civil Society Dialogue matters of DG Trade, and in turn, to facilitate as appropriate outreach of DG Trade officials to NGO community.

The impact of EU policies on global Food Security

Feeding the world is less a technical than a political problem. It is poverty rather than food shortages that are keeping close to one billion people hungry. The solution starts therefore with increasing the purchasing power of the hungry, 80% of whom are engaged in farming activities. Thus the key question leaders must answer is not how to produce more food to meet tomorrow's demands from a growing world population, but: who will produce more food? Another vital question is how to produce more responsibly given the global environmental challenges relating to climate change and the preservation of natural resources. Key to both answers are smallholder farmers. And supporting smallholder farmers to produce food sustainably and sell it at remunerative price is also central to building viable local economies in developing countries.

CONCORD members gather in the European Food Security Group which closely collaborated with CONCORD groups on trade, Policy Coherence for Development and climate change. Like every two year since 2008, trade and food security groups organised the Forum on Food, Agriculture, Trade and Environment (FATE).

Key objectives:

- EU agricultural and food related policies to protect the right to food, adopt a human rights based approach and comply with the obligation of Policy Coherence for Development;
- EU support for food security to target small-holder farmers, particularly women; to empower them and their organisations in policy formulation, implementation, and monitoring as well as to claim their rights; support research and extension systems that promote agro-ecological production methods and safeguard biodiversity; support producers to have access on beneficial terms to diversified, local, regional and international markets; and to align with national and regional country investment plans;
- EU to set up a thorough monitoring of the external impact of EU policies that affect food security in developing countries (i.e. agriculture, trade, energy, climate change, research);
- proper implementation of the 2010 EU Food Security Policy Framework and alignment of all other EU's (international) commitments relating to food security with this Framework's analysis and pillars;
- EU to ensure that the UN Voluntary Guidelines on Responsible Governance of Tenure of Land is respected across all relevant policies;
- EU to collaborate to improve governance, transparency and oversight of global food markets at both international and domestic levels;

Achievements and activities:

- Lobbied the EU to defend pro-smallholder positions in the Committee on World Food Security (CFS), especially with regard to the Global Strategic Framework, responsible agricultural investments, biofuels and participation of CSOs;
- Actively engaged in the preparation of the civil society Forum ahead of the 2013 CFS session; and facilitated dialogue in the Western European branch of the Civil Society Mechanism for relations with the CFS and production of recommendations to EU on issues relating to the CFS agenda;

- continued lobbying MEPs around the votes on the AGRI committee and in Plenary on the reform of the Common Agriculture Policy, but the result has been disappointing in terms of reducing the negative impact of CAP on developing countries and monitoring this impact;
- lobbied the EC and the Head of Agriculture and Rural Development Departments in the Member States for a good methodology using both quantitative and qualitative data to monitor the Implementation Plan of the 2010 EU Food Security Policy Framework on Food Security; and also contributed to the EC consultation on the Action Plan on nutrition
- addressed the EP DEVE committee on how the EU could contribute to a conducive environment that is supportive of small farmers to ensure food security.
- Mobilise CONCORD members for the production of a new narrative on Food Security capturing the essence of CONCORD views and values in relation to Food Security

The impact of EU policies relating to Natural Resources on development

Europe is highly reliant on the import of raw materials on which to build its growth and wellbeing. This dependency forms the basis for significant interaction and trade with developing countries and poses both opportunities and challenges in terms of PCD.

In the light of high global demand and high prices, in recent years more attention is played on the role of natural resources governance in resource rich countries for sustainable development and the contributions or obstacles of policies of Europe countries and other importers to better governance of these resources in producing countries. These initiatives have been focusing mainly on increasing transparency, reducing negative environmental and social impacts, reform of fiscal policies and combatting tax avoidance, adding value and employment opportunities.

Key objectives:

- EU to ensure that policies that assist in driving global trends on natural resources exploitation, include strong sustainability criteria that cover both social and environmental aspects equally comprehensively;
- EU to encourage the value-added process of raw materials and natural resources in developing countries;
- EU to strengthen transparency of European companies on payments to governments and on policies and obtained results regarding resource efficiency, environmental impact and human rights protection.
- EU to implement due diligence requirements for companies related to the import of minerals from conflict and high risk regions.
- EU to define concrete targets and implement a monitoring system in the framework of the European Roadmap on Resource Efficiency.

Achievements and activities:

- prepared a position paper on Extractive Industries and Non Financial Reporting in the framework of the reports, debates and negotiations that took place related to the revision of the directives on reporting requirements for European Companies.
- supported advocacy initiatives of European NGOs and networks in the framework of a new European regulation on behalf of conflict minerals (due diligence requirements for European companies, downstream and upstream the supply chain)
- facilitated information sharing amongst CONCORD members within the task force on raw materials and dialogue with think tanks and environmental organisations involved in the issue.

The impact of EU policies relating to CLIMATE CHANGE on development

EU climate and energy policy has major implications for developing countries around the world. As one of the regions responsible for the majority of historic emissions, but also as one of the leading voices in the fight against climate change, the ambition displayed within the EU's domestic climate policy will help spearhead a global deal to be reached in Paris in 2015.

Key objectives:

CONCORD wants the EU to develop a set of ambitious post-2020 policies. These should include:

- agreement on an ambitious and comprehensive climate and energy package in time for the UN summit in autumn 2014, with a domestic emissions reduction target of at least 55%.
- two further complementary targets: a renewable energy target with a strong, binding social and environmental sustainability framework, and an energy efficiency target;
- agreement on EU climate finance targets which by 2020 lead to scaled-up, additional finance for developing countries, in particular the most vulnerable nations, in line with the Copenhagen climate finance commitments.

This should be complemented by innovative public finance, additional to existing ODA commitments, from the EU's emissions trading system, financial transaction taxes, and a future carbon tax on international transport which should be automatically paid into the Green Climate Fund.

Achievements and activities:

- Concord's Climate Change Task Force has included a chapter on the importance of the EU 2030 Climate and Energy package for Policy Coherence into CONCORD's flagship policy report.
- CONCORD is starting to mobilise to help exert pressure on Member States around higher climate ambition.
- More is planned for 2014.

PRIVATE SECTOR IN DEVELOPMENT

CONCORD facilitated the exchange of knowledge and experience of its members on the private sector in development and follow-up and influence where needed the institutional policy development in this regard, both at national and European level.

Key objectives:

- to make sure the EU national policies in this regard are cautious, based on human rights and international standards and focusing on sustainability, democratic ownership and fighting poverty and inequality
- to be a hub for information and intelligence sharing throughout the year – internally within the task force, where appropriate with the wider CONCORD membership
- to link up with other CONCORD working processes and structures, and within the relevant alliances CONCORD is member of.
- to enable members to share experience and lessons learnt in terms of cooperation with the private sector.

Achievements and activities:

- Striving for a balanced EC Communication on the Private Sector and Development that includes key CONCORD messages on the private sector and development, CONCORD
 - o mobilized and supported the involvement of CSOs in the preparatory process for this Communication, at national and EU level, individually and within the relevant alliances;
 - o CONCORD, together with others CSO networks sent a joint letter to the EC asking for a proper CSO consultation to feed into the Communication on the private sector in development, which resulted in a CSO (and private sector) consultation meeting co-organised by the EC and CONCORD;
 - o CONCORD started preparing and coordinating its input into the public consultation in preparation of an EC Communication on private sector and development.
- CONCORD organized a workshop on CSO-private sector cooperation to facilitate the exchange of knowledge and experience regarding CSO-private sector cooperation amongst members and with other CSOs.
- CONCORD contributed to the discussions with the EC in the framework of the EU Blending Platform for External Cooperation.

MULTIANNUAL FINANCIAL FRAMEWORK 2014-2020

Tough inter-institutional negotiations on the EU's Multiannual Financial Framework (MFF) 2014-2020 continued throughout 2013 and came to a final conclusion in December, locking in the EU's main priorities for the next 7 years. December also saw an agreement on the external action financing instruments, including for development cooperation.

Key objectives:

- To secure sufficient funding for the EU's external action in the negotiations on the MFF 2014-2020.
- To have an allocation within the MFF's 'Global Europe' heading that is conducive to those instruments which are the most development, humanitarian aid, democracy and human rights oriented.
- To have a Development Cooperation Instrument that will prove most impactful for eradicating poverty, protecting human rights and fighting inequality.

Achievements and activities:

- CONCORD successfully mobilized its constituency, both at Brussels and Member State level, to advocate for an EU budget 2014-2020 and external action financing instruments conducive to development, both in terms of budget allocations and priorities.
- In terms of financing, the efforts of CONCORD to defend the budget for development cooperation from further reductions after the ones proposed by Council President Van Rompuy at the end of 2012 proved successful, leading to a marginal increase of overall external spending compared to the previous MFF, as was recognized by several institutional representatives.
- CONCORD was quite successful in making the Development Cooperation Instrument more impactful for eradicating poverty, protecting human rights and fighting inequality, by advocating on the basis of the 'red lines' it developed, most of which were reflected in the final regulation.
- By organising a Conference and training on the MFF in November 2013, CONCORD built the capacity and understanding of the new MFF and its implications for development cooperation up to 2020. The ready-to-use training toolkit and PowerPoint were shared widely and used for replication by many of the members.

POST 2015 FRAMEWORK

In 2013, the EU began outlining its views on Post-2015, first in the EC Communication *A decent life for all*, then in the EP's Report *Defining the post-2015 framework* and, finally, in the *Council Conclusions on the overarching post-2015 agenda*. CONCORD worked hard to influence these positions and finalise its own one.

Key objectives:

- Engage with CSO partners in a collaborative process to develop a European civil society position on the Post-2015 Agenda.
- Advocate (nationally and in Brussels) to get the key messages of the CONCORD-Beyond2015 European Task Force (ETF) into the joint EU position (EU institutions and Member States) on Post-2015.
- Represent the consolidated views of European CSOs in key events at national, regional and global level.

Achievements and activities:

- In April 2013, CONCORD's Board adopted the ETF's position paper "Putting People and Planet First," which outlines the transformational agenda that a post-2015 framework needs to adopt in order to address the structural root causes of inequality and human rights violations and ensure a just, equitable and sustainable future for everyone, everywhere.
- Two Commissioners - Andris Piebalgs (Development) and Janez Potočnik (Environment) - took part, as panellists, at the launch event of the ETF's report.
- The ETF was requested to support the drafting of the EP's Report on Post-2015, was invited to address the Council's Tripartite Group (CODEV-CONUN- WPIEI), and worked with National Platforms to ensure that the Council Conclusions on Post-2015 included specific, more ambitious commitments in line with the Beyond 2015 ETF position.
- We participated and supported events organised by CONCORD members at the national level, co-organised and presented at the European launch of the UN High Level Panel's report, represented CONCORD's voice at the UNECE's

Regional Consultation on Post-2015, and took our regional views to the UN General Assembly at a side event organised by Beyond 2015.

AIM 2: CONCORD AND CIVIL SOCIETY

NGOs and Civil Society Organisations as development actors continue to face challenges related to the conditions required for their functioning. The space for civil society has been shrinking in many countries and the gap between political commitments and reality has increased. Several EU member states have drastically cut funding to NGOs but legal and regulatory requirements are increasing. International solidarity has come under pressure and tendencies to instrumentalise development – and development actors – for other aims continue to be a major threat.

CONCORD's efforts to respond to these challenges have mainly focused on:

1.2.1. Enable NGOs in Europe to inform, educate, engage, and mobilise European citizens for sustainable development and international solidarity

DEVELOPMENT EDUCATION AND AWARENESS RISING

Development Education and Awareness Raising broke out of its sector and started building a bigger transition-learning movement. The DARE Forum set up the DEEEP4 project within CONCORD and with many partners, through which the DARE Forum aims to develop new thinking, new stories and new practices to work on Global Justice, to replace the old development models that are failing.

Key objectives:

- **A transformative action experiment**
The DARE Forum aims with DEEEP4 to be experimental and try out alternative approaches to organisational development, that might inspire other actors, both in their possible failure or success.
- **A global Citizens Movement**
Our sector needs to go from learning about others to learning with them. And to working together instead of being donors to partners.
- **New thinking for new narratives and new practice**
A global justice movement requires new thinking, new knowledge and the DARE Forum aims to bringing research much closer to the practice and policy of the development field.

Achievements and activities:

The experiment has started and brought actors for global justice together in several activities, processes and spaces. Key achievements included the first Global Conference in Johannesburg, the Brussels research conference "Global Justice through Global Citizenship", and a whole new approach to communication, advocacy, capacity building and management of NGOs.

1.2.2. Defending and promoting the rights, roles and responsibilities of civil society at local, national, European and global levels / Advocating for an enabling environment for development NGOs

Enabling environment for CSOs in Europe

The Busan Partnership for Effective Development Cooperation (BPEDC) recognises that the "Civil society organisations (CSOs) play a vital role in enabling people to claim their rights, in promoting a rights-based approach, in shaping development policies and partnerships, and in overseeing their implementation. They also provide services in areas that

are complementary to those provided by states". Moreover, the BPEDC specially refers to ensuring the enabling environment to maximise the contributions of the CSOs to development as well as encourages the CSOs in the implementation of the Istanbul Principles and the International Framework for CSO Development Effectiveness.

CONCORD, as the EU platform for development CSOs, has played a crucial role in the establishment of the CSO partnership for development effectiveness (CPDE) which is a merger of the Open Forum and BetterAid. The CPDE is a counterpart to the newly established Global Partnership on Effective Development Cooperation (GPEDC) and represents CSOs in its Steering Committee.

Key objectives:

- to use the BPEDC as a political tool in the engagement with the European Institutions;
- paragraph 22 of the BPEDC to be respected and the EU to show concrete leadership in its implementation;
- EU donors and governments, including the European Institutions, to provide enabling environments for CSOs;
- CONCORD members to address their effectiveness individually and collectively in line with the Istanbul Principles and International Framework for CSO Development Effectiveness;

Achievements and activities:

- organized a sub-regional meeting in April to coordinate the EU sub-region in the three main pillars of the CPDE: advocacy on development effectiveness (via AidWatch), CSO development effectiveness and enabling environment (via CSO Development Effectiveness WG). Inka Pibilova (Czech Republic) was elected as EU sub-regional representative
- co-organised together with Fond (Romanian NP) and Black Sea NGO Forum a non-EU sub-regional consultation in Bucharest, September 2013 to raise awareness of the Eastern European and Balkan countries regarding the Istanbul principles and enabling environment. Vazha Salamadze (Georgia) was elected as non-EU sub-regional representative.

POLICY FORUM ON DEVELOPMENT

Following the multi-stakeholder Structured Dialogue process, the EU Policy Forum on Development (PFD) was established, in which CONCORD participated and liaised with other European CSOs platforms working on development. In 2013, the last interim meeting took place in June, the first official one in November.

Key objectives:

- To strengthen the political and strategic dimension of the PFD for more democratic ownership of EU development policy and transversal coherence steering.
- To work together with other CSOs - from the EU as well as other regions.
- To push for CSO enabling environment to be one of the key or standing topics to be discussed in this forum and through this forum further advance the enabling environment for CSOs.
- To ensure good internal coordination and inclusiveness of CONCORD's constituency when preparing for PFD meetings.

Achievements and activities:

- CONCORD liaised well with other European CSO platforms in-between the PFD meetings. (Two examples of joint action: CSO letter on breakdown of heading 4 of the MFF and private sector letter).
- CONCORD presented its work and positions on various topics such as programming, the Multiannual Financial Framework 2014-2020 and intervened on many occasions on other topics, all of which were well received.
- Started developing a 2-years strategy for CONCORD to engage in this process, which now still need to be completed (implementation, building alliances, monitoring progress, etc.) and owned by the constituency. The capacity building around the PFD (including the 1-day training prior to the PFD) also requires further development.
- One of CONCORD's two representatives was elected by the EU CSO group to become EU CSO representative in the PFD task team.

FUNDING FOR DEVELOPMENT AND RELIEF (FDR)

CONCORD continues to defend the important roles of CSOs in development, which should be supported by more and better EU-funding as well as an improved dialogue on funding policies and modalities between CSOs and the EU. CONCORD also builds the knowledge and capacity of its constituency on topics related to EU-funding for development.

Key objectives:

- To build the capacity of CONCORD's constituency on how to access and apply for EU funding and improve the understanding of potential risks and opportunities given trends in EU funding.
- To engage actively with the EC on the various thematic and geographic instruments and programmes and to increase CSO involvement in and influence on the programming process for 2014-2020.
- To follow the revision of the Financial Regulation and its Implementing Rules (2013 PRAG) and to monitor compliance of EU Delegations' contract management with the Financial Regulation.
- To regularly update the group about the work of the FDR working group and sub groups (e.g. monthly FDR update message) and enable the sharing of knowledge and experience amongst members.

Achievements and activities:

- CONCORD closely followed the geographic and thematic programming process and mobilized CSOs in Europe and partner countries to get involved. Briefing papers have been prepared and shared and a webinar was set-up, recorded and widely disseminated and replicated to explain in more detail the process and how CSOs could get involved. For this a template letter was also prepared.
- At the end of phase 1 of the programming process, CONCORD launched a survey to assess whether and how CSOs had been consulted. The objective was to draw lessons from this assessment and formulate recommendations to try to influence and improve CSO consultations in the second programming phase, as well as in other future processes and new channels for EU Delegations' engagement with CSOs such as CSO roadmaps, Policy Coherence for Development commitments and Human rights and democracy focal points in Delegations. Based on the answers provided by the 138 different respondents from all over the world, CONCORD formulated key recommendations for a more structured dialogue between EU Delegations and CSOs. When these recommendations were shared with the EU institutions, they were forwarded to all EU Delegations in the world with a clear instruction to follow up.
- Two training modules were developed on 'how to access EU funding' and 'how to apply for EU funding' A training including both modules was organised for all interested members and a ready-to-use training toolkit to support the replication of the training was developed and disseminated.
- Inspired by CONCORD's Reader on the 2010 Practical Guide to contract procedures for EU external actions, the European Commission launched its own 'Grants Implementation Manual', a manual on the implementation of grant contracts, addressed to grant beneficiaries as well as to DEVCO services and EU delegations. Its objectives, as they were shared with us by R3 Unit, are twofold: To explain the new content of the grant contract released in 2013 and to promote a harmonized application of the contract.

1.2.4. Support CONCORD members in improving quality & effectiveness

CSO development effectiveness working group

CSO effectiveness was central to CONCORD's work in 2013. 2 meetings were organised on transparency and on equal partnerships, linking tools developed by European CSOs with the Istanbul Principles. These meetings were also connected with the global work of the CPDE.

Key objectives

- Increase the effectiveness of CONCORD member organisations
- Share and learn from each other's experiences on our own internal effectiveness
- Promote the development of CONCORD as a learning organisation

Achievements and activities

2 working group meetings were organised which had learning and exchange at their core. National Platforms also started exchanging experiences and cooperating on their own effectiveness outside the working group meetings. As the Istanbul Principles are getting more important the work of the working group will facilitate their implementation in European CSOs.

The CSO Development Effectiveness Working Group, which comprises more than 10 actively participating national platforms, has been key in supporting CONCORD members to work with their constituencies on the implementation of the Istanbul Principles and on improving CSOs' development practices. Two experience exchange meetings structured around specific themes, in relation to the Istanbul Principles, were organised in 2013: the first one around transparency and accountability, and the second one around partnerships. In each case, specific presentations and case studies and broader debates helped identify how CONCORD members, as national platforms and networks, had been working to improve their members' practices, and which challenges and opportunities had been encountered in the process. Both workshops enabled members to link the Istanbul Principles to concrete strategies of action, and to draw on both successes and failures to identify lessons learnt and best practices for sharing at the European and global levels. The exchange meetings have not only offered a unique space for exchange on CSO effectiveness among European civil society, they have also directly contributed to new and innovative practices by CONCORD members in supporting their members, and in ensuring NGOs in Europe were meeting their commitments as established in the Istanbul Principles. Direct contacts and exchange between WG members have increasingly taken place in-between meetings, an online sharing space has been established, and several members have described how the WG meetings and exchange have enabled them to reinforce their work and trigger new initiatives at the national level. At the global level, the CSO Development Effectiveness WG has been increasingly connecting to the newly established CPDE and most particularly to its Development Effectiveness and Enabling Environment Working Groups.

2. CONCORD STRATEGIC APPROACHES

CONCORD's work & strategy is supported by 6 cross-cutting approaches detailed in the strategic plan 2009-2015:

1. Human rights and gender equality will underpin all our advocacy work.
2. We will strengthen our political engagement with the institutions.
3. We will develop strategic alliances with Southern, European and Global coalitions.
4. We will support the organisational development of CONCORD's members.
5. We will ensure our collective decision-making combines efficiency with confederation ownership, and supports active participation of all members in CONCORD activities.
6. We will base our work on members' energies, supported by a secretariat; balance our income sources to ensure our independence and sustainability, and manage finances prudently.

In 2012, a mid-term evaluation of the implementation of the strategy was undertaken, clarifying that the process was going in the right direction but that more focus needs to be put on approaches 1 and 4.

Approach 1: Human rights and gender equality

A mid-term review of the "Strategic Framework 2009-2015" for 2009-2011 concluded that CONCORD needs to focus on Gender and Human-Rights Based Approach. Following this assessment, CONCORD commissioned an internal gender audit that shows that CONCORD has been good at making its GE approach to development cooperation visible in most of its policy and position papers; however, 2013 will bring critical challenges that will require a more systematic work.

2.1.1. Human-Rights based approach

A human-rights based approach creates a framework for a more inclusive, participatory way of doing development, and highlights the accountability of governments and other development actors to fulfill obligations and responsibilities towards their citizens according to international commitments.

Key objectives:

1. Promotes exchange of experience, raises awareness, increases understanding, expertise and capacity on human rights-based approach to development within Concord.
2. Enables Concord's members to include HRBA in its policy dialogue with EU institutions.
3. Advocates at the EU and Member States level for a development framework guided by the principles set forth in the Universal Declaration of Human Rights (UDHR).

Achievements and activities:

- The group met regularly and new members joined us in 2013;
- The Group supported other working structures to include a HRBA approach to their work;
- Participated in seminars, and influenced, the work on the EU HRBA toolbox.

2.1.2 Gender

Gender equality and women and girls' empowerment are central to poverty, inequality eradication and sustainable development. The European Union must ensure that its policy commitments to gender equality are systematically put into practice, demonstrating political will and leadership in the consistent championing of gender equality and women and girls' empowerment issues.

Key objectives

- Improved political leadership and commitment to ensure the effective integration as well as specific actions on the promotion of gender equality and women and girls' empowerment within the development policies and activities of the European Commission;
- Increased dialogue with civil society, particularly with women. Civil society's participation in political dialogue and in the programming of aid at country level is most important;
- increase awareness-raising on gender issues and development within CONCORD and in its advocacy activities;
- The European Action Plan on Gender Equality of the European Commission to contain monitoring mechanisms and evaluations tools. It should refer to the existing international commitments.

Achievements and activities

- The Gender Working Group has been active and new members from both national platforms and networks have joined and are actively engaging on its activities.
- Dynamically engaged in CONCORD processes that were priorities for the group: MFF, Post 2015 and FfD.
- Actively advocated for a successful link between sustainability, poverty eradication and gender equality in the post-2015 framework through advocacy actions to the EU-delegation to the 68th United Nations General Assembly.
- Strongly advocated for making the EU Aid Budget 2014-2020 fit to Ensure Human Rights, Gender Equality and Women's and Girls' Empowerment and produced a policy briefing on this issue.
- Within CONCORD Secretariat, human resources for gender equality related-issues were increased and an internal gender equality awareness -raising and capacity building process started to be developed.
- CONCORD Gender working group organised and attended the high level panel at the European Development Days 2013 co-organised with the EEAS and UN Women on Women's empowerment.

Approach 2: Political engagement with the institutions

2.2.1. Developing CONCORD's ability to engage with the institutions

CONCORD has continued its regular but also more strategic engagement with the EU institutions. In parallel, in 2013 CONCORD started a reflection process on the structured dialogue with the EU institutions and developed different strategies for it. In particular, CONCORD improved the strategic engagement between European NGOs and the Council/ EU member States. The established strategies allowed CONCORD to better focus and strengthen the advocacy capacities of our members.

Key objectives:

In 2013, CONCORD further strengthened its regular and high-level engagement with the EU institutions through a number of regular formal and informal exchanges. However, engaging with the institutions has also been influenced by a number of factors:

- an EEAS which has not yet demonstrated leadership in and political will for Policy Coherence for Development;
- a new EU Special Representative for Human Rights who has not shown capacity and interest in addressing the Human rights-based approach to development
- continuing unclarity in the division of labour between the EEAS and DG DEVCO;
- the struggle to keep 'development' and 'an enabling environment for CSOs' on the political agenda;

2.2.2. Improve strategic engagement between European NGOs and the Council and EU member States

Key objectives:

CONCORD engaged with the Council and EU member states:

- at the National level, through CONCORD's National Platforms
- at the European Level, through the Working Party on Development (CoDev) and individual representatives of the CoDev
- at ministerial level at the Informal Council of Development Ministers and at other opportunities

Achievements and activities:

Throughout 2013, CONCORD organised several formal and informal meetings with the Commissioner for development and the Commissioner for environment, the cabinets, with a number of officials within the EEAS and the European Commission, and with the Members of the European Parliament.

*CONCORD's National Platforms met regularly with their national ministries. CONCORD Europe strengthened the advocacy capacities of the National platforms ahead of the FAC and Council meetings to engage with the national ministries. As a part of the process of advocating on Council Conclusions, delegations from CONCORD also meet regularly with Member States' Permanent Representations in Brussels.

*CONCORD renewed its strategic and political engagement in the EC Policy Forum for Development and developed an internal strategy for it;

(in 2013 CONCORD has been improving the coordination of this pan-European advocacy work, including the establishment of an engagement strategy and a survey to gather feedback on impact)

Irish EU presidency (Jan-Jul 2013)

From 1st January until 30 June 2013, Ireland held the EU Presidency. The Irish Government prioritised development cooperation during its six months in the EU Presidency chair, reflecting Ireland's strong tradition in this area: even in the

current difficult recessionary times Ireland is ranked second in the Global Giving Index and various opinion polls have confirmed that the vast majority of people in Ireland continue to support the Government's commitment to spend 0.7% of national income on development cooperation.

Irish Development NGOs held a number of events and meetings throughout the Presidency, and they united NGOs in the 'World We Want' campaign: <http://worldwewant.ie/>. The main focus of Dóchas's programme was around the discussions on a post-2015 Development Framework.

The Irish Presidency co-hosted a conference on Hunger, Nutrition and Climate Justice in April 2013 with the Mary Robinson Foundation for Climate Justice, WFP and CGIAR, bringing grassroots practitioners and policy makers together. CONCORD was represented by Joanna Maycock. Some of the outputs of the conference were reflected in Council Conclusions on Food and Nutrition Security adopted in May 2013, including for example, the acknowledgement of the Committee on World Food Security (CFS) as the foremost multi-stakeholder platform for food and nutrition security and the adoption of the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forests. Regarding biofuels, even if the Presidency was proactive in trying to get a common position, this was not achieved and the Council conclusions on Food and Nutrition Security did not set out concrete actions to support implementation of CFS guidelines.

The Irish Presidency succeeded in making the Post-2015 framework a hallmark of its Presidency, concluding the discussions on a common, integrated position on Post-2015 in the Council Conclusions adopted in June 2013. As far as civil society is concerned, Dóchas' Presidency Project "The World We Want" focused on the expected 'universality' of the new framework and prioritised the mobilisation of domestic CSOs to encourage their input into the debate on the required priorities for the post-2015 framework. In this context, Dóchas hosted several CSO events in Ireland, and also supported a two-day Seminar for the CONCORD-Beyond 2015 European Task Force to present its Position Paper among CSO colleagues and allies, and a high level launch of the same document, attended by both Commissioners Andris Piebalgs (Development) and Janez Potočnik (Environment).

After the November 2012 Summit failed to reach an agreement between Member States on the Multiannual Financial Framework 2014-2020 (MFF), the Irish presidency was tasked to take this process forward. Under their guidance, the February 2013 Meeting of Development Ministers did bring forth Conclusions of the Council, stressing that the EU budget needed to reflect the fiscal consolidation efforts made by Member States and agreeing on the first-ever, historic reduction from one MFF to the next. In part due to a well-coordinated pan European NGO effort, overall external spending was spared any further cuts between the two summits, and was therefore marginally increased compared to the 2007-2013 MFF (with a de facto freeze of the EDF, a 3% increase under Heading 4 (external action) and a 3% decrease in the EAR). Given the stronger foreign and external action policy envisaged in the Lisbon Treaty, however, and the importance for the EU of maintaining its global role and addressing global challenges, this is sufficient. Months of tough inter-institutional negotiations followed, until a high level political deal was finally brokered on the EU's overall 2014-2020 budget during the last hours of the Irish presidency.

Lithuanian EU Presidency (Jul-Dec 2013)

From 1 July to 31 December 2013 Lithuania held the Presidency of the Council of the European Union (presidency) for the first time. During a period of six months Lithuanian representatives chaired the processes of the creation of EU legislation and took a leading role in debates focusing on matters important for the whole Union. The Presidency period also provided an opportunity for the EU citizens to express their views and participate in the decision-making processes. In this context matters concerning development cooperation and development education had also been discussed. The main activities of the Lithuanian National Non-Governmental Development Cooperation Organisations' Platform (NGDO Platform) and Lithuanian Development Education and Cooperation Network of Non-governmental Institutions (Association LITDEA) during the period of the Lithuanian EU Presidency were focused on three areas of interest: participation in shaping and implementing development cooperation policies, public awareness raising through education and out – reaching campaigns, member organizations' capacities building.

On the 8th of October 2013 Lithuanian NGDO Platform presented to the public a “Position on Development Cooperation Policy Issues for the Lithuanian Presidency of the Council of the European Union”. The document aims to summarize the Lithuanian civil society’s position on two development cooperation issues of the current international agenda. Firstly, it presents a vision on development goals that will replace the widely known Millennium Development Goals set to expire by 2015. Secondly, NGDO Platform’s Position discusses the Policy Coherence for Development (PCD) concept, which is seen as a key instrument for reducing the gap between developing and more developed countries. The document also draws attention to numerous barriers that these countries are facing today largely because of tax dodging by transnational companies that take advantage of inadequate international regulation. The position was presented in a public event at the Seimas of Republic of Lithuania with the participation of Deputy Speaker of the Seimas Petras Auštrevičius and Sarah Kristine Johanson from CONCORD.

At the same time the Lithuanian NGDO Platform actively cooperated with Committee on Foreign Affairs of Seimas and advocated for a resolution on PCD matters.

Concerning the fact that the inclusion of different sectors is essential for the coherence and sustainable development during the period of Lithuanian Presidency, the research on the involvement of private and public sector into the activities of Development Cooperation and Development Education in developing countries was conducted by the Association LITDEA.

While strengthening its role as an active participant in shaping and implementing development cooperation policies the Lithuanian NGDO Platform also translated CONCORD’s report “Spotlight on Policy Coherence for Development 2013” to Lithuanian language, which was presented in a public event and widely disseminated to the offices of the Lithuanian President, Prime Minister, Speaker of Lithuanian Seimas and ministers of Foreign Affairs, Finances and Environment. The publication was presented on 21st of November at the Seimas of Republic of Lithuania with the participation of politicians, NGO representatives and academics from Lithuania, Great Britain, Poland, Latvia, Greece and Slovenia. CONCORD's PCD Coordinator Blandine Bouniol once again took part in the discussions and gave some valuable insights. Deputy Speaker of the Seimas Petras Auštrevičius, Jennifer Young (BOND, UK), Hanna Rinkineva from Ministry for Foreign Affairs of Finland and Egdūnas Račius, a professor at Vytautas Magnus University, also shared their ideas about aid effectiveness and PCD perspectives in Europe and Lithuania.

Alongside public events during the Lithuanian Presidency many meetings with representatives of the Lithuanian permanent representation, advisors to MEPs, CODEV, etc. took place with the NGDO Platform advocating for the issues of PCD and post – 2015. Financing for Development, European Year of Development were also constantly being discussed. Meetings helped NGDO platform representatives to get a better insight of the EU institutional setting and policy formation processes as well as to build advocacy capacities.

Lithuanian Presidency for the Lithuanian NGDO Platform was also an opportunity to raise public awareness about themes related to realities of developing countries and bring attention of the opportunity to activate the different sectors into the development cooperation at local environment of municipalities of Lithuania.

For the seventh time in Lithuania, the human rights film festival “Ad Hoc: Inconvenient Films” organized by the Lithuanian Centre for Human Rights focused on the themes of poverty, inequality and exploitation. Ten films on the issues of international development were presented in a special programme called “The World of 2015” which began in Vilnius on the 23rd of October 2013. This section was developed in cooperation with NGDO Platform of Lithuania.

The Lithuanian NGDO Platform has established an online database with the information about the specific expertise of the Lithuanian non-governmental organizations (NGOs) in the field of development cooperation and development education. Open to everyone and constantly updated, the database is created to help find partners, share experiences and project ideas. The database represents the first attempt ever to systemize experience of the Lithuanian NGO sector in this sphere. The database can be accessed at www.pagalba.org/partnerships.

European Year for Development 2015 (EY2015DEV)

Upon initiative of CONCORD, the year 2015 was designated as the official European Year of Development Cooperation. A task force involving the European Economic and Social Committee, the Committee of Region and CONCORD is working in close consultation and cooperation with the Deputy Head of Cabinet of Commissioner Andris Piebalgs (DG DEVCO) in order to shape scope and content of this year.

Concord has been offered the opportunity work in close collaboration with the EC for the first inputs into what will become this official and detailed EC proposal.

Ms. Stina Soewarta, Head of Unit 'Communication and Transparency' of DG DEVCO in charge of the Formal Proposal by the EC on European Year for Development 2015, was invited to the CONCORD General Assembly on 6 June 2013 and gave a presentation to all Concord members of the internal institutional process for the official adoption of European Years and plans for a greater involvement of civil society organisations in the planning and implementation of the year.

CONCORD had regular meetings with the EP and especially with the EC – DG DEVCO and worked in close cooperation with the involved stakeholders.

Officially a Task Force has been put in place by CONCORD Policy Forum in June 2013 – open to all members.

CONCORD took part in the first Technical Workshop in December 2013 organized by the EC with MFA officials to explain their role on the European Year 2015 activity proposal (national work programme and implementation by public national institutions/ agencies).

EYD2015 CONCORD Task Force

The EYD2015 CONCORD Task Force is a working structure created in 2013, with an official mandate given by CONCORD.

In early 2012 an inter-institutional consultation body of CONCORD, with Members of the European Parliament, European Economic and Social Committee, Committee of the Regions, Commissioner Piebalgs cabinet and European Commission, started promoting the idea and lobbying for the political EU decision to dedicate the European Year in 2015 to Development.

As the EYD2015 became a political reality, another type of internal CONCORD structure is needed to shape the engagement of CONCORD and its membership in the actual planning and implementation of activities organised in the framework of EYD2015. Therefore a new Task Force was first proposed to the Policy Forum in June 2013.

Open to all Concord members, the Task Force is currently working to shape (at European and national levels), together with the European Commission, the next European Year in 2015 that was officially dedicated in April 2014.

2.2.3. Improve strategic engagement between European NGOs and the European Commission

In 2013, CONCORD participated in many formal and informal consultations with different parts of the European Commission, particularly DG Development but also DG Environment, DG Climate, DG Trade, DG Budget and others, also providing briefings and inputs into policy discussions. CONCORD still struggles to have a meaningful dialogue with the Commission, however, the willingness to meet and discuss issues is improving and CONCORD has established good working relationships with a number of units particularly in DG DEVCO. The Commission clearly acknowledges CONCORD as the main interlocutor on Development.

European Development Days 2013 - Brussels

CONCORD positioned European NGOs in many key events during the 2013 edition of the European Development Days that took place on 26-27 November in Brussels. Highlights included an open brainstorming discussion on the Political Narrative process which saw a packed room debate ideas on how to change the development sector.

A key panel on women's empowerment post-2015 saw CONCORD President Joanna Maycock take centre stage alongside the Jamaican President Portia Simpson-Miller, the Liberian Minister Julia Duncan-Cassell as well as representatives from the United Nations and the European External Action Service.

Policy Coherence for Development was also placed firmly on the agenda with two events that saw Board Member Rilli Lappalainen and outgoing Director Olivier Consolo promote CONCORD's report and position on making EU policies more coherent with development objectives.

A high level panel event alongside the French Development Minister Pascal Canfin, and other leading speakers also saw CONCORD present, with a discussion on "mobilising all resources for development".

Members also had a strong profile at the event, with several stands and panel discussions on issues such as youth empowerment, climate change, food security and more.

2.2.4. Improve strategic engagement between European NGOs and the European Parliament

CONCORD works with both the European Parliament Committee on Development as well as bilaterally with MEPs. It meets yearly twice with the Political Coordinators of the Committee on Development for an exchange of views. Besides the meetings with coordinators CONCORD has continued to work closely with the European Parliament on Policy Coherence for Development and has engaged with the standing rapporteur on PCD.

Members of the European Parliament have been mobilised on the occasions of the ACP-EU Joint Parliamentary Assemblies held in 2013.

2.2.5. Improve strategic engagement between European NGOs and the European Economic & Social Committee, Committee of the Regions & other institutions

EESC and CoR

CONCORD has been working in close cooperation with these 2 key European institutions in 2013 in particular to lobby for the EP and the EU Council proposal to dedicate 2015 European year to Development and cooperation (a CONCORD idea originating from our 2011 General Assembly).

Formal and informal meetings have been organised with official representatives and close cooperation and common views have been shared and built.

The EESC published an opinion on the EYD2015 that was very much reflecting CONCORD views on the year.

Other institutions:

CONCORD also works with other international institutions. It focuses mainly on the European aspects of their policies or on their reform, since this could affect the weight of the European Union in such international government bodies. More specifically, CONCORD is member of the Board of the North South Center which is an institution linked to the Council of Europe focusing mainly on Development Education.

EEAS European External Action Service:

On a continual basis Concord has organised informal and formal meetings with the European External Action Service, particularly the Development Cooperation Coordination Division (DCCD), to exchange on the Foreign Affairs Council agenda, Programming processes, EU Delegations, HRBA and many other shared areas of interest.

During 2013 the DCCD was invited to the CONCORD Policy Forum to share with CONCORD members their insights about the internal work done in the Division and at Delegation level.

OECD:

CONCORD was actively following the OECD DAC/WP STAT meetings especially on the ODA definition changes. In this regard, CONCORD met with the DAC Chair Eric Solheim in November 2013 to raise the issue of transparency within the OECD DAC and discuss ideas on how to include CSOs in the debate on ODA definition.

Also, regular contacts have been taken throughout 2013 with the OECD PCD unit. CONCORD participated in the OECD PCD focal points meetings.

FAO / Committee on World Food Security

In 2013, the European Food Security Group (EFSG – a working group within CONCORD)) continued to monitor reform of the Committee on World Food Security (CFS) of the FAO (see related sections in the report). In particular, CONCORD facilitated the meetings of the Civil Society Mechanism (CSM) to the CFS, for the Western Europe region. EFSG members also actively participated in the Civil Society Forum and the consecutive 40th Session of the CFS in Rome in October. Ahead of the 40th CFS session, EFSG members had a series of consultations with EC and MS officials to influence EU positions.

Approach 3: Alliances

2.3.1. Alliances with civil society in the South

The CONCORD strategic framework (2009 – 2015) states that CONCORD will:

- Build alliances with civil society in the South, prioritizing regional and continental coalitions to strengthen our influence on EU policies affecting sustainable development
- Actively seek, build and consolidate alliances with coalitions of civil society organizations and other appropriate actors with whom we share ambitions or objectives for the European Union
- Participate, representing our members, in the work of global civil society alliances on CONCORD's priority issues

At the initiative of CONCORD, the International Forum of National NGO platforms (IFP) organized its board meeting back to back with CONCORD's General Assembly and 10th anniversary celebration in 2013. This gave opportunity to engage together with representatives of national NGO platforms from Africa, the Pacific, Asia and Latin America in debate on the key requirements and aspirations from global civil society on the post 2015 development framework. The objective of the General Assembly was also to include global partners in the debates under the "new political narrative" - one of CONCORD's priorities in 2013. Our partners engaged with our members in a process taking a global perspective on the role of NGOs in development, what we should try to change and identify the core mission and task for CONCORD to bring about these changes in the future.

In December 2013, two representatives of CONCORD joined the General Assembly of our Western African partner REPAOC in Dakar to enhance collaboration between both coalitions and plan for future collaboration. We also signed new Memorandum of Understanding with REPAOC for 2014-2018 stating the intention of the two platforms to work together especially around the enabling environment and space for CSOs.

CONCORD members were part of the 36 European CSOs who met together with 32 African CSOs at the Second Africa-EU Civil Society Forum in Brussels on 23-25 October 2013. The aim of the meeting was to develop ideas for reforming the JAES (Joint Africa-EU Strategy) in the perspective of the upcoming EU-Africa Summit in 2014. CONCORD was part of the preparation of the Forum through its participation in the Joint African and European Strategy Steering committee. Through this steering committee CONCORD is working jointly with African civil society to influence the JAES on behalf of the Development NGO community. The steering committee has the capacity to articulate for several sectors of the European Civil Society so it is another an example of how CONCORD works in alliance building with European CSOs.

On January 26-27 a CONCORD representative together with our Latin American partner MESA de Articulación participated in the VII Summit of Heads of State and Government of the European Union, Latin America and the Caribbean in Santiago de Chile in order to bring joint civil society messages to the Heads of States attending the Summit. A joint declaration was presented to the heads of states from the two regions. This was an outcome of the EU-Latin American & Caribbean Civil Society Forum held three months before hand that brought together CONCORD members and Latin American CSOs to define joint strategies for a more supportive, fairer, and sustainable relationship between the two regions.

2.3.2. Consolidation of alliances at EU level

Spring Alliance

CONCORD – along with the EEB, the Social Platform, and ETUC – are members of the Spring Alliance. In 2013 the Spring Alliance focused its work on a joint advocacy effort ahead of the EU elections in 2014 and continued with its flagship initiatives, initiating a series of EP breakfasts aimed at raising awareness among MEPs.

For more information: <http://www.springalliance.eu> .

CSCG

CONCORD is member of the Civil Society Contact Group (CSCG) which brings together the biggest platforms of European NGOs platforms from different sectors: Green 10, Human Rights and Democracy Network, European Women's Lobby, European Forum for the Arts and Heritage, European Public Health Alliance, EUCIS-LLL for life-long learning, Culture Action Europe, and the Social Platform. In 2013 the CSCG took a new initiative to bring together our different sectors under one umbrella event – the European Citizen Summit was organized in June 2013 ahead of the EU council meeting. The aim of the Summit was to discuss the future of Europe through a democratic dialogue with citizens. It gathered 300 representatives from eight sectors of civil society, youth stakeholders and citizens engaged in issues of social justice and sustainability in Europe

For more information: www.act4europe.org

North-South Center

CONCORD has continued to support the North-South Centre and their participative model that gives civil society an equal place to governments in its governance. With the CONCORD DARE-Forum and TRIALOG, the Global Education and DEAR policy agenda was further discussed and developed in a series of regional conferences. More specifically, CONCORD is member of the executive committee of the North South Centre of Council of Europe focusing on human rights, intercultural dialogue and global education.

EU CSO group on international development

CONCORD is a member of the EU Civil Society Group on International Development. This group brings together many (almost 15) other sectors that work on Development, but for whom development is not their core mandate (eg the Youth sector, Environment, Political Foundations, Women's movement, Trade Unions, and the Fair Trade movement). CONCORD has actively included the EU CSO Group on International development in key political discussions, and this provided the space for CSO coordination ahead of the EU Policy Forum on Development in 2013.

Liaison Group of the EESC

CONCORD is a member of the Liaison Group of the European Economic and Social Committee that aims to increase cooperation between the EESC and European civil society organisations and networks. CONCORD's Director has participated to their two meetings during 2013.

Outreaching to non-EU parts of Europe

In 2013, CONCORD mapped partner organisations in Eastern Europe and Balkan regions and established closer links with the Black Sea NGO Forum and Balkan Civil Society Development Network. This cooperation resulted in co-organisation of Eastern European and Balkan sub-regional consultations on CSO development effectiveness and Istanbul Principles within the framework of CSO Partnership for Development Effectiveness (CPDE) in September 2013. Other organisations

CONCORD continues to invite other Civil Society partners to our activities when it is relevant. and we regularly participate in joint activities with ITUC, Local Authorities, Cooperatives Europe, ENOP and Social Platform. We also had a first contact building meeting with China Association for NGO Cooperation (CANGO).

2.3.3. CONCORD participation on global civil society alliances

As foreseen in its multi-annual strategic plan, CONCORD participated in the work of building global civil society alliances and played an important part in some processes such as the CSO Partnership for Development Effectiveness (CPDE) and the Beyond 2015 campaign (presented above).

CSO Partnership for Development Effectiveness (CPDE)

The CPDE, created as a merge of the Open Forum for CSO Effectiveness and BetterAid in December 2012, is an open platform that unites CSOs from around the world on the issues of development effectiveness, particularly in the context of the Busan Partnership for Effective Development Cooperation and subsequently the Global Partnership for Effective Development Cooperation as well as on the implementation of Istanbul principles for CSO Development Effectiveness. In 2013, CPDE prepared its three year programme "Civil Society continuing campaign for Effective Development". CONCORD has been actively involved in coordinating the European region's participation in the CPDE through organising an EU sub-regional meeting in April 2013 and co-organising Eastern European and Balkan sub-regional consultations in cooperation with the Black Sea NGO Forum and Balkan Civil Society Development Network in September 2013. In 2013, the European region has two new elected representatives: Inka Pibilova from FoRS as EU sub-regional representative and Vazha Salamazde from Georgia as Eastern Europe and Balkan sub-regional representative. CONCORD also serves as a regional secretariat for European region.

IFP – the International Forum of National NGO Platforms

CONCORD is an associative member of IFP which is a global initiative of non-governmental diplomacy that brings together over 50 national NGO platforms from Africa, Latin America, Asia, Europe and Oceania and seven regional coalitions, accounting for more than 10,000 organizations. Several of CONCORD's National platform members are also members of IFP. CONCORD has collaborated with IFP in our elaboration of positions on the post 2015 development framework and co-organized among others a seminar in New York at the UN General Assembly meeting in September 2013.

Approach 4 and 5: Organization development and Leadership and participation in CONCORD

The **organisational development and leadership priority**, one of the three priorities for CONCORD in 2013, aimed to build a logical, manageable and coherent plan for leadership development, membership engagement, and communication within the confederation. This priority is based on the **Strategic Plan of CONCORD 2009-2015**, specifically taking into account the **approaches 4 and 5**. To ensure that the work was holistic and strategic the plan was divided in **four interconnected pillars**, to give a long term perspective: Outreach, learning, leadership and communication.

Achievements and activities:

- **Visits to CONCORD members:** 29 members in total (16 NP, 12 NW and 1 AS). These visits reinforced the value of CONCORD to our networks and national platforms by advancing common goals together. These visits provided CONCORD with first hand information to make a clear analysis on the interests of the constituency to build the multi annual strategy 2016-2022. These visits also increased the understanding of our members and their members about the work carried out in CONCORD giving them more reasons to participate actively. And it gave them a new understanding of their challenges and opportunities to develop more and better tools and methodologies.
- **CONCORDnet and netweaving strategy** aims to facilitate the coordination of CONCORD activities, improve exchanges, support and learning between members, and explore ways to increase options for the members

to have an active participation. In the first semester of the year the **pilot phase** was developed on **three levels**: an internal administrative level of basic operation and interaction, a level of group collaboration and a community level. In the frame of the community level, we experimented **new ways of participation** as seen in the political narrative priority: crowdsourcing debate, webinar or new facilitation methodologies (Art of Hosting) during the General Assembly, and the National Platforms event.

- **Support to the members strengthening their own capacities**: a series of trainings were developed through the framework of different working groups (AW seminar on donor transparency, BY2015 capacity-building session to support lobbying efforts at the national level, PCD multipliers training) and we supported our members needs regarding capacity building requests (MFF expert participated in the Romanian Development Camp.). It is important to highlight in this pillar the **National Platform event on peer learning regarding organizational and financial sustainability** which created an important opportunity to **strengthen the networking** between some of our members, who are now working on a potential joint project to present to the EC for the DEAR call 2014.
- The **Leadership program** was mainly focusing on the political narrative process, a participatory process where some CONCORD members were selected to follow a special workshop done by Smart CSOs.
- **Participatory process** to build the Annual Planning Commission, an inclusive planning process for the year to come was set up in 2013. This process, led by a strategic planning commission composed of two board members, two working group leaders and two staff members (including the CONCORD director), was fed by consultations and feedback from various CONCORD structures, such as the Policy Forum, the Conveners Forum of working group chairs, the board, the working groups and CONCORD members in general. An online consultation carried out on the CONCORDnet led to the adoption of 4 priorities for 2014. Furthermore, the budget was elaborated in a participatory way, and all planned CONCORD activities were mapped out in a common and joint projection.

Annual Planning Process for 2014

At the end of 2013 CONCORD members identified three business-related priorities and one internal strategic priority for 2014:

- | | |
|-----|--|
| (1) | The Europe we want - The European Parliament (EP) Elections & New set of commissioners |
| (2) | Post 2015 & Financing for Development |
| (3) | Strengthen Strategic Alliances and Partnerships and respond to the increasing demand on CSOs for an enabling environment |
| (4) | Building on the political narrative to strengthen membership and to jointly develop Concord's strategic plan 2016-2021 |

The Annual planning process is a key tool for CONCORD to focus better, develop key activities in support of CONCORD'S strategy, to reduce silos within the confederation and to create synergies.

The Europe we want - The European Parliament (EP) Elections & New set of commissioners - The EP elections in May 2014 are a key opportunity to influence the next five years future decision makers and get their commitment to support an effective and progressive EU foreign policy. Another key moment in 2014 will be the nomination of the new European Commissioner.

Post 2015 & Financing for Development - The discussions around the Post 2015 framework are high on the political agenda. Financing for Development (FfD) is also seen as a key priority within the confederation for next year.

Strengthen Strategic Alliances and Partnerships and respond to the increasing demand of CSOs for an enabling environment - CONCORD members expressed the need to look more strategically into Alliances and coalitions with other CSO sectors. In 2014 it will also be crucial to continue championing political space for civil society as well as for spheres for dialogue and policy influencing.

Building on the political narrative to strengthen membership and to jointly develop CONCORD's Strategic Plan 2016-2022 - CONCORD will need to start developing in 2014 its next strategic plan 2016-2022. The new strategic plan should be finalised by the end of 2014 to be formally endorsed at the General Assembly 2015.

- **Communications work:** as one of the four pillars to achieve the aim of the organizational development priority, improving collaboration and coordination between members and Concord operations using relevant IT tools, informing members, stakeholders and partners about CONCORD activities. And promoting and giving visibility to CONCORD's core policy issues, publications and events. Also highlighting and challenge policies which affect global development across media targets. (See annex Communication)
 - **CONCORD website** – more blogs and content in 2013 saw the continued development of the CONCORD website launched in late 2012. Blogs from the Director have now become a key feature giving us the chance to be more conversational with both our members and stakeholders. More blogs such as the 'Global partners' section were opened in 2013. www.concordeurope.org
 - **Press relations 2013** saw the launch of two flagship reports (AidWatch and Spotlight on policy coherence), as well as several media reactions around the EU budget negotiations and other topics. We managed to achieve coverage in leading international news agencies such as Reuters and the AFP, as well as specialist publications such as the European Voice and The Guardian.
 - **#Social media** We continued to build on last year's presence by developing our Twitter and Facebook presence and by adding a LinkedIn account for professional contacts in 2013.
 - <http://www.linkedin.com/company/concord-europe>
 - www.facebook.com/concordeurope
 - www.twitter.com/concord_europe
 - **Newsletters** In 2013 we continued to use our two main newsletter services, with plans to integrate them into the new extranet in 2014. Member to Member: Every 2 weeks, featuring members events, job vacancies, work calendar and news on publications. EU Monitoring: Every week, featuring a roundup of the latest EU development news, with a full list of EU funding opportunities for NGOs.
 - **Infographics** New infographics to display information in a more visual format were developed in 2013, with some being used by media organisations to present our issues in a more catchy way!
- Like every other year CONCORD has been **monitoring the participation of its members in our activities**. This information will allow us to better identify strengths and weaknesses to develop better tactics to strengthen the engagement, ownership, participation and learning of all CONCORD members (27 National Platforms, 18 international networks of NGOs and 2 associate members). In 2013 the participation was quite stable compared to 2012. It was a slight increase from 2012 of 1.02%; with 2092 participants in 2012 and 2105 in 2013. These figures do not reflect the direct work that many members of CONCORD do on "Europe/CONCORD agenda" vis-à-vis their national/international constituency: i.e. annual meetings organized at national level on EU issues (sometimes in direct collaboration with CONCORD).
- CONCORD continued to be strongly involved in **DEEEP and TRIALOG** projects through financial contributions (outside the EC grant), participation in the management (DEEEP) advisory group (TRIALOG) and a joint CONCORD-DEEEP-TRIALOG planning session.

2.4.1. Empower CONCORD's representatives to speak for CONCORD

CONCORD is represented by different Board members and other representatives on the basis of established Policy frameworks.

Striving for transparency and accountability, the Board of CONCORD gives specific mandates (often with Terms of Reference and reporting obligation) to individuals representing the Confederation in external bodies. Major mandates given in 2013 include:

- Rilli Lappalainen (Board member) as Chair of the CONCORD Annual Planning Commission
- Rilli Lappalainen (Board member) as co-chair of the Multi-Stakeholder Group on Development Education on behalf of CONCORD
- Izabella Toth (CIDSE) and Philippe Jashan (Coordination Sud) representing CONCORD in the EC Policy Forum on Development
- Justin Kilcullen (former President) as European representative of the CSO Partnership for Development Effectiveness (CPDE)
- Johannes Trimmel (Board member) in TRIALOG Advisory Group

Approach 6: CONCORD resources

2.6.1. Ensuring CONCORD's independence

CONCORD needs to ensure its independence, sustainability and its ability to match its ambitions with resources by achieving a balance of income from members, European Commission, income generation and other grant makers that match CONCORD values, while building a level of reserves sufficient to meet cash flow, statutory and social requirements.

Therefore, in 2011 CONCORD signed a contract with the Bill and Melinda Gates Foundation that provides funding for three years (Oct 2011 – Oct 2014). The Gates funding is an opportunity for CONCORD to strengthen its capacities and impact at a critical moment that will set European Development policies & funding for the next 10 years. The support is for work that ConCORD has already agreed to in its 2009-2015 Strategic Plan but which has been constrained by limited financial and human resources. Support has increased the capacity of the members and at the same time allow the Secretariat to increase its support to the working groups. The Gates funding focuses on two issues: Quantity and Quality of Aid, and the EU Multiannual Financial Framework 2014-2020, Communications, capacity Building and coordination cross-cut the initiative.

2.6.2. Maintaining a core budget

Since its establishment, CONCORD General Assembly made it very clear that the confederation had to maintain a core budget primarily financed by membership and predictable operational grants from the European Commission and to develop fundraising for project based activities with clear governance and management rules.

Regarding the expenses, the budget is built and followed-up using cost-accounting. Working groups expenses are monitored through this tool.

The 2013 budget process has been led by an Annual Planning Commission made up from two Board Members, Members and the support of the CONCORD secretariat.

2.6.3. Ensuring the commitment of members regarding resources

The commitment of members and their members in providing specialist personnel and finances allows CONCORD to deliver plans effectively. It is key for CONCORD to be accountable to its members for the effective use of these resources.

By mandate from the Board, since late 2011, the Financial TaskForce that advised CONCORD Secretariat and its Treasurer in making the Financial Accounts more user-friendly and accessible to Members have turned into a permanent body. The Finance Advisory Committee (FAC) comprises of the Treasurer, another Board Member, CONCORD Head of

Finance and Administration, plus members who wish to serve on this committee. The FAC acts as a financial advisor to the Board in overseeing and monitoring the finances of CONCORD and its allocation of resources. It meets on a quarterly basis.

Since 2012, under the leadership of the Board and the FAC, CONCORD has put in place a new Fees System for the years 2013-2015. This system has been based on free/voluntary approach where each Member decides –depending on its own capacity- the level of its contribution to the CONCORD's membership Fees. In a time of crisis for all CSO's in many different countries, the output of this process showed a renewed commitment and ownership of CONCORD's Members towards their confederation.

2.6.4 Ensuring that the secretariat has the mandate, skills, aptitude

CONCORD's approach regarding its Secretariat is to make sure it has the mandate, skills, aptitudes, knowledge, management quality and resources to facilitate the confederation appropriately to achieve this strategy.

In 2013, the CONCORD secretariat ordered an external assessment following CONCORD's secretariat rising dilemna: while CONCORD's agenda continues to grow- as European Institutions and Members recognise, value and place demands on the confederation – the Secretariat cannot continue to grow.

3. Finance & annual accounts

3.1 General introduction and financial strategy

CONCORD's current financial strategy is based on CONCORD's Strategic Plan 2009 – 2015, which includes the following Strategic Approach No 6:

“As a confederation, CONCORD's aims are achieved through its members, who are facilitated by a Secretariat and led by a Board and Director. CONCORD's objectives can be achieved only through marshalling the expertise of our members and their members, and through the commitment of members and funders to the financial support of CONCORD. Our human and financial resources must be used prudently to enable CONCORD to be independent, sustainable and effective.”

The outcomes for 2013 are set in the Strategic Plan as:

- Income sufficient for the ambitions of our strategy;
- A balance of income between members, EC and others achieved; and
- Reserves satisfactory – 25 to 40% of annual expenditure.

3.1.1 Balance Sheet – All CONCORD

The Balance Sheet below shows all CONCORD finances, including the 2 international projects, Open Forum for CSO Development Effectiveness and Beyond 2015 international. The details of these last 2 projects are given in the annexes.

	2013	2012	2011	2010	2009	2008
Intangible assets	€ 28,684	€ 13,751	€ -	€ -	€ 158	€ 316
Tangible assets	€ 5,435	€ 5,969	€ 8,801	€ 8,255	€ 6,348	€ 4,182
Financial assets	€ 21,089	€ 20,941	€ 20,585	€ 20,285	€ 19,990	€ 18,698
Long term assets	€ 55,208	€ 40,661	€ 29,386	€ 28,540	€ 26,496	€ 23,196
Debtors	€ 286,123	€ 410,803	€ 252,309	€ 243,871	€ 290,220	€ 37,112
Cash	€ 893,040	€ 1,073,257	€ 1,067,520	€ 335,741	€ 503,578	€ 219,352
Accrued income/deferred expenses	€ 12,517	€ 8,585	€ 17,898	€ 17,198	€ 25,770	€ 181,976
Short term assets	€ 1,191,681	€ 1,492,645	€ 1,337,728	€ 596,810	€ 819,568	€ 438,440
Total assets	€ 1,246,889	€ 1,533,305	€ 1,367,114	€ 625,350	€ 846,064	€ 461,636
Short term creditors	€ 291,761	€ 343,368	€ 198,420	€ 264,714	€ 215,562	€ 239,839
Accrued expenses / deferred revenues	€ 562,196	€ 711,489	€ 904,442	€ 204,347	€ 523,381	€ 21,855
Short term liabilities	€ 853,957	€ 1,054,858	€ 1,102,862	€ 469,062	€ 738,942	€ 261,693
Provision for liabilities and charges	€ 13,451	€ 49,720	€ 8,801	€ 8,255	€ 6,506	€ 4,498
Reserves	€ 428,728	€ 255,451	€ 255,451	€ 194,666	€ 194,666	€ 194,666
Special Reserve for Directors' transition	€ (45,000)					
Surplus/Deficit	€ (4,247)	€ 173,277	€ 0	€ (46,633)	€ (94,050)	€ 779
Members' Equity	€ 379,481	€ 428,728	€ 255,451	€ 148,033	€ 100,616	€ 195,445
Total financing	€ 1,246,889	€ 1,533,306	€ 1,367,114	€ 625,350	€ 846,064	€ 461,636

The increase of intangible assets represents the value of the new Extranet tool (CONCORDNet) coupled with the amortization of the Internet website while the difference of the tangible assets is due to both amortization of existing equipment and acquisition of new ones such as teleconference tools. Although their accounting value is relatively immaterial, much of the equipment is still useful.

The long term financial assets are composed of a deposit account which holds a payment of 3 months rental by way of a rental guarantee (increased proportionally by the inflation). The accrued expenses and deferred income are expenses or income not yet paid or received on December 31st.

The debtors are mainly made of the advances made to the Beyond 2015 International's partners and Gates subcontracting to the National Platforms while the short term creditors is due to all the contracts signed for the Beyond 2015 International's project at the end of December 2013 and paid in 2014.

The decrease in Members' Equity is explained by:

- The materialization of the €45,000 special reserve for covering the costs of the recruitment of the new Director in 2013 as well the costs of having 2 Directors during the hand-over period. This special reserve was approved during the 2013 General Assembly and materialized during the 2013 fiscal year.
- The small deficit of €4,247.

3.1.2 Summary of results – CONCORD excluding Open Forum and Beyond 2015 International

In accordance with the CONCORD's Financial Strategy, our aim is to cover our expenses, and to restore our reserves to a prudent level as much as possible in order to provide the sufficient resources for CONCORD to face its legal obligations, including in the scenario of ceasing activities.

In 2012, we achieved a surplus of €173,277 compared to the estimated budget of €93,881. A special reserve of €45,000 was put aside to cover costs of the new Director's recruitment. This was agreed upon by members with a vote during the 2013 General Assembly, meaning we could increase our social reserve by €128,277 (36% more than planned).

During 2013, the "core- CONCORD¹"s total income amounted to €1,704,407 (2012 €1,777,340) and our core expenditure amounted to €1,708,654 (2012 €1,604,063), leading to a small deficit of €4,247 (2012 surplus of €173,277). Our income was 102.1% of that budgeted, expenditure was 105.5% of budget and the deficit we face of €4,247 compares to the budgeted surplus of €50,000.

The deficit can be explained by several different reasons:

- The increased expenses in External Services triggered by the:
 - o launch of the Political Narrative Process (€34,187) that was not initially budgeted.
 - o Review of the secretariat in order to face increasing demands in regards to CONCORD's agenda while maintaining the current level of Human Resources (€5,000)
 - o support from our Social Secretariat to set-up HR management tool (€4,509)
 - o support from an external consultant to clarify and establish the governance and financial relationships between CONCORD and the internal project Beyond2015 (€2,754).
- The increased expenses in staff explained by
 - o the costs related to the identification of a new Director's and transition (€62,064)
 - o and the 2013 staff turnover that leads to handover period and severance pays (€23,132).
- The unpaid and decreased level of membership fees (minus €15,804 versus budget) slightly compensated by higher NGO contributions (€3,777 more than budget)

In 2013, the General Assembly decided to create a reserve in order to anticipate the costs of the replacement of the CONCORD Director who left at the end of 2013. This reserve amounted to €45,000 to partly cover the costs of the recruitment company as well as the overlap costs of 2 Directors during the transition period. The exact costs of the Director's replacement amount to €64,853.

Our reserves at the end of 2013 stand at €379,481 [2012 reserve= (€383,728) + (€45,000 special reserve)] being 22.8% of actual expenditures. Under our Strategic Plan, our reserves are set at between 25% and 40% of our annual expenditures (core budget). It means that we still have to make a +/-€36,000 surplus in order achieve the minimum level of desired level of reserves.

¹ Excluding the Open Forum for CSO Development Effectiveness and Beyond 2015 International Campaign that are both financed with their own resources.

3.2 Accounting principles and funding by members and the EC

The accounts of CONCORD are expressed in Euro and are maintained on a historical cost basis, in compliance with international accounting standards and the legislation on associations applicable in Belgium.

The core operational budget of CONCORD covers the cost of the secretariat; the costs of studies, consultancy and communication and the costs of the various members led working bodies (working groups, general meetings, seminars etc.) Subject to the travel reimbursement rules, the budget allows for the participation of at least one representative per member at such meetings, covering travel and accommodation expenses, as well as the general costs of organising such meetings such as hire of meeting rooms, interpretation, translation, reports etc.

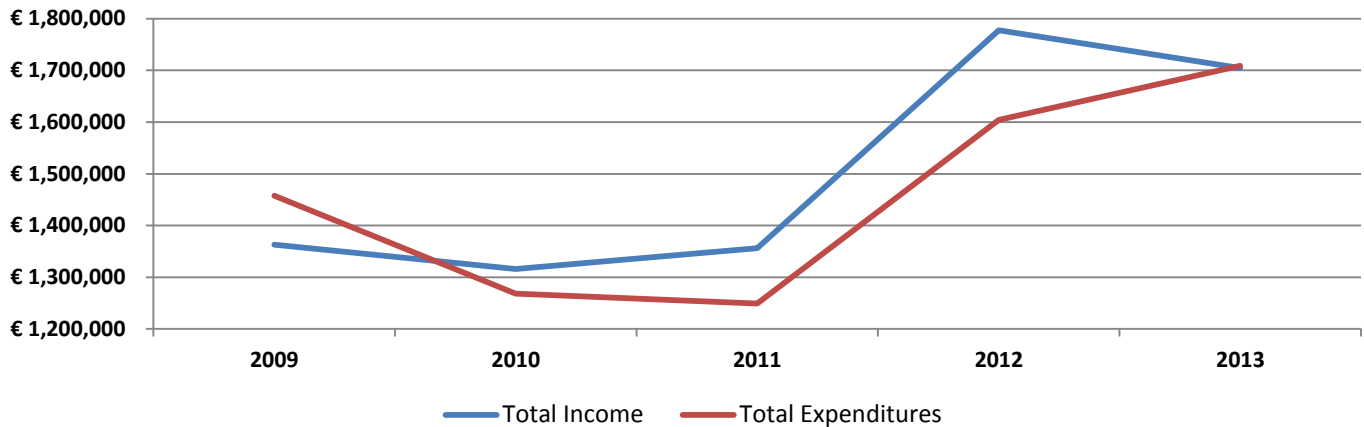
This core budget is financed by members' fees and co-financed by a core grant from the EC, and since 2011 a 3-years grant from the Bill & Melinda Gates Foundation, which focusses on specific activities/programs.

3.3 Expenditure and Income – CONCORD only – Year to 31st December 2013

	Budget	Actuals					Actuals/budget	
	2013 €	2013 €	2012 €	2011 €	2010 €	2009 €	2013 %	2013 €
Income								
Membership Fees	€ 434,000	€ 425,540	€ 462,145	€ 448,522	€ 433,710	€ 461,288	-1.95%	€ (8,460)
NGO Contributions	€ 10,000	€ 13,777	€ 47,171	€ 68,343	€ 78,642	€ 68,440	37.77%	€ 3,777
Other contributions/ foundations	€ -		€ 36,866	€ 65,614	€ 30,000	€ 17,642		€ -
Sub-Total Members & NGOs	€ 444,000	€ 439,317	€ 546,182	€ 582,480	€ 542,352	€ 547,370	-1.05%	€ (4,683)
EC Grant	€ 700,000	€ 700,000	€ 696,736	€ 691,345	€ 700,000	€ 719,490	0.00%	€ -
Public Subsidy	€ 10,000				€ 28,579	€ 51,000	-100.00%	€ (10,000)
Sub-Total Public Funds	€ 710,000	€ 700,000	€ 696,736	€ 691,345	€ 728,579	€ 770,490	-1.41%	€ (10,000)
Gates Foundation	€ 490,000	€ 492,058	€ 511,460	€ 62,488			0.42%	€ 2,058
Other Income	€ 25,000	€ 22,533	€ 19,939	€ 18,034	€ 41,262	€ 42,021	-9.87%	€ (2,467)
Special Reserve and Exceptional Income	€ -	€ 50,499	€ 3,023	€ 2,103	€ 3,805	€ 3,214		€ 50,499
Sub-Total Private Funds	€ 515,000	€ 565,090	€ 534,422	€ 82,626	€ 45,067	€ 45,235	9.73%	€ 50,090
Total Income	€ 1,669,000	€ 1,704,407	€ 1,777,340	€ 1,356,450	€ 1,315,998	€ 1,363,095	2.12%	€ 35,407
Expenditure								
Travel and meeting costs	€ 179,000	€ 150,072	€ 172,675	€ 176,681	€ 172,827	€ 240,401	-16.16%	€ (28,928)
Communication & logistics	€ 55,000	€ 49,556	€ 69,076	€ 50,210	€ 29,840	€ 55,596	-9.90%	€ (5,444)
External services	€ 110,000	€ 147,281	€ 128,840	€ 96,843	€ 107,342	€ 173,919	33.89%	€ 37,281
Total allocatable costs	€ 344,000	€ 346,910	€ 370,591	€ 323,733	€ 310,009	€ 469,916	0.85%	€ 2,910
Staff	€ 960,000	€ 1,037,139	€ 920,256	€ 713,453	€ 692,090	€ 739,012	8.04%	€ 77,139
Overheads	€ 90,000	€ 90,022	€ 98,887	€ 89,699	€ 108,318	€ 99,279	0.02%	€ 22
Offices	€ 105,000	€ 116,116	€ 102,525	€ 102,148	€ 111,655	€ 114,795	10.59%	€ 11,116
Other external services	€ 120,000	€ 111,123	€ 111,805	€ 20,000	€ 46,508	€ 34,832	-7.40%	€ (8,877)
Uncollected Membership Fees from Y-1	€ -	€ 7,344						€ 7,344
Total staff and overhead costs	€ 1,275,000	€ 1,361,744	€ 1,233,472	€ 925,300	€ 958,571	€ 987,918	6.80%	€ 86,744
Total expenditure	€ 1,619,000	€ 1,708,654	€ 1,604,063	€ 1,249,033	€ 1,268,580	€ 1,457,834	5.54%	€ 89,654
Surplus/deficit - Core Activities	€ 50,000	€ (4,247)	€ 173,277	€ 107,417	€ 47,418	€ (94,739)	-108.49%	€ (54,247)

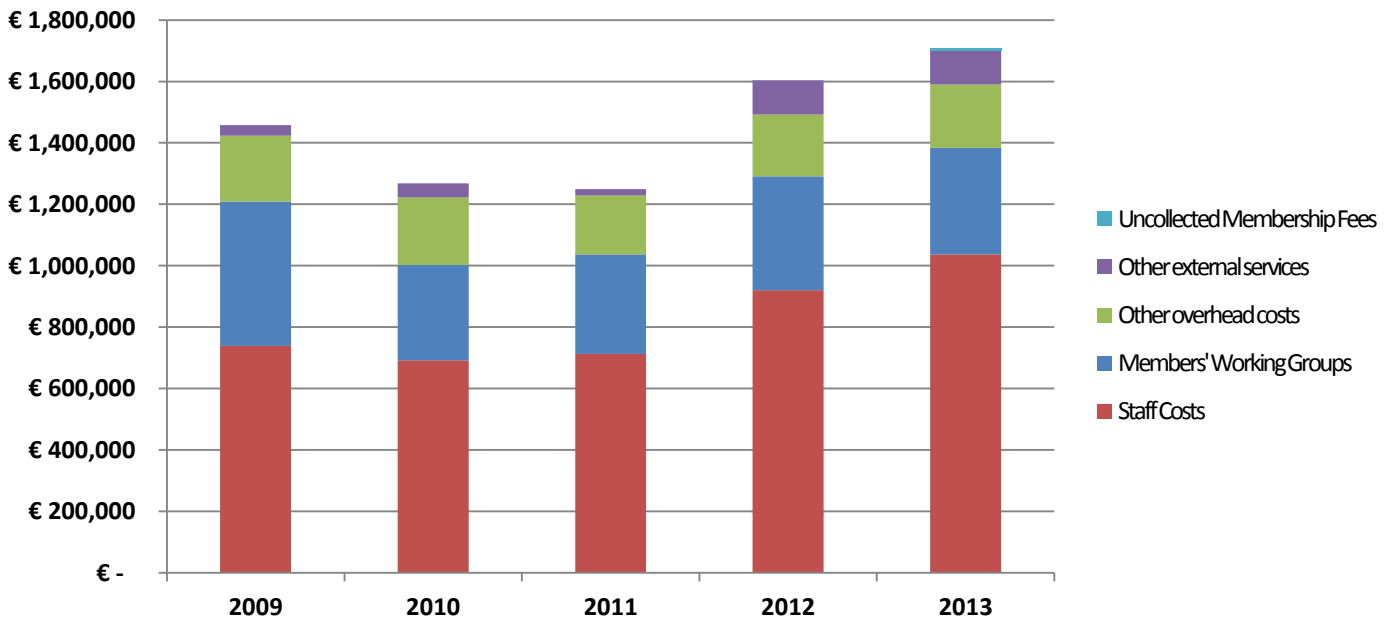
We can see that between 2010 and 2012, we've been able to maintain a gap between income and expenses, generating surpluses and building reserves according to CONCORD's multi-annual strategy 2009-2015. Indeed, since 2010, CONCORD has accumulated €323,865 of reserves.

Nevertheless while the expenditures continued to slightly grow in 2013, the income has decreased at the same time mainly due to Members' actually paid contributions.



3.3.1 Expenditure

Expenses Breakdown



By comparison with 2012:

- The cost of Members' working groups/bodies - €23,681 (-6.39%)
- Staff costs + €116,884 (+12.70%)
- Other overhead costs + €4,726 (+2.35%)

- Other external services ²	- €682 (-0.61%)
- Exceptional loss	+ €7,344
- Total expenses	+ €104,591 (+6.52%)

In order to keep membership fees according to Members’ capacity, we have reduced our total expenses in the past three years; 2009 - €1,457,834; 2010 - €1,268,580 (down 13%); and 2011 - €1,249,033 (down a further 2%), whilst still keeping at least the same level of activities.

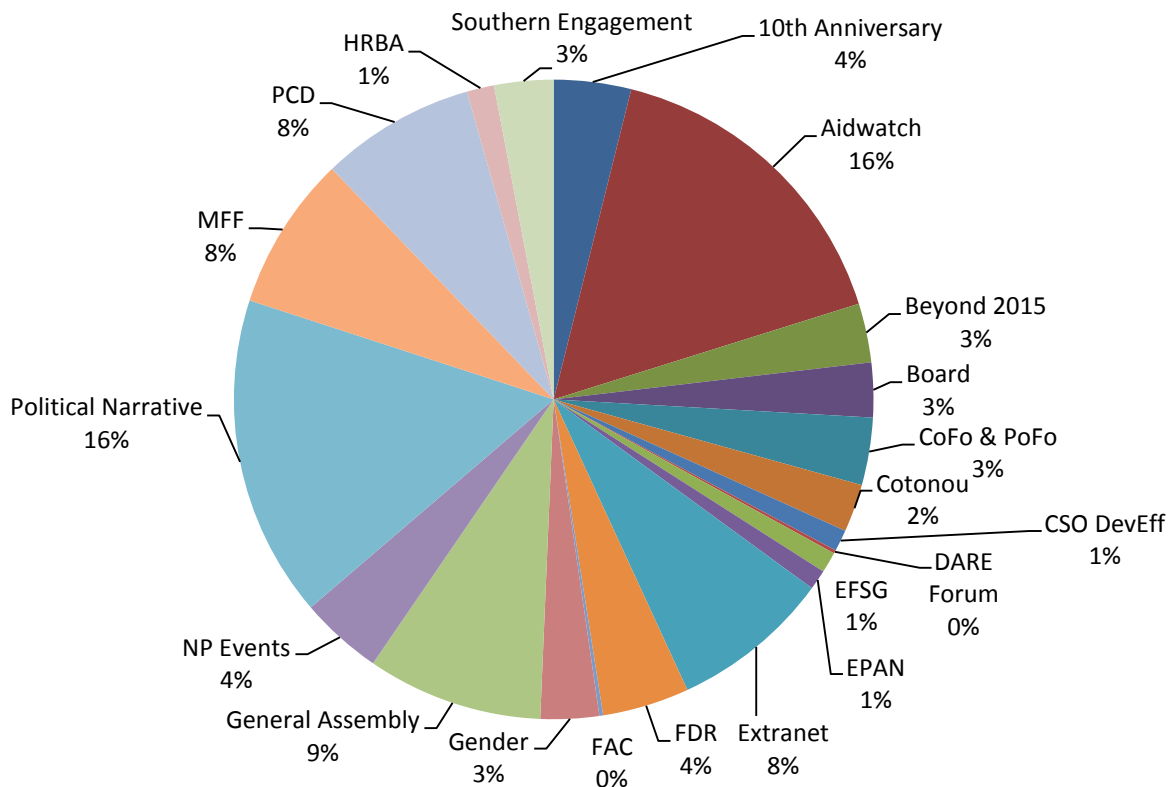
In 2012, the Gates Foundation’s grant allowed us to increase our activities³ and hire additional staff⁴, increasing our expenses.

In 2013, the increase in staff costs can be explained by the costs of the transition of the Directors (€62,064) and the costs of termination of certain staff contracts (€23,132).

The exceptional loss represent the 2012 unpaid membership fees after they were written off by Board decision.

Allocated Expenditures per Activity

CONCORD uses analytical codes to directly allocate costs to its activities (excluding staff costs⁵ and other overhead). For 2013, the split between the different activities⁶ are such:



² Contributions to DEEEP and TRIALOG and the Gates subcontracting to National Platforms

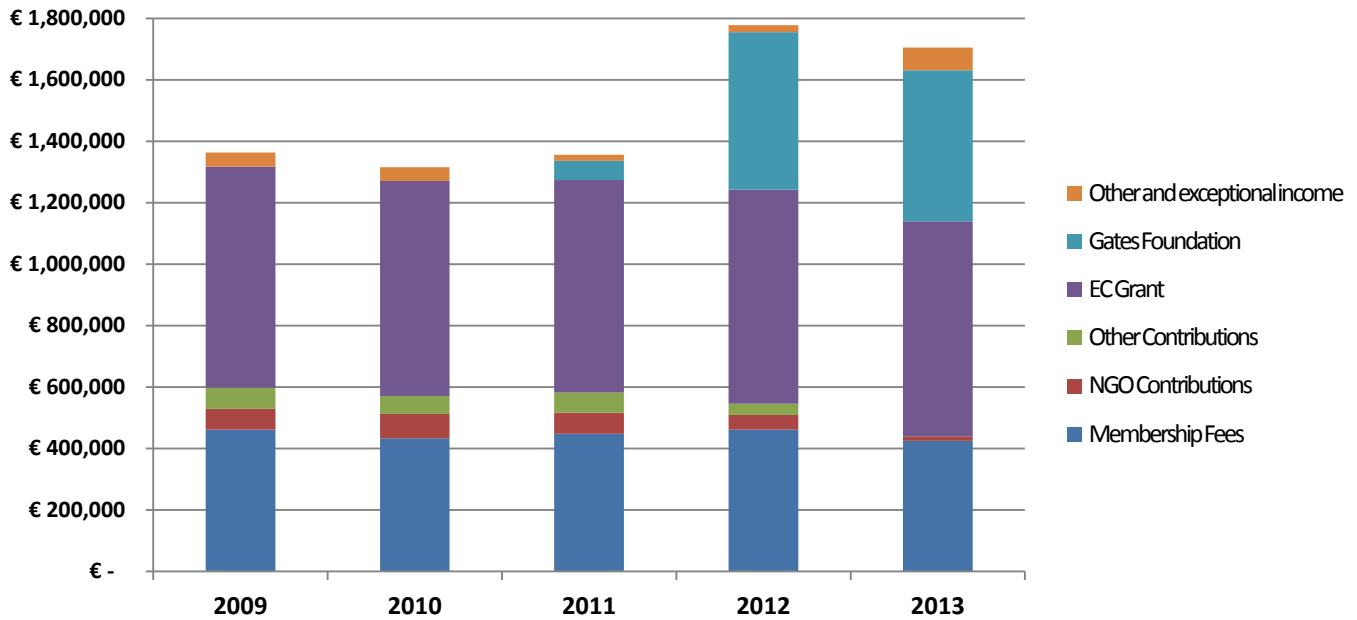
³ The work of CONCORD on MFF and ODA is co-funded under the “More and Better Aid” grant from the Gates Foundation

⁴ 4 additional FTE are funded by the Gates Foundation.

⁵ Except for Beyond 2015 for which part of the staff costs is directly allocated to the Beyond 2015 expenses.

⁶ Excluding the sub-contracting to National Platform under the Gates Foundation

3.3.2 Income



By comparison with 2012, our income from:

- Membership fees is down - €36,605 (-7.92%)
- NGOs contribution is down - €33,394 (-70.79%)
- Other contributions is down - €36,866 (-100%)
- EC grant is stable + €3,264 (+0.47%)
- Gates Foundation revenue is down - €19,402 (-3,79%)
- Other and exceptional income is up + €50,070 (+218.05%)
- **Total income is down - €72,933 (-4,10%)**

The increase of the exceptional income includes the special reserve for the transition to the new Director. Together with the Membership Fees, the NGO contributions accounts for a revenue decrease of €69,999.

Annexes

Annex 1: Board members at the end of 2013**President:**

Joanna MAYCOCK

ActionAid International

Vice President:

Johannes TRIMMEL

Austrian National Platform

Members of the Board:

Rudy DE MEYER

Belgium National Platform

Carlos CABO

Spanish National Platform

Lars BOSSELMANN

CBM

Rilli LAPPALAINEN

Finnish National Platform

Marina SARLI

Greek National Platform

Farah NAZEER

UK National Platform

Izabella TOTH

CIDSE

Marius WANDERS

World Vision

Annex 2: Description of the political working groups (May 2014)

AidWatch: AidWatch is a pan-European lobby and campaigns initiative monitoring and advocating on the quality and the quantity of ODA provided by the EU member states and the European Commission. The AidWatch network is an active group of aid experts from across the 27 EU Member States, working collectively to hold EU Member States to account on their aid quality and quantity commitments. Each year, the AidWatch Initiative publishes a European-wide report analysing the qualitative and quantitative performance of each EU Member States and the European Commission according to international and EU pledges on aid. The initiative also carries out ongoing lobby, research and campaigns activities on a wide range of aid related issues throughout the year.

Chair Amy Dodd (UKAN) amy@ukan.org.uk

CONCORD Secretariat Zuzana Sládková zsladkova(at)concordeurope.org

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Beyond 2015 European Task Force: The European taskforce (ETF) is a working group of CONCORD and a regional hub of the Beyond 2015 campaign with a threefold mandate: • to engage with CSO partners to develop a European civil society position on the Post-2015 Agenda; • to advocate (nationally and in Brussels) in order to influence the positions of European Institutions and EU Member States in line with the ETF messages; • to represent and feed the consolidated views of European CSOs in key processes and in the global Beyond 2015 campaign.

Chairs:

Tanya Cox (Plan EU Office) tanya.cox@plan-international.org

Sally Nicholson (WWF European Policy Office) snicholson@wwf.eu

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Climate Change and Development Task Force: This task force was set up in January 2009. The Climate Action Network (CAN) is a key partner of CONCORD in this process, the latter providing the development perspective in the climate change debate, and vice-versa. The focus is on: financing adaptation to Climate change (looking at funding mechanisms proposals), climate Justice, adaptation and mitigation, low carbon development. The group remains for the time being a task force and develops ad hoc policy initiatives when appropriate.

Chair Lies Craeynest, Oxfam International Lies.Craeynest@oxfaminternational.org

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CONCORD Financing for Development Task Force: This task force was set up in June 2013 composed of CONCORD members and allies such as Eurodad, CAN Europe and others. Financing for Development is going to be a crucial pillar of the

Post-2015/SDG agenda, and the EU will play an important role in the discussions on how and from where this finance will come from. The aim of the task force is to develop joint positions and ad hoc policy initiatives when appropriate in cooperation with other CONCORD working structures.

Focal Point Jean Saldanha [saldanha\(at\)cidse.org](mailto:saldanha(at)cidse.org)

CONCORD Secretariat Zuzana Sladkova [zsladkova\(at\)concordeurope.org](mailto:zsladkova(at)concordeurope.org); Tel. +32 2 743 87 72

CONCORD EP elections taskforce: This taskforce has been established in May 2013 and will run until the end of 2014. The overall objective of this taskforce is to influence the pre- and post-election phase of the next European Parliament (EP). The new EP will be in place from end of May 2014 on. The taskforce also focuses on the nomination process of the new commissioners for the next European Commission to get into effect from end of 2014 on.

Focal Points

Natalia Alonso [natalia.alonso\(at\)oxfaminternational.org](mailto:natalia.alonso(at)oxfaminternational.org)

Javier Periera [javier.pereira\(at\)actionaid.org](mailto:javier.pereira(at)actionaid.org)

Secretariat Focal Point Sabine Terlecki, Head of Policy [Sabine.Terlecki\(at\)concordeurope.org](mailto:Sabine.Terlecki(at)concordeurope.org)

CONCORD Advisory group on Strategic Alliances and Partnership: The advisory group on alliances and partnerships of CONCORD aims to enable the confederation to build strong and relevant relationships with other CSO partners and actors and encourage the participation of partners in its activities linking the "core" work of CONCORD with measures to strengthen strategic partnership and alliance building. It aims specifically to offer a place within the confederation where political issues related to partnership and alliances are discussed and to lead the more systematic and strategic approach to partnership and alliances and its contribution to CONCORD's goals, approaches and ways of working.

Chair Carlos Cabo [ccabo\(at\)aporsolidaridad.org](mailto:ccabo(at)aporsolidaridad.org)

CONCORD Secretariat Nathalie Bekier Djerf [nbekierdjerf\(at\)concordeurope.org](mailto:nbekierdjerf(at)concordeurope.org)

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Conveners Forum: The Conveners Forum brings together conveners, coordinators, (co-)chairs and vice chairs of CONCORD working structures. Its purposes, inter alia, are to ensure consistency and synergies across working processes, to identify and strengthen synergies and enable collaboration among different working structures. In addition, the Conveners Forum is a space for mutual learning and capacity building, with the aim of strengthening the capacity of CONCORD working structures to deliver quality work.

Chair Rilli Lappalainen (Kehys) [rilli.lappalainen\(at\)kehys.fi](mailto:rilli.lappalainen(at)kehys.fi)

CONCORD Secretariat Sabine Terlecki [sterlecki\(at\)concordeurope.org](mailto:sterlecki(at)concordeurope.org)

Francesca Romana Minniti [Francesca.minniti\(at\)concordeurope.org](mailto:Francesca.minniti(at)concordeurope.org)

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Cotonou Working Group: The group focus its work on: civil society participation and strengthening the links with ACP organisations; the evaluation of the 10th European Development Fund (EDF) programming process; the monitoring of the EDF regional programming process; on lobbying and fostering the links with the Joint Parliamentary Assembly; on the forthcoming mid-term review of the ACP country strategy papers.

Focal Point Gérard Karlshausen (11:11:11 - CONCORD Belgium) Tel: 32-2-250-12-40

CSO Development Effectiveness: This working group aims at supporting the efforts of CONCORD members to address, improve and demonstrate the effectiveness of European NGOs in development. The working group's main focus will be on CSOs' own effectiveness, including on the roles and identity of NGOs in development and on the environment that is needed to allow CSOs to realise their full potential in development. The group will link up CONCORD's membership with the Open Forum for CSO Development Effectiveness.

Chair TBC CONCORD Secretariat Daniel Nuijten dnuijten(at)concordeurope.org

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Development Awareness Raising and Education (DARE) Forum: The DARE Forum brings together practitioners and experts of Development Education, Awareness Raising (DEAR), Global learning and campaigning from most EU member states and a number of INGOs. The group meets bi-annually to work on increasing the impact of and support for Development Education and Awareness Raising activities in Europe. The Forum has a steering group and four subgroups: Advocacy, Capacity Building, Research and Communication. The DARE Forum runs the DEEEP4 Project which works on new ways to engage citizens all over the world for Global Justice.

Chair Mari-Helene Kaber (Estonian National Platform) mari(at)humanae.ee

Chair Nadya Boneva (Bulgarian National Platform) nadya.boneva(at)gmail.com

CONCORD Secretariat Tobias Troll tobias.troll(at)concordeurope.org

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Enlargement, Pre-accession and Neighborhood (EPAN): The group brings together members from all over the EU to monitor implementation of the European Enlargement and Neighbourhood policies and associated instruments. It works in close partnership with and supports development of civil society in the Enlargement and Neighbourhood area. The group engages with a range of policy stakeholders in Brussels and in wider Europe, participates in and contributes to various events, conducts policy analysis and issues positions and recommendations.

Chair Antonella Valmorbida ALDA antonella.valmorbida(at)aldaintranet.org

CONCORD Secretariat Nathalie Bekier Djerf

European Food Security Group: The EFSG aims to promote a structured and regular dialogue between NGOs, the European Institutions and relevant international stakeholders on EU development policy in the field of food security and nutrition and other EU policies that affect directly or indirectly food security in developing countries, such as energy (biofuels), agriculture and trade policies. The group also aims at providing updated information and policy arguments on food security to be

integrated, wherever relevant, in common CONCORD policy and lobbying activities. The group is actively involved in the Civil Society Mechanism of the Committee on World Food Security.

Chair Stineke Oenema (ICCO - APRODEV) Stineke.oenema(at)icco.nl

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European Year 2015 Task Force: officially in place from September 2013 it started in early 2012 as an inter-institutional consultation body of CONCORD together with Members of the European Parliament, European Economic and Social Committee, Committee of the Regions, Commissioner Piebalgs cabinet and European Commission, promoting the idea and lobbying for the decision to dedicate the European Year in 2015 to Development. 2015 is a key year for the MDGs and the pivotal year in which a new global framework for sustainable development should come to fruition and begin to be implemented.

Open to all Concord members, the Task Force is currently working to shape (at European and national levels), together with the European Commission, the next European Year 2015 that will soon be officially dedicated to Development Cooperation by the European Parliament and European Council's co-decision procedure.

Chair (interim until March 2014)

Current chairs 2014 Marius Wanders Marius_Wanders(at)wvi.org

Inese Vaivare (LAPAS Latvian NP) inese.vaivare@lapas.lv

Stefan Grasgruber stefan.grasgruber-kerl@suedwind.at>

CONCORD Secretariat Francesca Romana Minniti Francesca.minniti(at)concordeurope.org

Tel. 0032/2/743 87 64

Funding for Development and Relief (FDR) Working Group: The policy work of the FDR Group focuses on the European Union - NGO funding policies and priorities, on the allocation of funds to these priorities and on the European funding process and organisation. The FDR has a steering group and 3 subgroups: de-concentration, financial regulations, geographic and thematic instruments.

Chair Alexandra Makaroff (Plan) Alexandra.Makaroff(at)plan-international.org

Jessica Janrell (ConcordSE) jessica.janrell(at)concord.se

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Gender Working Group: CONCORD has identified the strengthening of gender & development awareness and advocacy work within CONCORD and at EU level as a cross-cutting issue and key to achieving CONCORD's strategic objectives. The overall objective of the Gender WG is to ensure that gender is at the centre of EU Development Policy. This work is done through gender and development advocacy and lobby work and by engaging in structured dialogue with the EU. The group also advises CONCORD bodies on how to raise awareness and build gender competence on EU development issues.

Co-Coordinator Sandra Johansen (por solidaridad) sjohansson(at)aporsolidaridad.org

Elena d'Urzo (EN - IPPF) edurzo(at)ippfen.org

CONCORD Secretariat Sabine Terlecki sterlecki(at)concordeurope.org

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HRBA Task Force: The HRBA TF's mandate is to promote exchange of experience, raise awareness, increase understanding, expertise and capacity on the human rights-based approach to development within the CONCORD constituency. It also strives to mainstream HRBA in CONCORD policy and to enable CONCORD to include HRBA in its policy dialogue with the EU institutions.

Co-Chair Luisa Fenu (CBM) Luisa.Fenu(at)cbm.org

Co-Chair Judit Almasi (TDH) judit.almasi(at)tdh.ch

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Migration & Development group: The aim of this informal group is to share analysis on migration and development issues and coordinate members' initiatives in this field at the EU level – for example, with regard to the EU Global Approach to Migration and Mobility, and the annual Global Forum on Migration and Development (GFMD). The group supports CONCORD's work on PCD. The group also feeds into the CSO contact group on migration and development.

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Policy Coherence for Development (PCD) Coordination Group: Set up in 2007, the role of this Coordination Group is to promote policy coherence for development in all the EU and national policies; to coordinate CONCORD's engagement towards the EU institutions on PCD; to provide a space within CONCORD for analysis / experience sharing on PCD; to raise awareness on the PCD agenda within the Confederation and within European civil society as a whole ; to strengthen members' policy and advocacy capacities vis-à-vis their Member States on PCD especially; to identify cases of (EU) policy incoherencies; to ensure that there is a comprehensive and regular dialogue between the EU and its Southern partners on policy coherence for development. It also coordinates a biennial report called "Spotlight on Policy Coherence for Development" , which sets out CONCORD's vision on PCD and uncovers existing incoherencies in different policy areas, such as agriculture, energy, trade, finance. The group works in close association with the thematic groups in CONCORD such as food security, trade, climate change, financing for development, raw material, etc.

Chair (interim) Peter Sorbom (CONCORD Sweden NP) peter.sorbom(at)concord.se

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Policy Forum: CONCORD's 'political spearhead', discussing and sharing political intelligence and coordinating policy work.

Co-Chairs:

Natalia Alonso (Oxfam EU) natalia.alonso(at)oxfaminternational.org

Anke Kurat (VENRO German NP) a.kurat(at)venro.org

CONCORD Secretariat:

Sabine Terlecki sterlecki(at)concordeurope.org

Francesca Minniti francesca.minniti@concordeurope.org

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Private sector task force: The mandate of CONCORD's private sector task force is to facilitate the exchange of knowledge and experience of CONCORD members on the private sector in both development and follow-up and to influence, where needed, the institutional policy development in this regard, both at national and European level.

Chair Ad Ooms (ICCO, representing Partos) Ad.Ooms(at)icco-cooperation.org

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Raw Material Task Force: The Raw Materials Task Force was created beginning 2012 after CONCORD members expressed their interest to work more coordinated and actively on the EU Raw Materials Initiative (RMI) and other EU policies that are related with the governance of natural resources in developing countries. The Task Force contributes to the Group's overall strategy relating to PCD.

Chair Koen Warmenbol (11:11:11 - CONCORD Belgium) Koen.Warmenbol(at)11.be

CONCORD Secretariat: Blandine Bouniol Blandine.bouniol(at)concordeurope.org

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Trade reference group: The Trade reference group is a forum where European development NGOs work together to influence and promote an EU trade agenda that is coherent with the overall objectives of EU development policy and contributes to the achievement of the MDGs. The group monitors EU trade strategy, relations and agreements, particularly

the Economic Partnership Agreements. The group engages with DG Trade in the framework of broader European coalitions (European trade network, Seattle to Brussels, etc).

Chair Karin Ulmer (APRODEV) [k.ulmer\(at\)aprodev.net](mailto:k.ulmer(at)aprodev.net)

CONCORD Secretariat: Blandine Bouniol [Blandine.bouniol\(at\)concordeurope.org](mailto:Blandine.bouniol(at)concordeurope.org)

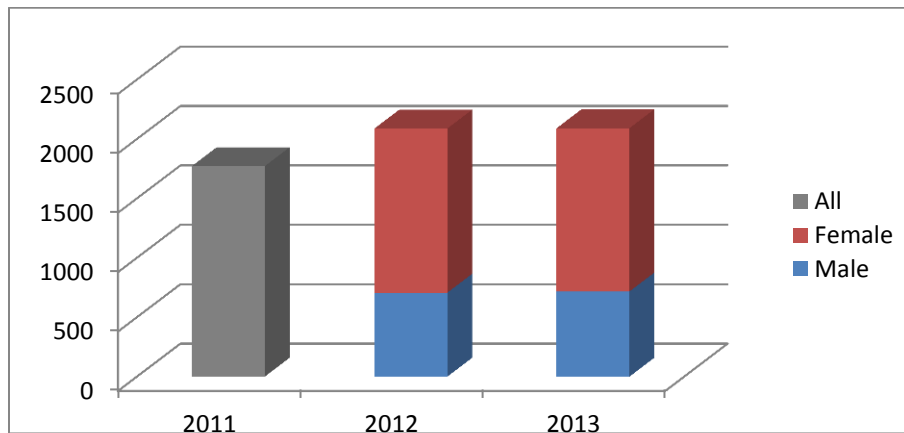
Tel. +32 2 743 87 61

Annex 3: Monitoring the activities of CONCORD members in 2013

Like every year, CONCORD has been monitoring the participation of its members in our activities. This information will allow us to better identify strengths and weaknesses in order to **develop better tactics to strengthen the engagement, ownership, participation and learning of all CONCORD members** (27 National Platforms, 18 international networks of NGOs and 2 associate members).

Participation in 2013 was **almost on a par with 2012, in terms of participant numbers in CONCORD’s more well-established activities** such as meetings of working structures, conference calls and public events. There was **only a slight increase of 1.02% from 2012 to 2013**; with 2092 participants in 2012 and 2105 in 2013.

OVERALL PARTICIPATION



Types of participants in absolute figures 2012-2013

Type of participant in CONCORD’s activities	2012	2013
National Platforms	916 participants	899 participants
Networks	620 participants	565 participants
Associate Members	5 participants	55 participants
Non CONCORD members	348 participants	405 participants
CONCORD Secretariat	203 participants	218 Participants

Annex 4: Communications

Key objectives

- Improve collaboration and coordination between members and CONCORD operations using relevant IT tools
- Inform members, stakeholders and partners about CONCORD's activities
- Promote and give visibility to CONCORD's core policy issues, publications and events
- Highlight and challenge policies which affect global development across media targets

Achievements and activities

New 'CONCORDNet' extranet platform development

A new online platform to facilitate better internal communications and coordination of CONCORD's overall work was developed in 2013. This involved extensive consultations with members to develop the space according to current needs and future demands. 'CONCORDNet' aims to give members the chance to join online discussions, participate in the development of initiatives, interact in an easy way and find information related to the working structures of the organization. www.concordeurope.net

CONCORD website – more blogs and content

2013 saw the continued development of the CONCORD website, launched in late 2012. Blogs from the Director have now become a key feature giving us the chance to be more conversational with both our members and stakeholders. More blogs such as the 'Global partners' section were opened in 2013.

www.concordeurope.org

Press relations

2013 saw the launch of two flagship reports (AidWatch and Spotlight on Policy Coherence), as well as several media reactions around the EU budget negotiations and other topics. We managed to achieve coverage in leading international news agencies such as Reuters and AFP, as well as in specialist publications such as European Voice and The Guardian.

#Social media

To increase our visibility on social media, we were more active on Twitter and Facebook and created a LinkedIn account for professional contacts in 2013.

<http://www.linkedin.com/company/concord-europe>

www.facebook.com/concordeurope

www.twitter.com/concord_europe

Newsletters

In 2013 we continued to use our two main newsletter services, with plans to integrate them into the new extranet in 2014. Member to Member: Every 2 weeks, featuring members events, job vacancies, work calendar and news on publications. EU Monitoring: Every week, featuring a roundup of the latest EU development news, with a full list of EU funding opportunities for NGOs.

Infographics

To display our information in a more visual format new infographics were developed in 2013, several of which were used by media organisations to present our issues in a more catchy way!

Secretariat Contact: Daniel Puglisi, CONCORD Communications Coordinator, dpuglisi@concordeurope.org

Annex 5 : 2013 Membership Fees

In 2012, under the leadership of the Board and the FAC, CONCORD put in place a new Fee System for the years 2013-2015. This system is based on a free/voluntary approach where each Member –depending on its own capacity- decides how much it can contribute to CONCORD. In a time of crisis for many CSOs in many different countries, the outcome of this process has been positive, generating renewed commitment and ownership among CONCORD's Members towards their confederation.

Denomination	NP/N W/A M	Country	2013 fees approved	Credit note	2013 Invoiced Fees
ACTIONAID INTERNATIONAL	NW		€ 16,000		€ 16,000
ADRA	NW		€ 8,000		€ 8,000
ALDA	AM		€ 2,500		€ 2,500
APRODEV	NW		€ 20,000		€ 20,000
ARENGUKOOSTÖÖ ÜMARLAUD	NP	Estonia	€ 1,000		€ 1,000
ASSOCIAZIONE ONG ITALIANE	NP	Italy	€ 8,000		€ 8,000
BOND	NP	United Kingdom	€ 20,000		€ 20,000
BPID	NP	Bulgaria	€ 500	€ (250)	€ 250
CARE INTERNATIONAL	NW		€ 13,000		€ 13,000
CARITAS EUROPA	NW		€ 12,000		€ 12,000
CBM	NW		€ 12,000		€ 12,000
CERCLE DE COOPERATION DES ONGD DU Lux.	NP	Luxembourg	€ 12,000		€ 12,000
CIDSE	NW		€ 16,000		€ 16,000
CONCORD DENMARK	NP	Denmark	€ 16,430		€ 16,430
CONCORD SWEDEN	NP	Sweden	€ 16,000		€ 16,000
CONGDE	NP	Spain	€ 12,000		€ 12,000
COORDINATION SUD	NP	France	€ 20,000		€ 20,000
CONCORD BELGIUM (ACODEV)	NP	Belgium	€ 16,500		€ 16,500
CYINDEP	NP	Cyprus	€ 1,000		€ 1,000
DOCHAS	NP	Ireland	€ 12,720		€ 12,720
EU CORD	NW		€ 6,500		€ 6,500
EUROSTEP	NW		€ 5,000		€ 5,000
FOND	NP	Romania	€ -		€ -
FORS	NP	Czech Republic	€ 3,000		€ 3,000
GALE VERANTWORTUNG	NP	Austria	€ 12,000		€ 12,000
GREEK PLATFORM FOR DEVELOPMENT	NP	Greece	€ 800		€ 800
GRUPA ZAGRANICA	NP	Poland	€ 1,000		€ 1,000
HAND	NP	Hungary	€ 1,000	€ (1,000)	€ -
HANDICAP INTERNATIONAL	NW		€ 4,770		€ 4,770
IPPF - EN	NW		€ 12,720		€ 12,720
ISLAMIC RELIEF	NW		€ 9,540	€ (2,270)	€ 7,270
KEHYS RY	NP	Finland	€ 13,000		€ 13,000
LAPAS	NP	Latvia	€ 1,000		€ 1,000
Lituanian Platform	NP	Lituania	€ 500		€ 500
MVRO	NP	Slovakia	€ 1,000		€ 1,000
OXFAM INTERNATIONAL	NW		€ 14,000		€ 14,000
PARTOS	NP	The Netherlands	€ 16,000		€ 16,000
PLAN EUROPE	NW		€ 12,700		€ 12,700
PLATAFORMA PORTUGUESA DAS ONGD	NP	Portugal	€ 3,880		€ 3,880
SAVE THE CHILDREN ALLIANCE	NW		€ 20,000	€ (4,000)	€ 16,000
SKOP	NP	Malta	€ 1,000		€ 1,000
SLOGA	NP	Slovenia	€ 2,500	€ (1,500)	€ 1,000
SOLIDAR	NW		€ 5,000		€ 5,000
TERRE DES HOMMES INTERNATIONAL FEDERATION	NW		€ 10,000		€ 10,000
VENRO	NP	Germany	€ 20,000		€ 20,000
WORLDVISION INTERNATIONAL	NW		€ 16,000		€ 16,000
WWF	AM		€ 6,000		€ 6,000
Total			€ 434,060	€ (9,020)	€ 425,540

Annex 6 : Open Forum

The Open Forum was supposed to be brought to a close in March 2012 but continued until June 2013.⁷

The Open Forum for CSO Development Effectiveness is a unique space for CSOs (Civil Society Organisations) worldwide to engage in *a global and fully participatory process towards defining and implementing a framework of mutually shared development effectiveness principles*. The Open Forum process has been running since 2009, and you can find out more about the history and background on its website: www.cso-effectiveness.org

Since Accra, civil society has been working on aid and development effectiveness issues, at the global level, via two parallel platforms: The Open Forum platform, working on articulating our role as independent development actors and on issues of CSO development effectiveness and enabling environment specifically; while at the same time, the BetterAid platform has been working on monitoring government and donor commitments to development effectiveness made at HLF2 (Paris) and HLF3 (Accra).

The successful outcomes of the Open Forum process have been well documented, and include the International Framework for CSO Development Effectiveness, which is the result of a three-year consultation process with thousands of CSOs across the globe in 70+ countries (and which was acknowledged in 22 of the final outcome documents of the HLF4), as well as its accompanying toolkits to support CSOs in putting the principles into practice in their own national and organizational contexts, and advocating for a more enabling environment in their countries.

Given the evolving aid and development effectiveness architecture after HLF4 (Busan, December 2011) as well as the accountability frameworks that the CSO sector committed to in Busan, there is a need for the sector to further advance positive policy gains in aid and official cooperation reform, and advance on our own commitments as independent development actors. In order to fulfill these functions, Open Forum and BetterAid (as the two global CSO development effectiveness platforms) have taken stock of their work in this process and re-organised themselves into the CSO Platform for Development Effectiveness (CPDE) in order to more effectively engage in the new policy context which has been taking shape throughout 2013.

In order to assist in the smooth transition to this new global platform (which took shape throughout 2012), as well as ensuring that CSO effectiveness activities continue to happen during the transition period, the governing body of the Open Forum has agreed to extend the mandate of the process until it is fully transitioned to the new CSO Partnership for CSO Development Effectiveness structure. The activities for January to June 2013 were funded with the carry-over from 2012 and a contract extension from Sida to allow expenditures for the full year.

Finance Report:

⁷ And will finally close in June 2013.

Revenue	€	46,986
Communications	€	11,537
Travels	€	2,075
External Services	€	3,954
Staff	€	12,055
Office	€	4,607
Overhead	€	6,822
Exceptional charges	€	5,936
Sub-Total Charges	€	46,986

We can see that the Open Forum accounts are financially neutral to CONCORD as it is “self-financed”. Nevertheless CONCORD is still waiting for the final approval of the 4.5 years project’s reports.

	Revenue	Expenses	Leftover at the beginning of the year
Interim Period	€ 40,230	€ 40,230	
2009	€ 643,978	€ 154,956	
2010	€ 1,018,410	€ 1,313,466	€ 489,021
2011	€ 1,051,483	€ 1,080,019	€ 193,965
2012	€ 370,326	€ 452,409	€ 165,429
2013		€ 42,311	€ 83,346
End of the Project			€ 41,036
Total	€ 3,084,197	€ 3,043,161	
Final Balance		€ 41,036	

The balance at the end of this 4.5 years project is positive of €41,036. The amount corresponds to the transfer to be made to the Swedish International Development Agency.

Annex 7 : Beyond 2015 International

Revenue	€	647,047
Communications	€	5,981
Travels	€	41,905
External Services	€	64,261
Staff	€	138,168
Office	€	8,782
Overhead	€	17,235
Sub-contracting	€	371,215
Sub-Total Charges	€	647,547

In 2013, Beyond 2015 grew from 577 CSOs in 95 countries to **903** CSOs in **117** countries, strengthening the participation from CSOs in Asia-Pacific and Latin America and the Caribbean (103% growth in Asia and 102% in the LAC region). As of December 2013, the regional breakdown is as follows: Africa (30%), Asia-Pacific (19%), Europe (34%), North America (9%), Latin America (8%).

In Europe, the Concord – Beyond 2015 European Task Force links over 300 CSOs from 29 countries.

Globally, Beyond 2015 has been focusing on four major strands of work in 2013:

1. Building a shared Beyond 2015 Vision, Purpose, values and Criteria for the Post-2015. See <http://www.beyond2015.org/content-discussion>
2. Ensuring that the official United Nations process (including national and thematic consultations and the High Level Panel) is legitimate and responsive to the voices of civil society, and of those directly affected by poverty and injustice. As such, we engaged strongly in thematic and national consultations, and extensively with the High Level Panel.
3. Building strong foundations for advocacy in the intergovernmental process, and becoming more effective in influencing national, regional and international decision-making bodies. Lead agencies in 30 countries and regional coordinators in Europe, Latin America, African and Asia were crucial in building these foundations.
4. Ensuring that the UN Special Event in September 2013 improves the prospects for a post-2015 framework, and launches a single, unified process where issues of sustainable development, poverty and injustice are fully integrated. This included engaging in the negotiations around the Outcome Document, and organising a high level side event (co-hosted by Colombia and Sweden) bringing the voices of Beyond 2015 national deliberations to decision makers in New York. See <http://www.beyond2015.org/beyond-2015-and-un-general-assembly-archive> for details.

In 2013, for the first time in the history of the campaign, the number of participating organisations in Beyond 2015 from the global South surpassed that of Northern participating organisations!

Annex 8: CONCORD Audits**CONCORD AISBL**

**STATUTORY AUDITOR'S REPORT TO THE GENERAL ASSEMBLY OF MEMBERS
ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 DECEMBER 2013**

In accordance with the legal and statutory requirements, we report to you on the performance of the mandate of statutory auditor which has been entrusted to us. This report includes our opinion on the financial statements together with the required additional statements and information.

Unqualified audit opinion on the financial statements, together with an emphasis of matter paragraph

We have audited the financial statements for the year ended December 31, 2013, prepared in accordance with the legal and regulatory requirements applicable in Belgium, which show a balance sheet total of € 1.246.889 and a negative result for the year of € 49.247.

The board of directors of the company is responsible for the preparation of the financial statements. This responsibility includes: designing, implementing and maintaining internal control relevant for the preparation and fair presentation of financial statements that are free from material misstatements, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the legal requirements and the auditing standards applicable in Belgium, as issued by the Institute of Registered Auditors ("Institut des Réviseurs d'Entreprises / Instituut der Bedrijfsrevisoren"). Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. In accordance with those standards, we have taken into account the organisation of the Association from the administrative and accounting point of view, as well as the procedures of internal control.

The responsible officers of the Association provided us with clear answers to our questions for explanations and information. We have examined, on a test basis, the evidence supporting the amounts included in the financial statements. We have assessed the accounting policies used, the significant estimates carried out by the Association, as well as the presentation of the financial statements as a whole. We estimate that the work we carried out provided us with a reasonable basis for expressing our opinion.

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Mons and Zaventem
www.rsm-belgium.be

¹⁾ Civil company in the form of a trading company

RSM Belgium is a member of the RSM network. Each member of the RSM network is an independent accounting and advisory firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.



In our opinion, the financial statements as of December 31, 2013 give a true and fair view of the company's assets, liabilities, financial position and results of operations in accordance with the financial reporting framework applicable in Belgium.

The financial statements have been established with the continuation of the activities in mind. This presumption shall be justified only to the extent where the Association continues to receive financial support from its members and subsidies from the European Commission, or if it succeeds in gaining access to other financial resources.

Additional statements and information

The association's compliance with the law applicable in Belgium to non-profit making associations (law of June 27, 1921) and the articles of association are the responsibility of the board of directors.

Our responsibility is to supplement our report with the following additional statements and information which do not modify our audit opinion on the financial statements:

- Without prejudice to formal aspects of minor significance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium;
- There are no transactions undertaken or decisions taken in violation of the articles of association or the law applicable in Belgium to non-profit making associations (law of June 27, 1921) that we have to report to you.
- The provision entitled « provision for depreciation of assets » for an amount of € 13.451 represents the future depreciation on the tangible assets.
- There is no separate bank account for the European grants. The possible surplus cash amounts are being invested globally; the financial income, however, is insignificant.

Zaventem, 7 May 2014

RSM INTERAUDIT CVBA-SCRL
Represented by
LAURENT VAN DER LINDEN

CONCORDnet – get connected www.concordeurope.net



CONCORDnet is a virtual collaborative space aiming to facilitate the coordination of CONCORD activities and foster collaboration between its members.

Members are able to join online discussions, participate in the development of initiatives, interact in and find information related to working groups.

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