

ANNUAL REPORT 2014

**The European Confederation
of Relief & Development**
28 national platforms
18 international networks
2 associate members
2,400 NGOs represented
supported by millions
of citizens across Europe.

Foreword from the President

Johannes Trimmel
President of CONCORD



Dear Members,

2014 was very much the teaser year before the milestone year. We've been working, campaigning and educating for years about 2015, that once far away year when aid commitments were supposed to be met, the Millennium Development Goals were due to end and we hoped we'd have a better, fairer world by the time. Yet 2014 was marked by more humanitarian and development challenges, not less. From the Ebola outbreak in West Africa, to conflicts on the very borders of the European Union, it's clear that our common cause to fight inequalities and poverty is far from over. It's also been a year of political changes in Europe with the European elections and a new EU Commission taking office.

I'm pleased to see that we managed to establish a formal relationship with new EU Development Commissioner Neven Mimica and with incoming members of the European Parliament, boosted by our EuropeWeWant advocacy campaign around the European elections. Towards the end of the year CONCORD organized a special #DevWorkshop, an induction work shop for the new MEPs at the EU Parliament where our members took the floor to communicate to new decision makers our priorities, views and values. As usual we kept our focus on development finance and policy coherence for development, holding various events, trainings and publishing important positions and outreach documents. Our annual AidWatch report notes the trend that the official definition of aid could change as governments continue to inflate their aid figures whilst missing aid targets. The report was launched at a successful event in Paris, which included meetings on financing for development.

CONCORD was also active in promoting a strong development budget as negotiations on the EU budget for 2014/15 were set to close. We also published a guide to EU funding instruments.

New realities such as the conflict in Ukraine pushed us to tackle new issues, and I'm pleased that our EPAN Working Group that works on neighbourhood and enlargement issues has seen a new lease of life, holding a webinar and publishing a reaction on Ukraine's humanitarian crisis. Members also took a leading role in representing CONCORD at several international events, such as the ACP-EU Joint Parliamentary Assembly the High Level meeting on Effective Development cooperation in Mexico and the post-2015 negotiations in New York.

Our cooperation with other international networks and civil society organizations was also strengthened at International Civil Society Week in Johannesburg. As the MDGs come to a close, our work with the Beyond 2015 campaign has also proved a vital resource in engaging in the post-2015 debate.

We remain an attractive confederation to be a part of, with membership growing in 2014 with the Croatian national platform and network SOS Children's Villages joining the CONCORD family.

Our communications work has also supported a wide range of activities from social media to traditional press outreach and continues to develop with the times with more interactive online debates via webinars than ever before in 2014.

And let's not forget that after more than 10 years our Brussels office is now even closer to European civil society, moving to the new Mundo-J building, alongside several members and many other NGOs, especially from the youth sector.

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CONCORD MEMBERS 2014

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 (Act Alliance EU)	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	Croatia: CROSL	www.crosol.hr
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.eu-cord.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
NW	SOS Children's Villages International	www.sos-childrensvillages.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
CODEV	Development working group of the Council of the European Union
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)
EUROPEAID	The European Commission's EuropeAid cooperation office
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
INTA	International Trade committee of the European Parliament
JPA	EU/ACP Joint Parliamentary Assembly
MDG	Millennium Development Goals
MEPs	Members of the European Parliament
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
PoFo	Policy Forum (CONCORD)
PFD	Policy Forum for Development (institutions)
S&D	Group of Socialists and Democrats (European Parliament).
TRIALOG	Project to strengthen civil society organisations (CSOs) in the enlarged EU for active engagement in global development.

0. INTRODUCTION

About CONCORD

CONCORD is the European confederation of Relief and Development NGOs. We are made up of 28 national associations, 18 international networks and 2 associate members that represent over 2,400 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. At global level, CONCORD is actively involved in [Action 2015](#), the [Beyond 2015 campaign](#), [CIVICUS](#) and the [International Forum of NGO Platforms](#).

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 NGOs 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 underline 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 2014

Board, staff and members

Board: Johannes Trimmel (Austrian National Platform) was elected President after Johanna Maycock (ActionAid) stepped down as she was leaving ActionAid. Laura Sullivan (ActionAid) and Olivia Baciú (FOND Romania) were elected to join the Board and Rilli Lappalainen (Finnish National Platform) left as her mandate had ended. Izabella Toth from CIDSE and Carlos Cabo from the Spanish National platform were re-elected to the Board. The Executive Committee of the Board is composed of Johannes Trimmel (Austrian National Platform), Laura Sullivan (ActionAid) as Vice-President, Marius Wanders (World Vision) as Treasurer and Izabella Toth (CIDSE) as Secretary.

Secretariat: The Secretariat is led by the Director Seamus Jeffreson, with support from the Management Team. The Director is supported by a part-time Executive Assistant. 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 is one Head of Policy and 4 Policy Coordinators (AidWatch&FFD, PCD, CSO enabling environment and Beyond 2015).

The membership and communications team is responsible for membership, communications, capacity building and partnerships. It is made of one Head of Communication and Membership, one Communication Officer and a part-time Strategic alliances and partnership officer.

The Finance and Resource department is comprised of a Head of Finance and Resource, a Finance Officer, a Human Resources and Organizational Development officer and an Administration and Events Officer.

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 of 28 National Platforms, 18 Networks and 2 associate members. New members SOS Children’s Villages and the Croatian National Platform (CROSOL) joined the confederation at the CONCORD General Assembly in 2014.

CONCORD Working structures and projects

In 2014, the existing working structures continued to deliver on the priorities of CONCORD, which is presented in detail in the following pages. A special ‘European Year 2015 Taskforce’ worked on promoting 2015 as an official year for development. An Annual Planning Commission was in charge of work on next year’s priorities. In addition, two projects contributed to CONCORD’s 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 General Assembly of June 2014 unanimously approved the annual report of 2013 including the financial accounts. An important part of the General Assembly was dedicated to build the content for CONCORD’s new multi-annual strategy 2016-2022.

1. CONCORD ACHIEVEMENTS IN 2014, 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 wide-ranging 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

In 2014, Greece and Italy held the two 6 month EU Presidencies.

Key objectives of topic

While the Treaty of Lisbon has reduced the importance of the Presidency significantly, CONCORD still uses each presidency as an influencing opportunity.

What CONCORD wants

- The EU presidencies to steer strongly on key priorities such as PCD, Post 2015 Gender and HR and to enable CSO to participate in a structured and meaningful dialogue with the EU institutions under their presidency
- Invite CSOs to participate in the informal FAC
- To stress transparency of the process and access to Council documents.

What CONCORD has done

*In order to strengthen the capacities of the National platforms holding or preparing for the EU presidency, we developed a new Presidency manual;

*CONCORD was invited to speak at the Informal council of Development Ministers in Florence.

- CONCORD was able to successfully advocate for a wide range of policies and processes, such as on the Europe we want, on PCD, Human Rights-based approach, private sector Post 2015, FfD, food security and migration.
- CONCORD launched the mediterranean migration paper under both EU presidencies.
- Under these presidencies both platforms organised several large awareness raising activities as well as seminars, conferences and advocacy meetings.

AIDWATCH WORKING GROUP

AidWatch as the main monitoring initiative of CONCORD continued to hold the EU and its member states to account in fulfilling their commitments in aid quantity and aid/development effectiveness principles. Through AidWatch CONCORD could follow and was actively involved in the international processes such as the First High Level Meeting of the Global Partnership on Effective Development Cooperation and ODA modernisation process of the OECD DAC.

Key objectives:

- To continuously monitor and influence the EU and its member states in aid quantity and quality commitments and the production of the Annual AidWatch Report.
- To raise awareness about the current trends in international, EU and national aid and to mobilise members to be actively involved.

- To build capacities of CONCORD members to be able to engage and influence the international processes such as the First High Level Meeting of the Global Partnership on Effective Development Cooperation and ODA modernisation process of the OECD DAC

Achievements and activities:

- Influenced the outcome of the High Level Meeting of the OECD DAC through monitoring the process of ODA modernisation, active contributions to the Senior Level Meetings and mobilisation of members and other key stakeholders.
- Improvement of the transparency of the OECD DAC which resulted in publishing the background documents for formal meetings at least one week ahead and for opening the opportunities to provide written submissions to OECD DAC Senior Level Meetings
- The EU agreed on the joint position for the First High Level Meeting of the Global Partnership on Effective Development Cooperation and increased monitoring of implementation of Busan principles by publishing EU Progress report.
- AidWatch remains CONCORD's working group with highest participation of the national platforms and in 2015 organised three meetings of the Advocacy Group and one Annual AidWatch Seminar with more than 40 CONCORD representatives.
- AidWatch regularly increased the capacities of members on advocacy work by producing the engagement guides on the GPEDC and ODA modernisation process.
- AidWatch published the European CSO position for the First High Level Meeting of the Global Partnership on Effective Development Cooperation and co-organised a side event together with the EC, GIZ on managing diversity/joint programming.
- AidWatch produced its key monitoring tool – AidWatch Report: Aid beyond 2015 which was launch at the OECD on 20 April with more than 100 OECD DAC and CSOs representatives.

FINANCING FOR DEVELOPMENT TASK FORCE

CONCORD is one of the key leading civil society organisation in financing for development in the EU ahead of the Third Financing for Development Conference in Addis Ababa, July 2015. CONCORD's role is to mobilise wider European constituency in order to jointly set the expectations the EU and its member states both adopt and act further upon in the areas of domestic resource mobilisation, international financial cooperation, international resources for development, external debt and systemic issues.

Key objectives of topic

- Follow and influence the EU in the processes on the international level such as the Intergovernmental Committee on Sustainable Development Finance, UN Secretary's General Synthesis Report and the Third International Financing for Development Conference.
- Engage actively with the EU institutions and member states on financing for development in order to support and deliver adequate, high-quality, development-focused financing and keeping their international commitments.
- Coordinate the EU civil society organisation to jointly influence the EU position for Addis Ababa Conference and Means of Implementation of the post2015 agenda.
- Raise the capacities of the members in order to promote the positions of the Financing for Development Task Force on the national level.

Achievements and activities

- Launched **11 Critical outcomes the Intergovernmental Committee on Sustainable Development Finance (ICESDF)** Report must include.
- Prepared **inputs on each of the clusters** of the Intergovernmental Committee on Sustainable Development Finance and actively involved the national platforms whose country was a member of the committee.

- Analysed the Intergovernmental Committee on Sustainable Development Finance (ICESDF) Report based on the 11 Critical Outcomes.
- Presented key **Recommendations on Financing for Development for the UN Secretary General's Synthesis Report** from the European CSOs and consequently analysed the report.
- Hold a continuous dialogue with the Finish co-chair of the ICESDF – Ambassador Majanen.
- Kept **regular contact with the EC and other EU institutions** on the financing for development agenda by holding meetings, sending letters and speaking at the Council meetings such as Jumbo and Codev.
- Drafted 6 issues papers on key aspects of the Addis Ababa conference discussed at the Annual Financing for Development Task Force meeting in Paris, November 2014 which resulted into a joint European position Destination Addis Ababa: The European Union's responsibilities at the Third Financing for Development Conference.
- Organised a pan-European meeting of the European civil society organisation in November 2014 to build their capacities and jointly decide on the issues and strategies for the Addis Ababa Conference.
- Mobilised more than 130 European CSO representatives to work together on the road to Addis Ababa.

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

The overall objective of the Concord Cotonou Working Group (CCWG) is to push for the translation of the Cotonou Agreement into actions that advance poverty eradication in the ACP countries and contribute to the achievement of the Millennium Development Goals and successor post-2015 sustainable development agenda.

Key objectives:

- To advocate for fair, participative and civil society owned programming of the European Development Fund (EDF)
- Participate in discussions on the future of EU-ACP relations
- Ensure and support the effective involvement of civil society from both regions within the framework of the ACP-EU relations
- Engage with ACP civil society actors to track the implementation of the Cotonou agreement and the EDF

Achievements and activities

- The CCWG gained substantial visibility for its positions thanks to a workshop giving new MEPs and JPA parliamentarians an induction to key development issues in the EU-ACP relation and a permanent stand allowing for the broad distribution of 9 CONCORD briefing papers at the 28th JPA in Strasbourg.
- Following advocacy from the CCWG, the EC and EEAS opened a consultation process with civil society for the Intra-ACP envelope for the first time in which the group participated. The group was also consulted by the EP to give input into the programming of several National Indicative Programs.
- The CCWG role as a valuable interlocutor on EU-ACP relations was confirmed when the group got actively consulted by several EU governments on the post-Cotonou agenda. The group also managed to raise awareness about the need for consultation with CSOs for the post-Cotonou discussions.

NEIGHBOURHOOD AND PRE-ACCESSION (EPAN working group)

In 2014 the work and the main concern of the EPAN WG was the shrinking space for CSOs in the EPAN region. It worked to improve dialogue between EU institutions and civil society and local authorities from the EPAN region and between the EU delegations and civil society. It also focused on establishing contacts and partnerships with other networks from the region sharing common goals with CONCORD.

Key objectives:

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

- Ensure the EU respects development objectives and principles when dealing with countries in the ENP and the pre-accession region

Achievements and activities:

- Closer ties with the Arab NGO Network for Development (ANND) was made through co-organizing a CONCORD/ANND/Euromed Platform Civil Society Forum (December) aiming at building a common position and issuing of key recommendations to the European Commission and EEAS; and deciding on advocacy actions for a ‘better’ European Neighbourhood Policy. Also a consultation on ENP South progress report was made with the Arab NGO Network for Development.
- EPAN participated with input to European Commission action documents on the activities of the Delegations, and consultations on the development of the new ENP policy.
- Round table discussions with DG DEVCO on the ENP South Civil Society Facility (July) resulting in the identification of encountered shortfalls as well as the formulation of key recommendations for the future operations of the Civil Society Facility
- A joint declaration on the state of Civil Society in Ukraine was issued demanding the EU to act to protect civilians.
- Meeting with Trialog and Balkan Civil Society Network on the floods in the Western Balkans (April), resulting in concrete policy recommendations to European institutions and national authorities on how to address immediate and long term needs arisen out of this event

1.1.2. Influencing external and domestic policies and practices

POLICY COHERENCE FOR DEVELOPMENT

CONCORD’s work on Policy Coherence for Development (PCD) lies in the recognition that development policies and aid are not sufficient to address the many challenges and create the necessary opportunities for global development. It is essential that EU policies in other fields like trade, agriculture, energy or migration also contribute to the overarching objective of poverty eradication. PCD is an obligation under the Lisbon Treaty. CONCORD’s work aims to promote the PCD concept and hold the EU accountable for its PCD commitments.

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 expose publicly incoherencies in European policies and propose alternative viable policy options
- Build the capacity of CONCORD members in order to strengthen their advocacy work on PCD at national and EU levels

Achievements and activities:

- Featured PCD as a key element in the CONCORD-led campaign “the Europe we want” ahead of the EP elections and new Commission nominations;
- Provided a contribution to the EC consultation on the revision of the EU impact assessment guidelines;
- Improved the PCD training material available for CONCORD members as well 8 new CONCORD trainers on PCD trained through a training of trainers;

The impact of migration on development

Migration and Mobility is – and will be – one of the major challenges of our globalized world in future decades. The link between Migration and Development sector is under progressive consideration by a series of actors, decision-makers,

policy-makers, donors, media and citizens in a series of national, regional and global circles. CONCORD reinvigorated its working structure and process to address these fundamental issues tapping into the diverse expertise of the Confederation.

Key objectives:

- EU to step up efforts, in tandem with partner countries, in tackling the root causes of forced and involuntary migration.
- EU to adopt a PCD-compliant approach to EU migration policies in order to maximize the development impacts of migration, and at the same time protect migrant rights wherever they are;
- EU policies to address public perception in EU societies of migrants and of the links between migration and development.

Achievements and activities:

- set up a new migration and development task force, that has mobilized key experts from within member organizations and established relations with other relevant civil society groups;
- participated in an informal dialogue with DG DEVCO and HOME on migration and development;
- obtained a seat in the newly created European Migration Forum, initiated by the Commission, to bring the perspective of development in the discussions.

The impact of EU policies on global Food Security

CONCORD views that feeding the world more a political problem than a technical one. It is poverty rather than food shortages that are keeping close to one billion people hungry. 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? And how to produce more responsibly given the global environmental challenges? Key to both answers are smallholder farmers.

Key objectives:

- EU policies that affect food security in developing countries (i.e. agriculture, trade, energy, climate change, research) to protect the right to food, comply with the PCD obligation and be monitored thoroughly for their external impact;
- EU support for food security to empower smallholder farmers, particularly women, and their organisations; 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;
- 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.

Achievements and activities:

- Produced a position paper "Justice, democracy and diversity in our food system" that sets out CONCORD's vision and recommendations for global food security;
- Lobbied the European Commission and the Member States for civil society's strategic engagement in the monitoring of the implementation of EU's Food Security Policy Framework
- Actively engaged in the preparation of the civil society Forum ahead of the 2014 Committee on World Food Security (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.

The impact of EU policies relating to Natural Resources on development

To build its growth, Europe highly depends on the import of raw materials from developing countries. The EU's policies to access and trade natural resources present challenges from a PCD perspective. The production and consumption patterns of Western societies are not sustainable and if these patterns were reproduced by emerging economies it have disastrous consequences for the wellbeing of the poorest regions in this world as well as for future generations all over the planet. A

more efficient use of natural resources is very necessary to reduce our dependency on these resources and to counter ecosystem disruption/destruction worldwide.

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;
- EU to strengthen transparency of European companies on payments to governments;
- 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:

- supported advocacy initiatives of European NGOs and networks on conflict minerals;
- organized a CSO workshop on “how can Europe contribute to sustainable resource use and production worldwide? Targets for resource use and efficiency”;
- facilitated information sharing amongst CONCORD members within the task force on raw materials and dialogue with think tanks and environmental organisations.

The impact of EU policies relating to CLIMATE CHANGE on development

Climate change is the biggest threat to sustainable development and threatens to undo progress in the fight against poverty. In 2014 the EU discussed its climate ambition for 2030, adopting, in October 2014, the new 2030 climate and energy package.

Key objectives:

- Re-position CONCORD as having a stake in EU climate change debates
- Influence EU decision makers on the urgency of EU climate action
- Complement activities of Climate Action Network by focussing on key CONCORD targets

Achievements and activities:

- A lobby brief on the 2030 package was produced on why the 2030 package matters for development.
- A blog was produced on CONCORDs website on the 2030 package.
- Letters were sent by CONCORD and national platforms in March to foreign ministers, in advance of ministerial debates on EU climate ambition
- Letters were sent ahead of the October EU council meeting to Heads of States – by 6 national platforms (particularly those who did not already send letters to CAN)
- Representation of CC Taskforce in CONCORD meeting.
- Greater collaboration and synergies with CAN

PRIVATE SECTOR IN DEVELOPMENT

In 2014 CONCORD task force on Private Sector in development continued to focus on the Communication on the private Sector and Development, influencing its content and preparing to monitor its implementation. The question of what kind of global regulation of private sector companies will be necessary in the future as companies engage to a much greater extent in development activities supported in part by EU development finance, was also engaging the group.

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 advocate for a private sector in development framework that focuses on domestic SMEs, micro enterprises, smallholder farmers as the main drivers of development in countries and the key to local job creation in a manner which generates real equality-oriented poverty outcomes and builds more domestic resources for development
- To be a hub for information, intelligence and experience sharing internally within the task force, the wider CONCORD membership and likeminded partners

Achievements and activities:

- The group mobilized for a coordinated input of CONCORD's key messages into the public consultation ahead of the Communication on the Private Sector and Development and later into the council conclusions on the same communication.
- The group co-organised a workshop with the EC as side-event of the Policy Forum for Development in which the group managed to get recognition for a multistakeholder dialogue on PS role in development recognizing the importance of CSOs as watchdogs
- 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.

POST 2015 FRAMEWORK

With the work of the Open Working Group (OWG), 2014 saw the beginning of the intergovernmental segment of the Post-2015 process and big advances towards the definition of the content of the future sustainable development agenda. The EU worked on readying its position for the negotiations through the EC Communication "*A decent Life for all: from vision to collective action*" and the "*Council Conclusions on a transformative post-2015 agenda*". CONCORD Beyond 2015 European Task Force influenced these processes based on its European position.

Key objectives:

In 2014, the CONCORD-Beyond 2015 European Task Force worked in order to:

- Develop clear and specific asks and recommendations to be operationalized in a Post-2015 framework.
- Ensure that the EU and its Member States adopt an ambitious position reflecting CONCORD's policy positions, and that a number of EU Member States champion these positions in all relevant fora.
- Ensure that CONCORD members are able to engage in the post 2015 process.
- Retain CONCORD's strong representational role and remain a key civil society interlocutor for the EU institutions.

Achievements and activities:

- The ETF continued its work to develop and share its thinking on key elements of a Post-2015 framework (e.g. ETF workshop on *Interlinkages and PCD, HRBA, Private Sector...*; ETF workshop to develop advocacy messages, breakfast briefing in New York on *Universality*; ESG brainstorm paper on *Non-Financial Means of Implementation*; ESG analysis of and responses to OWG Drafts, EC Communication, Council Conclusions, UNSG Synthesis Report...).
- The language in key EU and international reports and positions became closer to CONCORD's. The EU's stand on SDG 16 (governance) at the international level, its strengthened language on accountability and the importance of people having a say in decisions which concern them, the inclusion of civil and political rights and emphasis on integration and universality in the December Council Conclusions attest to this.
- In 2014, the ETF continued to share briefings and reactions to strengthen and support advocacy work at the national level (e.g. briefing papers on HRBA and Private Sector accountability; reactions to official documents; advocacy pack and Intelligence Grid for the Council Conclusions...). ESG members and Secretariat staff participated in trainings and CONCORD members' events in Spain, Lithuania, Brussels,..., while updating CONCORD members at the meetings of the Policy Forum.
- The CONCORD-Beyond 2015 ETF retained its role as a key actor in Post-2015 discussions. In 2014, its members were invited to participate as panellists at official meetings, events, consultations and hearings organised by the EP, the

Council, the EEAS, the Commission and the EESC in Brussels; by the UNECE in Geneva; the UN in New York; and by Beyond 2015 in Copenhagen, to name but a few.

- A key strand of work for the ETF in 2014 was working with other CONCORD structures and processes to ensure that the richness of the Post-2015 conversation reached all the levels of CONCORD. As such, the group has worked together on specific initiatives with other working structures (HRBA, Gender, PCD, Financing for Development, Private Sector, Cotonou...) while actively contributing to spread the message on the need for a paradigm shift and a new narrative for the sector in CONCORD's General Assembly, the work around the EYD2015 or the work on CONCORD's new strategy 2016-2022.

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

The overall objective is to contribute to the creation of a global civil society through citizens' empowerment for change in order to achieve global justice and eradication of poverty.

The specific objective is to provide European leadership on citizens' empowerment for social change as part of a global movement towards a more just and sustainable world.

Key objectives:

- A global coalition for citizens' empowerment for change is initiated
- Coordination of multi stakeholder development education and awareness raising (DEAR) actors in Europe is deepened and improved;
- Identity and concept of DEAR is sharpened;
- DEAR contribution to the development and education discourses is strengthened;
- Quality & impact of DEAR is recognised, documented and improve

Achievements and activities:

- DARE Forum meeting in Brussels (with EYD conference),
- DARE Forum meeting in Rome (with local changes conference),
- GCE conference
- World citizens movement process and 2nd global conference in Johannesburg
- Leadership development course
- Lobbying European Commission for more inclusive DEAR funding

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

POLICY FORUM ON DEVELOPMENT

In follow-up of the multi-stakeholder Structured Dialogue process, the EU Policy Forum on Development (PFD) was established, in which CONCORD participates and liaises with other European CSOs and Local Authorities platforms working on development, with other regional or global CSO networks as well as with EU institutions on global, EU and CSO enabling environment related issues. CONCORD's two official delegates to the PFD are Izabella Toth, CONCORD Board member, who also represents all EU CSO networks in the PFD task team, and Philippe Jahshan, President of Coordination Sud, who ensures the link with CONCORD's Policy Forum.

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 actively contributed to the agenda setting of the Policy Forum on Development, presented its work and positions on various topics such as post 2015 or CSO enabling environment and intervened on many occasions on other topics, all of which were well received.
- CONCORD organised a preparatory meeting for CSOs from all around the world ahead of the official Policy Forum on Development
- CONCORD liaised well with other European CSO platforms in-between the PFD meetings.
- CONCORD participated in the regional PFD meeting in Lima.
- CONCORD was also actively involved in the PFD side event on Private Sector and Blending
- CONCORD provided contributions to the two PFD newsletters that were released in 2014, namely in September and in December.

FUNDING FOR DEVELOPMENT AND RELIEF (FDR)

CONCORD champions the important roles of CSOs in development, which should be supported by more and better EU-funding as well as improved dialogue on programming and funding 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 enable experience-sharing and capacity building of CONCORD's constituency on how to access, apply for and manage EU funding and improve the understanding of 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 (PRAG) and to monitor compliance of
- To enable European NGO platforms and networks to learn and provide advice to each other through peer learning mechanism (targeted peer visits and exchanges), using the Istanbul Principles as an overall framework
 - EU delegations' (EUD) contract management with the Financial Regulation.
- To raise awareness and capacity for increased engagement between EUD and CSOs in order to promote an enabling environment for CSOs in EU partner countries.

Achievements and activities:

- Launched a publication on the new funding instruments, programmes and modalities that are of relevance for civil society to increase knowledge of members and their partners.
- Ongoing monitoring and advocacy on relevant funding instruments and programmes, such as issuing recommendations on multi-annual and annual programmes as part of the first ever Strategic Dialogue process and keep the FDR WG members continuously informed, including through bi-monthly FDR update messages.
- New training material was elaborated on EC grants management (module 3 of the CONCORD training kit) and a 2-day workshop was held with CONCORD members to test and launch the material.
- Prior, an EC grant management workshop for experts was co-organized with Unit R3 in the Commission, the lessons of which fed into CONCORD's own training on EC grants management.
- Active involvement and contribution to the EU's CSO roadmap process, including the organisation of webinars and drafting of briefings for CONCORD members and partners in the global south.
- Follow and influence, at Brussels, member states and EUD level, the EU's policy development and implementation concerning EUDs' engagement with CSOs and support for enabling environment, and sharing information through briefing notes etc. Prepare a publication on engagement between EUDs and CSOs, based on the result of a survey with 229 respondents across 70 partner countries.
- Front role in lobby activities in relation to the 2014 EU budget negotiations, with a particular focus on Heading IV (External cooperation), amongst others by sending a letter to the Presidents of the 3 main EU institutions
- Guidance notes on 2013 and 2014 PRAG were finalized and updated.
- There was regular dialogue with the EC on issues concerning financial rules and regulations and databases (PADOR and Prospect).

1.2.4. Support CONCORD members in improving quality & effectiveness

CSO DEVELOPMENT EFFECTIVENESS

CONCORD is the main promoter of the Istanbul principles within the European region and closely cooperates with the structures of the global platform CPDE – CSO Partnership for Development Effectiveness. Ahead of the First High Level Meeting of the Global Partnership on Effective Development Cooperation in Mexico in April 2014, CONCORD collected the lessons learnt from their members on implementation of the Istanbul Principles, the best practices and also the key challenges of CONCORD members. The WG CSO DEFF focuses on increasing the awareness around the specific Istanbul principles and even further developed a peer learning mechanism to contribute to sharing the practices of European NGO platforms and networks, and to support the CONCORD members in improving their effectiveness and strengthening their advocacy positions.

Key objectives

- To enable European NGO platforms and networks to learn and provide advice to each other through peer learning mechanism (targeted peer visits and exchanges), using the Istanbul Principles as an overall framework
- To generate learning at the European level on platforms and networks' best practices, tools and approaches in supporting the improvement of CONCORD members' effectiveness

Achievements and activities

- At the beginning of 2014, the working group followed and supported the EU CSO position for the First High Level Meeting of the Global Partnership for Effective Development Cooperation that took place on 15-16 April 2014 in Mexico:
 - o The WG members participated in collecting the lessons learnt from the implementation of the Istanbul Principles and in producing a policy paper “How European CSOs strive for their development effectiveness” which was used as one of the key documents by the European region ahead of/at the First High Level Meeting of the Global Partnership for Effective Development Cooperation on 15-16 April 2014 in Mexico. The representatives of the working group actively participated at this meeting.
 - o As a follow-up to the CPDE mapping exercises, the Czech platform FoRS prepared also an input for the CPDE Synthesising Report “CSO Contribution to the Global Process of Development Effectiveness: A Czech Context”.
- The working group organized one physical meeting in June 2014. The meeting included an introduction to evaluations and session on the topic of equal partnerships, information about the activities and positions of CPDE, and discussions about the priorities for the future work of the group. The working group members also actively participated in different working structures of CPDE, especially in the working groups on Development Effectiveness and on Enabling Environment. The most important inputs for CPDE were:
 - o Contribution to introduction of the Organizational Self-evaluation Form on the Implementation of the Istanbul Principles for CSO Development Effectiveness (CPDE WG on Development Effectiveness).
 - o Contribution to the monitoring framework on enabling environment, tested within the mapping exercise by the CPDE WG on Enabling Environment and by the multi-actors Task Team on CSO Development Effectiveness and Enabling Environment.
- The group followed up the exchange initiated in 2013 on work and initiatives from the different platforms in the implementation of the Istanbul principles as basis for the development of a pilot peer learning mechanism. In this frame the group identified 4 national platforms to implement this first experience. Because of some personal changes in Belgium and French platforms, the first peer-learning was piloted between the Czech and Austrian platforms:
 - o After the preparatory works in 2014, the pilot peer-learning meeting of the representatives of the Czech platform FoRS and the Austrian platform Global Responsibility took place in Vienna in January 2015. The experience gained will be used for developing the peer learning methodologies and tools on increasing the effectiveness of CONCORD members.
- The WG members also participated in the exchange of experience within CONCORD. Besides the strategic discussions during the CONCORD Annual Assembly, and several Skype discussions or teleconferences during the year, the co-chair of the WG Daniel Svoboda prepared:
 - o a presentation on “Enabling Environment – Progress and Challenges since Busan” for the Policy Forum on Development in October 2014.

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

The Human-rights based approach and gender equality is key to CONCORD's internal and external work. In 2014 CONCORD was active in strengthening this approach to our 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 fulfil obligations and responsibilities towards their citizens according to international commitments.

Key objectives:

- Promotes exchange of experience, raises awareness, increases understanding, expertise and capacity on human rights-based approach to development within CONCORD.
- Advocates for the mainstreaming of a human rights-based approach in the policies and practices of EU institutions and member states.

Achievements and activities:

- A CONCORD position was prepared on the Council Conclusions on a rights-based approach to development cooperation, encompassing all human rights and on how to operationalize the Rights Based Approach Tool-box and presented it at the official launch of the Tool-box at the EIDHR Forum.
- An introductory session on human rights based approach to development was organised for interested CONCORD members
- CONCORD prepared a position to feed into the EEAS' review of the EU Action Plan on Human Rights and Democracy.
- HRBA was mainstreamed in CONCORD's annual priorities, in particular in the work around the EU institutional renewal and the post 2015 process.
- Synergies have been explored and where possible built between CONCORD and HRDN.

2.1.2 Gender

CONCORD is committed to fostering Gender equality in the EU institutions and its policies and also to walk the gender talk within CONCORD and to mainstream gender in its work.

Key objectives

In 2014, CONCORD organised together with the chair of the FEMM committee a Gender equality lunch for MEPs on Post 2015 in the European Parliament. CONCORD also developed an internal training on 'Gender equality mainstreaming in organisational culture and Human resources' which will be finalised the first half of 2015.

Achievements and activities

- The MEP Gender lunch was very successful and brought together MEPs from different committees as well as officials from other EU institutions to discuss the topic together and to agree on key CONCORD recommendations;
- CONCORD was able to establish these Gender lunches with MEPs also now in the new European Parliament with its new leaders as an important tool for mainstreaming gender across party interests and committees;
- CONCORD is already being recognised by EU targets as Gender expert

Internally:

- We established a Steering group in the Gender working group with new strong leadership supporting the chair;
- We also developed further the CONCORD internal Gender mainstreaming training in HR and organisational culture. It will be launched mid of 2015. It is the first training in a series of several Gender mainstreaming trainings, which CONCORD intends to develop in the near future.

- The Gender Working Group was 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 EU institutions: EU Parliament & EEAS

In 2014, the EU landscape had undergone several changes with the European Parliament elections in May and the nomination of the Jean Claude Juncker as new President of the European Commission and a new set of commissioners, including a new High Representative with Ms. Frederica Mogherini.

Key objectives:

Since last year, the leadership of the EU institutions had just been renewed, and within the European Commission (EC), European External Action Service (EEAS) and the new European Parliament (EP) are now new formal and informal power balances. Therefore CONCORD started to review its EU engagement strategy to determine where the real decision-making power lies in order to be able to focus as strategic as possible.

CONCORD aims to influence the EU's policies and practices so that the Union and its Member States to promote sustainable economic, social and human development, addressing the causes of poverty, and based on human rights, gender equality, justice and democracy; In 2014, CONCORD's overall goal was to successfully influence the upcoming key EU decision-making processes relevant to our Annual priorities in, ensure the strong political and financial commitment of the EU for our issues on development and social justice as well as to re-establishing committed CONCORD champions amongst EU high-level decision-makers across all EU institutions who publically show their support of our asks but also take concrete action.

Within the European Parliament, the formal and informal power balances have changed substantially as a result of the EP elections in May 2014. In political terms, there had been a clear shift to the right, and there was a turnover of about 60 per cent of MEPs. Therefore CONCORD organised a big induction event in the European Parliament for MEPs across several committees and could successfully re-position CONCORD and its priorities.

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

- CONCORD further strengthened its high-level engagement:
- New commissioner Mimica and new chair of DEVE committee joined CONCORD for the Second semester event although still being relatively new in their role.

- Furthermore, CONCORD organised several breakfasts with the EEAS,
- CONCORD organised in 2014 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 (especially the political coordinators).
- 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.

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 2014, 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 2014 CONCORD improved the coordination of this pan-European advocacy work, including the establishment of an engagement strategy and a survey to gather feedback on impact)

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

European Year 2015 for Development (EYD2015)/ EYD2015 TaskForce work and CONCORD Civil Society Alliance project preparation

2014 was a key year for the EYD initiative (which began in CONCORD General assembly in 2011). The official Decision by the EU Council and European Parliament was taken in April 2014 and in the months following this decision a lot of efforts were invested to make turn this project into a reality with multiple stakeholders at European, National, regional and local levels. The European Commission (DG DEVCO, Unit for Communications & Transparency) was charged with the actual organisation of the EYD2015. Among many other activities they organised in the course of 2014 a number of Technical Workshops with representatives of Member States, at which invariably CONCORD was invited as the representative voice of civil society. The Commission also organised two major stakeholder conferences in the context of preparing for EYD2015, and once again, CONCORD played a prominent role in these preparatory activities.

CONCORD was also invited by the European Commission to submit a proposal with the aim to apply for the funding of close to 1 million EUR, which the Commission had set aside in its overall budget envelope for the European Year to support convening and coordinating a broad cross-sector civil society alliance.

Many CONCORD members and partners have been involved and a strong Steering Group of the EYD Task force, which also led the work on the project drafting. After some detailed negotiations with the EC staff, this led to the signature of a grant agreement just before the end of 2014.

Composition of the EYD2015 CONCORD task force Steering group:

- Inese Vaivare-Latvian NP (co-chair)
- Stefan Grasgruber- Austrian NP (co-chair)
- Marius Wanders – World Vision and CONCORD board member
- Marco Boaria- ALDA
- Tobias Troll – DEEEP
- Secretariat support- policy and Advocacy Team - Francesca Minniti

Final negotiations with the EC aimed to shape the EYD project according to CONCORD members and partners input to give a strong voice to the EYD Civil Society Alliance during and after the EYD.

Key objectives of topic

- CONCORD is recognised by EU institutions as key actor and legitimate voice of European development-oriented civil society;
- Establishment of agreement working structure – Task force to ensure sound coordination;
- Debates with CONCORD members and beyond on the aims, tasks, messages and activities of the year,
- Preparation of CONCORD project application with input by the Task Force and its Steering Group;
- Negotiations with EC, amendments to the original draft proposal and signature of contract (November-December);
- Design of and communication about subgranting mechanism built into the CONCORD proposal (to be launched in January 2015).

Achievements and activities

- CONCORD gave essential inputs to EC and the other institutions on the draft Decision on EYD2015, key messages, communication strategy and other EYD2015 related documents, participation in EC organised events;
- Regular meetings with EESC, networks and other CSOs outside CONCORD to establish sustainable links towards Civil Society Alliance, participation in national events related to preparation of EYD2015;
- Due to effective work of Task force EYD, project proposal on EYD2015 was prepared, presented and debated also in General Assembly of CONCORD;
- Regular meetings with EC and presentation of perspective of civil society, advocacy to involve CSOs in the implementation of EYD2015 – success of more than 7 CONCORD platforms as National beneficiaries or National coordinators of the year;
- Development of key messages, info note and video on EYD2015 to promote the year;
- Organization of a CONCORD EYD2015 seminar hosted by the EESC in May 2014;
- Presentation of EYD during the 2014 CONCORD General Assembly and webinar on EYD for CONCORD members April
- Preparation of subgranting call included in the EYD CONCORD/EC project (to be launched in January 2015).

Approach 3: Alliances

2.3.1. Alliances with global civil society

In 2014 CONCORD has strengthened its role as a regional actor, increasing dialogue with civil society platforms outside of Europe, building and engaging in bi-regional civil society fora giving us the opportunity to join forces and create stronger advocacy and opportunities for CSO influence together with civil society colleagues in other parts of the world.

Key objectives of topic

- Strengthen strategic cooperation with alliances and partnerships, other European, Southern and Global networks
- Anchoring CSO representation in the architecture of regional processes to increase the enabling environment of the CSOs in its capacity to participate and monitor bi-regional policies.

Achievements and activities

- Following the EU-Africa Civil Society Forum where CONCORD and African CSO networks strategized together, CONCORD was invited to present the outcomes of the forum at the EU-Africa Summit (April).
- CONCORD continued 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 (Joint Africa-EU Strategy) 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.
- Throughout 2014 CONCORD collaborated with its partner in Latin America MESA de articulacion to create a participative Civil Society forum for European and Latin American Civil Society (March 2015) promoting and positioning civil society organisations right to express their views on the type of policies that will steer the relation between EU and Latin America ahead of the EU-CELAC Summit in June 2015.
- Collaborating with the Arab NGO Network for the southern Mediterranean region and with the Eastern Partnership Civil Society Forum CONCORD created opportunities for information sharing, opinion exchange and brought in joint recommendations to the EU.

2.3.2. Consolidation of alliances at EU level

Civil Society Alliance for a European Year of Sustainable Development 2015

In 2014 CONCORD started to invite other European CSO actors to build an alliance for the European Year for Development in 2015. The aim of the alliance is to use the European Year 2015 for Development as an opportunity to foster critical discussions on and engagement for global justice among the citizens of the European Union, involving different stakeholders in the discussion beyond the usual development sector.

Spring Alliance

CONCORD – along with the EEB, the Social Platform, and ETUC – are members of the Spring Alliance. In 2014 the Spring Alliance focused its work on the joint advocacy effort around 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 Public Health Alliance, European Civil Society Platform on Lifelong Learning, Culture Action Europe, the Social Platform, and CONCORD. In 2014 the CSCG organised the second European Citizens Summit in order to allow different sectors of civil society to discuss cross-cutting concerns in one umbrella event. The Summit under title “Beyond Europe’s Growth Obsession: Rights, Justice and Democracy for all” took place in a tent in front of the European Parliament and 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 held regular consultation for a CSO coordination ahead of the EU Policy Forum on Development in 2014.

2.3.3. CONCORD participation in global civil society alliances

CONCORD continued in active participation 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 is an open platform that unites CSOs from around the world to promote development effectiveness in all areas of work, both our own and the work of others, including through active engagement with the Global Partnership on Effective Development Cooperation and being guided by a human rights based approach. CONCORD has been actively involved in coordinating the European region's participation in the CPDE through co-organising Eastern European and Balkan sub-regional consultations in cooperation with the Black Sea NGO Forum and Balkan Civil Society Development Network in December 2014. The main focus of this meeting was the enabling environment as the enabling environment of European CSOs is under threat especially in countries of Central and Eastern Europe. In 2014, the European region hold the election for two European representatives: Izabela Toth (Cordaid) was selected as the European regional representative and Koos de Bruin as the EU sub-regional representative. CONCORD also serves as a regional secretariat for European region.

For more information: <http://www.csopartnership.org/>

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 in 2014.

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

The organisational development and leadership approach aimed to build a logical, manageable and coherent plan for leadership development, membership engagement, and communication within the confederation. 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.

Like every other year CONCORD has been **monitoring the participation of its members in our activities**. This information allow us to better identify strengths and weaknesses to develop better tactics to strengthen the engagement, ownership, participation and learning of all CONCORD members (28 National Platforms, 18 international networks of NGOs and 2 associate members). In 2014 the participation This year activity monitoring introduces new elements and new methodology to monitor CONCORD's member's activity within the confederation that shows taken face value, a slight decrease of participation by 12%, if we combine physical meetings and teleconferences. Apart of this data we observe that during 2014, CONCORDnet doubled its number of visitors, and grew its content creation by more than 5 times. Currently, 526 Concord members and 127 Concord allies have access to CONCORDnet, who receive

information related to the spaces they are involved in through this tool, and have the possibility to directly contribute content in various forms. These results have a direct cause and impact on the expenditures; as shown in the graphic below the expenses on travel and accommodation decreased by 44% while the expenses in teleconferences and CONCORDnet¹ remains stable despite the increase of participation through this tools

2.4.1. Learning and sharing

Key objectives

- Support members strengthening their capacities and increasing learning and sharing spaces.
- Support members that work on EU Presidency projects to foster the exchange of information between members who have already undertaken similar work.

Achievements and activities

- The CONCORDnet extranet platform was developed as a Learning Hub space where members can find a range of training materials and resources. Several training guides for working structures (PCD and FDR) including on EU Presidency projects, communications packs for events and reports.
- Several physical trainings were carried out by different working structures as FDR, PCD, Gender, HRBA and the communication team.

2.4.2. Outreach

Key objectives

- Better understanding of our members
- Strengthen participatory and transparent process in the confederation and amongst our allies and partners using new methods and technologies
- To develop a proactive approach looking for new members

Achievements and activities

- **Analysis of CONCORD's constituency:** With the first CONCORD priority in 2014 being 'the Europe that we want', CONCORD wanted to promote a Europe that encourages participatory democracy and promote active citizenship. In this regard, CONCORD launched a membership survey to gather data regarding funding, partnerships, global and sector presence, challenges and priorities. This survey increased the knowledge about CONCORD's constituency and allows CONCORD to better represent and advocate constituency interests and concerns in the new context towards the EU institutions.
- **Participatory spaces** The Multiannual strategy development used interactive techniques to increase membership participation (read more in priority 4 achievements). Our Annual Planning process was also more inclusive and our General Assembly 2014 was open spaces created for membership exchanges.
- **New members:** during the general assembly two organizations become CONCORD members, CROSOL and SOS Children's Villages International.

2.4.3. Leadership

Key objectives

- To **redefine leadership**, taking in consideration the new context and the new leadership results of new citizens movements, of new practices and experiences, of new civil society struggles, and CONCORD lessons learned over the past 10 years.

¹ 2013 CONCORDnet expenditures only reflect half of the year

- To **identify, train, and inspire** a new generation of civil society leadership from within CONCORD's constituency, to strengthen participation and leadership within CONCORD and to strengthen civil society development organisations in Europe.
- To **develop the capacity** of CONCORD's members and their representatives **to engage in EU advocacy work on a long-term basis**, to take the initiative to lead processes as well as to represent the development sector in political dialogue and campaigning

Achievements and activities

- Board elections were held in 2014 with the **election of a new President**. This involved the creation of a CONCORDnet space where candidates posted video presentations and opened a direct debate with CONCORD members to answer questions and concerns. An interactive webinar was organized for the Presential candidate.
- The Multiannual Strategy process CONCORD created different dynamics to identify new leaders in the confederation

2.4.4. Communication

Key objectives

- Inform members, advocacy targets and partners of key CONCORD publications, events and activities, whilst securing media visibility in relevant EU and international press targets.
- Create a 'communication culture' within the Secretariat and within the Confederation structures: encourage more staff & members to use social media.
- Fully develop CONCORDnet as the main internal coordination tool to engage members in key priorities and working structures.

Achievements and activities

- **New Bimonthly newsletter:** In 2014 we redeveloped our two previous newsletters (EU monitoring and member to member) and integrated them into a single version: CONCORD Bimonthly. The new version features popular content such as events, jobs and EU development news updates, as well as info on working group activities. Frequency: the newsletter now goes out twice a month on alternate Tuesdays and replaces the 6 times per month format of the previous newsletters.
- **Webinars and livestreaming:** In 2014 we started experimenting with webinars and livestreaming events to facilitate online meetings and broadcast our events for those who could not follow in person. We successfully broadcasted livestreaming events from our Youtube channel on topics such as the European elections and the situation in Ukraine. Expect these tools to be developed further in 2015.
- **New social & new media channels:** In 2014 we added new Instagram, Flickr, Prezi and Storify accounts to our range of social & new media offerings. Instagram and Flickr are used for photo sharing whilst Storify has become an established tool for live event coverage. Prezi is used for visual presentations at events.
 - Facebook: www.facebook.com/concordeurope
 - Twitter: www.twitter.com/concord_europe
 - Youtube: <https://plus.google.com/+concordngoeurope/videos>
 - LinkedIn: www.linkedin.com/company/concord-europe
 - Storify: https://storify.com/concord_europe/
 - Flickr: <https://www.flickr.com/photos/concordeuropengo/>
 - Instagram: https://instagram.com/concord_europe/
 - Prezi: <https://prezi.com/user/3otjqagifjcv/>
- **CONCORD website – more blogs :** 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 'EU dev blog' for guest contributions were opened in late 2014. A review of the website was carried out in late 2014 with recommendations made to improve elements of the structure in 2015. www.concordeurope.org

- **‘CONCORDNet’ extranet platform development:** CONCORDNet, the “collaborative network”, an internal working space for members was further developed in 2014 with the setting up of working group spaces, a library, an new event registration system and a common CONCORD calendar. The internal space now houses over 5,000 files. www.concordeurope.net
- **Press relations:** 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.
- **Infographics:** To display our information in a more visual format new infographics were developed in 2014 for the AidWatch report.

2.4.5. 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 2014 include:

- Koos de Bruin (Partos) as the EU sub-regional representative of the CSO Partnership for Development Effectiveness (CPDE)
- Justin Kilcullen (former President of CONCORD) as co-chair of the CSO Partnership for Development Effectiveness (CPDE)
- Rilli Lappalainen (KEYS) as co-chair of the European Multi-Stakeholder Steering Group on Development Education on behalf of CONCORD.
- Laura Sullivan (Board vicepresident) as Chair of the CONCORD Annual Planning Commission
- Izabella Toth (CIDSE) and Philippe Jashan (Coordination Sud) representing CONCORD in the EC Policy Forum on Development
- Izabella Toth (board member) as European representative of the CSO Partnership for Development Effectiveness (CPDE)
- Johannes Trimmel (President of the Board) as CONCORD representative in TRIALOG Advisory Group.
- Marius Wanders (Board member) leading the Financial Advisory Committee as Treasurer
- Marius Wanders (Board member) as European Year for Development Ambassador for CONCORD

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.

For about 10 years, CONCORD has received a €700,000 grant from the European Commission; while the absolute amount is fixed, the percentage co-financing it represents has decreased over time and reached the level of %56 in 2014.

In 2011 CONCORD signed a contract with the Bill and Melinda Gates Foundation that provides funding for three years (Oct 2011 – Oct 2014). The end period has been extended on a no-costs extension basis until the end of the first semester of 2015. The Gates funding has been an opportunity for CONCORD to increase the capacity of its members and at the same time allows the Secretariat to increase its support to the working groups. The Gates funding has focussed 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.

Like previous year, the 2014 working groups' 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 its resources.

By mandate from the Board, since late 2011, the Financial Task Force 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 now called Finance Advisory Committee (FAC) comprises of the Treasurer, another Board Member, the Director, 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 aims to meet 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 dilemma: 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. This is reflected in the staff budget and costs of the secretariat that has decreased and will continue being set at a reasonable level for the years to come.

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.”

After the mid-review of the CONCORD's Strategic Plan, the updated 2013-2015 Strategic Plan mentions:

- 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

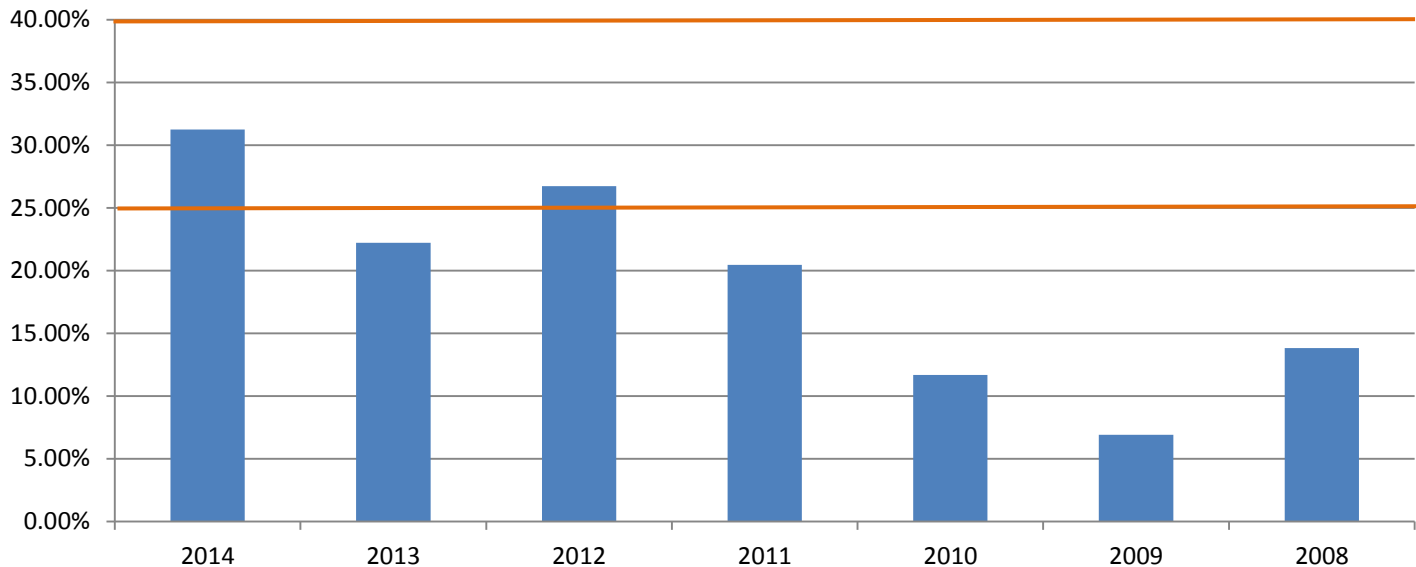
The Balance Sheet below shows all CONCORD finances, including the international projects, such as Beyond 2015 international.

	2014	2013	2012	2011	2010	2009	2008
Intangible assets	€ 6,876	€ 28,684	€ 13,751	€ -	€ -	€ 158	€ 316
Tangible assets	€ 6,853	€ 5,435	€ 5,969	€ 8,801	€ 8,255	€ 6,348	€ 4,182
Financial assets	€ 10,658	€ 21,089	€ 20,941	€ 20,585	€ 20,285	€ 19,990	€ 18,698
Long term assets	€ 24,387	€ 55,208	€ 40,661	€ 29,386	€ 28,540	€ 26,496	€ 23,196
Debtors	€ 316,899	€ 286,123	€ 410,803	€ 252,309	€ 243,871	€ 290,220	€ 37,112
Cash	€ 1,354,240	€ 893,040	€ 1,073,257	€ 1,067,520	€ 335,741	€ 503,578	€ 219,352
Accrued income/deferred expenses	€ 7,637	€ 12,517	€ 8,585	€ 17,898	€ 17,198	€ 25,770	€ 181,976
Short term assets	€ 1,678,777	€ 1,191,681	€ 1,492,645	€ 1,337,728	€ 596,810	€ 819,568	€ 438,440
Total assets	€ 1,703,163	€ 1,246,889	€ 1,533,305	€ 1,367,114	€ 625,350	€ 846,064	€ 461,636
Short term creditors	€ 293,625	€ 291,761	€ 343,368	€ 198,420	€ 264,714	€ 215,562	€ 239,839
Accrued expenses / deferred revenues	€ 939,622	€ 562,196	€ 711,489	€ 904,442	€ 204,347	€ 523,381	€ 21,855
Short term liabilities	€ 1,233,247	€ 853,957	€ 1,054,858	€ 1,102,862	€ 469,062	€ 738,942	€ 261,693
Provision for liabilities and charges	€ 7,778	€ 13,451	€ 49,720	€ 8,801	€ 8,255	€ 6,506	€ 4,498
Reserves	€ 379,481	€ 428,728	€ 255,451	€ 255,451	€ 194,666	€ 194,666	€ 194,666
Special Reserve for Directors' transition		€ (45,000)					
Surplus/Deficit	€ 82,657	€ (4,247)	€ 173,277	€ 0	€ (46,633)	€ (94,050)	€ 779
Members' Equity	€ 462,138	€ 379,481	€ 428,728	€ 255,451	€ 148,033	€ 100,616	€ 195,445
Total financing	€ 1,703,163	€ 1,246,889	€ 1,533,306	€ 1,367,114	€ 625,350	€ 846,064	€ 461,636

The small decrease of intangible assets (mainly CONCORD website and extranet) is due to the amortization while the decreased financial asset represents our new security deposit for the new CONCORD's office. The high amount of cash is thanks to the European Year 2015 project's first instalment (90% or €844,776) from the European Commission. This amount is also included in the deferred revenue line increasing it versus 2013. The provision for liabilities represents the last portion of our current amortization and some bad debts.

Our current reserve (after the allocation of the earnings) is estimated at €462,138 representing 31.36% of the actual CONCORD-core expenditure. The current strategy asks us to build our reserve to a level of 25 to 40% of the expenditures, meaning that we have overcome the minimum level.

Reserve/Expenditures



3.1.2 Summary of results – CONCORD excluding International Projects²

During 2014, the “core- CONCORD”’s total income amounted to €1,559,549 (2013 €1,704,407) and our core expenditure amounted to €1,476,892 (2013 €1,708,654), leading to a surplus of €82,657 (2013 deficit of €4,247). Our income was 3.13% less than budgeted whereas our expenditure was 5.98% less than budget leading to a surplus of 111.18% more than budgeted or more than doubled.

The income were less than expected mainly due to

- The “Gates Foundation Grant” (-€76,593 or -16.47% less than budgeted): it was a choice to limit the spending allocated to Gates in order to transfer part of the remaining grant to the 2015 income. The remaining Gates Grant amount could in principle be spent until mid-2015³.
- The “other income” (-€9,859 or -39.44%): it represents part of the rent and office costs rebilled to hosted projects such as DEEEP and TRIALOG. As of July 2014, after we moved into our new office, most of these costs have been rebilled directly from the new office’s landlord to the projects sharing office with CONCORD without passing through CONCORD’s accountancy.

On the other hand, some of the income was higher than expected:

- “NGO Contributions” (+€20,800 or 208.00%): it represents various contributions among which a €13,305 grant from the CSO Partnership for Development Effectiveness⁴.
- “Membership Fees” (+€10,470 or 2.55%) mainly thanks to new Members in 2014.

Overall our expenditures were €93,968 less than budgeted.

Savings were mainly made on:

- “Travel and Meeting costs” (-€47,506 or -35.88%): The main savings were made on flights (-€22k versus 2013) and catering for meeting (-€21k versus 2013)
- “External Services” (-€19,572 or -17.85%): This is mainly explained by a requalification of some of the extranet costs towards the Communication & logistics budget line as well as the earlier end of the secondment costs to replace staff in maternity leave.

² Such as Beyond 2015 International Campaign or EY2015 that are both financed with their own resources

³ Thanks to a no-costs extension

⁴ <http://www.csopartnership.org/>

- “Overheads” (-€19,049 or -19,64%): In 2014 and in the context of our move, we have analysed the costs of each of our providers and could rationalize our costs as much as possible.
- “Office” (-€9,399 or -8.17%): As we moved in July 2014, the rent of June was given for free.
- “Other external services” (-€7,622 or -7.12%): it represents the Gates Foundation sub granting to National Platforms as well as the contribution to the 2 projects DEEEP and TRIALOG.
- “Staff”(-€7,280 or -0.75%): it has been kept on budget.

The “Communication and Logistics” costs have increased (+€12,816 or +29.93%): the increase mainly represents the requalification of some of the extranet costs from “external services” budget line into the communication’s one.

It is interesting to note that in 2014 we had to bear the costs of the move (€16,063) that was not budgeted and is included mainly into the “Office” and “Overhead” actual costs.

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 on request when not covered by the Member Organization itself, as well as the general costs of organising such meetings such as hire of meeting rooms, interpretation, translation, reports etc.

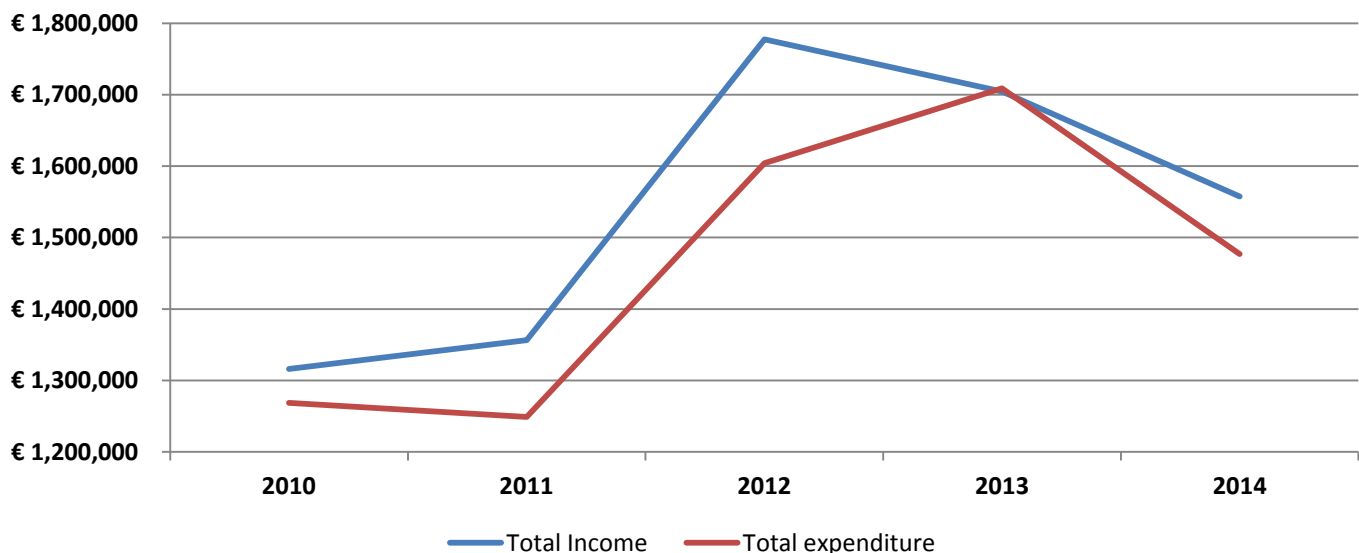
This core budget is mainly financed by members’ fees and co-financed by a core grant from the EC, and since 2011 a 3-years grant from the Bill & Melinda Gates Foundation, which focusses on specific activities/programs⁵.

⁵ The B&M Gates Foundation’s grant has been extended till June 2015 through a no-costs extension.

3.3 Expenditure and Income – CONCORD only – Year to 31st December 2014

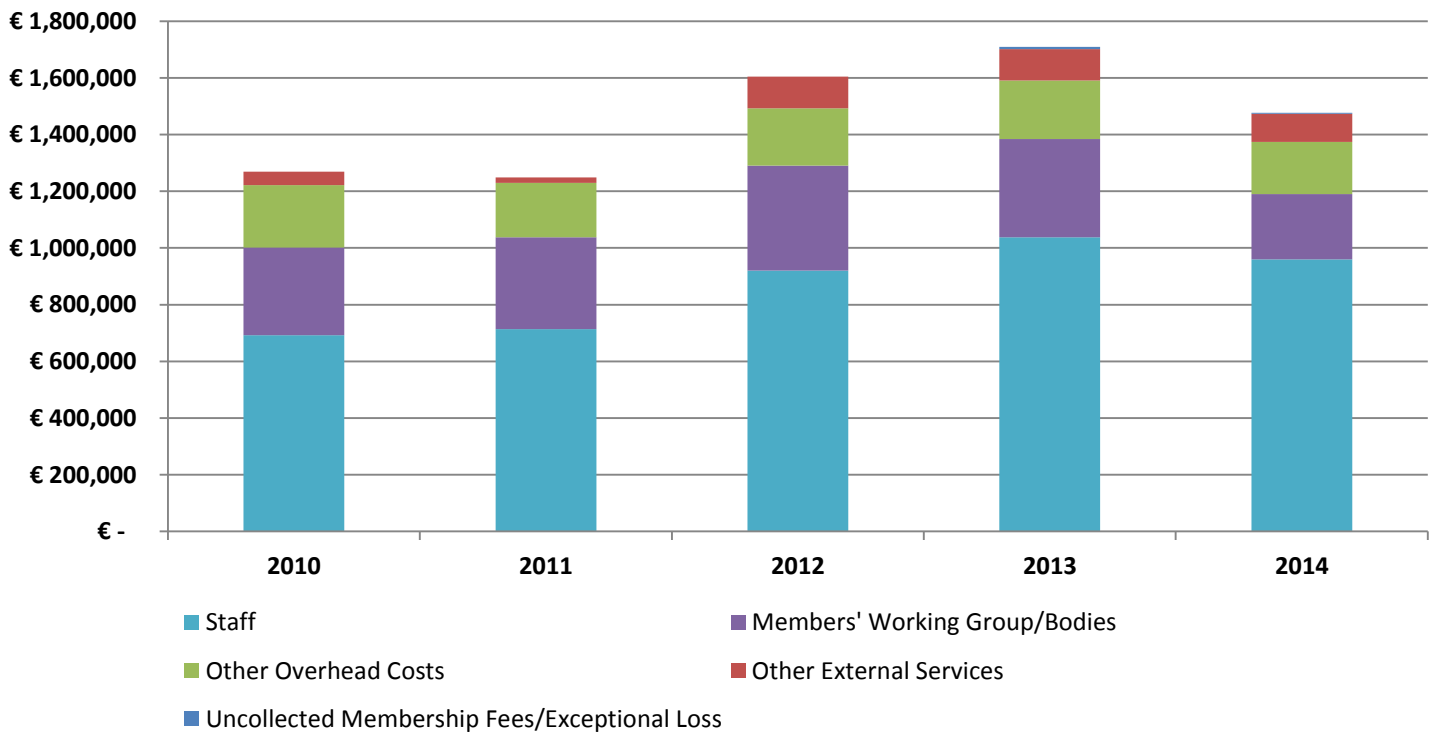
	Budget	Actuals					Actuals/budget	
	2014 €	2014 €	2013 €	2012 €	2011 €	2010 €	2014 €	2014 %
Income								
Membership Fees	€ 410,000	€ 420,470	€ 425,540	€ 462,145	€ 448,522	€ 433,710	€ 10,470	2.55%
NGO Contributions	€ 10,000	€ 30,800	€ 13,777	€ 47,171	€ 68,343	€ 78,642	€ 20,800	208.00%
Other contributions/ foundations				€ 36,866	€ 65,614	€ 30,000	€ -	
Sub-Total Members & NGOs	€ 420,000	€ 451,270	€ 439,317	€ 546,182	€ 582,480	€ 542,352	€ 31,270	7.45%
EC Grant	€ 700,000	€ 700,000	€ 700,000	€ 696,736	€ 691,345	€ 700,000	€ -	
Public Subsidy						€ 28,579	€ -	
Sub-Total Public Funds	€ 700,000	€ 700,000	€ 700,000	€ 696,736	€ 691,345	€ 728,579	€ -	0.00%
Gates Foundation	€ 465,000	€ 388,407	€ 492,058	€ 511,460	€ 62,488		€ (76,593)	-16.47%
Other Income	€ 25,000	€ 15,141	€ 22,533	€ 19,939	€ 18,034	€ 41,262	€ (9,859)	-39.44%
Exceptional Income		€ 4,731	€ 50,499	€ 3,023	€ 2,103	€ 3,805	€ 4,731	
Sub-Total Private Funds	€ 490,000	€ 408,279	€ 565,090	€ 534,422	€ 82,626	€ 45,067	€ (81,721)	-16.68%
Total Income	€ 1,610,000	€ 1,559,549	€ 1,704,407	€ 1,777,340	€ 1,356,450	€ 1,315,998	€ (50,451)	-3.13%
Expenditure								
Travel and meeting costs	€ 132,410	€ 84,904	€ 150,072	€ 172,675	€ 176,681	€ 172,827	€ (47,506)	-35.88%
Communication & logistics	€ 42,814	€ 55,630	€ 49,556	€ 69,076	€ 50,210	€ 29,840	€ 12,816	29.93%
External services	€ 109,636	€ 90,064	€ 147,281	€ 128,840	€ 96,843	€ 107,342	€ (19,572)	-17.85%
Sub-Total allocatable costs	€ 284,860	€ 230,598	€ 346,910	€ 370,591	€ 323,733	€ 310,009	€ (54,262)	-19.05%
Staff	€ 967,000	€ 959,720	€ 1,037,139	€ 920,256	€ 713,453	€ 692,090	€ (7,280)	-0.75%
Overheads	€ 97,000	€ 77,951	€ 90,022	€ 98,887	€ 89,699	€ 108,318	€ (19,049)	-19.64%
Offices	€ 115,000	€ 105,601	€ 116,116	€ 102,525	€ 102,148	€ 111,655	€ (9,399)	-8.17%
Other external services	€ 107,000	€ 99,378	€ 111,123	€ 111,805	€ 20,000	€ 46,508	€ (7,622)	-7.12%
Exceptional Loss		€ 3,645	€ 7,344				€ 3,645	
Sub-Total staff and overhead costs	€ 1,286,000	€ 1,246,294	€ 1,361,744	€ 1,233,472	€ 925,300	€ 958,571	€ (39,706)	-3.09%
Total expenditure	€ 1,570,860	€ 1,476,892	€ 1,708,654	€ 1,604,063	€ 1,249,033	€ 1,268,580	€ (93,968)	-5.98%
Surplus/deficit - Core Activities	€ 39,140	€ 82,657	€ (4,247)	€ 173,277	€ 107,417	€ 47,418	€ 43,517	111.18%

We can see that between 2010 and 2014, with the small exception of 2013, 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 €361,439 of reserves.



3.3.1 Expenditure

Expenses Breakdown



By comparison with 2013:

- The cost of Members' working groups/bodies - €116,312 (-33.53%)
- Staff costs - €77,420 (-7.46%)
- Other overhead costs - €22,586 (-10.96%)
- Other external services⁶ - €11,745 (-10.57%)
- Exceptional loss - €3,699 (-50.37%)
- **Total expenses - €231,761 (-13.56%)**

In order to keep membership fees according to Members' capacity, the total expenses had been decreased from 2009 to 2011, whilst still keeping at least the same level of activities.

In 2012, the Gates Foundation's grant allowed us to increase our activities⁷ and hire additional staff⁸, increasing our expenses.

In 2014, we have made tremendous efforts to decrease our expenses and increase the use of technologies such as webinars, conference calls and the extranet in order to keep the meeting costs low.

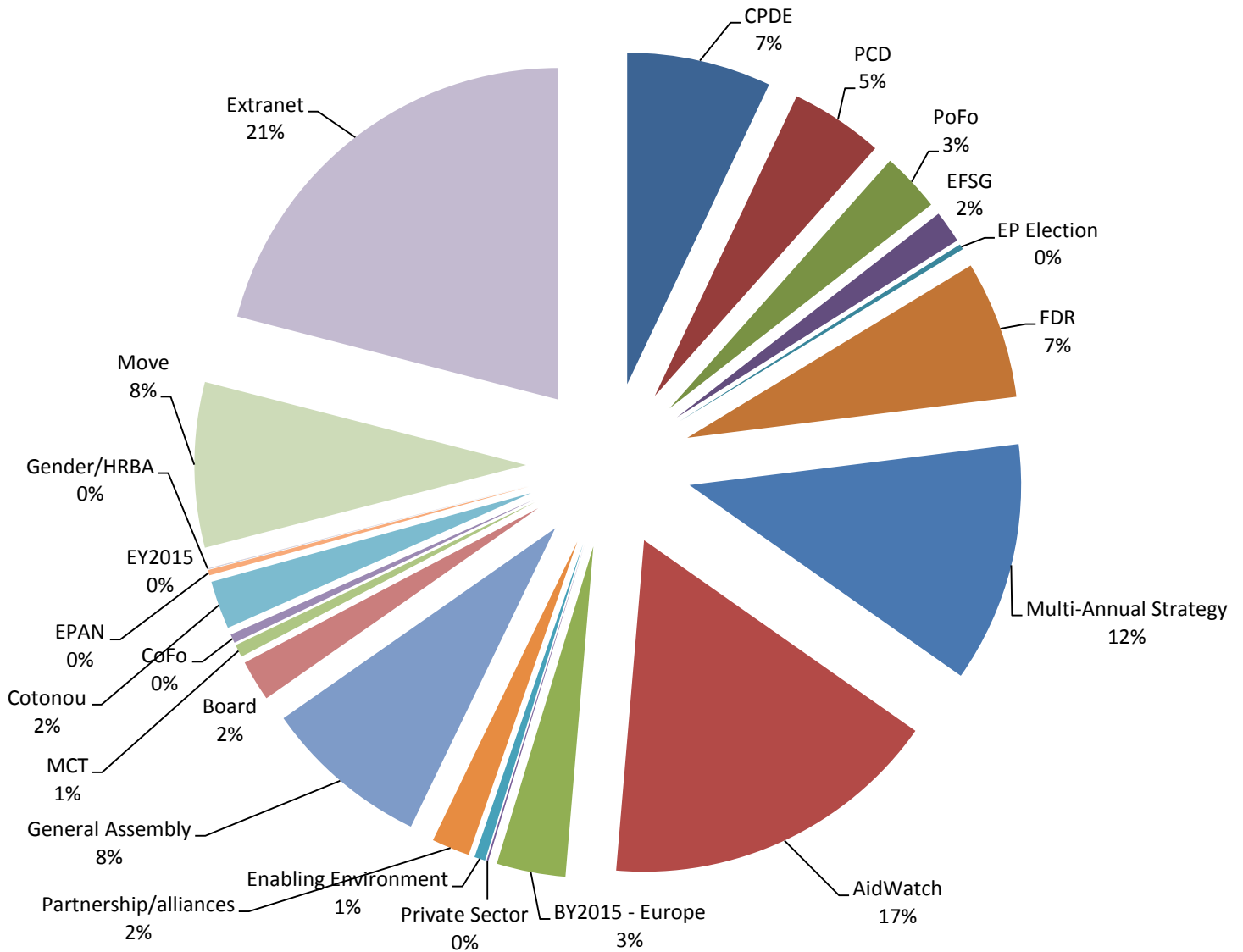
⁶ Contributions to DEEEP and TRIALOG and the Gates subcontracting to National Platforms

⁷ The work of CONCORD on MFF and ODA is co-funded under the "More and Better Aid" grant from the Gates Foundation

⁸ 4 additional FTE are funded by the Gates Foundation.

Allocated Expenditures per Activity

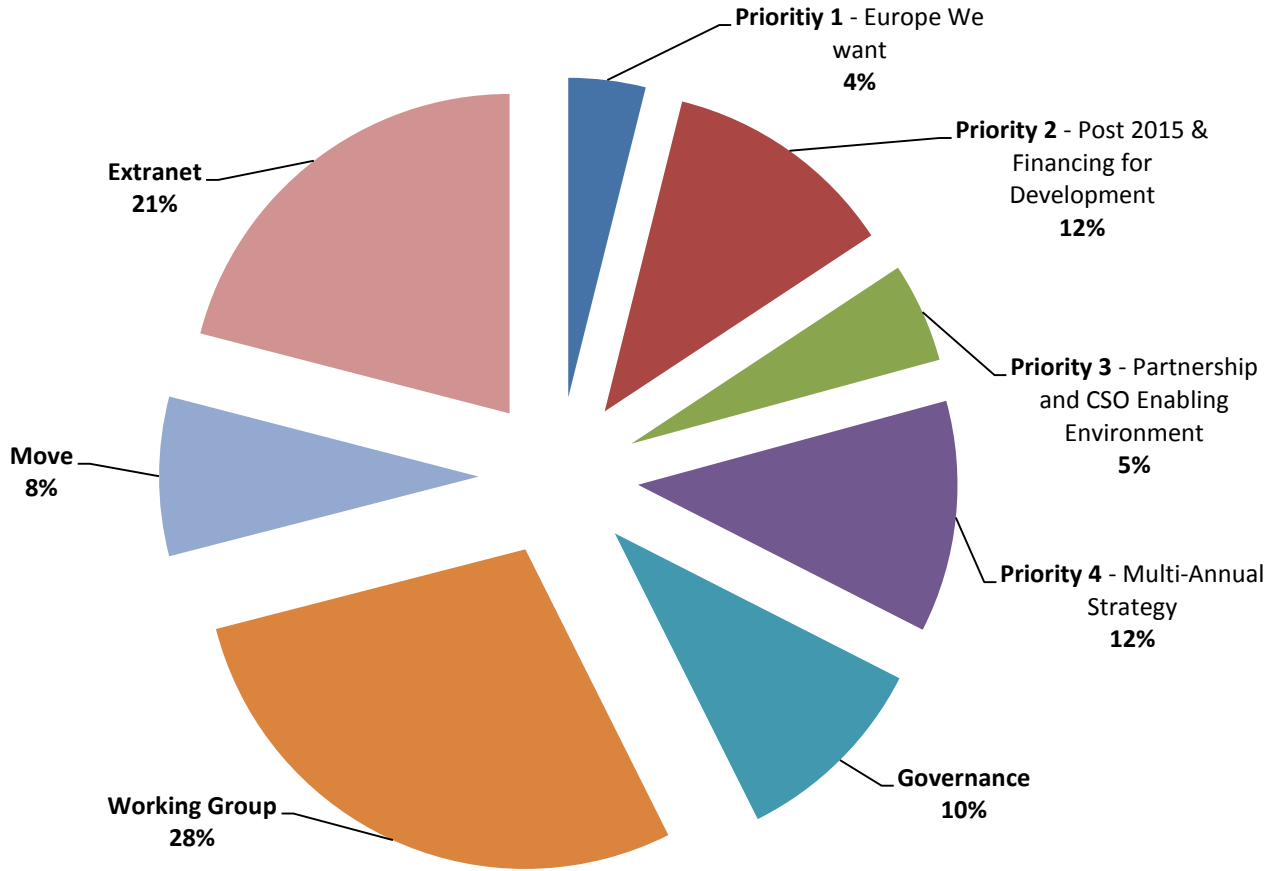
CONCORD uses analytical codes to directly allocate costs to its activities (excluding staff costs⁹ and other overhead). For 2014, the split between the different activities¹⁰ are such:



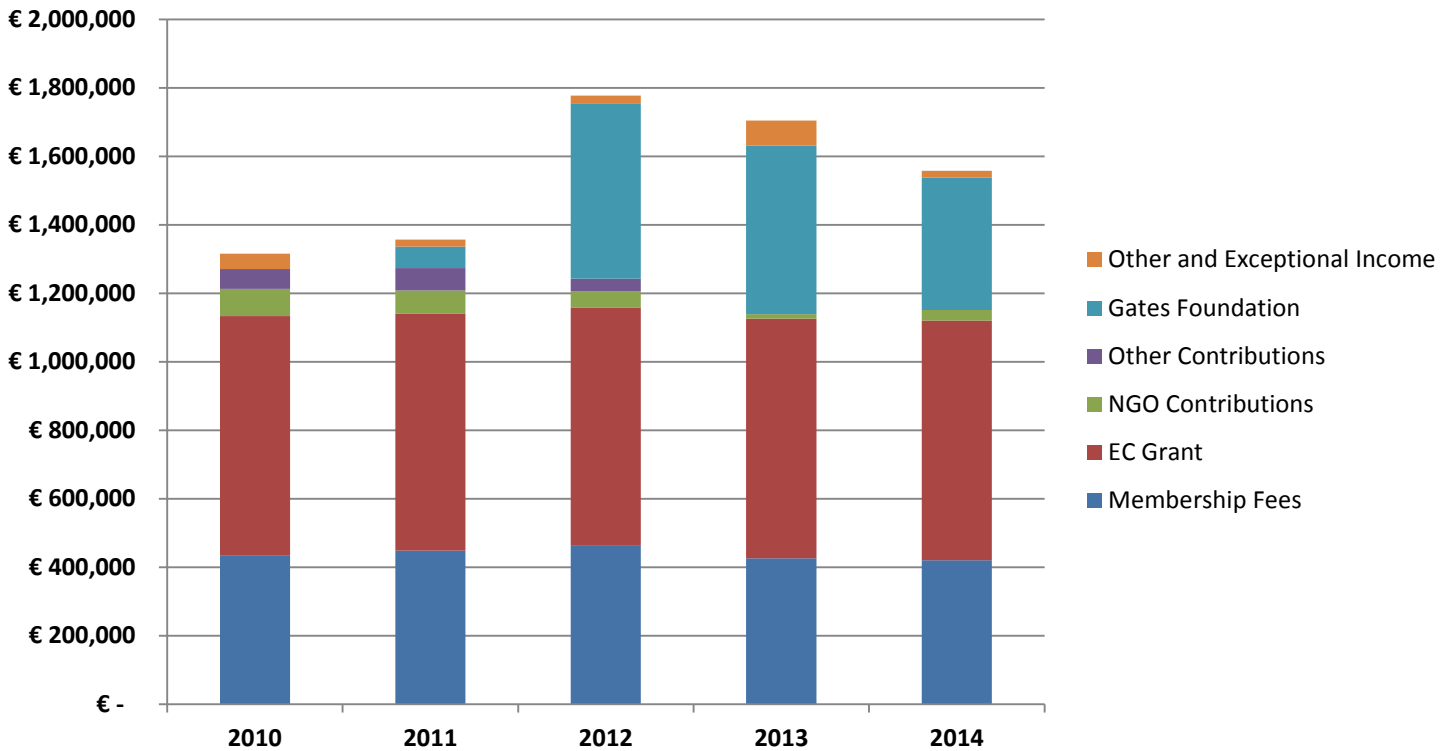
⁹ Except for Beyond 2015 for which part of the staff costs is directly allocated to the Beyond 2015 expenses.

¹⁰ Excluding the sub-contracting to National Platform under the Gates Foundation

If we look at the expenditure per priorities, we can see that 32.5% of the Working Group expenditures were allocated to our different priorities, while 28% were spent on usual Working Groups' process and 10% on Governance (i.e.: Board and General Assembly).



3.3.2 Income



By comparison with 2013, our income from:

- Membership fees is down - €5,070 (-1.19%)
- NGOs contribution is up + €17,023 (+123.56%)
- EC grant is stable
- Gates Foundation revenue is down - €103,651 (-21.06%)
- Other and exceptional income is down - €53,130 (-72.75%)
- **Total income is down - €144,858 (-8.49%)**

The increase in NGO contributions is mainly thanks to the CSO Partnership for Development Effectiveness Grant while the decrease in the Gates Grant is, as explained above, due to a will to maintain it as low as possible in 2014 in order to carry over the remaining amount to 2015. The decrease in “Other and Exceptional Income” is explained by the reserve of €45,000 for the Director’s Transition that was used in 2013.

4. Annual Priorities 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 has been 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.

4.1. The Europe we want - The European Parliament (EP) Elections & New set of commissioners

CONCORD identified European Parliament elections in May 2014 as a key moment to ensure that the newly elected MEPs are supportive of EU international development aims and CSO political space. "The Europe we want" – The EP elections and the new European Commission had therefore been elected by the CONCORD constituency as the overall priority 1) for 2014.

Key objectives of topic

The EU is still the world's biggest ODA donor, leading the global pack when it comes to policy coherence for development amongst others. CONCORD views the European Parliament as a key stakeholder in shaping the EU's role in the world as the only directly elected EU institution.

Why did CONCORD focus on the European Parliament (EP) elections and new set of commissioners?

CONCORD is convinced that the new EP's mandate is crucial for a range of social justice goals which will come onto the European agenda in the next five years: The Post 2015 MDG debate, Financing for Development, tax justice and financial regulations and the Transatlantic Trade and Investment Partnership (TTIP) are just a few of these. Therefore CONCORD developed an influencing strategy ahead of the EP elections as well as the 'Europe we want campaign'

Key CONCORD calls of this campaign were:

1. **A FAIRER EUROPE FOR A FAIRER WORLD** CONCORD calls on political parties to have a clear commitment to policy coherence for development in their European political manifestos.
2. **INEQUALITY HURTS US ALL** CONCORD calls on political parties to put an end to tax dodging and to have a clear commitment in their political manifestos to strengthen shorter term and innovative sources of financing such as the Financial Transaction Tax (FTT), to make the FTT global and to ensure that the resources are generated.
3. **A NEW SOCIAL CONTRACT WITH EUROPEAN CITIZENS** CONCORD calls on political parties to strengthen participatory democracy and promote active citizenship through consultation and dialogue processes and the inclusion of mandatory provisions for the participation and consultation of civil society actors in all EU legislative text impacting on citizens' rights and livelihoods inside and outside Europe.

Achievements and activities

As CONCORD identified the next EP elections as key priority, it established in summer 2013 the EP elections taskforce (running until end of 2014) to start making the case for an open, democratic and social Europe and to start strengthening the capacities of the members ahead of the elections.

CONCORD developed an EP elections strategy focusing on three phases: pre-election, campaigning and post-election phase, we developed our CONCORD calls for the next EP, provided analysis to our members and met with the relevant secretary generals and MEPs of the political parties to influence the political manifestos. In addition CONCORD developed a campaign and communication tool kit to help our members;

Several other CSO coalitions and networks joined up with CONCORD for this campaign to mobilize for a progressive vote from spring 2014 on.

CONCORD developed together with the Spring Alliance a joint manifesto.

4.2. 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.

One year before the deadline of the MDGs, the discussions around the Post 2015 framework was high on the political agenda. CONCORD's work on Post 2015 was essential to continue holding the EU MS accountable for their commitments to ensure CSO voices in inter-governmental negotiations and to work on the Sustainable Goals' agenda together with environmental NGOs. Financing for Development (FfD) was also seen as a key priority within the confederation. It was crucial to push for the EU's leadership in creating fair financial systems and to make the link with the PCD agenda on tax. The ODA definition/establishment of the new monitoring and measuring framework for FfD and beyond ODA discussion was central, as well as key moments such as the High-level meeting GPEDC. EU Member States who had members in the UN Intergovernmental Committee of Experts on Sustainable Financing for Development were influenced.

Key objectives of topic

- Ensured that the EU and its member states adopted an ambitious position reflecting the ETF's policy positions and that a number of EU MS champion these positions in all relevant fora. CONCORD members were able to engage in the post 2015 process (through capacity building activities: meeting & webinar).
- Concord followed and pro-actively shaped the agenda of the post 2015 financing for development.
- Concord followed and pro-actively engaged in the ongoing discussion at the OECD DAC concerning the need to revise the existing ODA definition / creation of the new monitoring and measuring framework of the development finance.
- Concord will monitored the preparations at regional level for the first high level meeting (aka the Ministerial meeting) of the GPEDC with the aim to influence the EC's and Mmember states' positions ex ante and ex post (follow up plan to implement the HLM decisions).

Achievements and activities

- The language in key EU and international reports and positions became closer to CONCORD's. The EU's stand on SDG 16 (governance) at the international level, its strengthened language on accountability and the importance of

people having a say in decisions which concern them, the inclusion of civil and political rights and emphasis on integration and universality in the December Council Conclusions attest to this.

- CONCORD continuously influenced the financing for development negotiations by preparing inputs on each of the clusters of the Intergovernmental Committee on Sustainable Development Finance (ICESDF) and actively involved the national platforms whose country was a member of the committee and releasing the 11 Critical outcomes the ICESDF Report must include.
- Influenced the outcome of the High Level Meeting of the OECD DAC through monitoring the process of ODA modernisation, active contributions to the Senior Level Meetings and mobilisation of members and other key stakeholders. This work also included the improvement of the transparency of the OECD DAC which resulted in publishing the background documents for formal meetings at least one week ahead and for opening the opportunities to provide written submissions to OECD DAC Senior Level Meetings
- The EU agreed on the joint position for the First High Level Meeting of the Global Partnership on Effective Development Cooperation and increased monitoring of implementation of Busan principles by publishing EU Progress report.

4.3. 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 (environment, trade unions, domestic NGOs etc.) mainly around advocacy oriented priorities such as the EP elections, the Post 2015 process and with Southern partners, but also in partnerships around values.

In parallel, the crisis and the austerity policies are strongly reducing the political space for our messages against the injustice of poverty. In 2014 it was crucial to continue championing political space for civil society as well as for spheres for dialogue and policy influencing. A focus on donor – CSO relations was also key for an enabling environment for European and international development NGOs.

Key objectives of topic

- Strategic cooperation with Alliances and partnerships, other European, Southern and Global networks, is strengthened and CONCORD is engaging in a reflection process on what allies and partnerships we shall engage in for the future.
- CONCORD has contributed to an improved enabling environment of CSOs in partner countries at national, regional and global level
- The role of CSOs in the design and implementation of development cooperation programs is acknowledged and strengthened.
- To build bridges between the CSO enabling environment work that is being taken forward by different CONCORD working structures and members and jointly develop a more holistic CONCORD strategy on CSO enabling environment

Achievements and activities

- A key achievement of this priority was to take part and influence in the set up and success of bi-regional CSO spaces. By engaging in these CONCORD are being part of spaces where CSOs jointly adopt strategic directions for their interventions in the policy-making processes of the EU with other regions (i.e. EU-Africa CSO forum, EU-CELAC CSO Forum, EU-Southern Neighborhood CSO forum, Eastern Partnership CSO forum). These provide concrete opportunities for joint collaboration and relationship building between CSOs from another region and Europe –

through working together, developing common proposals and engaging in joint lobbying and advocacy. CONCORD used its position as an umbrella organization of NGOs to develop common platforms for future collaboration between CSOs who have historically found it challenging to work together.

- Successfully organized a CONCORD strategizing meeting on CSO enabling environment that inspired the development of a 2-years strategy on CSO enabling environment and set up a CSO enabling environment mailing list and coordination group bringing together the leading people of all relevant working structures.
- CONCORD has increased the possibilities for in-country CSOs to meaningfully engage with EU delegations, by (1) informing CSOs of relevant ongoing and upcoming processes and (2) by monitoring the engagement of EU delegations with CSOs throughout a few key processes. The findings and recommendations of this monitoring effort were captured in the report 'Mutual engagement between EU delegations and civil society – lessons from the field'
- CONCORD has increased CSO engagement in the programming process.
- By enabling experience-sharing and capacity building of CONCORD's constituency on the role of CSOs in the new EuropeAid funding instruments 2014-2020, on how to access and apply for EU funding and manage EU grants and improve the understanding of trends in EU funding CONCORD supported the strengthening of its members' financial situation.
- CONCORD actively participated in the PFD and contributed to the agenda setting of the various sessions, in particular on CSO enabling environment. By enabling experience-sharing and capacity building of CONCORD's constituency on how to access, apply for and manage EU funding and improve the understanding of trends in EU funding CONCORD was supporting the strengthening of CSOs financial situation.

4.4. Building on the political narrative to strengthen membership and to jointly develop CONCORD's Strategic Plan 2016-2022

CONCORD started 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.

Achievements and activities

- A **Strategy Task Force was formed** in February 2014 to oversee the design process of CONCORD's new multi-annual strategy 2016-2022; and to deliver a first draft document by January 2015.
- The **Strategy Task Force met 6 times** in 2014 (6 March, 3 July, 5 September, 3 October, 7 November, 12 December) and designed processes which built on last year's 'Political Narrative' project, to gather detailed inputs from members on the direction of the future strategy.
- A **midterm evaluation of the current strategy** was carried out by CONCORD's Policy Forum in March 2014.
- A **strategy consultant** was hired from 1 April 2014 to 30 September 2014 for 16 days work. The consultant:
 - o designed a theory of change questionnaire, synthesized inputs from CONCORD's membership and provided an overview of the confederation's diverging and converging views;
 - o designed and facilitated a participatory exercise for CONCORD's General Assembly to deepen discussion on the direction of the next strategy (T-shirts);
 - o harvested member feedback from the GA to move towards consensus on draft Theory of Change, and identify key principles and key issues for further exploration during the Strategy Workshop in the autumn of 2014;

Key external partners were also interviewed and invited to give their views on CONCORD's future direction and work.

In the light of all the processes above the Strategy Task Force then designed a **2-day Strategy Workshop** in November 2014, testing out different options for our future work by way of an innovative and inclusive methodology. The exercise resulted in a first vision of the proposed new strategy.

The Task force used the feedback and responses from this workshop to develop a draft new strategy. This draft strategy will be presented to the Board in January 2015 for their consideration, before the final proposal is agreed upon in 2015.

Annexes

Annex 1: Board members at the end of 2014**President:****Johannes TRIMMEL**

Austrian National Platform

Vice President:**Laura SULLIVAN**

ActionAid International

Members of the Board:**Rudy DE MEYER**

Belgium National Platform

Carlos CABO

Spanish National Platform

Lars BOSSELMANN

CBM

Olivia BACIU

Romanian 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 active in 2014¹¹

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 28 EU Member States, working collectively to hold EU Member States to account on their aid quality and quantity commitments. Periodically, 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](mailto:zsladkova@concordeurope.org). Tel. +32 2 743 87 72

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
- CONCORD Secretariat: Lonne Poissonnier - lpoissonniers@concordeurope.org. Tel. +32 2 743 87 71

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
- CONCORD Secretariat: Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 74

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 to develop joint positions and ad hoc policy initiatives when appropriate in cooperation with other CONCORD working structures.

- Focal Point: Jean Saldanha (CIDSE) – saldanha@cidse.org
- CONCORD Secretariat: Zuzana Sladkova - zsladkova@concordeurope.org. Tel. +32 2 743 87 72

¹¹ Some of this Working structures may no longer be active in 2015, and some of the chairs and Secretariat focal point have change

CONCORD EP elections taskforce: This taskforce had been established in May 2013 and did run until the end of 2014. The overall objective of this taskforce was to influence the pre- and post-election phase of the next European Parliament (EP). This taskforce was also leading on the Europe we want campaign.

- Focal Points: Natalia Alonso (Oxfam International) - natalia.alonso@oxfaminternational.org
Javier Periera (Actionaid) - javier.pereira@actionaid.org
- CONCORD Secretariat: Sabine Terlecki - Sabine.Terlecki@concordeurope.org. Tel. +32 2 743 87 81

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 relationship 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 CONCORDs goals, approaches and ways of working.

- Chair: Carlos Cabo (Coordinadora ONGD España) - ccabo@aporsolidaridad.org
- CONCORD Secretariat: Nathalie Bekier Djerf – nbekierdjerf@concordeurope.org. Tel. +32 2 743 87 62

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: Laura Sullivan (Actionaid) - laura.sullivan@actionaid.org
- CONCORD Secretariat : Sabine Terlecki - Sabine.Terlecki@concordeurope.org. Tel. +32 2 743 87 81

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

- Chairs: Andreia Oliveira (DSW) - andrea.oliveira@dsw.org
Gina Wharton (IPPF)- gwharton@ippfen.org
Gerard Karlshausen (CNCD) Gerard.karlshausen@cncd.be
- CONCORD Secretariat: Nathalie Bekier Djerf - nbekierdjerf@concordeurope.org. Tel. +32 2 743 87 62

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: Daniel Svoboda (FORS) - svoboda@dww.cz

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.

- **Chairs:** Mari-Helene Kaber (AKU) – mari@humanae.ee
Bobby McCormack (Development Perspectives/Dochas) - bobby@developmentperspectives.ie
- **CONCORD Secretariat:** Tobias Troll - tobias.troll@concordeurope.org. Tel. +32 2 743 87 89

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.

- **Chairs:** Antonella Valmorbida (ALDA) - antonella.valmorbida@aldaintranet.org
Maurice Claassens (Solidar) - maurice.claassens@solidar.org
- **CONCORD Secretariat:** Nathalie Bekier Djerf - nbekierdjerf@concordeurope.org. Tel. +32 2 743 87 62

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.

- **Chairs :** Stineke Oenema (PARTOS- ICCO) - Stineke.Oenema@icco-cooperation.org
Aurèle Destrée (Glopolis) - destree@glopolis.org
- **CONCORD Secretariat:** Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 61

European Year 2015 Task Force: officially in place since 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 organising shaping the 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.

- CONCORD task force Steering group
 - Inese Vaivare-Latvian NP (co-chair)
 - Stefan Grasgruber- Austrian NP (co-chair)
 - Marius Wanders – World Vision and CONCORD board member
 - Marco Boaria- ALDA
 - Tobias Troll – DEEEP
- CONCORD Secretariat: Francesca Minniti - Francesca.Minniti@concordeurope.org. Tel. +32 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.

- Chairs: Asa Thomasson (CONCORD Sweden) - asa.thomasson@concord.se
Stijn De Lameillieure (Save the children) - S.DeLameillieure@savethechildren.org.uk
- CONCORD Secretariat : Lonne Poissonnier – lpoissonnier@concordeurope.org. Tel. +32 2 743 87 76

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.

- Chair: Sandra Johansen (Coordinadora ONGD-España) – sjohansson@aporsolidaridad.org
- CONCORD Secretariat: Zuzana Sladkova zsladkova@concordeurope.org . Tel. +32 2 743 87 72

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.

- CONCORD Secretariat : Lonne Poissonnier – lpoissonnier@concordeurope.org. Tel. +32 2 743 87 76

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.

- Chair: Bob van Dillen (PARTOS) - Bob.van.Dillen@cordaid.nl
- CONCORD Secretariat : Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 61

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.

- Chairs: Suzan Cornelissen (Max van der Stoel Foundation) - scornelissen@foundationmaxvanderstoel.nl
Rilli Lappalainen (Kehys) - rilli.lappalainen@kehys.fi
- CONCORD Secretariat: Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 61

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

- Chairs: Anke Kurat (VENRO German NP) - a.kurat@venro.org
Denise Auclair [Auclair\(at\)cidse.org](mailto:Auclair(at)cidse.org)
- CONCORD Secretariat: Sabine Terlecki - Sabine.Terlecki@concordeurope.org. Tel. +32 2 743 87 81

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 (PARTOS) - Ad.Ooms@icco-cooperation.org
- CONCORD Secretariat: Nathalie Bekier Djerf - nbekierdjerf@concordeurope.org. Tel. +32 2 743 87 62

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 (CONCORD Belgium) - Koen.Warmenbol@11.be
- CONCORD Secretariat: Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 61

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 Ulme (Aprodev) - k.ulmer@aprodev.net
- CONCORD Secretariat: Blandine Bouniol - Blandine.bouniol@concordeurope.org. Tel. +32 2 743 87 61

Annex 3 : 2014 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. In 2014, all the invoiced membership fees were collected with the exception of a payment of €1,000 still pending.

Denomination	NP/N W/A M	Country	2014 Invoiced Fees
ACTIONAID INTERNATIONAL	NW		€ 16,000
ADRA	NW		€ 8,000
ALDA	AM		€ 2,500
APRODEV	NW		€ 20,000
ARENGUKOOSTÕÕ ÜMARLAUD	NP	Estonia	€ 1,000
ASSOCIAZIONE ONG ITALIANE	NP	Italy	€ 8,000
BOND	NP	United Kingdom	€ 20,000
BPID	NP	Bulgaria	€ 500
CARE INTERNATIONAL	NW		€ 13,000
CARITAS EUROPA	NW		€ 8,000
CBM	NW		€ 12,000
CERCLE DE COOPERATION DES ONGD DU Lux.	NP	Luxembourg	€ 12,000
CIDSE	NW		€ 16,000
CONCORD DENMARK	NP	Denmark	€ 16,430
CONCORD SWEDEN	NP	Sweden	€ 16,000
CONGDE	NP	Spain	€ 8,000
COORDINATION SUD	NP	France	€ 20,000
CONCORD BELGIUM (ACODEV)	NP	Belgium	€ 16,500
CROSOL - Croatia			€ 1,000
CYINDEP	NP	Cyprus	€ 1,000
DOCHAS	NP	Ireland	€ 12,720
EU CORD	NW		€ 6,500
FOND	NP	Romania	€ 1,000
FORS	NP	Czech Republic	€ 3,000
GLOBALE VERANTWORTUNG	NP	Austria	€ 10,000
GREEK PLATFORM FOR DEVELOPMENT	NP	Greece	€ 500
GRUPA ZAGRANICA	NP	Poland	€ 1,000
HAND	NP	Hungary	€ 500
HANDICAP INTERNATIONAL	NW		€ 4,770
IPPF - EN	NW		€ 12,720
ISLAMIC RELIEF	NW		€ 7,500
KEHYS RY	NP	Finland	€ 10,000
LAPAS	NP	Latvia	€ 1,000
Lituanian Platform	NP	Lituania	€ 500
MVRO	NP	Slovakia	€ 1,000
OXFAM INTERNATIONAL	NW		€ 14,000
PARTOS	NP	The Netherlands	€ 16,000
PLAN EUROPE	NW		€ 12,700
PLATAFORMA PORTUGUESA DAS ONGD	NP	Portugal	€ 3,880
SAVE THE CHILDREN ALLIANCE	NW		€ 20,000
SKOP	NP	Malta	€ 1,000
SLOGA	NP	Slovenia	€ 1,000
SOLIDAR	NW		€ 5,000
SOS Children village			€ 6,250
TERRE DES HOMMES INTERNATIONAL FEDERATION	NW		€ 10,000
VENRO	NP	Germany	€ 20,000
WORLDVISION INTERNATIONAL	NW		€ 16,000
WWF	AM		€ 6,000

Total **€ 420,470**

Annex 4: Beyond 2015 International

In 2014, **Beyond 2015** has really matured as a global campaign, with strong structures in New York, five regions and 39 countries, as well as strong Working Groups and Task Forces. These structures have helped Beyond 2015 become a much more effective advocacy campaign in 2014.

Beyond 2015 grew from 903 CSOs in 117 countries to **1255 organisations from 137 countries**, with 56% of the organisations being from the global South. The regional breakdown is as follows: Africa (34%), Asia (17%), Pacific (3%), Europe (29%), North America (9%), Latin America (8%).

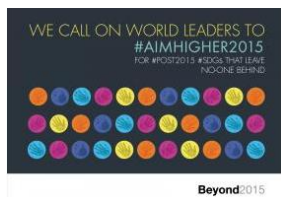
Building on our work in 2013, major global advocacy successes in 2014 included:



Beyond 2015's sustained engagement with the Open Working Group, including regular responses to drafts, Southern and Northern participation in the sessions and regular outreach meetings with negotiators ensured that the **majority of Beyond 2015's targets (from the VPVC process) were reflected in the Open Working Group's Outcome Document on SDGs**. We were able to play a part in ensuring that key issues remained at the heart of the SDGs - notably inequality, **governance and participation**.



865 organisations in 111 countries joined the **Call for participation** in December 2014. **Africa** was the region with most organizations (**257, 31% of signatories**); followed by **Europe (181, 22%)**; **Asia (153, 18.5%)**, **Latin America (115, 14%)**, **North America (65, 8%)**; **Pacific (23, 2.8%)**; **Caribbean (20, 2.4%)** and **Global (11, 1.3%)**. This strong call for participation helped to ensure a final negotiation process in 2015 which remains open to people and their organisations.



Beyond 2015's global advocacy in advance of the UN General Assembly in 2014 called on world leaders to **#aimhigher2015** to put people and the planet at the centre of the SDGs. This was reflected in **28 articles** and **5 radio interviews** in **21 countries** in Africa, Asia, Pacific, Latin America, North America and Europe. It reached **almost 700 000 people** via a Thunderclap campaign. **High level government representatives** from more than **40 countries in 5 regions** received the call directly from participating organisations. The call was strongly reiterated during a high-level event at the General Assembly (co-hosted by **Bangladesh, Colombia, Kiribati and Sweden**), which brought representatives from our 5 priority regions together with **high level representatives from 14 countries and 5 UN agencies**.



Beyond 2015 organised four **briefings with Member States** in New York, ensuring that colleagues from all over the world were able to share key campaign positions with dozens of Member States and UN agencies.

In Europe, the Concord – Beyond 2015 European Task Force (Co-Chaired by Plan EU and WWF EU) links over 360 CSOs from 36 countries.

Annex 5: EC Budget and actuals

REPARTITION DU BUDGET CO-FINANCE PAR LA COMMISSION EUROPEENNE ET CONCORD & SES MEMBRES ONG
 PAR NATURE DE DEPENSES ET CONTRIBUTION FINANCIERE (EUROS)
 (janvier à décembre 2014)

PARTIE A – COÛTS FINANCIERS PREVUS				
DEPENSES	BUDGET	ACTUALS	% VARIATION	
I				
Locaux professionnels	€ 103.601	€ 97.015		93.64%
Locaux professionnels				
Loyers & charges locatives (chauffage, eau, gaz et électricité, nettoyage, petits frais entretien, réparation et aménagement, système d'alarme & sécurité, taxe immobilière et assurances liés aux bureaux)				
II				
Voyages, Hôtels, Frais de participation Réunions	€ 97.116	€ 81.974		84.41%
Voyages, Hôtels, Frais de participation Réunions				
transport (avion, train, voiture, taxis, transports en commun) ; max par repas 25 € & 100 €/nuit; hôtel, restaurant, frais de restauration et réception & représentation				
III				
Frais généraux et de fonctionnement bureau	€ 83.744	€ 67.471		80.57%
Frais généraux et de fonctionnement bureau				
téléphone et système téléphonique centrale, fax, internet & mail system, poste, envois express, fournitures de bureau et informatiques, papier, photocopies, entretien, location, achat - leasing matériel, équipement (informatique, photocopieur etc. & mobilier), documentation & abonnements, frais administratifs de publication; Matériel & équipement informatique, maintenance & entretien; Assurances, taxes & impôts divers, frais financiers contractuels et de transaction				
IV				
Frais de conception et production & frais logistiques	€ 60.173	€ 52.872		87.87%
Frais de communication & frais logistiques				
Frais de production, conception, édition, impression, publication, publicité & insertion, brochures, promotion, décoration, prestation informatique pour site web, frais d'organisation d'évènement & séminaires-conférence; petit matériel, frais d'exposition, location de salles et matériels (informatique, interprétation, transports et autres), autres frais logistiques				
V				
Prestations de Tiers & services	€ 75.693	€ 65.009		85.88%
Prestations de Tiers & services				
prestations - contributions ONG-PN-NT, affiliations, inscriptions/p.a.f. & redevances, consultants, experts divers, personnes ressources, intérimaires, auditeurs, comptable, conseil juridique, secrétariat social, photographe; Traductions et Interprètes				
VI				
Rémunérations & Charges Sociales Staff	€ 829.673	€ 885.660		106.75%
Rémunérations & Charges Sociales Staff				
Rémunérations brutes, pécules de vacances, primes de fin d'année, avantages extra-légaux, médecine du travail, frais de recrutement, formation, stagiaires & volontaires, étudiants				
TOTAL DEPENSES	€ 1.250.000	€ 1.250.000		100.00%

PARTIE B – PLAN DE FINANCEMENT - REVENUS	
REVENUS	BUDGET
Fonds CE (contrat fonctionnement)	€ 700.000
	56.00%
Ressources CONCORD (cotisations membres, contributions de fondations, contributions étatiques, divers)	€ 550.000
	44.00%
TOTAL REVENUS	1.250.000

** Il est à noter qu'après vérification, il n'y a aucun risque de double financement

Annex 6: CONCORD Activity Monitoring 2014

This year activity monitoring introduces **new elements and new methodology** to monitor CONCORD's member's activity within the confederation that shows taken face value, a slight decrease of participation by 12%, if we combine physical meetings and teleconferences¹².

This report also gives some data on budget allocation for meetings (travel, venue and accommodation) taking into account that our members are more and more engaged through teleconferences rather than physical meetings. This is also in line with the will to decrease our cost and carbon footprint and increase participation of people who cannot travel to participate.

From now on, the engagement analysis of ours members will have to take into account new elements, such as teleconferences, skype calls, webinars, CONCORDnet use and other engagement strategies. We will also have a special look at specific events such as the General Assembly meetings, being the main governance body of CONCORD.

With this information we aim at developing further CONCORD's organizational development strategy to strengthen the engagement, ownership, participation and learning of all CONCORD members (28 National Platforms, 18 international networks of NGOs and 2 associate members)

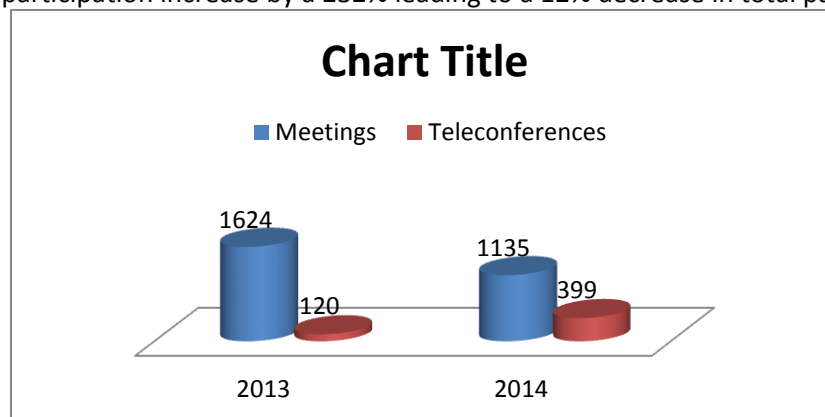
Having all this elements into account, below you will find a collection of:

- Overall participation physical meetings and teleconferences.
- CONCORDnet evolution.
- Participation in working structures - Number and gender of people engage in the different working structures.
- Summary by member participation in meetings and engagement in working structures.

Finally we would like to share main findings of the *Who CONCORD is* survey – 2014.

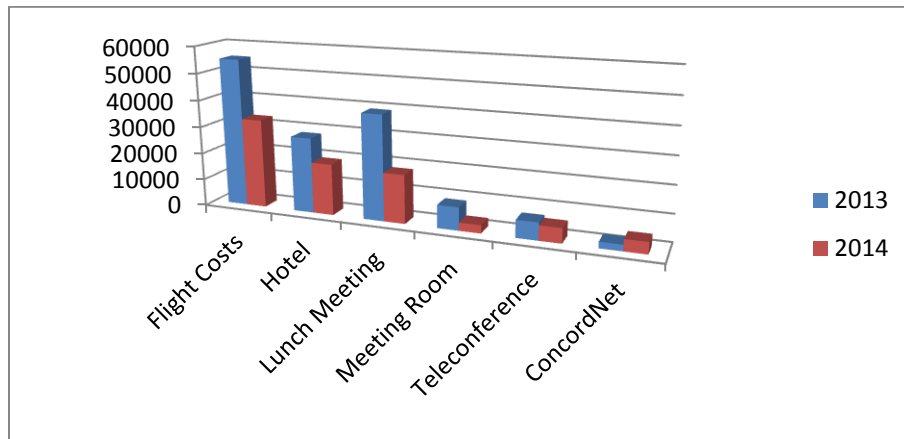
Overall participation in physical meetings and teleconferences

Taken into account figures, the physical meetings the participation decrease by a 30% and teleconferences participation increase by a 232% leading to a 12% decrease in total participation.



¹² Only Arkadin not skype.

These results have a direct cause and impact on the expenditures; as shown in the graphic below the expenses on **travel and accommodation decreased by 44%** while the expenses in teleconferences and CONCORDnet¹³ remains stable despite the increase of participation through this tools¹⁴. Moreover, the current participation monitoring doesn't capture the participation to free teleconferences, webinars and the skype calls, something to be measured in the future, which in our opinion can reflect a significant increase of participation.



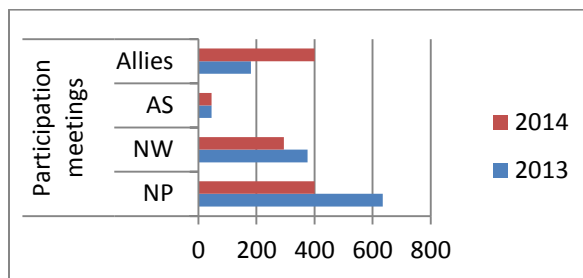
Specific events

Having a special look into the General Assembly meeting, as main governance body of CONCORD we noted an increase of participation versus 2013 (+17%), especially from the National Platforms (+31%). It is worth highlighting the massive participation to our CONCORD Multiannual Strategy workshop in November - Forum on the direction of our future Strategy with a total of 50 participants (28NP-19NW-3AS).

Breaking down by type of Members and Gender

Breaking down 2014 participant's number of the physical meetings by **type of membership** we find:

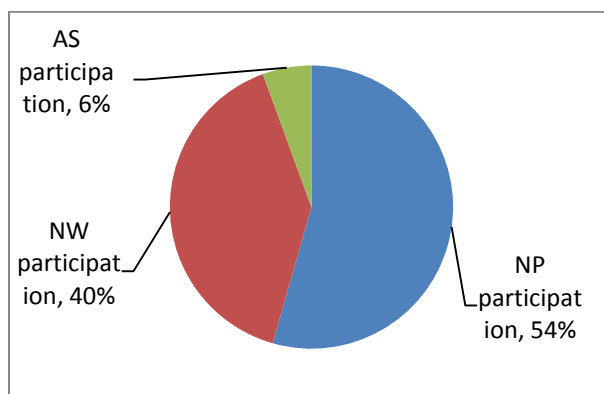
- National platforms – participation **decline** by 37%. Although we highlighted the **increase** of their participation in 2014 **GA** by 31%.
- Networks - we also observed a **22% decrease**.
- Associated members - remains **stable**.
- Allies - **increase by 116%**, due to the great quantity of meetings organized by BY2015 in which ones the number of partners is quite high.



¹³ 2013 CONCORDnet expenditures only reflect half of the year

¹⁴ This can be explained by the fact that even though the number of teleconferences stayed roughly the same, the number of participants increased.

Focusing on our Members, the participation is split as per the following:



Analyzing the **gender** of participants, we conclude that the total number of participants were **women 67, 27% and 32, 73% men.**

CONCORDnet evolution

During 2014, CONCORDnet doubled its number of visitors, and grew its content creation by more than 5 times. Currently, 526 Concord members and 127 Concord allies have access to CONCORDnet, who receive information related to the spaces they are involved in through this tool, and have the possibility to directly contribute content in various forms (blog posts, files, events, forums, wikis). All working structures have some level of interaction through this system.

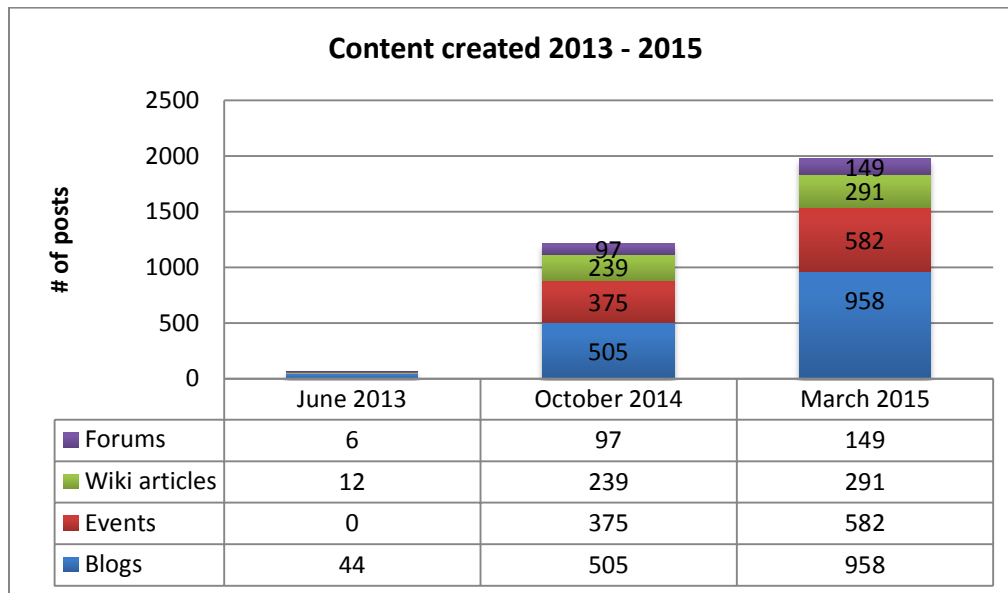
CONCORDnet has been progressively replacing and complementing e-mail communications among working structures in a way that provides more transparency and easier and organized access to information. New members of working groups can review relevant past discussions and information, and depending on the access restrictions configured on each space, other Concord members can also have access to this information. By default, working groups information is available to all Concord Members, except for specific restricted areas available only to the groups or subgroups that need it. Concord allies usually have a more restricted access that involves the work to which they are directly involved with.

Events management has also been integrated into CONCORDnet so that the registering of attendees and the travel expenses reimbursement process (in cases applicable), is matched together with the already available data of members (personal and organizational information), which provides detailed information of membership participation, for member monitoring purposes.

Depending on the moment of the year, different spaces and working groups have increased participation. Some, such as Aidwatch, FDR and PCD are currently using it as the main communication channel for their work, while others for the moment have use it mainly to post basic information about the working group and some reference files. CONCORDnet is also being used as the main hub of information and participation for general processes such as the General Assemblies, the annual and multiannual strategies, among others.

It is worth noting that in 2014 an experiment consisting in giving a branded subsite access to the Spanish National Platform resulted in a big increase of their participation in the platform, showing the potentiality of CONCORDnet's use for communications within CONCORD's members. The challenge of this experiment is that it required increased support for the configuration and management of their space, in relation with other CONCORDnet spaces.

Evolution of participation in CONCORDnet, access, ranking of participation of working groups, and integration of event system:



Participation in working structures

Total **number of working structures** (Foros, Working groups, task forces and advisory groups) in CONCORD in 2014 was **24** in addition to the governance structures (General Assembly and Board). In total the **number of people involved** in all this groups are 382.

Type	Name	Membership	Female	Male
Forum	Conveners Forum	36	24	12
	Development Awareness Raising and Education (DARE) Forum	61	40	21
	Policy Forum	55	41	14
Working Groups	AW	95	59	36
	Cotonou	20	15	5
	CSO Development Effectiveness	25	17	8
	Enlargement, Pre-accession and Neighborhood (EPAN)	36	22	14
	European Food Security	56	34	22
	Funding for Development and Relief	99	68	31
	Gender	32	31	1
	Migration & Development	17	12	5

	Policy Coherence for Development	62	40	22
	Trade reference group	4	2	2
Task Force	Beyond 2015 European	115	80	35
	Climate Change and Development	21	13	8
	CONCORD Financing for Development	86	52	34
	CONCORD EP elections	31	23	8
	European Year 2015	24	18	6
	HRBA	12	10	2
	Private sector	29	18	11
	Raw Material	8	5	3
	Strategy	9	4	5
	Advisory Group	Financial		
Strategic partnership and alliances		11	5	6
Governance	General Assembly (Delegates)	75	44	31
	Board	10	5	5

Summary by member

To better understand our member's participation in CONCORD's work we broke down the data by member, by working structure and by meeting.

(Annex 1)

Doing the same exercise with the allies' data participation in CONCORD meetings we conclude that the 400 records correspond to 161 partner organizations (Annex 2)

Conclusions:

- The decrease of member's participation as it is currently monitored seems to be related to a slight decrease of physical meetings and is also reflected in the travel and accommodation costs. We nevertheless observe a huge increase of the participation via teleconferences and CONCORDnet that didn't imply an increase in the general costs, without taking into account the expenses invested to develop these tools that allows virtual participation to meetings as opposed to physical ones. We believe that those investments will pay off in the future.
- Given this new trend, the secretariat will investigate on the best way to capture this virtual participation on both CONCORDnet and teleconferences and develop further facilitation skills to use these participatory virtual spaces, increasing the efficiency later on the efficiency of the face to face meetings.
- We also observe that teleconference and CONCORDnet reach other publics, such as member of members that are not daily involved in working structures of CONCORD, increasing knowledge on CONCORD work, engagement of members of the members and the sharing space.

-
- If we consider the number of people who follow up the working structures (distribution list built during the summer 2014 and updated in weekly basis) the 5 most popular working structures are:
 - Beyond 2015 European TF - 115
 - Funding for Development and Relief (FDR) - 99
 - Aid Watch - 95
 - CONCORD Financing for Development (FfD) - 86
 - Policy Coherence for Development - 62

MEMBERS

At the end of 2014

Key

NP National Platform members

NW Network members

AS Associate members

NW	Action Aid International
NW	ADRA
AS	ALDA
NW	ACT Alliance EU
NP	Austria: Globale Verantwortung
NP	CONCORD Belgium
NP	Bulgaria: BPID
NW	CARE International
NW	Caritas Europa
NW	CBM International
NW	CIDSE
NP	Croatia: CROSOL
NP	Cyprus: CYINDEP
NP	Czech Republic: FoRS
NP	Cyprus: CYINDEP
NP	Denmark: Global Focus
NP	Estonia: AKU
NW	EU-CORD
NP	Finland: Kehys
NP	France: Coordination SUD
NP	Germany: VENRO
NP	Greece
NW	Handicap International
NP	Hungary: HAND
NW	IPPF European Network
NW	Islamic Relief Worldwide
NP	Ireland: Dochas
NP	Italy: CONCORD Italia
NP	Latvia: Lapas
NP	'LU' Lithuanian development NGO umbrella
NP	Luxembourg: Cercle
NP	Malta: SKOP
NP	Netherlands: Partos
NW	Oxfam International
NW	Plan International
NP	Poland: Grupa Zagranica
NP	Portugal: Plataforma ONGD
NP	Romania: FOND
NW	Save the Children International
NP	Slovakia: MVRO
NP	Slovenia: SLOGA
NW	Sos Childrens Villages
NW	Solidar
NP	Spain: Coordinadora ONGD
NP	CONCORD Sweden
NW	Terres des hommes IF
NP	United Kingdom: Bond
AW	World Vision International
AS	World Wide Fund for Nature (WWF)

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