

# **ANNUAL REPORT 2015**

## **The European Confederation of Relief & Development**

**28 national platforms  
20 international networks  
3 associate members  
2,600 NGOs represented  
supported by millions  
of citizens across Europe.**

### Foreword from the President

*Johannes Trimmel, President of CONCORD*



Dear Members,

2015 has been the year of global agreements. In the 2030 Agenda governments across the world promise to 'transform the world'. Yet it needs to be seen whether this promise will be translated into transformed politics. Politics serving all people's interest. Politics challenging the concept of macroeconomic growth. Politics that are not determined by particular national interests. Politics taking care of our natural resources with a long-term perspective. Politics that reinforce human rights and particularly women's rights. Politics truly aiming at leaving no one behind. The current political debates in Europe do not prompt a wave of optimism. Business as usual is going on. Neither the commitment to a new global agenda nor the loss of trust by European Citizens has so far triggered a different way in political work. CONCORD and its membership were massively engaged in pushing for ambitious outcomes in New York, Addis, Paris and Sendai. Together with civil society organizations around the world we achieved quite a lot. We now have a solid starting point to work over the next years in an even more challenging structural and procedural environment to hold governments and the political leadership accountable. In the follow-up of the European elections and the forming of the Juncker Commission CONCORD has managed to strengthen its recognition as voice of NGOs vis-à-vis the European Institutions. Our recent official exchange at the EU Development Ministers Meeting chaired by the High Representative Federica Mogherini underlines this. No doubt the European Year for Development 2015 has played an important role here. To keep this momentum going and to take our space as political actor, is a key priority I see for CONCORD in 2016 and beyond.

The European Year for Development 2015, in which CONCORD lead an alliance of civil society organisations ('external' as well as networks focusing on the EU), saw us as a sector in ever closer partnership with our Civil Society colleagues to produce policy recommendations universally applicable in Europe as well as in Europe's external policy. Most of the main issues facing us in Europe can only be tackled through working together as a continent as a positive force addressing global challenges (climate change, refugees and migration, Syria).

The short termism of raiding Aid budgets to pay in-Europe refugee costs is a theme we addressed in different parts of our work in 2015 (Statement on Valletta migration summit, AidWatch reports as well as CONCORD's exchange with HRVP Mogherini and Development Ministers and in Media interviews). It seems to characterise the state we are in and will continue to theme of our work in 2016. The second half of 2015 saw the launch of three spotlight papers highlighting EU policies incoherent with fighting poverty and upholding human rights, a 10th Aidwatch report, reaction and follow up the Agenda 2030, ongoing information and advocacy work on EU financing and funding instruments (to be launched early this year: Study on "EU Funding Delivery Mechanisms – new trends in EuropeAid funding, and what they mean for CSOs"; Training Toolkit on mutual engagement between the EU Delegations and Civil Society; Study on "CSOs (shrinking?) access to EU funding"), high level meetings with decision makers (Trade Commissioner, European Parliament President, as well as HRVP Mogherini & Dev Ministers), support to active working groups, in particular Gender, Cotonou, food security.

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As a European network, CONCORD is currently facing a Europe which fails in setting a political programme. Europe does not manage to address current challenges. However, as CONCORD we can prove engaging across Europe is possible. We will prove that Europe must not continue business as usual, and needs to listen to the many stories we have heard in the EYD 2015 challenging “Our world. Our dignity. Our future.”

Internally, 2015 saw the endorsement of a new seven-year strategy and intense work on a three-year Operational Plan. The CONCORD Board agreed a focusing of the Confederation’s work within four ‘Hubs’ with specific ‘outcome objectives’ for each.

The CONCORD Strategy process, now concluded, in my opinion resulted in a Strategy document which reinforces CONCORD’s role as political actor. Maybe even more importantly, the Strategy process has created space for exchange and dialogue across a very diverse membership shaping a picture on What World We Want, What Europe We Want, and what should be CONCORD’s role and contribution. Through the new strategy the membership has helped us to make some important and brave decisions about what we work on and how we work, focusing on fewer objectives and working structures and more change, bringing together how the SDGs are implemented with the need to policy coherence for development, integrating our advocacy and global citizenship work, mainstreaming gender equality throughout the objectives, and the list goes on. Both the CONCORD strategy 2016-2022 and the three year working plan will put our new and challenging narrative into practice and take us into a place where we are not just constantly responding to the agenda of others, but also proposing our own.

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# CONCORD MEMBERS 2015

	AS - Associate Member	NP – National Platform	NW – Network
NW	Action Aid International		<a href="http://www.actionaid.org">www.actionaid.org</a>
NW	ADRA		<a href="http://www.adra.org">www.adra.org</a>
AS	ALDA		<a href="http://www.alda-europe.eu">www.alda-europe.eu</a>
NW	Act Alliance EU		<a href="http://www.aprodev.eu">www.aprodev.eu</a>
NP	Austria: Globale Verantwortung		<a href="http://www.globaleverantwortung.at">www.globaleverantwortung.at</a>
NP	CONCORD Belgium		<a href="http://www.acodev.be">www.acodev.be</a> / <a href="http://11.be">11.be</a> / <a href="http://ngo-federatie.be">ngo-federatie.be</a> / <a href="http://cncd.be">cncd.be</a>
NP	Bulgaria: BPID		<a href="http://www.bpid.eu">www.bpid.eu</a>
NW	CARE International		<a href="http://www.care-international.org">www.care-international.org</a>
NW	Caritas Europa		<a href="http://www.caritas-europa.org">www.caritas-europa.org</a>
NW	CBM International		<a href="http://www.cbm.org">www.cbm.org</a>
NW	ChildFund Alliance		<a href="http://www.childfundalliance.org">www.childfundalliance.org</a>
NW	CIDSE		<a href="http://www.cidse.org">www.cidse.org</a>
NP	Croatia: CROSOL		<a href="http://www.crosol.hr">www.crosol.hr</a>
NP	Cyprus: CYINDEP		<a href="http://www.cyindep.eu">www.cyindep.eu</a>
NP	Czech Republic: FoRS		<a href="http://www.fors.cz">www.fors.cz</a>
NP	Denmark: Global Focus		<a href="http://www.globaltfokus.dk">www.globaltfokus.dk</a>
AS	EAEA		<a href="http://www.eaea.org">www.eaea.org</a>
NP	Estonia: AKU		<a href="http://www.terveilm.net">www.terveilm.net</a>
NW	EU-CORD		<a href="http://www.eu-cord.org">www.eu-cord.org</a>
NP	Finland: Kehys		<a href="http://www.kehys.fi">www.kehys.fi</a>
NP	France: Coordination Sud		<a href="http://www.coordinationsud.org">www.coordinationsud.org</a>
NP	Germany: VENRO		<a href="http://www.venro.org">www.venro.org</a>
NP	Greece: Hellenic Platform		<a href="http://www.dev-ngos.gr">www.dev-ngos.gr</a>
NW	Habitat for Humanity		<a href="http://www.habitat.org">www.habitat.org</a>
NW	Handicap International		<a href="http://www.handicapinternational.be">www.handicapinternational.be</a>
NP	Hungary: HAND		<a href="http://www.hand.org.hu">www.hand.org.hu</a>
NW	IPPF European Network		<a href="http://www.ippfen.org">www.ippfen.org</a>
NW	Islamic Relief Worldwide		<a href="http://www.islamic-relief.com">www.islamic-relief.com</a>
NP	Ireland: Dochas		<a href="http://www.dochas.ie">www.dochas.ie</a>
NP	CONCORD Italia		<a href="http://www.concorditalia.org">www.concorditalia.org</a>
NP	Latvia: Lapas		<a href="http://www.lapas.lv">www.lapas.lv</a>
NP	Lithuania: LU		<a href="http://www.litdea.eu">www.litdea.eu</a> / <a href="http://www.pagalba.org">www.pagalba.org</a>
NP	Luxembourg: Cercle		<a href="http://www.cercle.lu">www.cercle.lu</a>
NP	Malta: SKOP		<a href="http://www.skopmalta.org">www.skopmalta.org</a>
NP	Netherlands: Partos		<a href="http://www.partos.nl">www.partos.nl</a>
NW	Oxfam International		<a href="http://www.oxfam.org/en/eu">www.oxfam.org/en/eu</a>
NW	Plan International		<a href="http://www.plan-eu.org">www.plan-eu.org</a>
NP	Poland: Grupa Zagranica		<a href="http://www.zagranica.org.pl">www.zagranica.org.pl</a>
NP	Portugal: Plataforma ONGD		<a href="http://www.plataformaongd.pt">www.plataformaongd.pt</a>
NP	Romania: FOND		<a href="http://www.fondromania.org">www.fondromania.org</a>
NW	Save the Children International		<a href="http://www.savethechildren.org">www.savethechildren.org</a>
NP	Slovakia: MVRO		<a href="http://www.mvro.sk">www.mvro.sk</a>
NP	Slovenia: SLOGA		<a href="http://www.sloga-platform.org">www.sloga-platform.org</a>
NW	Solidar		<a href="http://www.solidar.org">www.solidar.org</a>
NW	SOS Children's Villages International		<a href="http://www.sos-childrensvillages.org">www.sos-childrensvillages.org</a>
NP	Spain: Coordinadora ONGD		<a href="http://www.coordinadoraongd.org">www.coordinadoraongd.org</a>

NP	CONCORD Sweden	<a href="http://www.concord.se">www.concord.se</a>
NW	Terre des hommes IF	<a href="http://www.terredeshommes.org">www.terredeshommes.org</a>
NP	United Kingdom: Bond	<a href="http://www.bond.org.uk">www.bond.org.uk</a>
NW	World Vision International	<a href="http://www.wvi.org">www.wvi.org</a>
AS	World Wide Fund for Nature	<a href="http://www.wwf.eu">www.wwf.eu</a>

## Acronyms

ACP	Africa, the Caribbean and the Pacific
AidWatch	Working group and process of monitoring official European development aid
CELAC	Community of Latin American and Caribbean States
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	Project on global citizenship led 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 – EuropeAid
EC	European Commission
EDF	European Development Fund
EEAS	European External Actions Service
EIDHR	European Instrument for Democracy & Human Rights
ENP	European Neighbourhood Policy
EPAs	Economic Partnership Agreements
EPAN	Enlargement, Pre-Accession and Neighbourhood
EU	European Union
EUD	EU delegations
EP	European Parliament
EPP	Group of the European People's Party (Christian Democrats) (European Parliament)
EUROPEAID	The European Commission's EuropeAid cooperation office
EYD	European Year for Development
FDR	CONCORD working group on funding for development and relief NGOs
FFD	Funding for Development
GA	General Assembly
GAP	Gender Action Plan
GDI	Gross domestic income (formerly GDP gross domestic product)
GCAP	Global Call to Action Against Poverty
GPEDC	Global Partnership for Effective Development and Cooperation
INTA	International Trade committee of the European Parliament
IPA	Instruments for Pre-Accession Assistance
JAES	Joint Africa-EU Strategy
JPA	EU/ACP Joint Parliamentary Assembly

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MDG	Millennium Development Goals
MFF	Multiannual Financial Framework
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)
PSD	Private Sector and Development
S&D	Group of Socialists and Democrats (European Parliament).
SDGs	Sustainable Development Goals
TRIALOG	Project to strengthen civil society organisations (CSOs) in the enlarged EU for active engagement in global development.



## 1. INTRODUCTION

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 2015:

#### **Board, staff and members**

The Executive Committee of the Board is composed of Johannes Trimmel (Austrian National Platform) as President, Laura Sullivan (ActionAid) as Vice-President, Marius Wanders (World Vision) as Treasurer and Izabella Toth (CIDSE) as Secretary. The complete board includes also Rudy de Meyer (CONCORD Belgium) and Marina Sarli (Hellenic Platform of NGOs) (both re-elected during 2015 General Assembly), Olivia Baciú (FOND Romania), Carlos Cabo (Coordinadora ONGD Spain), Lars Bosselmann (CBM), Farah Nazeer (BOND UK).

The Secretariat is led by the Director Seamus Jeffreson, with support from the Management Team. The Director is supported by a part-time Executive Officer. 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 and partnerships. It is made of one Head of Communication and Membership, one Communication Coordinator 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 and communication support is provided by short term professional placements and interns.

### **Membership**

Our confederation became bigger welcoming three new NGOs; the Childfund Alliance and Habitat for Humanity as Network members and the European Association for the Education of Adults (EAEA) as an associate member. This brings the CONCORD membership to 28 national platforms – one per EU member state – and 20 international networks, plus 3 associate members – in total 51 members.

### **CONCORD projects**

2015 saw the closure of several projects that had been running for several years around the confederation: Beyond2015, European Year for Development, DEEEP and TRIALOG. The results of these projects can be found below. A lot of discussions and events were organised to take stock and learn from these projects. Tobias Troll, DEEEP project coordinator, for example, presented the project’s results to the CONCORD board.

### **General assembly**

CONCORD’s General Assembly 2015 took place on 10-11 June 2015 in Brussels. The General Assembly unanimously approved the annual report of 2014 including the financial accounts and endorsed the new CONCORD strategy 2016-2022.

It hosted some very important discussions around the operationalization of the new seven-year strategy to meet the challenges presented by the new post-2015 agenda on sustainable development.

## **1. CONCORD ACHIEVEMENTS IN 2015, 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 2015, Latvia and Luxembourg held the two 6 month EU Presidencies.

#### Key objectives of topic:

CONCORD uses each presidency as an influencing opportunity. In 2015, key global conferences took place under these EU presidencies such as the FfD summit in Addis, the SDG summit in New York and the COP21.

#### Key objectives

- The EU presidencies to steer strongly on key priorities such as key principles of Agenda 2030, PCSD, Gender 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.

#### Achievements and activities

- The Latvian presidency started with the launch of the European Year for Development 2015 in Riga where the CONCORD director spoke in two panel discussions, with presidents of European institutions and ministers from around the EU.
- The increased capacities in the Latvian national platform LAPAS made it possible for more attention to advocacy on better criteria for EU13 organisations to apply for DEAR funds, as well as research on non-financial means for development showing the impact of EU13 on development. In this way the presidency contributed to raising capacities not only in Latvia, but for the benefit of other EU13 platforms as well.
- CONCORD coordinated European civil society ahead of and during the Funding for Development conference in Addis Ababa. In Alliances, it also developed a joint position paper to influence the outcomes of this High-level conference.
- CONCORD was invited to join the official Luxembourg Delegation to New York and organised several High-level meetings at the SDG summit.
- Ahead of this conference, CONCORD strongly pushed the EU to stand up for the key principles of Agenda 2030 and successfully pushed for the four dimensions of sustainable development.
- The Luxembourg national platform 'Cercle' invited CONCORD to the informal meeting of the 28 European development ministers, the EEAS and Commissioner Mimica, on Dec 10th in Luxembourg. The first steps of Agenda 2030 implementation and migration issues were on the agenda.
- At the end of the Luxembourg EU presidency the National platform 'Cercle' organised a big closing event in Luxembourg which led to important strategic reflections on the transformative nature of Agenda 2030. Several position papers helped to influence at regional, national and global level.

#### 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 on aid quantity and aid/development effectiveness principles. Through AidWatch CONCORD followed and was actively involved in the international

processes such as the Third Financing for Development conference, the Global Partnership on Effective Development Cooperation planning processes and ODA reform of the OECD DAC.

### Key objectives

- To continuously monitor and influence the EU and its member states on aid quantity and quality commitments and the production of the Annual CONCORD AidWatch Report.
- To raise awareness about the current trends in international, EU and national aid and to mobilise members to be actively involved in shaping those trends.
- To build capacities of CONCORD members to be able to engage and influence the international processes such as the UN Financing for Development agenda, the Global Partnership on Effective Development Cooperation and ODA modernisation process of the OECD DAC

### Achievements and activities

- The EU agreed on the joint position for the Third Financing for Development conference resulted in the Addis Ababa Action Agenda.
- Contributing to the Beyond2015 work on the post-2015 agenda, from a Means of Implementation perspective.
- Influencing Council Conclusions on the Post-2015 and its development aid-related contents.
- AidWatch remains CONCORD's working group with highest participation of the national platforms and in 2015 organised two meetings of the Advocacy Group and monthly calls of the Advocacy Group.
- AidWatch regularly increased the capacities of members on advocacy work by producing the engagement guides on the GPEDC and ODA modernisation process.
- In collaboration with the FFD TF, AidWatch co-published the European CSO position for the Third Financing for Development conference, and co-organised a number of pre- and at-site advocacy meetings with representatives of the EP, the EC and the Luxembourg Presidency of the Council of the EU.
- AidWatch produced its key monitoring tool – [CONCORD AidWatch Report: Looking to the future, don't forget the past - Aid Beyond 2015](#), soft-launched on 24 November and presented at breakfast meeting on 15 December with CSOs and national platforms representatives.
- In light of the on-going refugee crisis, AidWatch launched an exercise of collective intelligence gathering on in-donor refugee costs across the EU from its national platforms' members.

### Learnings

- **What worked:** committed and consistent policy and advocacy efforts of the Advocacy Group, leadership of chairwoman.
- **What to improve:** engagement of national platform members, smaller networks upon guidance from the Advocacy group and the Secretariat.

### **FINANCING FOR DEVELOPMENT TASK FORCE**

CONCORD played an important role in influencing the EU ahead of the Third Financing for Development Conference in Addis Ababa, July 2015. Hosting the European Financing for Development Task Force, it coordinated among its members and wider civil society organisations to jointly set out expectations for the EU and its member states' positions for the Conference in the areas of domestic resource mobilisation, international financial cooperation, international resources for development, external debt and systemic issues.

### Key objectives

- Follow and influence the EU in the international processes such as the Third International Financing for Development Conference, its follow-up and implementation.
- 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 organisations to jointly influence the EU position for Addis Ababa Conference, its follow-up and Means of Implementation of the post-2015 agenda.
- Raise the capacities of the members in order to promote the positions of the Financing for Development Task Force at the national level.

### Achievements and activities

- In collaboration with other CONCORD working structures, the FFD TF published the European CSO position for the Third Financing for Development conference - "[Destination Addis Ababa: The European Union's responsibilities at the Third Financing for Development Conference](#)", and co-organised a number of pre- and on-site advocacy meetings with representatives of the EP, the EC and the Luxembourg Presidency of the Council of the EU.
- Presentation of the paper to members of the Working Party on Development of the Council at a breakfast meeting in March 2015.
- Participation from some members of the Task Force in/organized three meetings with the EU UN Mission during the preparatory sessions for Addis Ababa at the UN in New York (December 2014, April and June).
- Some members contributed to the EP report on the Third Financing for Development conference.
- 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 in April 2015 and Codev.
- Collaboration on the CONCORD position paper on Means of Implementation from a perspective of where EU should exercise particular effort through international policy reform/enacting new policies, to contribute to the Post-2015 agenda.
- Mobilised more than 130 European CSO representatives to work together on the road to Addis Ababa.

### Learnings

- **What worked:** mobilisation of the members and major stakeholders.
- **What to improve:**
  - better coordination between different levels of decision making in CONCORD
  - adequate secretariat capacity to ensure that mobilisation of national platforms could be replicated/up scaled
  - clearer and more realistic expectation of time and resources Chair/core members of the group had to allocate

### **COTONOU WORKING GROUP: Taking Actions to advance poverty eradication in African Caribbean and Pacific (ACP) countries**

The overall objective of the Concord Cotonou Working Group 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 and implementation of the European Development Fund (EDF)
- Participate in and encourage discussions with CSOs on the future of EU-ACP relations
- Engage with ACP civil society actors to track the implementation of the Cotonou agreement and the EDF

#### **Achievements and activities**

In the frame of the expiration of the Cotonou Partnership Agreement in 2020 and the negotiations between the EU and the ACP for its successor, the Cotonou Working Group worked to prepare for this process and develop a CONCORD position. The Cotonou Working Group organised two Exchange of views within CONCORD to define a CONCORD position and develop a CONCORD response to the Joint Consultation Paper 'Towards a new partnership between the European Union and the African Caribbean and Pacific countries after 2020'.

- The Working Group role as a valuable interlocutor on EU-ACP relations was confirmed when the group got actively consulted by several EU member state governments and EU institutions on the post-Cotonou agenda.
- The expertise of the Cotonou Working Group was recognised by different stakeholders as its members were invited to participate as experts in several panels and events on post-Cotonou.
- The Cotonou Working Group gained substantial visibility for its positions thanks to a lunch debate with MEPs and Joint Parliamentary Assembly (JPA) parliamentarians on the post-Cotonou discussion and by distributing relevant CONCORD briefing papers and publications during the JPA (Brussels, Dec 2015).
- The Cotonou Working Group positioned itself as a structure that follows programming of the EDF throughout all stages and highlighting risks of liquidity problems. The group developed an EDF analysis for CSO support that was shared with the Funding for Development and Relief working group.

#### **Learnings**

- **What worked:**
  - The Exchange of Views within broader CONCORD network on Post-Cotonou in order to gather views of network rather than only the Cotonou Working Group.
  - EU institutions are keen to consult CONCORD on post-Cotonou.
- **What to improve:**
  - Cooperation with our ACP partners on the future of ACP-EU relations due to lack of resources and time.
  - Raising interest of CONCORD members not involved in the Cotonou Working Group for online discussion.
  - Work with the European Parliament (especially JPA delegations).
  - Relations with the ACP Secretariat.

### NEIGHBOURHOOD AND PRE-ACCESSION (EPAN working group)

In 2015 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. European Neighbourhood Policy (ENP) and Instruments for Pre-Accession Assistance (IPA).
- 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

- Stronger relations with regional allies in the Southern Neighbourhood region was achieved through organising the Second EU EU-ARAB Civil Society Forum on 16 November, that was organised together with the European Economic and Social Committee, the Arab NGO Network for Development and the EuroMed NGO Platform. The activity brought together representatives from Southern Mediterranean CSOs, Trade Unions, Academia, and EU Institutions. The outcome CSO policy recommendations were issued and shared with EU Officials afterwards with the aim to input into the ENP revision process.
- EPAN participated with policy inputs into the ENP revision process. This was done through:
  - Preparing a joint written policy brief “5 Principles for a Revised ENP”
  - Organising a discussion with MEP Eduard Kukan in charge of the Committee of Foreign Affairs report on the ENP revision. This meeting was attended by members of the Human Rights and Democracy Network members.
- 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.
- Conclusion of the strategic partnership between EPAN WG and the Eastern Partnership Civil Society Forum (EaP CSF)
- Preparation and participation at the Eastern Partnership Civil Society event back-to-back with the Eastern Partnership Summit in Riga in May 2015
- Participation and coordination of the EU NGOs meeting at the side-lines of Eastern Partnership Civil Society Forum annual meeting in November 2015 in Kyiv
- Development of a strong working relationship with the Committee of Regions’ Conference of Regional and Local Authorities for the Eastern Partnership (CORLEAP)

#### Learnings

- **What worked:** EPAN policy/advocacy input in the ENP revision in both Southern and Eastern partnership was relatively successful, and in fostering alliance-building with other CSOs and EU officials.
- **What to improve:**
  - EPAN did not cover the Post-2015 development agenda, even if it was in objectives of its work plan for 2015 (Identify a specific contribution of the EPAN group to be brought to the discussion of the post-2015 development agenda and financing for development);

- EPAN did not engage much in the EU Delegations /CSO roadmaps processes that could have proven useful.

### 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 sustainable 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

- Maintained a constructive dialogue with the European institutions on PCD, notably through providing inputs at the European Commission's 2015 PCD report launch, at a meeting of the Council's CODEV meeting, and meetings of the DEVE committee of the European Parliament
- Organised an induction training on PCD for MEPs, with the participation of more than 10 MEPs and more assistants, secretariat staff and political advisors
- Together with Fédération Internationale des Droits de l'Homme, prepared a policy paper on [the European Commission's Better Regulation Package](#) (as part of the Spotlight on PCD 2015), focusing on ex ante impact assessments as a mechanism to prevent policy incoherencies, including a set of recommendations
- Prepared a [comparative study of the institutional systems for PCD](#) enforcement in 26 EU Member States, and launched it at a press conference in Luxembourg
- Raised further awareness and interest of NGOs on PCD through organizing a PCD seminar for CONCORD members, joining a debate on PCD at the NGO Forum in Romania and delivering a PCD training for NGOs in Luxembourg, upon the invitation of the respective national platforms

#### Learnings

- **What worked:** The demand to understand PCD and how to detect and prevent negative impacts of EU policies outside EU borders has been rising within the institutions and amongst NGOs, especially in the context of the preparation and implementation of the SDGs.
- **What to improve:** In order to have a real impact on PCD, the dialogue with other directorates in the Commission other than DEVCO must be reinforced.



### The links between 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 which implies a long term is the subject of limited consideration by institutional actors, donors, media and citizens, in a context where the focus is on reinforcing the security at borders and dealing with emergency reception in Europe. CONCORD has been reinforcing its working structure and process to address these fundamental issues tapping into the diverse expertise of the Confederation.

### Key objectives

- EU and Member States to step up efforts, in tandem with origin and transit countries concerned, in tackling the root causes of forced and involuntary migration.
- EU and Member States 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 and Member States to avoid using aid as a condition or for activities relating to reinforcing border controls or other purposes that do not have genuine development objectives.
- EU policies to address public perception in EU societies of migrants and of the links between migration and development.

### Achievements and activities

- Prepared and communicated a number of policy inputs to offer development focused analyses and recommendations to EU and Member States around key decision-making moments, such as Council meetings, and the Valletta Summit, also in partnership with other CSOs.
- Prepared [a policy paper](#) on migration and development, as part of the Spotlight on PCD 2015, with recommendations
- Prepared with ICMC and FORIM a publication on '[10 myths on migration and development](#)' to use as an education tool
- Organized several discussion events for CONCORD members to pool experiences and expertise

### Learnings

- **What worked:** In spite of a rapidly evolving agenda, CONCORD members have managed to pull resources together and deliver quality outputs with the view to voice out the longer term development dimension in a very sensitive area.
- **What to improve:** Collaboration with other CSOs should be reinforced in order to multiply the impact of CONCORD messages and better integrate the question of the root causes and the links between migration and development as part of the mainstream debate and 'solution package'.

### The impacts of EU policies on global Food Security

CONCORD views that feeding the world is 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. In order to advocate for this vision, CONCORD aims to influence development, agriculture, trade, investment, research and other policies that may affect people suffering hunger and malnutrition and 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;
- EU to frame the role of the private sector in food and nutrition security with a clear focus on the right to food and the reinforcement of smallholder farming;
- 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

- Advocated the vision and recommendations for a global food security set out in CONCORD 2014 position paper "Justice, democracy and diversity in our food system" on various occasions in Brussels and Member States (the paper was translated in Italian and in French);
- Maintained a constructive dialogue with the European Commission and the Member States notably on the implementation of EU's Food Security Policy Framework, the Nutrition Action Plan, the EU's role in the Committee on World Food Security and the impacts of the Common Agricultural Policy (participated in the DG AGRI Civil Society Dialogue);
- Organised jointly with DEVCO a conference on food security and PCD, that gathered several Directorates General of the European Commission and more than 100 participants from different sectors of civil society, including from the global South;
- Through the active coordination of SOS Faim and Terra Nuova, organized a CSO workshop on the EC AGIR programme and resilience in the Sahel during the universal exposition in Milan, with funding by Le Club du Sahel.
- Prepared a policy paper on the Economic Partnership Agreement with West Africa and its impacts on food security, as part of the Spotlight on PCD 2015, including recommendations and engaged in constructive dialogue with MEPs on this

Together with Hands on the Lands, prepared [a policy paper](#) on the EU policies on investments and their impacts on food security, as part of the Spotlight on PCD 2015.

### Learnings

- **What worked:** CONCORD has extended its expertise in a broad range of issues and policies that affect food and nutrition security and developed its dialogue with different Directorates General in the Commission.
- **What to improve:** Greater collaboration with other CONCORD policy groups, notably on private sector and funding, should help reinforcing the advocacy impact.

### 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 would 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.

### **Achievements and activities**

Facilitated information sharing amongst members and partners

### **The impact of EU policies relating to CLIMATE CHANGE on development**

Climate and poverty issues are interconnected and interdependent. Climate change is the biggest threat to sustainable development and threatens to undo progress in the fight against poverty. Without addressing climate change and our planet resources degradation, we will not be able to effectively eradicate poverty and hunger. Our carbon and resource intensive western lifestyles must change in depth. 2015 has been a decisive year in setting our world leaders' ambitions for sustainable development and climate action.

### **Key objectives**

- EU and Member States to recognise the strong linkage between SDGs and climate action
- EU to address the incoherencies for sustainable in its climate policies
- EU and Member States to push and get agreement for a legally binding ambitious framework at COP21, including adequate funding for climate change adaptation and mitigation measures and robust monitoring and review mechanisms
- Complement activities of Climate Action Network by focusing on global development issues

### **Achievements and activities**

- Facilitated information sharing amongst members and partners
- Contributed to a workshop on the linkages between the Agenda 2030 on SDGs and the COP21 negotiations, organized by the French national platform during the Climate Generation days at COP21

### **PRIVATE SECTOR IN DEVELOPMENT**

In 2015 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 Small-Medium Enterprises (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.
- **What kind of private sector:** we want to build 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.
- **What kind of development finance:** Recognition from the EU that blending and Public-Private partnerships (PPPs) are not always appropriate means to trigger development, recognising the importance of pursuing alternatives, particularly the power of tax justice (stopping tax dodging) to generate new resources for development.
- **Beyond the financing issue:** EU must be serious about the HRs and business principles and put in place a process to ensure action plan for implementation at EU level (beyond Member States) with compliance/accountability measures.
- **What kind of dialogue:** We want a multi-stakeholder dialogue on Private Sector role in development recognising the important CSO role including as watchdogs.

### Achievements and activities

- Beyond protective measures, advocacy for development financing gaps was employed – in particular on tax justice and tax reform at EU and international levels, based on human rights and international standards and focusing on sustainability, democratic ownership and fighting poverty and inequality. Special attention was paid to the monitoring of PPP's, private sector in the South, blending and the role of the EC Delegations.
- The "community of learning" role of the taskforce assisted CONCORD's members to learn from each other's experience (good and bad) of partnerships.
- The Private Sector task force continued to be a hub for information and intelligence sharing throughout the year – internally within the taskforce, where appropriate with the wider CONCORD membership including by making the links with other CONCORD working processes and structures, and within the relevant alliances CONCORD is member of. In addition, efforts were undertaken for members to share experience and lessons learnt in terms of cooperation with the private sector (learning community).

### Learnings

- **What worked:** dedicated group of highly-motivated CONCORD members and allies
- **What to improve:** better communication and engagement of the Private Sector dimension in any other relevant work undertaken by other CONCORD's working structures.

### **POST 2015 FRAMEWORK**

In 2015, post-2015 intergovernmental negotiation sessions were organised to converge the often very divergent views on each of the different segments of what would become the [2030 Agenda for Sustainable Development](#). In September, Heads of State and Government adopted this Agenda during the UN Sustainable Development Summit in New York. Ahead of the different negotiation sessions in

New York, the EU and its Member States agreed on joint positions to be defended in New York, which the European Task Force tried to influence throughout the year.

### **Key objectives**

- Develop clear and specific demands 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 and European Task Force (ETF) 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

### **Activities**

- **Influencing the EU's post-2015 positions:** The Beyond 2015 ETF and CONCORD's Financing for Development Task Force developed a [common position on Means of Implementation for the Post-2015 framework](#). Beyond 2015's ETF prepared and circulated its [red lines for the UN post-2015 outcome document](#). Beyond 2015 ETF reactions were prepared and shared with EU Member States via the national focal points ahead of their expert and Jumbo meetings, when they agreed on 'EU lines to take' for the intergovernmental negotiation sessions. The Beyond 2015 European Steering Group analysed the different draft outcome documents, prepared and shared its [own reactions](#) and provided inputs into the reactions prepared by the Beyond 2015 Rapid Response task force. After releasing an [immediate reaction to the EU Council Conclusions end of May](#), a [more detailed analysis](#) was prepared in June. In May 2015, an informal breakfast discussion on 'Breaking the Accountability deadlock in Post-2015' was organised by Beyond 2015 Europe and the Swedish Ministry for Foreign Affairs. In September, the Steering Group finalized the [analysis of the final Agenda 2030 for Sustainable Development outcome document](#) and prepared on the basis of that key recommendations for the EU and member states going forward.
- **Establishment of a group of national focal points** to allow a nimbler exchange of information and intelligence with/from the national level. Several webinars were organised throughout 2015 for national focal points.
- **UN Summit on Sustainable Development:** Sharing of all relevant information to European CSOs planning to attend the UN Summit in New York (logistical note, key advocacy messages, calendar with key events), organizing a preparatory meeting and webinar, and setting up a dedicated mailing list. In New York, a CONCORD-Beyond 2015 ETF coordination meeting was organised and advocacy meetings were arranged with the European Parliament delegation to New York, the European Commission's Vice President Timmermans, High Representative Vice-President Mogherini and Development Commissioner Mimica, the Luxembourgish EU Presidency delegation and Irish Ambassador Donoghue. Daily blogs were drafted to inform people in Europe about what was happening in New York.
- **Preparing for the implementation phase:**
  - Through the Beyond 2015 **Policy to Action** toolkit on how to build political leadership for the Post-2015 implementation, Policy to Action Innovation Fund and the sharing of country cases, national leads and focal points have been encouraged to prepare

themselves and build the political leadership to implement the Post-2015 agenda within their respective countries.

- Several meetings have been organised to reach out to European CSOs from a wide variety of sectors working internationally and/or domestically (beyond development and environment) to build an **'SDG Watch' alliance**. There was a good turn-out, a genuine interest from participants to work together and interesting discussions took place on why this agenda matters, how it interlinks with the dominant domestic agendas, how we want the EU to implement the 2030 Agenda and where we see added value in working together as CSO umbrellas in the implementation phase.
- **Final Beyond 2015 European task force workshop and evaluation:** in October the final Beyond 2015 ETF workshop took place, in which participants took stock of the outcomes of the UN Summit on Sustainable Development, discussed with representatives from the EU institutions, MS and civil society what should happen next to take the 2030 Agenda forward; evaluated its work and influence on EU positions on the 2030 Agenda; and shared how CSOs are currently preparing themselves at national, European and global level for the implementation phase.

### Achievements

- The CONCORD-Beyond 2015 ETF seems to have successfully **influenced the EU positions** for the intergovernmental negotiations on most of the points prioritised (people and planet, integration, universality, equality, participation, Policy Coherence for Sustainable Development and accountability), except for the asks for alternative measures of progress, requisite financial and non-financial means to implement this agenda and a clarification of roles and responsibilities of the 'Global Partnership' - all asks for systemic change where there seems to be a clear tendency to continue with business as usual. A number of ETF proposals were reflected in the final EU position for New York.
- European national platforms and focal points used the advocacy and reaction documents to **influence their national governments**. The rapid sharing of information, intelligence and analysis from the national level to the European level and back facilitated targeted pan-European advocacy, conveying the right messages at the right time.
- Through different brainstorming sessions the CONCORD-Beyond 2015 ETF was able to **continuously further its thinking** on these often complex issues or concepts.

### Learnings

- **What worked:**
  - the strong policy analysis and content development taken forward through targeted pan-European advocacy
  - setting-up cross-sectoral collaboration to shift from Policy to EU Action
- **What to improve:** Given the universal nature of the 2030 Agenda, we should reach out more to institutional targets from other sectors, beyond DG Development and Cooperation and DG Environment at EU level or the development and environment ministries at national level.
- See also [Evaluation of the global Beyond 2015 campaign](#) which makes reference to the European regional coordination

### 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 RAISING (DEAR)

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 improved

##### Achievements and activities

With the help of the DEEEP project, the following activities have been organised:

- A seminar on 'Transformative communication for the development sector' has been organised in Brussels for the CONCORD members and members of members. The seminar gathered 30 persons from 15 organisations (coming in pairs - one with a policy background, one with a communication expertise). During 2 days, they have analysed the values and frames behind their communication. The objective was to integrate back home a new critical perspective into their daily work. The main outcome was [a practical toolkit](#) targeting anyone interested to question the way we address development issues.
- The World Citizens Movement process, started 2 years ago, has been taken forward and a 3rd global conference "Towards a World Citizens' Movement – Connecting the Circles" has been organised in Tunis in the framework of the World Social Forum. More than 150 participants joined the conference to address global citizenship and systemic change for 2 days. It was a unique space for innovation, creativity and transformation gathering CSOs and grassroots activists from around the world.
- Finalisation of an online library, included in the new CONCORD website.
- [The DEEEP closing event](#): For the last conference of the DEEEP Project, more than 100 participants explored the real work of development education and awareness raising. Through a

participatory appreciative enquiry methodology, they have distilled the ‘Best of Global Learning’, education that addresses systemic transformation.

- 8 research publications aiming to bring a new perspective to and/or deepen the concepts of development education, global citizenship or transformation. The full list can be found [here](#) and in the CONCORD online library.
- Sub-granted projects around Europe: in order to strengthen capacity of the members, to encourage active initiatives and innovative practices in development education, [8 seminars](#) and [3 projects](#) have been co-funded by the DEEEP project.
- Lobbying the European Commission for the next DEAR call conditions: organisation of several webinars together with TRIALOG aiming to design a concept paper to be sent to the EC.
- [Lobbying the UN for the 4.7 SDG target](#)
- Creation of a coalition on the 4.7 SDG target named “[The Bridge 47](#)”. This coalition will be taken forward by the HUB 4.

Full details of the activities on [www.deeep.org](http://www.deeep.org)

### **Learnings**

#### **What worked:**

- Promoting systemic change inspires other organisations: The success lies mostly in the approach, the mindset of daring to question, challenge and start controversial debate. The strong culture of self-reflection and learning were key elements of the process. Thanks to the support of other networks and members, this approach is now reflected in all the hubs objectives.
- Breaking silos and working with non-development actors across civil society and with grassroots: via the DEEEP project, the DARE Forum has linked the DEAR sector with wider areas of citizen empowerment, education, activism, social movements and global networks for change. This has been a success in the framework of events’ organisations. The partnership with CIVICUS for the ‘global conferences’ organisations was a success too.
- Shifting the conceptual reference frame of DEAR to Global Citizenship Education: This objective has been achieved thanks to publications, conferences and promotion of the concept outside of the traditional ‘DEAR’ environment.
- Having the 4.7 target in the SDGs is a real achievement for the values-based education sector!

#### **What to improve:**

- There was a lack of theoretical background and reflection on what is behind this ‘radical change’.
- Having a too ambitious agenda: The project as well as the Forum got trapped in contradictions in each of these processes. Indeed, each of these objectives were challenges on their own, even more considering the limited framework: limited amount of resources, limited flexibility in a European-funded project, etc.
- The long-term strategy has been undermined for the creation of partnerships: the strategy was set up on a short-term (3 year project) and results-oriented perspective, allowing few time for reflection and strategic thinking. Some of the partnerships and coalition have not been explored outside of the ‘event organisation’ set-up.



### 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

The Policy Forum on Development (PFD) was formally launched in November 2013 and it was set up by the European Commission as a follow up of the structured dialogue process to offer CSOs and Local Authorities from the EU and partner countries, as well as European institutions, a multi-stakeholder space for dialogue on EU Development Cooperation and development issues.

Upholding its important role in the design and implementation of EU Development policies and programmes, CONCORD actively participates in the PFD, liaising with other European, regional and global CSOs and Local Authorities, as well as with EU institutions, to promote an enabling environment for CSOs. 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, representing its work and positions on various topics such as Post 2015 and CSO enabling environment.
- Strengthening the engagement between EU Delegations and civil society was a major achievement, which enhanced the role of EU Delegations in promoting a more conducive environment for civil society.
- CONCORD worked closely together with other European CSO platforms in-between the PFD sessions.
- Through its engagement in the PFD, CONCORD also cemented its dialogue and partnership with the European Commission.

#### Learnings

- **What worked:** Strengthening the political and strategic dimension of the PFD, through a coordinated work and concerted actions with other EU CSO platforms.
- **What to improve:** To enhance internal coordination feed in and feedback mechanisms on the PFD.

### FUNDING FOR DEVELOPMENT AND RELIEF (FDR)

In 2015, CONCORD promoted an enabling environment for CSOs by carrying out strategic advocacy towards the EU Institutions in Brussels, Member States and EU Delegations at country level for an adequate and accessible funding to CSOs and for their effective engagement in EU development cooperation policy and programming at every stage of the decision-making process. CONCORD also continued to build the knowledge and capacity of its constituency on EU funding for development.

#### **Key objectives**

- To engage actively with the European Commission on the development cooperation thematic and geographic instruments and programmes, enhancing CSO involvement in the policy dialogue and programming of development aid.
- To influence the financial regulation developments and build Members' capacity to engage with the EU institutions on funding, increasing their capacity to access, apply for and manage EU funding.
- To raise awareness and capacity for increased engagement between EU Delegations and CSOs in order to promote a better enabling environment for CSOs in EU partner countries.

#### **Achievements and activities**

##### **Programming and implementation of EU instruments**

- Engagement with the EU Institutions on development cooperation funding instruments, developing a range of recommendations and dialogue with Member States and EC officials to influence future programming by commenting on annual programmes.
- Monitoring of the various EU development cooperation instruments and programmes, keeping CONCORD members continuously informed, namely through bi-monthly update messages.
- Two studies were initiated in 2015 on "[EU Funding Delivery Mechanisms – new trends in EuropeAid funding and what they mean for CSO](#)" and "CSOs' access to EU funding" with the purpose of contributing to a better understanding of EU funding in the broader CONCORD constituency. The development of these studies led to an active exchange of knowledge and experiences between active members in 2015.

##### **Financial rules and regulations**

- A regular dialogue was maintained with DG DEVCO on financial rules and regulations to ensure their shape fostered an enabling environment for CSOs, and enable a common understanding of the interpretation of grants implementation rules.
- A number of guidance notes on EU rules and templates were developed by the FDR in 2015, due to be distributed to members in early 2016.

##### **Engagement between EU delegations and civil society**

- Engagement between EU Delegations and CSOs was promoted through various activities. Highlights include the launch of the report on "[Mutual Engagement between EU Delegations and Civil Society Organisations](#)" and the issue of an "[Analysis of six EU Country Roadmaps for Engagement with Civil Society and recommendations for the future](#)" and a Briefing for CONCORD members and their partners in the global south about the status and next steps concerning the EU country roadmaps process. Learning resources have also been developed with a training toolkit on "Mutual engagement between EU Delegations and Civil Society" due to be published and used in 2016.

### Other

- The FDR took an active role in civil society networking and advocacy to uphold and safeguard the EU development budget during the 2015 EU budget negotiations.

### Learnings

#### What worked:

- The bimonthly FDR update message is an excellent way to keep members informed and active members coordinated.
- Members have been very committed to sharing work, and in some cases even co-funding it. This commitment has made it possible to do much more than would have been possible with only CONCORD resources.
- Using the close and regular dialogue with DEVCO officials to ensure that CONCORD's messages could be included in several DEVCO meetings during the year with the potential to shape the attitudes of officials at EU delegations and in Brussels.

#### What to improve:

- 2015 saw a few occasions for coordination with other related working structures within CONCORD such as the Cotonou and EPAN groups, which can be further strengthened in the future.
- The work of the FDR working group has improved in interconnecting areas of work and seeing activities as a part of a longer term strategy, and this can improve even further in the future, so that CONCORD's advocacy work as a whole has an interconnected logic all the way from overall policy to aid policy to aid strategies to programming to implementation and follow up.

### 1.2.3. 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. The WG CSO Development Effectiveness 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. Through our engagement in the CPDE, CONCORD coordinated and led a group of European CSOs to the Third Financing for Development conference in Addis Ababa in July 2015, equipped with its two flagship publications on the subject: "[Destination Addis Ababa: The European Union's Responsibilities at the Third Financing for Development Conference](#)" and "Means of Implementation for the post-2015 framework".

#### 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 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 2015, CONCORD coordinated a development of a joint position towards the Third Financing for Development conference later that year, with a specific focus on aid effectiveness.
- Ahead of the conference, CONCORD coordinated a group of European CSOs advocating with their national governments and jointly with the EU on CSOs involvement and uptake of policy messages.
- 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 a presentation on "The Istanbul Principles and CSOs" for CONCORD Conveners Forum in May 2015.

## **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.

### **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 2015 CONCORD was active in strengthening this approach to its 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.
- Advocate for the mainstreaming of a human rights-based approach in the policies and practices of EU institutions and member states.

### 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 2015, CONCORD Gender Working Group's focus was on the new European Commission's Gender Action Plan and internal CONCORD advocacy to ensure attention for gender in the new organisational strategy.

### Achievements and activities

- The EU's '*plan of action on gender equality and women's empowerment in development 2010-2015*' represented an effort to tackle gender equality and women's rights in developing countries and coordinate these efforts between EU institutions and Member States (MS). However, it was not sufficiently implemented or resourced; it lacked leadership both in Europe and in the field, staffing, and dedicated budgets. After an evaluation of gender mainstreaming by DEVCO in 2007-2013 and meagre annual progress reviews, the EC, together with a task force of 8 Member States (France, the UK, the NL, Germany, Sweden, Italy, Spain, Malta), EEAS and a number of EU delegations (EUD) developed a **new Gender Action Plan 2016-2020 (GAP)**. The **EU Gender Action Plan 2016-2020**- (GAP II) officially titled 'Framework on Gender Equality and Women's Empowerment in EU External Action'- was launched by the European Commission in September and officially endorsed by EU Member States in **Council Conclusions on 26 October**. The new GAP is broader than only development cooperation, focusing on EU External Action. It seeks to ensure better leadership and better ownership by MS, and to strengthen accountability for implementation.
- The new GAP is the main policy document that will lead the EU's gender efforts in the next 5 years, across all EU external action, and guiding the implementation of SDG gender goals and targets. As such it has been a top priority for the CONCORD gender working group. We developed recommendations for GAP 2 and spread them in a targeted fashion; participated in the consultation with EC and MS on 17 April; engaged with the Latvian and Luxembourg presidencies to influence the gender and GAP council Conclusions; organised a CONCORD gender lunch in the Parliament on the GAP (13 May) and co-organised a briefing to CODEV (7 May). Moreover, we had regular meetings and exchanges with DEVCO, EEAS and EU presidencies on this topic, as well as with the key MEPs working on the GAP in the European Parliament. On behalf of CONCORD, letters were sent to Commissioner Timmermans, with the European Women's Lobby to Commission President Juncker, and to Member States in advance of the 26 October FAC.

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- Overall, CONCORD Gender Working Group was relatively pleased with the result: the Plan itself is quite strong content-wise, keeping the so-called 3-pronged approach: inclusion of gender in bilateral dialogue, mainstreaming and standalone programming. However, there have been challenges in ensuring the political will to deliver on the GAP II and efforts in the last months of 2015 have focussed on influencing EU Institution commitments to the Plan.
- Additionally, we ensured strong representation at women's economic empowerment EU conference in Riga.
- The Gender WG spoke in an exchange of views in the DEVE Committee in June 2015
- In light of advocacy activities related to the new European Commission's Gender Action Plan and the European Parliament's resolution on the subject, a set of recommendations was developed and disseminated to key MEPs, including the rapporteur Linda McAvan MEP, numerous CODEV delegates ahead of the Foreign Affairs Council in October 2015, successfully developed and endorsed an open letter on the GAP, as well as worked out recommendations for the gender mainstreaming report.
- CONCORD is already being recognised by EU targets as Gender expert.

### **Internally:**

- Input on gender to other working groups (e.g.: on the SDGs) and the development of the CONCORD strategy:
- 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: Multiannual Financial Framework, Post 2015 and Funding for Development.
- 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 2015 co-organised with the EC and UN Women.

### **Learnings**

- **What worked:**
  - Strengthened secretariat support towards functioning of the group
  - Numerous opportunities to liaise internally and externally with other CONCORD working structures
  - Dedicated group of highly-motivated CONCORD members and allies to gender equality capturing and channelling energy towards timely and impactful delivery of 2015 work plan
- **What to improve:**
  - Maintained secretariat support
  - Improved internal and external communication

### APPROACH 2: POLITICAL ENGAGEMENT WITH THE INSTITUTIONS

#### 2.2.1. Developing CONCORD's ability to engage with the EU institutions: EU Parliament, European commission and European External Action Service and European Council

##### 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 2015, 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 demands 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 2015. 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 reposition 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 2015 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 2015, 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 2015 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 FOR DEVELOPMENT 2015 (EYD2015)/ CONCORD'S CIVIL SOCIETY ALLIANCE PROJECT**

The initiative for the European Year for Development 2015 was originally born within CONCORD in 2011 and approved by the formal Council and Parliament decision in April 2014. As a result, for the EYD2015, CONCORD became a convener for an alliance of almost two hundred different civil society organisations, networks and campaigns with their thousands of members, from a variety of different sectors. The *EYD2015 Civil Society Alliance* used the year as an opportunity to foster critical discussions on and engagement for global justice among the European citizens and civil society organisations. It collaborated closely with other campaigns, such as action/2015, the Danish World's Best News and the national EYD2015 programmes of EU Member States. The Alliance members shared the belief that a greater awareness and a stronger engagement of citizens across the European Union were vital, in order to achieve their objectives and increase a sense of joint responsibility, solidarity and opportunity.

The EU funded *EYD2015 - Civil Society Alliance* project with a total budget of 1.17 Million Euros for 15 months and its 17 sub-granted projects reached millions of people at local, regional, national, European and global level. All EU Member States and some partner countries were involved in the EYD2015 project activities. The Alliance raised awareness and fostered discussion through more than thousand events, such as small community events, school visits, trainings, mobilizations, seminars, conferences, advocacy events, and high level events, with altogether hundreds of thousands of participants.



Throughout the year, the members of the Alliance actively co-curated the official EYD2015 website and social media accounts established by the EC. In particular, the national and international social media and standard media campaigns by the sub-grantees were effective in reaching millions of readers, viewers, and followers worldwide. Non-formal experiential education actions, on the other hand, were more effective in involving citizens into critical discourse and developing narratives.

As one tangible legacy of the cooperation between civil society organisations, the Alliance anchored its involvement in the European Year in a set of policy recommendations in particular to decision-makers within the EU and its Member States. The recommendations reflect the critical thinking of citizens in the Alliance's year-long dialogue with them about development cooperation. They highlight the important role citizens can play and how to maximise their potential as key actors in the implementation of the 2030 Agenda for Sustainable Development.

The broad Alliance ensured representation of civil society and its contribution to the shift of discourse in Europe on development beyond aid and charity to address universality, solidarity and engagement. The Alliance took part in centrally organised European events including those of the Latvian and Luxembourg EU presidencies, the EU institutions and at national level in the Member States in the context of the year. Centrally, three European events were organised in Brussels, Milan and Luxembourg to bring together CSOs, experts and EU representatives to address individual and collective responsibility and engagement in relation to the new, universal, Agenda for Sustainable Development.

### **Key objectives**

- Use the European Year for Development 2015 as an opportunity to foster critical discussions on and engagement for global justice among the citizens, including political actors, of the European Union and beyond the usual development sector
- Public engagement related to the themes of the EYD2015 at national and community level through different CSOs
- Organise European activities in dialogue with the EU institutions aiming for a proper space and visibility of civil society organisations as key actors
- Collect and cluster citizens' input and propose policy recommendations to EU and national institutions

### **Achievements and central activities**

- Convening the EYD2015 Civil Society Alliance involving different sectors, not only the traditional development and relief but also youth, students, education, fair trade, social, humanitarian, environmental, migration, volunteering, and gender equality
- Coordinating the sub-granting mechanism of the EYD2015 Civil Society Alliance with the call for applications, 90 submitted applications, selection process, and 17 successful sub-granted projects implemented in different EU countries at local, regional, national and European level, also having links to global level
- Communication campaigns, social media and standard media, with videos, articles, blog posts and publications attracting and reaching millions of people in Europe and globally
- Education activities coming closer to citizens, fostering critical discussions and contributing to a deeper understanding
- Thousands of different events organised in different countries engaging citizens, especially youth, and stakeholders from different sectors
- Joint activities and close cooperation with other campaigns, such as action/2015

- Highlighting the role of citizens in the implementation of the 2030 Agenda for Sustainable Development by joint policy recommendations, at the same time anchoring the involvement of the broad Civil Society Alliance and CONCORD working structures in the European Year

More information on:

<http://concordeurope.org/who-we-are/projects/the-european-year-for-development-2015/>

### **Learnings**

#### **What worked:**

- The Alliance reached new audiences and sectors beyond the traditional development and relief sector, and gave opportunities to smaller and Eastern countries to actively take part in the EYD2015 and CONCORD activities.
- Different civil society partners, development, fair trade, gender equality, youth, formed a collaborative Steering Group for the project.
- The EYD2015 offered a new way for collaboration between civil society and institutions; CONCORD being a member of the inter-institutional working group, co-curation of the official website and social media, implementation of the national EYD programmes by CONCORD national platforms.
- Innovative concepts, interactive communication and participatory approaches, led to effective actions coming close to citizens and successful communication concerning global justice.

#### **What to improve:**

- Engagement of a broad Alliance and of citizens naturally requires participatory and interactive methods, time, resources, and so on to ensure the possibility for participation in decision-making, implementation, and action.
- More new audiences and sectors to be reached for shifting public discourse from a development and charity frame to a global justice and social transformation frame and implementation and monitoring of the new, universal, Agenda for Sustainable Development.

## **APPROACH 3: ALLIANCES**

### **2.3.1. Alliances with global civil society**

In 2015 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**

- 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**

- 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. There were debates with the EEAS and DEVCO on the future participation of CSOs within the JAF (Joint Annual Forum of the JAES) and first dialogue with the Pan-African Unit of the EEAS. 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.

- CONCORD collaborated with its partner in Latin America 'MESA de articulacion' to organise a participative Civil Society Forum for European and Latin American Civil Society that took place in 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 that took place in June 2015. In December 2015 a delegation from CONCORD met a delegation from MESA to discuss how to take forward the collaboration.
- 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.

### Learnings

- **What worked:** The Civil Society forum for European and Latin American Civil Society gathered a lot of interest beyond organisations working on development, such as organisations and networks working on Human Rights. It also got interest from the institutions, including the High Representative of the European Union for Foreign Affairs and Security Policy and Vice-President of the European Commission Federica Mogherini who spoke at the Forum.
- **What to improve:** Even though the Civil Society Forum was a success very few CONCORD members were active in the preparations.

### 2.3.2. Consolidation of alliances at EU level

#### CIVIL SOCIETY ALLIANCE FOR A EUROPEAN YEAR OF SUSTAINABLE DEVELOPMENT 2015

The aim of the alliance was 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.

#### NORTH-SOUTH CENTRE

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 (e.g.: 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 2016.

### SDG WATCH

Realizing that because of the breadth of the Agenda 2030, its universal nature and the need to build powerful alliances for systemic change, CONCORD has been involved in exploring - together with other EU CSO umbrellas from a wide range of sectors - the possibility of joining forces to make the Agenda 2030 a reality and to ensure that the EU achieves all of the Sustainable Development Goals and targets in Europe and contributes to achieving them globally. To this extent, 4 meetings were organised in 2015.

### 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 involved in coordinating the European region's participation in the CPDE. In 2015, the European region hold the election for two European representatives: Izabella Toth was selected as the European regional representative and Koos de Bruijn 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 62 national NGO platforms from Africa, Latin America, Asia, Europe and Oceania and 6 regional coalitions, accounting for more than 22,000 organizations. Several of CONCORDS National platform members are also members of IFP.

## APPROACH 4 AND 5: ORGANISATIONAL 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 into four interconnected pillars, to give a long term perspective: Outreach, learning, leadership and communication. Enhancing EU 13 member's participation in the confederation, the TRIALOG project's outcomes have been added in this section.

In the last years and with the goal to increase participation, engagement and transparency towards CONCORD members, we introduced new ways of working to challenge budget constraints and decrease our carbon footprint. These new ways of working need new ways of measuring to provide a more exact picture of the level of engagement and participation of CONCORD members. With the information

provided, we can analyse the challenges that our members face to take part in CONCORD work, identify which are the best ways of working and develop solutions to improve them.

In 2015, we saw increased participation regarding physical meetings, in comparison with 2014 even though the number of meetings organised decreased. We recorded 28 meetings, with a total number of 859 participants; 38% from National Platforms, 38% from Networks, 5% from Associated Members and 19% from Allies. The number of webinars and participation also increased in 2015 with 416 participants in 36 webinars. Finally, CONCORDnet continued increasing its number of visitors, and grew its content creation more than 2 times. Currently, 526 Concord members and 127 Concord allies have access to CONCORDnet, in different levels.

### 2.4.1. Learning and sharing

#### Key objectives

- Support members, strengthen their capacities and increase learning and sharing spaces.
- Improve the CONCORDnet platform as a learning and sharing platform.

#### Achievements and activities

- Facilitation HUB - in CONCORDnet a pool of methodologies and fora have been developed to exchange on best practices among the constituency.
- A CONCORDnet appreciative assessment has been sent to members in order to learn how people are using CONCORDnet, to see the potential of this tool and the challenges that users face (e.g. internal communications, to access information of the confederation's decentralised initiatives, more connections between members, facilitate online conversations, share experiences and knowledge between members, etc.)

#### Learnings

##### **What has worked:**

- A number of documents and videos with different methodologies were uploaded into the facilitation space. Meetings and workshops around the New Strategy were facilitated, improving the ways of working of the confederation. This increased the ownership and creativity of the process.
- CONCORDnet has become a key work tool for learning and sharing in the confederation.

##### **What to improve:**

- Even if the space is used and the methodologies more than ever form the core ways of working of the confederation, we need to better promote this space.
- We need to develop a better engagement strategy and not just focus on the technology.

### 2.4.2. Outreach

#### Key objectives

- Strengthen participatory and transparent processes in the confederation with a special focus on the approval of the New CONCORD strategy.
- Develop links between CONCORD and regional CSO networks with a special focus on Latin America
- Use a proactive approach, look for new members

### Achievements and activities

- **Participatory spaces:** 2015 was the year of the approval of the Multiannual strategy 2016-2022 by the members. During the whole year CONCORD organised a series of workshops and webinars for member exchanges, ensuring all members' representation and participation.
- **Activities with regional partners:**
  - **MESA de Articulación - EU-CELAC Forum:** organised in March. The forum counted around 120 participants, with more than half coming from Latin America and high profile guests like the High Representative Federica Mogherini and the Commissioner for development Neven Mimica.
  - **Arab NGO Network for Development:** mutual engagement in joint debates about the future of the European Neighbourhood Policy in November.
  - **REPAOC:** Carine Logbé, programme officer of REPAOC, spent one week in CONCORD on a learning exchange between the platforms.
- **New members:** during the general assembly three organisations became CONCORD members, Habitat for Humanity, ChildFund Alliance and the European Association for the Education of Adults.

### Learnings

#### **What has worked:**

- The General Assembly approved the new strategy and an operational work plan has been carried on by the members in the last semester of 2015. This will be implemented in 2016.
- The EU-CELAC forum was a rich experience in terms of coordination with other EU networks working in Latin America and particularly with MESA, our main partner in the region.

### **2.5.1. Leadership**

#### Key objectives

- Assess CONCORD leadership challenges.
- Develop the capacity of CONCORD's members and their representatives to engage in EU advocacy work on a long-term basis, to lead processes as well as to represent the development sector in political dialogue and campaigning.

#### Achievements and activities

- **Board:** two board members were re-elected Rudy de Meyer (CONCORD Belgium) and Marina Sarli (Hellenic Platform of NGOs).
- The **Multi-Annual Strategy** process created different dynamics facilitating the identification of new leaders in the confederation. A number of the board members visited members to present and debate the new Multiannual strategy during the Strategy roadshow.
- **Conveners Forum assessment:** the eve of a new strategy and three-year implementation plan provided the opportunity to explore how best to promote effective member-led work, in particular the key role of secretariat in convening and facilitating the members' input.

### Learnings

#### **What has worked:**

- More clarity and coherence on what is understood by the role of conveners.
- Leaders feeling supported and fulfilled in their role.
- Better understanding between conveners and secretariat colleagues regarding their respective roles and how to get the most out of a 'member-led – secretariat facilitated and supported' way of working.
- Better coordination between work processes across the confederation.
- A strategy to encourage a widening of the network of colleagues involved in leading and convening processes in CONCORD ('leadership development').

### **2.5.2. TRIALOG project**

TRIALOG was a project that ran from 2000 to 2015 to strengthen civil society organisations (CSOs) in the enlarged EU for active engagement in global development. The project was managed by HORIZONT3000, and supported by a consortium of which CONCORD was member. TRIALOG was developed in the year 2000 to address the upcoming situation of 10 new European Union member states with new responsibilities in many areas, including development cooperation. The project aimed to support civil society organisations to work together more effectively, form national platforms where there were none, and integrate into the European system of development policy and practice. It ended its work on 31 September 2015.

### Key objective

- Over the fifteen years of the project, the key objective was always to support CSOs in the newer member states of the EU to be effective development actors in the European system of policy and practice.

### Achievements and activities

- Platform Building: All 13 of the countries that have joined the EU since 2004 have national platforms and they are all now members of CONCORD.
- Capacity Building: The project brought together CSOs to develop their capacities on policy and practical issues, through training of multiplier and central training events as well as tailor-made training in each country and particular tools like study visits and policy digests.
- Networking: Partnership Fairs helped CSOs from around the EU create and develop partnerships that responded to EC calls for proposals and matched up more and less experienced partners.

### Learnings:

#### **What has worked:**

- Representation to ownership: A shift occurred from the project representing the stakeholders in European settings, to the development of expertise among the platforms, who were all project partners in the final phase, with a strong influence over the course the project took and access to funding for decentralised activities.
- Peer learning: Throughout the project, TRIALOG used the expertise within the community to develop the capacities of others. Whether this was platform building, study visits or EU presidency experiences, peer learning was an element that grew continuously throughout the project.

- Personal connections: Due to its long term nature, and the kind of activities it supported, the TRIALOG project fostered many meaningful relationships between individuals from different countries. These form a strong basis on which to continue joint work, even after the lifetime of the project.

### What to improve:

- The lack of resources to support platforms in the EU13 countries did not improve during the lifetime of the project and the financial sustainability of the platforms was not assured, even at the end of the project.

### 2.5.3. 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.
- Redesign of the CONCORD's website: start the process
- Provide communication and visual support for public and member events (banners, roll up, live streaming, social media, photos and videos, etc.)

#### Achievements and activities

- **Bimonthly newsletter:** In 2015 we kept our previous CONCORD Bimonthly newsletter, redesigned the new procedures for the content and the distribution list. Frequency: the newsletter goes out twice a month on alternate Tuesdays and replaces the 6 times per month format of the previous newsletters.
- **Visual identity:** In 2015 we developed our visual identity around the two most important events on financing and sustainable development: "The Third International Conference on Financing for Development" (Addis Ababa, 13-16 July) and "The United Nations Summit for the adoption of the post-2015 development agenda" (New York, 25-27 September). Furthermore, we built a tool called "daily alert" to inform our members on what happened during the events.
- **Webinars and live-streaming:** In 2015 we continued implementing webinars and live-streaming events to facilitate online meetings and broadcast our events for those who could not follow in person. We successfully broadcasted live-streaming events from our Youtube channel on topics such as the EYD2015 Civil Society Alliance launch event and the EU-CELAC Civil Society Forum. In addition, we increased the number of online webinars we set up for internal and external issues.
- **Social & media channels:** In 2015 we reduced our social media accounts to Facebook, Twitter, Google+, Youtube, LinkedIn, Prezi and Storify, in order to better focus our resources on these and adapt our content to those as much as possible. We redesigned our Youtube channel (new videos, playlists, description, link to other social networks) In particular, Storify and Twitter have become established tools for live events coverage as for the World Social Forum in Tunis and the COP21 in Paris, and Prezi is used for visual presentations at events.
  - o Facebook: [www.facebook.com/concordeurope](http://www.facebook.com/concordeurope)
  - o Twitter: [www.twitter.com/concord\\_europe](http://www.twitter.com/concord_europe)
  - o Youtube: <https://plus.google.com/+concordngoeurope/videos>



## CONCORD Annual Report 2015

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- o LinkedIn: [www.linkedin.com/company/concord-europe](http://www.linkedin.com/company/concord-europe)
- o Storify: [https://storify.com/concord\\_europe/](https://storify.com/concord_europe/)
- o Prezi: <https://prezi.com/user/3otjqagifjcv/>
- **EYD2015 website and social media co-curation:** we supported all our members and the Civil Society Alliance in implementing the new EYD2015 website and we co-curated for one week the official Facebook and Twitter accounts of the European Year for Development. [www.europa.eu/eyd2015](http://www.europa.eu/eyd2015)
- **Social media campaigns:** In 2015 we participated in several online campaigns supporting the international, regional and local civil society projects supported by the sub-granting mechanism in the implementation of the EYD2015 activities, such as #Lighttheway and #youthpower of action/2015 and #whomademyclothes of Fashion Revolution. Furthermore, we coordinated the “twitter action campaigns” trying to reach the attention of the decision makers, EU press and public opinion on a specific topic.
- **New CONCORD website:** In 2015 we started to redesign the new CONCORD website based on a reorganisation of existing information and updated revision of the website objectives. We launched a call for proposal and selected an organisation to develop a new website in such a way that it allows easy administration, flexible layout and graphical style. The new website will be launched in 2016.
- **‘CONCORDNet’ extranet platform development:** CONCORDNet, the “collaborative network”, an internal working space for members was further improved in 2015 together with the working group spaces, the library, the wiki space, the new event registration system and a common CONCORD calendar. The internal space now houses over 5,000 files. [www.concordeurope.net](http://www.concordeurope.net)
- **Press relations and open editions:** We managed to achieve coverage in leading international news agencies such as Reuters and AFP, as well as in specialist publications such as Euractiv and The Guardian.
- **Infographics and videos:** To display our information in a more visual format new infographics were developed in 2015 for the AidWatch report. In addition to this, we have edited new videos about our annual priorities 2015 and the new strategy.

### Learnings

#### **What has worked:**

- The ‘everyone communicates’ culture thanks to trainings and capacity building activities like webinars
- The EYD2015 website and social media co-curation

#### **What could have been improved:**

- Coherence of messages
- Members’ visibility & CONCORD identity

### **2.5.4. 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 2015 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 (KEHYS) as co-chair of the European Multi-Stakeholder Steering Group on Development Education on behalf of CONCORD.
- Laura Sullivan (Board vice-president) 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.

CONCORD has in recent years 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 and 2015. During 2015, CONCORD discussed with the Commission a multi-year Framework Partnership Agreement which is due to be signed in 2016.

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. Member contributions for specific pieces of work increased during 2015 to amounted to almost €32,000.

#### 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 2015 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, the 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. Two new members (Olivia Baciú, Board member and Kelig Puyet, SOS Children's Villages International) were welcomed to the FAC in 2015.

In 2012, CONCORD has put in place a new Fees System for the years 2013-2015 based on a self-selecting approach where each Member decides –depending on its own capacity- the level of its contribution to the CONCORD's membership contribution. The General Assembly 2015 which endorsed the new Strategy for CONCORD renewed this self-selecting system.

### 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 2015 we created our first collective training programme for the CONCORD secretariat and members, offering a two-day workshop on **The Role and Best Practices of the Facilitator** and another on **Impactful Communication and Public Speaking**. In 2016 we hope to build on this initiative and with time co-create a vibrant learning community across the confederation.

## 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:

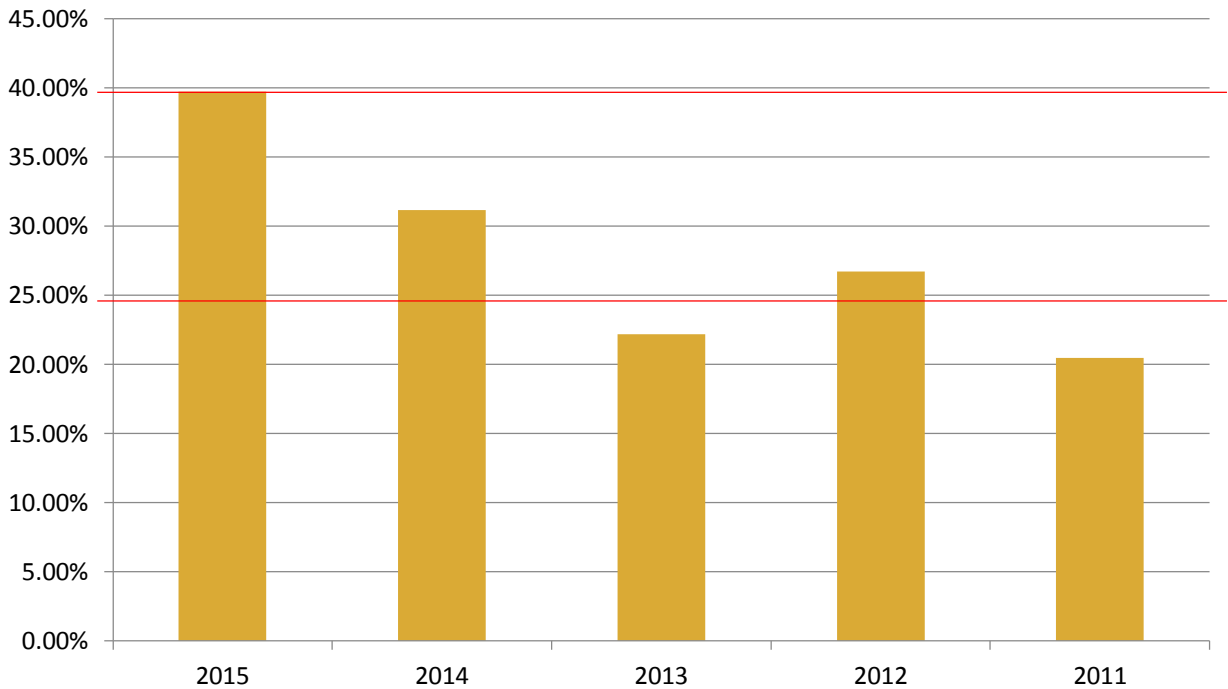
- Income sufficient for the ambitions of our strategy;
- A balance of income between members, EC and others achieved; and
- Reserves satisfactory – 25 to 40% of annual expenditure.

#### 3.1.1 Balance Sheet – All CONCORD

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

	2015	2014	2013	2012	2011	2010	2009
Intangible assets	€ 14,371	€ 6,876	€ 28,684	€ 13,751	€ -	€ -	€ 158
Tangible assets	€ 7,357	€ 6,853	€ 5,435	€ 5,969	€ 8,801	€ 8,255	€ 6,348
Financial assets	€ 10,778	€ 10,658	€ 21,089	€ 20,941	€ 20,585	€ 20,285	€ 19,990
<b>Long term assets</b>	<b>€ 32,506</b>	<b>€ 24,387</b>	<b>€ 55,208</b>	<b>€ 40,661</b>	<b>€ 29,386</b>	<b>€ 28,540</b>	<b>€ 26,496</b>
Debtors	€ 409,365	€ 316,899	€ 286,123	€ 410,803	€ 252,309	€ 243,871	€ 290,220
Cash	€ 315,313	€ 1,354,254	€ 893,040	€ 1,073,257	€ 1,067,520	€ 335,741	€ 503,578
Accrued income/deferred expenses	€ 10,089	€ 7,637	€ 12,517	€ 8,585	€ 17,898	€ 17,198	€ 25,770
<b>Short term assets</b>	<b>€ 734,766</b>	<b>€ 1,678,790</b>	<b>€ 1,191,681</b>	<b>€ 1,492,645</b>	<b>€ 1,337,728</b>	<b>€ 596,810</b>	<b>€ 819,568</b>
<b>Total assets</b>	<b>€ 767,272</b>	<b>€ 1,703,177</b>	<b>€ 1,246,889</b>	<b>€ 1,533,305</b>	<b>€ 1,367,114</b>	<b>€ 625,350</b>	<b>€ 846,064</b>
Short term creditors	€ 239,245	€ 293,625	€ 291,761	€ 343,368	€ 198,420	€ 264,714	€ 215,562
Accrued expenses / deferred revenues	€ 17,000	€ 941,484	€ 562,196	€ 711,489	€ 904,442	€ 204,347	€ 523,381
<b>Short term liabilities</b>	<b>€ 256,245</b>	<b>€ 1,235,109</b>	<b>€ 853,957</b>	<b>€ 1,054,858</b>	<b>€ 1,102,862</b>	<b>€ 469,062</b>	<b>€ 738,942</b>
<b>Provision for liabilities and charges</b>	<b>€ 19,328</b>	<b>€ 7,779</b>	<b>€ 13,451</b>	<b>€ 49,720</b>	<b>€ 8,801</b>	<b>€ 8,255</b>	<b>€ 6,506</b>
Reserves	€ 462,138	€ 379,481	€ 428,728	€ 255,451	€ 255,451	€ 194,666	€ 194,666
Special Reserve for Directors' transition			€ (45,000)				
Surplus/Deficit	€ 29,561	€ 80,808	€ (4,247)	€ 173,277	€ 0	€ (46,633)	€ (94,050)
<b>Members' Equity</b>	<b>€ 491,699</b>	<b>€ 460,289</b>	<b>€ 379,481</b>	<b>€ 428,728</b>	<b>€ 255,451</b>	<b>€ 148,033</b>	<b>€ 100,616</b>
<b>Total financing</b>	<b>€ 767,272</b>	<b>€ 1,703,177</b>	<b>€ 1,246,889</b>	<b>€ 1,533,306</b>	<b>€ 1,367,114</b>	<b>€ 625,350</b>	<b>€ 846,064</b>

## Reserve/expenditure



### 3.1.2 Summary of results – CONCORD excluding International Projects <sup>1</sup>

During 2015, the “core- CONCORD”’s total income amounted to €1,266,527 (2014 €1,559,549) and our core expenditure amounted to €1,236,966 (2014 €1,476,892), leading to a surplus of €29,561 (2014 €82,657). Our income was 0.63% more than budgeted whereas our expenditure was 1.72% less than budget leading to a surplus compared to a balanced budget.

In regards to the income:

- We spent the rest of the Gates grant that started in 2011 and was extended thanks to a no costs-extension.
- The NGO contributions were higher than expected thanks to contributions to the FDR and AW working groups as well as a grant from the CSO Partnership for Development Effectiveness for its European activities.
- The other income represents rebilling of different costs such as office costs to the different projects sharing office space with us.

Overall our expenditures were €21,590 less than budgeted.

Savings were mainly made on:

- “Travel and Meeting costs” (-€8,550 or -%11.16) as video conference and webinars are more often used and some important meetings had to be cancelled due to “Brussels lockdown” following the Paris attacks.

<sup>1</sup> Such as Beyond 2015 International Campaign or EY2015 that are both financed with their own resources

## CONCORD Annual Report 2015

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- “External Services” (-€12,440 or -13.73%). A big part of this budget was foreseen for the development of the multi-annual strategy that was finally developed with internal resources.
- “Communication & logistics” (-€26,722 or -30.64%). Some savings were made on the extranet maintenance as well as in venue rental thanks to our new office facilities.
- “Overheads” (+€11,129 or +19.98%). This is partly explained by the increase in the communication costs but as well as by the amortization of the investment we made to improve our meeting rooms facilities.
- “Office” (+€4,983 or 6.35%) partly explained by the fact that CONCORD had to absorb the cost of some projects’ ending (i.e.: TRIALOG) and covered for the gap period.
- “Other external services” represent the contribution to DEEEP and TRIALOG.
- “Staff” (+€9,985 or +1.17%) has been kept on budget.

### 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/programmes<sup>2</sup>.

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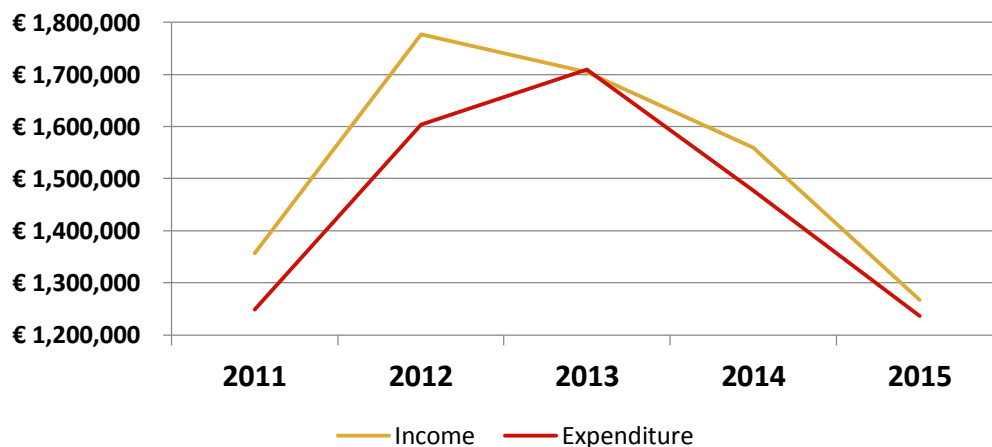
<sup>2</sup> The B&M Gates Foundation’s grant has been extended till June 2015 through a no-costs extension.

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### 3.3 Expenditure and Income – CONCORD only – Year to 31st December 2015

	2015 Budget	2015 Actuals	2014 Actuals	2013 Actuals	2012 Actuals	2011 Actuals	2015 Budget Difference	2015 Budget %
<b>Income</b>								
Membership Fees	€ 425,000	€ 429,720	€ 420,470	€ 425,540	€ 462,145	€ 448,522	€ 4,720	1.11%
NGO Contributions	€ 13,000	€ 31,917	€ 30,800	€ 13,777	€ 47,171	€ 68,343	€ 18,917	145.51%
Other contributions/ foundations					€ 36,866	€ 65,614	€ -	
	<b>€ 438,000</b>	<b>€ 461,637</b>	<b>€ 451,270</b>	<b>€ 439,317</b>	<b>€ 546,182</b>	<b>€ 582,480</b>	<b>€ 23,637</b>	<b>5.40%</b>
EC Grant	€ 700,000	€ 700,000	€ 700,000	€ 700,000	€ 696,736	€ 691,345	€ -	0.00%
Public Subsidy	€ -						€ -	
	<b>€ 700,000</b>	<b>€ 700,000</b>	<b>€ 700,000</b>	<b>€ 700,000</b>	<b>€ 696,736</b>	<b>€ 691,345</b>	<b>€ -</b>	<b>0.00%</b>
Gates Foundation	€ 95,000	€ 92,655	€ 388,407	€ 492,058	€ 511,460	€ 62,488	€ (2,345)	-2.47%
Other Income	€ 25,555	€ 12,136	€ 15,141	€ 22,533	€ 19,939	€ 18,034	€ (13,419)	-52.51%
Exceptional Income	€ -	€ 99	€ 4,731	€ 50,499	€ 3,023	€ 2,103	€ 99	
	<b>€ 120,555</b>	<b>€ 104,890</b>	<b>€ 408,279</b>	<b>€ 565,090</b>	<b>€ 534,422</b>	<b>€ 82,626</b>	<b>€ (15,665)</b>	<b>-12.99%</b>
	<b>€ 1,258,555</b>	<b>€ 1,266,527</b>	<b>€ 1,559,549</b>	<b>€ 1,704,407</b>	<b>€ 1,777,340</b>	<b>€ 1,356,450</b>	<b>€ 7,972</b>	<b>0.63%</b>
<b>Expenditure</b>								
Travel and meeting costs	€ 76,586	€ 68,036	€ 84,904	€ 150,072	€ 172,675	€ 176,681	€ (8,550)	-11.16%
Communication & logistics	€ 87,200	€ 60,478	€ 55,630	€ 49,556	€ 69,076	€ 50,210	€ (26,722)	-30.64%
External services	€ 90,614	€ 78,174	€ 90,064	€ 147,281	€ 128,840	€ 96,843	€ (12,440)	-13.73%
	<b>€ 254,400</b>	<b>€ 206,688</b>	<b>€ 230,598</b>	<b>€ 346,910</b>	<b>€ 370,591</b>	<b>€ 323,733</b>	<b>€ (47,712)</b>	<b>-18.75%</b>
Staff	€ 850,000	€ 859,985	€ 959,720	€ 1,037,139	€ 920,256	€ 713,453	€ 9,985	1.17%
Overheads	€ 55,700	€ 66,829	€ 77,951	€ 90,022	€ 98,887	€ 89,699	€ 11,129	19.98%
Offices	€ 78,455	€ 83,438	€ 105,601	€ 116,116	€ 102,525	€ 102,148	€ 4,983	6.35%
Other external services	€ 20,000	€ 20,000	€ 99,378	€ 111,123	€ 111,805	€ 20,000	€ -	0.00%
Others		€ 25	€ 3,645	€ 7,344			€ 25	
	<b>€ 1,004,155</b>	<b>€ 1,030,278</b>	<b>€ 1,246,294</b>	<b>€ 1,361,744</b>	<b>€ 1,233,472</b>	<b>€ 925,300</b>	<b>€ 26,123</b>	<b>2.60%</b>
	<b>€ 1,258,555</b>	<b>€ 1,236,966</b>	<b>€ 1,476,892</b>	<b>€ 1,708,654</b>	<b>€ 1,604,063</b>	<b>€ 1,249,033</b>	<b>€ (21,590)</b>	<b>-1.72%</b>
	€ -	€ 29,561	€ 82,656	€ (4,247)	€ 173,277	€ 107,417	€ 29,561	

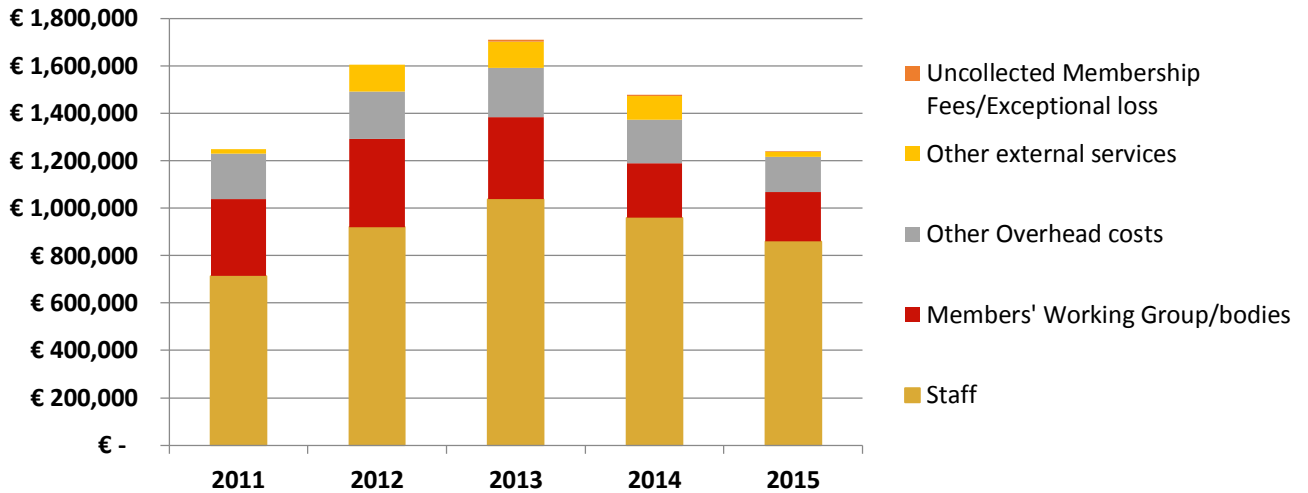
We can see that between 2010 and 2015, with the small exception of 2013, we've been able to maintain a gap between income and expenses, generating surpluses and building reserves according to CONCORD's multi-annual strategy 2009-2015.



On this chart, we can see the impact of the Gates Foundation grant on both our income and expenses.

3.3.1 Expenditure

Expenses Breakdown



By comparison with 2014:

- The cost of Members' working groups/bodies - €23,910 (-10.37%)
- Staff costs - €99,734 (-10.39%)
- Other overhead costs - €33,285 (-18.13%)
- Other external services<sup>3</sup> - €79,378 (-79.87%)
- Exceptional loss - €3,620 (-99.31%)
- Total expenses - €239,927 (-16.25%)

The decrease in "other external services" is due to the end of the Gates sub granting.

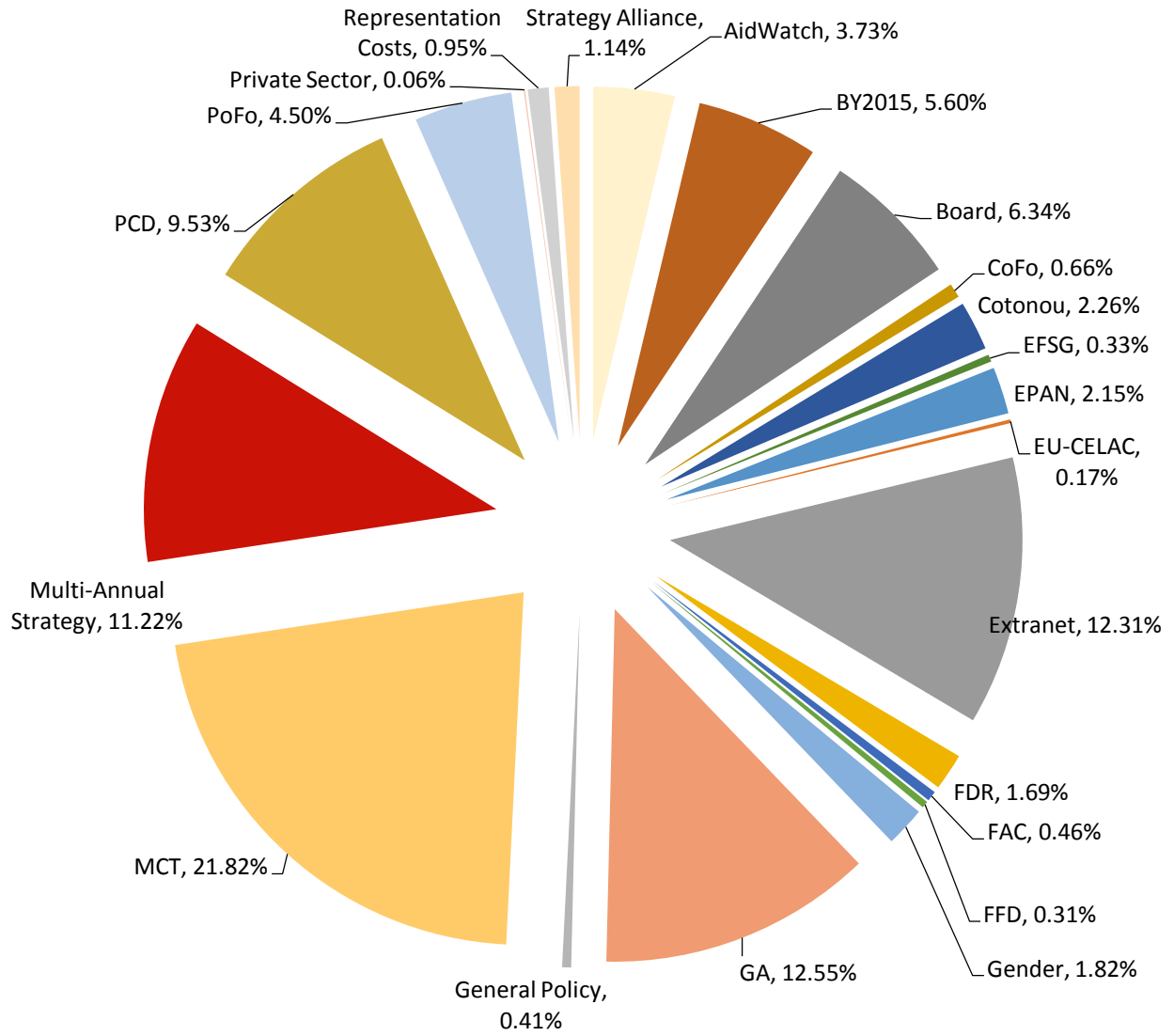
Allocated Expenditures per Activity

CONCORD uses analytical codes to directly allocate costs to its activities (excluding staff costs and other overhead). For 2015, the split between the different activities are such:

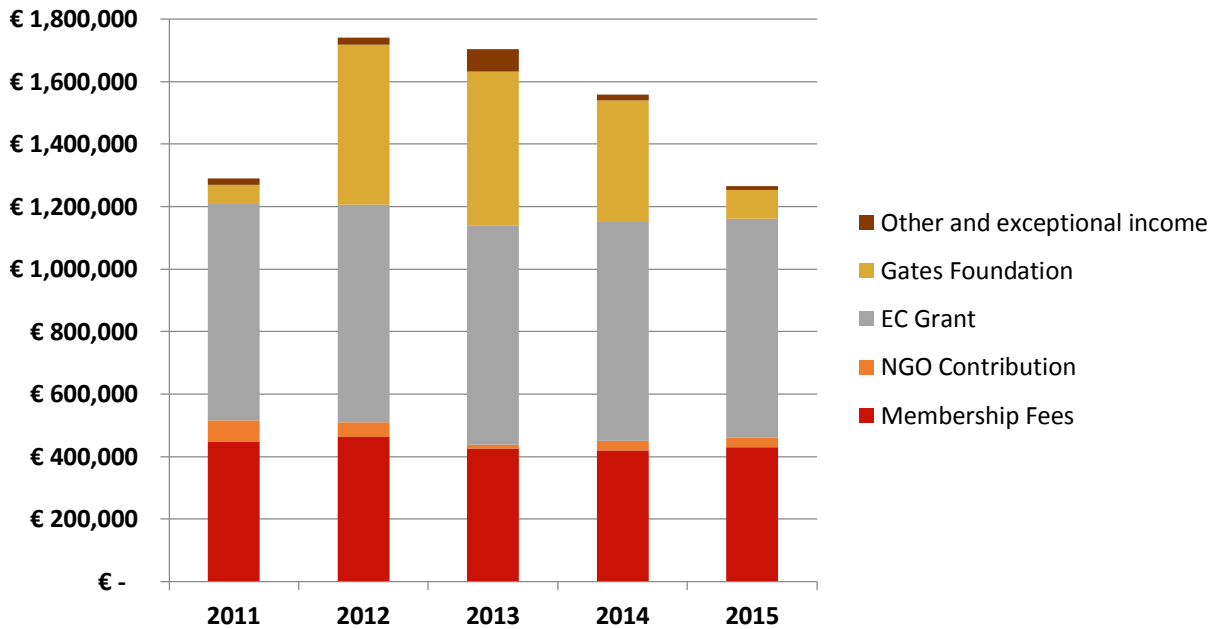
<sup>3</sup> Contributions to DEEP and TRIALOG



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## 3.3.2 Income



By comparison with 2014, our income from:

- Membership fees is up + €9,250 (+2.20%)
- NGOs contribution is up + €1,117 (+3.63%)
- EC grant is stable
- Gates Foundation revenue is down - €295,752 (-76.14%)
- Other and exceptional income is down - €7,637 (-38.43%)
- **Total income is down** **- €293,022 (-18.79%)**

The increase in Membership Fees is mainly thanks to new members. The decrease of other income is due to the decrease of rent rebilling to different project since we moved to our new place since “projects” pay directly their rent to the building owner instead of us sub-renting.

## 4. ANNUAL PRIORITIES 2015

At the end of 2014 CONCORD members identified the following annual priorities for CONCORD:

- (1) The Europe we want*
- (2) Sustainable Development Goals and Financing for Development*
- (3) Strengthen Strategic Alliances and Partnerships and respond to the increasing demand on CSOs for an enabling environment*
- (4) CONCORD's new Multi-Annual Strategy*

The Annual planning process has been a key tool for CONCORD to focus better, identify clearly outcomes rather than outputs and to develop key activities in support of CONCORD's strategy. It helped to reduce silos within the confederation and create synergies.

### 4.1. The Europe we want

#### Key objectives

- Hold EU and member states to account on development policy, aid and finance in the context of the SDGs. This includes building a cadre of champion in EU institutions supporting the Europe we Want and to raise awareness among European citizens around the kind of Europe we want beyond charity to HRBA and beyond development to social justice.
- Use the EYD to increase citizen support and action for development and for increasing the pressure on policymakers.

#### Achievements and activities

- CONCORD members started engaging with, inspire and convince policy makers and citizens that a different way is possible via stories of alternative models used in context of Post 2015, FFD, Private Sector, EYD and action/2015.
- CONCORD members started sharing stories of alternative models within own membership, with partners and citizens.
- As a political outcome, a reflection of these alternative models in EU positioning has been started.

### 4.2. Sustainable Development Goals & Financing for Development

#### Key objectives

- The EU promotes a people and planet-centred Post-2015 agenda is adopted
- The EU clarifies how it will take the post-2015 framework, including the Means of Implementation and accountability processes forward
- An appropriate financial and non-financial Means of Implementation framework is in place
- Robust and independent accountability mechanisms are agreed, which allow contributions by all stakeholders at all levels on Post 2015 framework, including Means of Implementation

#### Achievements and activities

- End of 2014 - beginning 2015 the CONCORD-Beyond 2015 ETF and CONCORD's Financing for Development Task Force launched a process to draft a [common position on Means of Implementation for the Post-2015 framework](#). For this, the European Commission's Communication 'A Global Partnership for Poverty Eradication and Sustainable Development after 2015' has been analysed and a position has been prepared and several advocacy steps have been taken in close cooperation with CONCORD's Financing for Development task force to influence the May 2015 Council Conclusions.
- More generally, CONCORD was able to influence the EU positions on the post-2015 framework quite a lot. The language in key EU and international reports and positions became closer to CONCORD's red lines.

- It has proven most difficult to influence the more systemic issues related to economic growth and financial means to bring about the change we want.
- On monitoring, accountability and review, an informal breakfast for EU MS Permanent Representatives has been organised. European CSOs contributed to the drafting of global Beyond 2015 position papers on accountability. The EU positions have been strong on this but the others around the other intergovernmental negotiation table did not agree. The actual setting up of robust monitoring, accountability and review frameworks still need to be set up from 2016 onward.

### Learnings:

- **What has worked:** both in Addis Ababa and in New York, the respective groups within CONCORD managed to arrange high-level meetings with EU and MS representatives to raise the main messages going into the respective summits.
- **What could have been improved:** the collaboration between two different working groups is not easy. It is very important to clearly clarify from the outset how coordination will take place concretely, who will lead and who will contribute to the joint effort, so all involved know what to expect.

### **4.3. Strengthen Strategic Alliances and Partnerships and respond to the increasing demand of CSOs for an enabling environment**

Enabling environment for civil society provides a fundamental basis for any democratic society and for CONCORD's members' efforts to reduce poverty and promote sustainable development. In 2015 this CONCORD annual priority focused on the politics, policies and implementation practices affecting Enabling Environment for civil society, including the rights to participate, assemble, associate, the existence of meaningful spaces for dialogue and participation and the tools available, including financial, for CSOs to play and develop our role. CONCORDs work for an enabling environment for development CSOs necessarily started at home, where CONCORD members and other CSO actors in certain EU Member States experience pressure on their operating environment. But the main focus was on ensuring that EU institutions in Brussels and EU Delegations at country level promote civil society participation and enabling environment in EU's external action. Cooperating strategically with civil society allies and partners in Europe and around the world to promote these aspects was an inherent part of CONCORD's approach in this annual priority.

In 2015 CONCORD's alliance and partnership work focused on the cooperation with regional partners on specific strategically important bi-regional processes and issues concerning EU's relationships with Africa, Latin America -Caribbean and Enlargement and Neighbourhood region. On the one hand, strengthening a collective voice that enable EU CSOs and CONCORD regional partners to monitor EU regional policies towards CELAC, Enlargement, Neighbourhood and Africa was a focus to this priority. On the other, anchoring CSOs representation in the architecture of these regional processes was the basis to increase the enabling environment of the CSOs in its capacity to participate and monitor the bi-regional policies. In all its advocacy and lobbying priorities CONCORD sought to collaborate and build synergies with other civil society organisations pursuing common grounds and causes so that citizens, particularly the most marginalized, in the EU and around the globe have a greater influence on political debates and policy decisions.

The Private Sector and Development (PSD) continued as a dominant theme in 2015: we have strengthened its alliances with other stakeholders in the debate. The PSD WG as a portal for contacts and engagement with new strategic allies contributed through its learning community to an enabling environment.

### **Achievements and activities**

- We increased awareness of and advocacy for enabling environment for development CSOs in EU. A particular focus was given to the assessment, protection and expansion of “under pressure” spaces. This pressure refers to the three dimensions of enabling environment for civil society: political voice, policy influencing and in implementation mechanisms.
- We Influenced policy and implementation of EU institutions, EU Member States and EU Delegations to strengthen their work for civil society participation and enabling environment CSOs and build capacity of CSOs to engage with EU institutions and delegations. Advocacy towards member states via National Platforms is part of the action plan and implementation strategy.
- We collaborated with regional and global counterparts (PFD, CPDE) to pursue and protect the political space of civil society to engage specifically in actual bi- regional policy making, in the geographic areas of the ACP countries and Africa, Enlargement & Neighbourhood (East + South) and Latin America & Caribbean.

### **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 was endorsed by the General Assembly in June 2015.

### **Achievements and activities**

- The **Strategy Task Force formed** in February 2014 continued to meet and oversee the process of CONCORD's new multi-annual strategy 2016-2022. On the basis of the members meeting in November 2014 (looking at possible scenarios for a future CONCORD), a draft document was prepared by the Task Force and submitted to members for detailed comments and suggestions from members.
- At the same time the proposed new Strategy was discussed with members in a ‘roadshow’ covering 14 members by Secretariat staff and Board members. The discussions were helped by a draft text and summary info graphic representing the main pillars of the proposed new approach.
- Three webinars were held in the spring, gathering members and external speakers/experts to explore critical issues emanating from the Strategy discussion. The webinars were looking at the following themes: Hub 1 - SDGs & PCSD change objectives; Hub 2- Financing for Sustainable Development; Hub 3 - Promoting Civil Society Space; Hub 4 - Global Citizens Education & People Engagement; Table 5 - A more inclusive and vibrant Network & CONCORD self-organised initiatives. These webinars allowed CONCORD members from across the continent to have their say.
- The Strategy text was endorsed by the CONCORD General Assembly in June, with the comment that members would like to continue to be involved in planning how it would be implemented.

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- Accordingly, a task force of 12 members met three times over the summer to make recommendations to the CONCORD Board on how to prioritise work streams and how to promote inclusion.
- In October a members' event discussed specific objectives to be agreed within a framework of four areas of focus. These were agreed by the CONCORD Board at the end of the year when the Strategy was declared operational.

### **Learnings**

#### **What worked:**

- The strategy process enabled a many - perhaps a majority - of members actively involved in CONCORD to participate in the construction of the new direction of the Confederation at multiple points.
- While representing an 'evolution rather than a revolution', the strategy nevertheless enabled us to have a conversation about the external context, the challenges we face and our value added as a confederation in leading to a more just world living within its planetary boundaries. It resulted in a more focus for our work intended to lead to more coherence and greater impact and a means of ensuring the implementation of the ambitious Agenda 2030 sustainable development goals we have advocated so hard for.

#### **What to improve:**

- The journey represented by the strategy was a long one and could have been mapped out better from the beginning. We learned that although including as many members as possible increased ownership, at a certain point, the talking had to give way to decisions.

# Annexes

**Annex 1: Board members at the end of 2015**

**President:**

**Johannes TRIMMEL**

Austrian National Platform

**Members of the Board:**

**Laura SULLIVAN – Vice-President**

ActionAid International

**Marius WANDERS – Treasurer**

World Vision

**Izabella TOTH – Secretary**

CIDSE

**Olivia BACIU**

Romanian National Platform

**Lars BOSSELMANN**

CBM

**Carlos CABO**

Spanish National Platform

**Rudy DE MEYER**

Belgium National Platform

**Farah NAZEER**

UK National Platform

**Marina SARLI**

Greek National Platform



### Annex 2: Description of the political working groups active in 2015<sup>4</sup>

**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](mailto:amy@ukan.org.uk)
- **CONCORD Secretariat:** Zuzana SLADKOVA [Zuzana.SLADKOVA@concordeurope.org](mailto:Zuzana.SLADKOVA@concordeurope.org) (until June) - Dorota Sienkiewicz - [dorota.sienkiewicz@concordeurope.org](mailto:dorota.sienkiewicz@concordeurope.org) (from May)

**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](mailto:tanya.cox@plan-international.org)  
Sally Nicholson (WWF European Policy Office) - [snicholson@wwf.eu](mailto:snicholson@wwf.eu)
- **CONCORD Secretariat :** Lonnie Poissonnier - [lonnie.poissonniers@concordeurope.org](mailto:lonnie.poissonniers@concordeurope.org) (from March)

**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 develops ad hoc policy initiatives when appropriate.

- **CONCORD Secretariat:** Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org).

**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

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<sup>4</sup> Some of these working structures may no longer be active in 2015.

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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](mailto:saldanha@cidse.org)
- **CONCORD Secretariat:** Zuzana SLADKOVA [Zuzana.SLADKOVA@concordeurope.org](mailto:Zuzana.SLADKOVA@concordeurope.org) (until June) - Dorota Sienkiewicz - [dorota.sienkiewicz@concordeurope.org](mailto:dorota.sienkiewicz@concordeurope.org) (from May)

**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](mailto:ccabo@aporsolidaridad.org)
- **CONCORD Secretariat:** Nathalie Bekier Djerf [nathalie.bekierdjerf@concordeurope.org](mailto:nathalie.bekierdjerf@concordeurope.org) (until September) - Cecilia Rolland - [cecilia.rolland@concordeurope.org](mailto:cecilia.rolland@concordeurope.org) (from September)

**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](mailto:laura.sullivan@actionaid.org)
- **CONCORD Secretariat :** Sabine Terlecki - [Sabine.Terlecki@concordeurope.org](mailto:Sabine.Terlecki@concordeurope.org)

**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) - [andreia.oliveira@dsw.org](mailto:andreia.oliveira@dsw.org)  
Gina Wharton (IPPF)- [gwharton@ippfen.org](mailto:gwharton@ippfen.org)  
Gerard Karlshausen (CNCD) [Gerard.karlshausen@cncd.be](mailto:Gerard.karlshausen@cncd.be) (until May)  
Steffie Neyens (Light for the World) – [s.neyens@light-for-the-world.org](mailto:s.neyens@light-for-the-world.org) (from June)
- **CONCORD Secretariat:** Nathalie Bekier Djerf [nathalie.bekierdjerf@concordeurope.org](mailto:nathalie.bekierdjerf@concordeurope.org) (until September) - Cecilia Rolland - [cecilia.rolland@concordeurope.org](mailto:cecilia.rolland@concordeurope.org) (from September)

**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](mailto: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](mailto:mari@humanae.ee)  
Bobby McCormack (DP/Dochas) [bobby@developmentperspectives.ie](mailto:bobby@developmentperspectives.ie)
- **CONCORD Secretariat:** Tobias Troll - [tobias.troll@concordeurope.org](mailto:tobias.troll@concordeurope.org)

**Enlargement, Pre-accession and Neighbourhood (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](mailto:antonella.valmorbida@aldaintranet.org)  
Maurice Claassens (Solidar) - [maurice.claassens@solidar.org](mailto:maurice.claassens@solidar.org)
- **CONCORD Secretariat:** Nathalie Bekier Djerf [nathalie.bekierdjerf@concordeurope.org](mailto:nathalie.bekierdjerf@concordeurope.org) (until September) - Cecilia Rolland - [cecilia.rolland@concordeurope.org](mailto:cecilia.rolland@concordeurope.org) (from September)

**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.

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- **Chairs** : Stineke Oenema (PARTOS- ICCO) - [Stineke.Oenema@icco-cooperation.org](mailto:Stineke.Oenema@icco-cooperation.org) (until April 2015) Aurèle Destrée (Glopolis) - [destrée@glopolis.org](mailto:destrée@glopolis.org)
- **CONCORD Secretariat**: Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org)

**European Year for Development 2015 Steering Group:** European Year 2015 Task Force officially in place since September 2013 (it started in early 2012 as an inter-institutional consultation body of CONCORD promoting the idea and lobbying for the decision on the EYD2015) was followed by the Steering Group for the project *European Year for Development 2015 - The Civil Society Alliance*. CONCORD followed an inclusive approach in the governance of the project by opening the Steering Group for non-CONCORD representatives of the Civil Society Alliance. Moreover, one representative of CONCORD constituency and one representative of non-CONCORD members of the Alliance acted as Co-Chairs.

- **Co-Chairs:** Inese Vaivare (LAPAS, Latvian NP)  
Sergi Corbalan (Fair Trade Advocacy Office, FTAO)
- **SG members**
  - Ana Alcalde (Alianza por la Solidaridad, representing action/2015)
  - Marco Boaria (ALDA, CONCORD Associate member)
  - Stefan Grasgruber-Kerl (Suedwind, representing Austrian NP)
  - Seamus Jeffreson (CONCORD Director)
  - Pierrette Pape (European Women's Lobby)
  - Marius Wanders (World Vision, CONCORD Network member, CONCORD board member)
  - Brikena Xhomaqi (representing Erasmus Student Network)
- **CONCORD Secretariat:** Johanna Hakulinen, Francesca Minniti, Sachan Kumar, Francesco Verdolino, Aneta Haimannova

**Funding for Development and Relief (FDR) Working Group:** The core mandate of CONCORD's Funding for Development and Relief Working Group is to translate the political recognition of civil society organisations as development actors into an enabling environment, where CSOs can access sufficient, high-quality EU development funding, as well as having political, regulatory and policy-influencing space. The FDR has a steering group and three subgroups: Geographic and Thematic Instruments, Financial Regulation and EU Delegations.

- **Chairs:** Asa Thomasson (CONCORD Sweden) - [asa.thomasson@concord.se](mailto:asa.thomasson@concord.se)  
Stijn De Lameillieure (Save the children) - [S.DeLameillieure@savethechildren.org.uk](mailto:S.DeLameillieure@savethechildren.org.uk) (until July)  
Martina Roth (Partos / Oxfam Novib) - [Martina.Roth@oxfamnovib.nl](mailto:Martina.Roth@oxfamnovib.nl) (from September)
- **CONCORD Secretariat** : Lonnie Poissonnier – [lonnie.poissonnier@concordeurope.org](mailto:lonnie.poissonnier@concordeurope.org) (until April)  
- Vania Freitas - [vania.freitas@concordeurope.org](mailto:vania.freitas@concordeurope.org) (from May)

**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

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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.

- **Steering group:** Jessica Poh-Janrell (CONCORD Sweden), Aurore Guieu (IPPF-EN), Celine Mias (CARE International), Inge Brees (CARE International), Cecile Vernant (DSW), Lisa Goerlitz (DSW), Alba Gonzalez (CBM)
- **CONCORD Secretariat:** Zuzana SLADKOVA [Zuzana.SLADKOVA@concordeurope.org](mailto:Zuzana.SLADKOVA@concordeurope.org) (until June) - Dorota Sienkiewicz [dorota.sienkiewicz@concordeurope.org](mailto:dorota.sienkiewicz@concordeurope.org) (from May)

**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 – [lonne.poissonnier@concordeurope.org](mailto:lonne.poissonnier@concordeurope.org) (until April) / Vania Freitas - [vania.freitas@concordeurope.org](mailto:vania.freitas@concordeurope.org) (from May)

**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](mailto:Bob.van.Dillen@cordaid.nl)
- **CONCORD Secretariat :** Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org)

**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.

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- **Chairs:** Evert-Jan Brouwer (Woord en Daad) - [e.brouwer@woordendaad.nl](mailto:e.brouwer@woordendaad.nl)  
Rilli Lappalainen (Kehys) - [rilli.lappalainen@kehys.fi](mailto:rilli.lappalainen@kehys.fi)
- **CONCORD Secretariat :** Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org)

**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](mailto:a.kurat@venro.org)  
Denise Auclair [Auclair@cidse.org](mailto:Auclair@cidse.org)
- **CONCORD Secretariat :** Sabine Terlecki - [Sabine.Terlecki@concordeurope.org](mailto:Sabine.Terlecki@concordeurope.org)

**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](mailto:Ad.Ooms@icco-cooperation.org)
- **CONCORD Secretariat:** Zuzana SLADKOVA [Zuzana.SLADKOVA@concordeurope.org](mailto:Zuzana.SLADKOVA@concordeurope.org) (until June) -  
Dorota Sienkiewicz [dorota.sienkiewicz@concordeurope.org](mailto:dorota.sienkiewicz@concordeurope.org) (from May)

**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 PCDD.

- **Chair:** Koen Warmenbol (CONCORD Belgium) - [Koen.Warmenbol@11.be](mailto:Koen.Warmenbol@11.be)
- **CONCORD Secretariat:** Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org)

**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).

- **CONCORD Secretariat:** Blandine Bouniol - [Blandine.bouniol@concordeurope.org](mailto:Blandine.bouniol@concordeurope.org)

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### Annex 3: 2015 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 2015, all the invoices have been paid.

#### 2015 CONCORD Membership Fees

Denomination	NP/IN W/AM	Country	2015 Confirmed Fees
ACTIONAID INTERNATIONAL	Nw		16,000
ADRA	Nw		8,000
ALDA	AM		2,500
APRODEV	Nw		20,000
ARENGUKDOOSTÕO 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
GLOBALT FOKUS	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	NP	Croatia	1,000
CYINDEP	NP	Cyprus	500
DOCHAS	NP	Ireland	12,720
EU CORD	Nw		6,500
FOND	NP	Romania	1,000
FORS	NP	Czech Republic	3,000
GLOBALE VERANTWOORTUNG	NP	Austria	10,000
GREEK PLATFORM FOR DEVELOPMENT	NP	Greece	500
GRUPA ZAGRANICA	NP	Poland	1,000
HABITAT FOR HUMANITY Intl	Nw	Slovakia	2,500
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	Nw		12,500
TERRE DES HOMMES INTERNATIONAL FEDERA	Nw		11,000
VENRO	NP	Germany	20,000
WORLDVISION INTERNATIONAL	Nw		16,000
wWF	AM		6,000

**Total**    **1    429,720**

### Annex 4: Beyond 2015 International

In 2015, Beyond 2015 continued to flourish as a global campaign, with strong structures in New York, five regions and 38 countries, as well as strong Working Groups and Task Forces. These structures have helped Beyond 2015 become a very effective advocacy campaign in 2015.

1,581 organisations from 142 countries participated in Beyond 2015. Of these, 69% were Southern CSOs and 31% Northern CSOs - in 44 countries in Africa, 38 countries in Europe, 26 countries in Asia, 25 countries in Latin America, 7 countries in the Pacific, and 2 countries in North America.

Beyond 2015 has used social media as an important tool for information, mobilizations and advocacy, and had over 12,000 followers on Twitter by the end of the campaign.

Building on our work in 2014, major global advocacy successes in 2015 included:

**2015: The final phase of Intergovernmental Negotiations:** A large part of the Beyond 2015 strategy was to ensure Southern participation in the post-2015 process. As such, we were able to secure the participation, and speaking slots, of strong Southern colleagues in each of the intergovernmental sessions. We also prepared numerous advocacy papers in advance of the negotiation sessions, summaries and feedback calls for our members, and briefing meetings for governments in New York. In advance of each session, we encouraged members at the national level to be sharing key advocacy messages with their governments, reinforcing messages that were being shared with the Permanent Missions in New York, as a key part of our ‘pincer movement’.

**March 2015, a change of strategy:** Policy to Action: The [Beyond 2015 global Executive Committee](#) met in Tunisia in March 2015, on the side-lines of the World Social Forum. During this meeting, it was decided to recalibrate the focus of Beyond 2015 [from policy to action](#), based on the analysis that much of the agenda was already set, and the main gap lies in the political will for implementation. This led the campaign to establish the “[Policy to Action Innovation Fund](#)” which supported colleagues in a dozen countries throughout the world to push their governments to show political leadership and develop meaningful plans to implement the post-2015 agenda in their country. A [toolkit](#) was produced to help colleagues in this work.

**September 2015, the adoption of Agenda 2030:** World leaders adopted [Agenda 2030](#) at the [United Nations Sustainable Development Summit 2015](#) (25-27 September 2015). This represented a culmination of five years of work for Beyond 2015. Hundreds of our members were in New York, pushing their leaders to put in place strong and participatory implementation plans at the national level. [Advocacy messages](#) were shared with over 100 Permanent Missions in advance of the Summit, as well as dozens of governments at the capital level. Our [advocacy tweets](#) during the Summit gained over 64,600 views and 549 retweets! Once again, we organised a high level event: ["Implementing the post-2015 agenda - building political leadership for transformative change"](#). Leaders from Tanzania, Sweden,



Colombia, Kenya and Indonesia highlighted their countries plans for implementation, and civil society representatives from across the globe highlighted our priorities for implementation at the national level. Beyond 2015 [evaluated](#) the statements made by governments during this Summit – they clearly saw it as an opportunity to flag the adoption and commitment to Agenda 2030 and the SDGs; to take stock about the achievements of the MDGS; to call for an climate agreement in Paris and to reflect on the challenge of implementing the ambitious Goals.

It was clear that whereas some Member States are already engaged and committed to adapting and bringing the SDGs into their national realities, the majority of the UN Membership has not yet developed clear plans towards the implementation of Agenda 2030. Keeping the momentum generated by the Summit will be critical to move from Policy to Action and civil society and stakeholders will need to remain vigilant and continue advocating for those commitments to translate into change at all levels.

In Europe, the Concord-Beyond 2015 European Task Force (Co-Chaired by Plan EU and WWF EU) links over 530 CSOs representatives from 36 countries.

## Annex 5: CONCORD Activity Monitoring 2015

### **INTRODUCTION:**

In the last years, while aiming to increase participation, engagement and transparency towards CONCORD members, we have introduced new ways of working to challenge budget constraints and decrease our carbon footprint. These new ways of working needed new ways of measuring. We need to have a clearer picture of the level of engagement and participation of CONCORD members.

### **GOALS OF THE REPORT:**

1. Build a clear picture of member's engagement in CONCORD work taking into account their participation in CONCORD work through different channels.
2. Analyse the challenges that our members face to take part in CONCORD work, identify which are the best ways of working we have and develop solutions to improve them.
3. Identify which are the topics our members have the most interest in.

### **WORKING STRUCTURES:**

#### **What do we measure? How?**

The last two years we have developed a data system which substituted the traditional outlook mailing list by a matrix system where members' information can be easily updated. This matrix is connected to the CONCORDnet system and the newsletter distribution list.

This new system allows data to be easily updated and provides more information about each member, such as organisation (member or member of member), gender, position, skype, twitter and participation in working groups structures, the mandate to represent CONCORD member organisation etc.).

This information allows us to have a more complete picture of the composition of the working structures. It is easier to identify which members are part of each working group, the balance between NP/NW/AS, the profile of participants (regarding their position and gender) and also the engagement of the members of our members.

This also allows us to have more information about individual members. With this information we can create specific reports by member, to know in which working structures they are, how many different people participate, and from which organisations and positions they are.

In 2015 CONCORD had a total of 23 working structures (Fora, Working groups, task forces and advisory groups). In addition, we have the governance structures (General Assembly and Board). In total the number of people involved in all these groups is 373.

Type	Name	Membership	Female	Male
Forum	Conveners Forum	36	24	12
	DARE Forum	61	40	21

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<b>Working Groups</b>	Policy Forum	55	41	14
	AW	95	59	36
	Cotonou	20	15	5
	CSO Development Effectiveness	25	17	8
	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
<b>Task Force</b>	Trade reference group	4	2	2
	Beyond 2015 European	115	80	35
	Climate Change and Development	21	13	8
	CONCORD Financing for Development	86	52	34
	European Year 2015	24	18	6
	HRBA	12	10	2
	Private sector	29	18	11
<b>Advisory Group</b>	Raw Material	8	5	3
	Financial			
<b>Governance</b>	General Assembly (Delegates)	75	44	31
	Board	10	5	5

## PHYSICAL MEETINGS:

### What do we measure? How? What does it show?

The participation of our members in the different physical meeting organised by the different working structures of CONCORD (board meetings, general assemblies, members' events, working structures meetings, etc.) is the main element that we used to take into consideration to build the *Activity Monitoring Report*.

For the last years, we have only taken into consideration the attendance lists signed by members on the day of the meeting. Since last year, we have created a new system linking the events registration with the travel costs' reimbursement system. The system allows us to keep track of the events organised during the year and to easily identify which attendance list is missing (we need to have a hard copy of attendance lists to fulfil EC requirements for auditors).

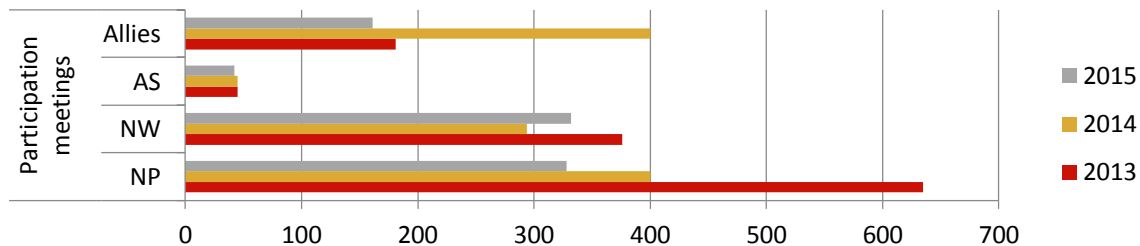
Thanks to the new system we can gather more data of the participants and in an easier way than before. We can quickly identify the total amount of meetings organised, the total number of participants, the membership balance (NP/NW/AS), the participation of allies, the most active participants, the gender balance and the profile of participants.

We can also analyse by working group and by member. Still, in order to facilitate and improve the analysis of our members' engagement we suggest below some possible improvements to take into consideration.

### What does 2015 show us?

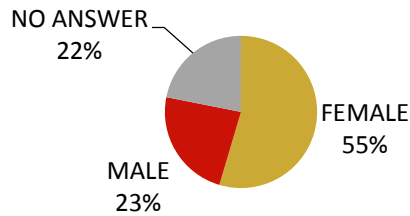
We have registered **28 meetings**, 20 of them organised via the reimbursement system and 21 of them with signed attendance lists. The number of participants reached **859**. In 2015 38% of participants were from National Platforms and Networks, 5% from Associated Members and 19% from Allies.

## Participation by type of member 2013-2015



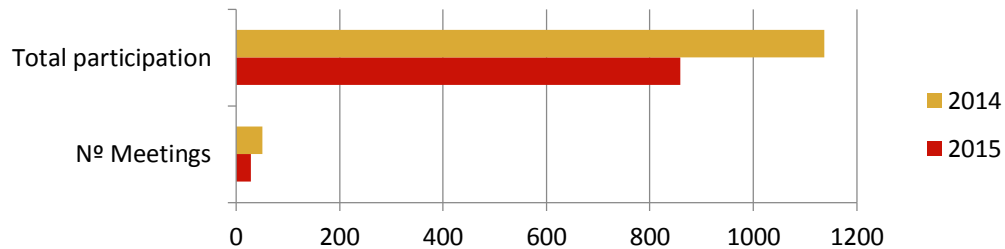
Regarding gender balance, women are most represented in CONCORD meetings.

### Gender balance 2015



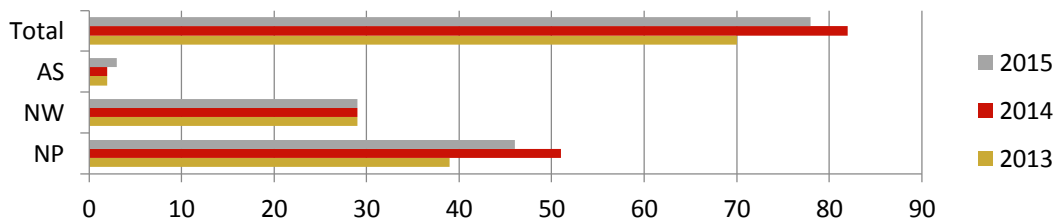
If we compare the data with 2014, we can highlight a comparative increase of the participation and a decrease of number of meetings organised.

### Comparative 2014-2015



When it comes to the General Assemblies, we note a large increase of the NP participation in 2014 compared to 2013 and a small decrease of NP participation in 2015 and an increase of AS.

### General Assembly



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Non-CONCORD members participated more in CONCORD meetings this year.

<b>List of allies attending CONCORD meetings 2015</b>	
<b>A- C</b>	<b>D-Z</b>
ACF	dance4life
Aid Watch Serbia	DSW
AEFJN	EEB
Americas Department, EEAS	EMHRN
Amnesty International	EPLO
ALCADOM	Eurodad
Amref Flying Doctors	European Partnership for Democracy
Association of European Border Regions	European Women's Lobby
Association of Cross border cooperation "Lower Danube Euroregion"	FIDH
AVSI Foundation	Help Age
british council	HRW
CAFOD	ICCO
CAN - E	ILGA Europe
CEER	Louvain Cooperation
CHESTRAD International	Lumos
Child Pact	Médecins du Monde Belgique
CIHRS	Open Knowledge Foundation
CISP	PermRep Germany
CliMates	Terra Nuova
Coalition for the ICC	The ONE Campaign
Counter Balance	Welthungerhilfe (WHH)
CSO Partnership for Development Effectiveness	World Growth Projects Inc

### WEBINARS:

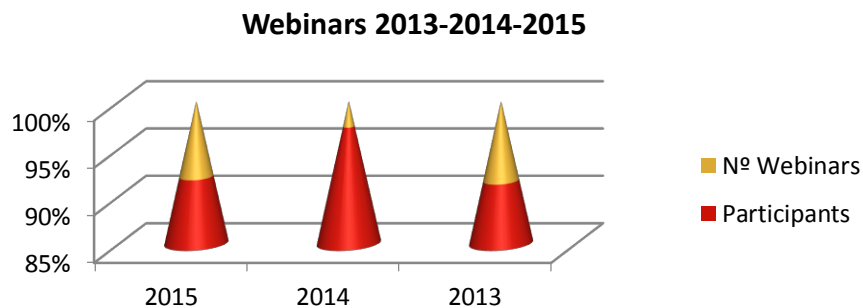
#### What do we measure? How?

In the last years, webinars have become a good reduced cost tool allowing us to organise meetings for a large number of people situated in different places. This tool has the extraordinary potential to increase members' engagement and enrich participation by including new and different people who cannot travel to Brussels for meetings.

The challenge in measuring participation during webinars is that we use different systems to organise them (Arkadin One place, Google Hangouts, Skype, and Go to the meeting). These reports are based only in the data provided by Arkadin One place (number of webinars organised, the time spent and the number of participants). We need to develop procedures to ensure we can track all the webinars. Today we have, as mentioned, the total number but we cannot analyse the engagement of each member via webinars.

#### What does 2015 show us?

The number of webinars and participation increased in 2015 with **416 participants in 36 organised webinars**.



### CONCORDNET:

#### What do we measure? How?

CONCORDnet has become the main tool for exchange and information access in the confederation. In the platform it is possible to find all information and last news related to each working structure. It is also possible to create new spaces of exchange between members related to topics outside of a specific working structure.

We can measure the number of visitors, even though we cannot track from which member they come from (contrary to webinars and teleconferences). We can track the total amount of members and allies that have access to CONCORDnet, and in this case we know who they are, as it is linked with the Working Groups' data system.

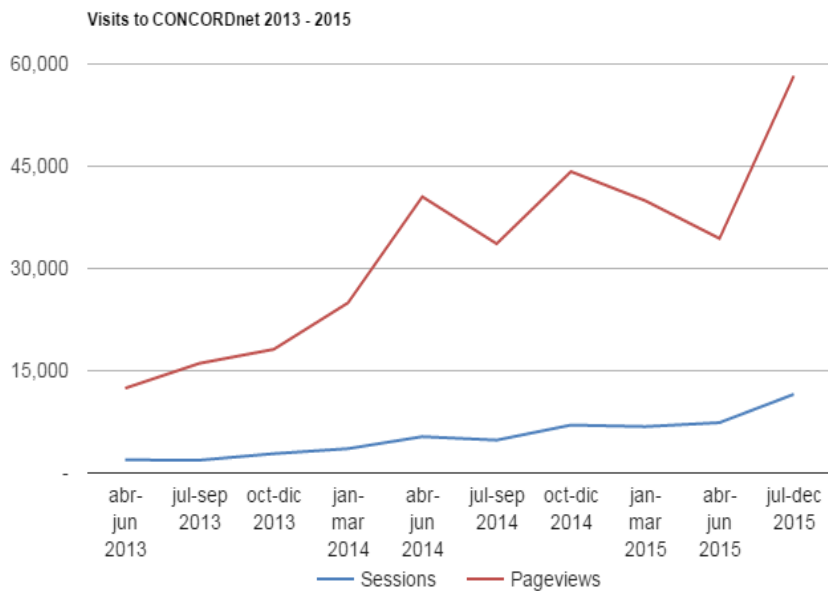
CONCORDnet has been progressively replacing and complementing e-mail communications among working structures in a way that it provides more transparency, easier and more organized access to information. New members of working groups can review relevant past discussions and information.

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Depending on the access settings for each space, other CONCORD members can have access to this information. By default, working groups' information are 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 related to the work they are directly involved in.

### What does 2015 show us?

As reflected in the graphics, the number of CONCORDnet visitors continues to increase. The content creation increased by 2 at least. Currently, 526 CONCORD members and 127 CONCORD allies have access to CONCORDnet, in different levels.





# MEMBERS

## At the end of 2015

NP National Platform members  
NW Network members  
AS Associate members

NW **Action Aid International** / [www.actionaid.org](http://www.actionaid.org)  
NW **ADRA** / [www.adra.org](http://www.adra.org)  
AS **ALDA** / [www.alda-europe.eu](http://www.alda-europe.eu)  
NW **Act Alliance EU** / [www.aprodev.eu](http://www.aprodev.eu)  
NP **Austria: Globale Verantwortung** / [www.globaleverantwortung.at](http://www.globaleverantwortung.at)  
NP **CONCORD Belgium** / [www.acodev.be](http://www.acodev.be) / [www.11.be](http://www.11.be)  
/ [www.ngo-federatie.be](http://www.ngo-federatie.be) / [www.cncd.be](http://www.cncd.be)  
NP **Bulgaria: BPID** / [www.bpid.eu](http://www.bpid.eu)  
NW **CARE International** / [www.care-international.org](http://www.care-international.org)  
NW **Caritas Europa** / [www.caritas-europa.org](http://www.caritas-europa.org)  
NW **CBM International** / [www.cbm.org](http://www.cbm.org)  
NW **ChildFund Alliance** / [www.childfundalliance.org](http://www.childfundalliance.org)  
NW **CIDSE** / [www.cidse.org](http://www.cidse.org)  
NP **Croatia: CROSOL** / [www.crosol.hr](http://www.crosol.hr)  
NP **Cyprus: CYINDEP** / [www.cyindep.eu](http://www.cyindep.eu)  
NP **Czech Republic: FoRS** / [www.fors.cz](http://www.fors.cz)  
NP **Denmark: Global Focus** / [www.globaltfokus.dk](http://www.globaltfokus.dk)  
AS **EAEA** / [www.eaea.org](http://www.eaea.org)  
NP **Estonia: AKU** / [www.terveilm.net](http://www.terveilm.net)  
NW **EU-CORD** / [www.eu-cord.org](http://www.eu-cord.org)  
NP **Finland: Kehys** / [www.kehys.fi](http://www.kehys.fi)  
NP **France: Coordination Sud** / [www.coordinationsud.org](http://www.coordinationsud.org)  
NP **Germany: VENRO** / [www.venro.org](http://www.venro.org)  
NP **Greece: Hellenic Platform** / [www.dev-ngos.gr](http://www.dev-ngos.gr)  
NW **Habitat for Humanity** / [www.habitat.org](http://www.habitat.org)  
NW **Handicap International** / [www.handicapinternational.be](http://www.handicapinternational.be)  
NP **Hungary: HAND** / [www.hand.org.hu](http://www.hand.org.hu)  
NW **IPPF European Network** / [www.ippfen.org](http://www.ippfen.org)  
NW **Islamic Relief Worldwide** / [www.islamic-relief.com](http://www.islamic-relief.com)  
NP **Ireland: Dochas** / [www.dochas.ie](http://www.dochas.ie)  
NP **CONCORD Italia** / [www.concorditalia.org](http://www.concorditalia.org)  
NP **Latvia: Lapas** / [www.lapas.lv](http://www.lapas.lv)  
NP **Lithuania: LU** / [www.litdea.eu](http://www.litdea.eu) / [www.pagalba.org](http://www.pagalba.org)  
NP **Luxembourg: Cercle** / [www.cercle.lu](http://www.cercle.lu)  
NP **Malta: SKOP** / [www.skopmalta.org](http://www.skopmalta.org)  
NP **Netherlands: Partos** / [www.partos.nl](http://www.partos.nl)  
NW **Oxfam International** / [www.oxfam.org/en/eu](http://www.oxfam.org/en/eu)  
NW **Plan International** / [www.plan-eu.org](http://www.plan-eu.org)  
NP **Poland: Grupa Zagranica** / [www.zagranica.org.pl](http://www.zagranica.org.pl)  
NP **Portugal: Plataforma ONGD** / [www.plataformaongd.pt](http://www.plataformaongd.pt)  
NP **Romania: FOND** / [www.fondromania.org](http://www.fondromania.org)  
NW **Save the Children International** / [www.savethechildren.org](http://www.savethechildren.org)  
NP **Slovakia: MVRO** / [www.mvro.sk](http://www.mvro.sk)  
NP **Slovenia: SLOGA** / [www.sloga-platform.org](http://www.sloga-platform.org)  
NW **Solidar** / [www.solidar.org](http://www.solidar.org)  
NW **SOS Children's Villages International** / [www.sos-childrensvillages.org](http://www.sos-childrensvillages.org)  
NP **Spain: Coordinadora ONGD** / [www.coordinadoraongd.org](http://www.coordinadoraongd.org)  
NP **CONCORD Sweden** / [www.concord.se](http://www.concord.se)  
NW **Terre des hommes IF** / [www.terredeshommes.org](http://www.terredeshommes.org)  
NP **United Kingdom: Bond** / [www.bond.org.uk](http://www.bond.org.uk)  
NW **World Vision International** / [www.wvi.org](http://www.wvi.org)  
AS **World Wide Fund for Nature** / [www.wwf.eu](http://www.wwf.eu)

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