

The background of the cover features a vibrant sunset with a bright sun in the upper left corner, casting long, golden rays across a clear sky. In the foreground, the dark silhouettes of three people are visible as they stand on a rocky cliff edge, their arms raised in a gesture of triumph or celebration. The overall mood is one of hope and achievement.

# CONCORD ANNUAL REPORT

# 2016

**CONCORD**  
European NGO confederation for relief and development



# ABOUT CONCORD

CONCORD is the European NGO Confederation for Relief and Development.

**Our members are:**

# 28

**National Platforms**

# 20

**Networks**

# 03

**Associate Members**

which represent over 2,600 NGOs, supported by millions of citizens all around Europe.

Our confederation brings Development NGOs together to strengthen their political impact at the European and global level. United, we advocate for European policies to promote sustainable economic, environmental and social development based on human rights, justice and gender equality. We also work with regional and global civil society allies to ensure EU policies are coherent in promoting sustainable development in partner countries.

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**Year of publication:** 2017

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## CONCORD PERIODIC PUBLICATIONS

### **AIDWATCH:**

Since 2005, Aidwatch has monitored and made recommendations on the quality and quantity of aid provided by EU member states and the European Commission. With these publications, we want to hold EU leaders accountable for their commitments to dedicate 0.7% of their Gross National Income to development assistance and to use this aid in a genuine and effective way.

[www.concordeurope.org/aidwatch-reports](http://www.concordeurope.org/aidwatch-reports)

### **EU DELEGATIONS:**

The EU Delegation reports look at political and policy dialogue and programming processes, including the Civil Society Organisation (CSO) roadmap process. The objectives of these publications are to contribute on improving the working relationship between the EU delegations and CSOs, gather examples of good practice and lessons learned, and make recommendations to the EU, Member states and CSOs.

[www.concordeurope.org/eu-relationships-publications](http://www.concordeurope.org/eu-relationships-publications)

### **SPOTLIGHT REPORTS:**

Every two years since 2009, the Spotlight reports look into the policy coherence of the EU institutions and their impact on the vulnerable communities in countries outside Europe. These reports aim to raise awareness among EU political leaders and citizens on the need to change some domestic and external EU policies to ensure a fairer and more sustainable world.

[www.concordeurope.org/spotlight-publications-policy-coherence-development](http://www.concordeurope.org/spotlight-publications-policy-coherence-development)

# FOREWORD FROM THE PRESIDENT



Dear CONCORD Members,

Twenty sixteen showed us that, more than ever, solidarity is the way forward and the only way to effectively tackle the current issues our world is facing.

On the one hand, from our confederation point of view, 2016 was an incredible year! From the implementation of the new strategy to the first Learning and Exchange Forum, this year was filled with new challenges, reflections and innovative activities on which our members collectively worked harder than ever. Together they fought for our vision of a world where people enjoy their right to live free of poverty and exploitation as well as their right to enjoy well-being and equality.

On the other side, last year generated a lot of worrying momentum on the political spectrum, showing that xenophobia, racism and hate are narratives against which we have to dedicate our daily effort. In the current political arena of alternative facts and shockingly inhumane policy moves, we have to collectively **ACT FOR CHANGE**.

**ACT.** It's time to act to make a bold and firm statement for a just, fair and equal Europe and world. We must not get lost only in reacting to a divisive, xenophobic and right-wing dominated political narrative and in that way accepting this narrative as the starting point. CONCORD believes in a very different narrative and we need to act to make this narrative a starting point for discussions at the political level and in public.

**FOR.** Political and policy debates tend to have a heavy bias for “being against” proposals and ideas. It is certainly important that we speak out about bad proposals which undermine human rights and create a society we do not want. It is equally important however that CONCORD positions itself strongly on what we are working FOR. Bonding with other civil society networks to disseminate a strong message on the ‘Europe We Want’ and the ‘World We Want’ will be essential for not being marginalised. Together we need to work hard to get our vision backed by the public.

**CHANGE.** Change is what is needed. Not a change towards an even more autocratic, erratic, populist and oppressive leadership. But a change towards universal, sustainable development and inclusive and participatory politics, which look for ways and alternatives to address global challenges built on a citizen's consensus and a joint vision of the society we want to live in.

Last year was a critical year, for Member States, the European Union, and the world. CONCORD has an important role to play. We can play this role if we ACT FOR CHANGE jointly, across all the diversity in our membership. We invite you to actively be part in our fight towards a just, fair and equal world and Europe. Your engagement is needed more than ever.

*Johannes Trimmel,  
President of CONCORD Europe*

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# CONCORD STRATEGY & STRUCTURE

In 2016, CONCORD embarked on a new seven-year strategy. The process started two years ago when members decided to shift our priorities and change the focus as well as the way the confederation works so far. The main objective was to work transversally and avoid thematic silos. Twenty sixteen was the first year of implementation of the strategy.

This new strategy is based on two pillars of work supported by key principles:

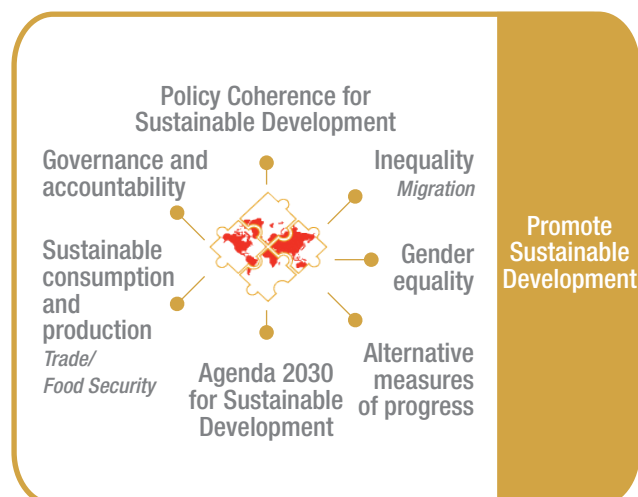
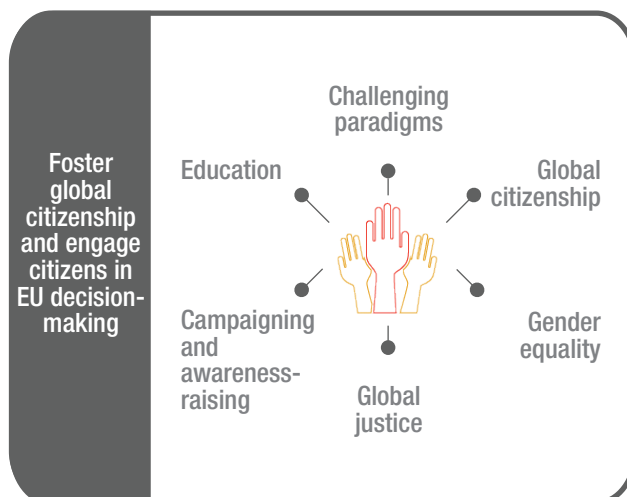
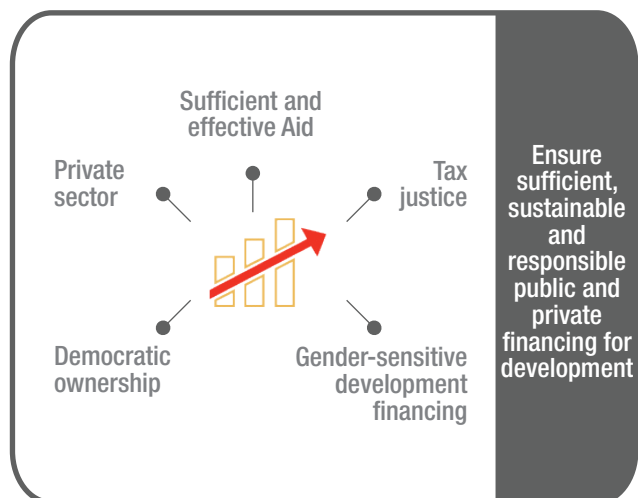
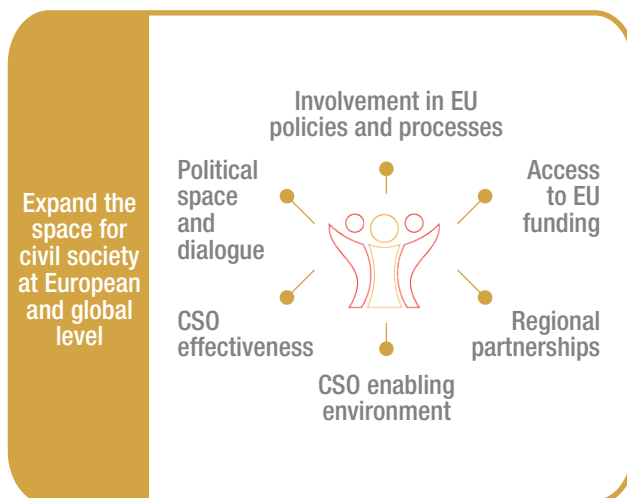
1. Making sustainable development a reality for all. European policy promotes sustainable economic, social and human development, addressing the causes of poverty and inequality, and is based on human rights, gender equality, justice and democracy.
2. An enhanced sharing and learning space to support our sector in transition. The rights and responsibilities of citizens and organised civil society, to influence those representing them in governments and EU institutions, are promoted and respected.

This strategy has been translated into 4 streams of work:

- Sustainable Development and Policy Coherence for Sustainable Development
- Financing for Development
- Promoting Civil Society Space
- Global Citizenship and People's Engagement

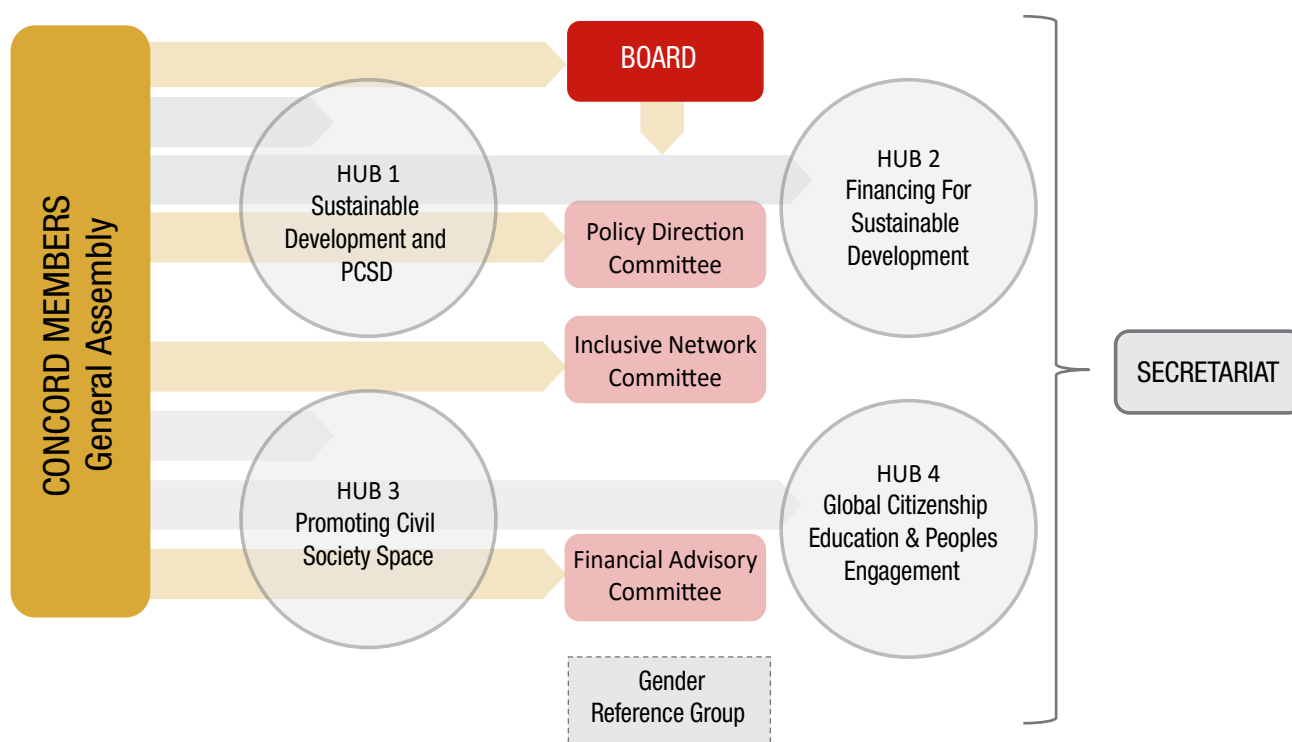
These streams are internally named 'Hubs' and gather several thematic areas of work. Each one of the 'Hubs' has its objectives, sub-structures and work plan. Find below some more details of the Hubs, which will be expanded on over the following pages of the report.

In parallel to these four streams of work, various structures support the work of the confederation and the implementation of the strategy: three committees, the secretariat and the board.



Find below the full CONCORD structure graphically illustrated:

## CONCORD Structure 2016



### THE COMMITTEES

The Committees aim to guide the work of the members, they support the coherence of the confederation's work. The Policy Direction Committee oversees the policy work and avoids working in silos. The Inclusive Network Committee promotes an enhanced sharing and learning space. It is one of the main structures supporting the second pillar of the strategy. The Financial Advisory Committee oversees the finances of the confederation.

### THE SECRETARIAT

The secretariat aims to coordinate and facilitate the membership's activities.

### THE BOARD

The board provides strategic guidance to the organisation.

On top of these structures, the Gender Reference Group aims to transversally mainstream gender in all the work.

For more details, read the next pages of the report: each of the structures above has its dedicated space.

For an interactive description of the strategy and the structure, we invite you to watch the YouTube video:

<https://www.youtube.com/watch?v=XQAQj8uVHN4>



# CONCORD BOARD



*President:*  
**Johannes TRIMMEL**,  
Globale Verantwortung  
(Austrian National Platform)



*Vice-President:*  
**Laura SULLIVAN**,  
ActionAid



*Secretary:*  
**Maria-Izabella TOTH**,  
CIDSE



*Treasurer:*  
**Olivia BACIU**,  
FOND (Romanian  
National Platform)



**Lars BOSSELMANN**,  
CBM - re-elected  
in June 2016



**Carlos CABO GONZALEZ**,  
Coordinadora ONGD  
(Spanish National Platform)



**Rudy DE MEYER**,  
CONCORD Belgium  
(Belgian National Platform)



**Floris FABER**,  
ACT Alliance EU  
- elected in June 2016



**Farah NAZEER**,  
Bond (British National Platform)  
- re-elected in June 2016



**Marina SARLI**,  
Hellenic Platform  
for Development  
(Greek National Platform)



*Former treasurer:*  
**Marius WANDERS**,  
World Vision - stepped  
down in June 2016

## OUR IMPACT

### 1. Successful implementation of the new strategy

The new CONCORD Strategy, approved by the members at the 2015 General Assembly, was implemented in 2016. During the first half of the year, the Board focused on supporting the implementation and making sure it was successful. To support the Hubs, the board created three committees: the Policy Direction Committee, the Inclusive Network Committee and the Financial Advisory Committee.

### 2. Addressing current challenges with agility

Two thousand sixteen was a year that presented a lot of challenges for civil society: the rise of populism, shrinking space in many European countries, Brexit, politicians moving away from sustainability and human rights towards securitisation and introversion, to mention a few. To ensure that CONCORD's work remains relevant, the Board has kept a close eye on these different challenges throughout the year, looked at the consequences of Brexit for the Development Sector and created links and synergies with civil society in other sectors to address common concerns. One of the products of this collaboration was the **common statement on the future of Europe** supported by 177 organisations. One way to better understand the current challenges is to get out of the "Brussels bubble". The Board kept its promise of decentralisation by holding a board meeting in the Netherlands during the Dutch EU Presidency.



# CONCORD SECRETARIAT

## LEADERSHIP



**Seamus Jeffreson**  
Director



**Gaelle Nicodeme**  
Head of Finance  
& Administration  
- on leave in 2016



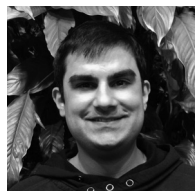
**Kate Carpenter**  
Human Resources Officer  
- currently acting as Head of  
Finance & Administration



**Marion Coat**  
Administration and Events  
Officer



**Paul Kleiber**  
Finance Officer  
- partially on leave in 2016

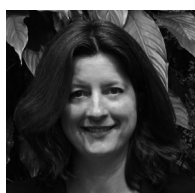


**Sachan Kumar**  
Finance Officer  
- replacing Paul Kleiber

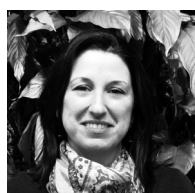


**Adrien Serafin**  
Finance and Administration  
Assistant

## ADVOCACY & POLICY



**Sabine Terlecki**  
Head of Policy and Advocacy  
- on sabbatical leave from  
15 September



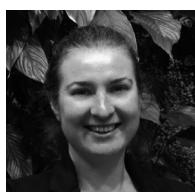
**Blandine Bouniol**  
Advocacy and Policy  
Coordinator - acting as Head  
of Advocacy and Policy since  
15 September



**Lonne Poissonnier**  
Advocacy and Policy  
Coordinator



**Zuzana Sladkova**  
Advocacy and Policy  
Coordinator - partially on  
sabbatical leave in 2016



**Dorota Sienkiewicz**  
Advocacy and Policy  
Coordinator - replacing  
Zuzana Sladkova



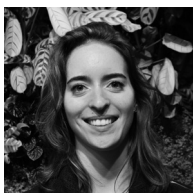
**Jorge Serrano**  
Advocacy and Policy  
Coordinator - replacing  
Dorota Sienkiewicz



**Francesca Romana Minniti**  
Advocacy and Policy Officer  
- partially on maternity leave  
in 2016



**Vania Freitas**  
Advocacy and Policy Of-  
ficer - partially replacing  
Francesca Romana Minniti



**Ella Masle-Farquhar**  
Advocacy and Policy Officer  
- partially replacing  
Francesca Romana Minniti



**Claudia Conticello**  
Advocacy and Policy  
Assistant

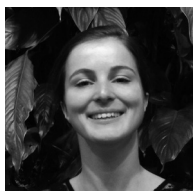


**Meagen Baldwin**  
Advocacy and Policy  
Consultant

## COMMUNICATION & MEMBERSHIP



**Soledad Briones**  
Head of Communication  
and Membership



**Helene Debaisieux**  
Communication Coordinator



**Cecilia Rolland**  
Executive Officer



**Rebecca Steel-Jasińska**  
Membership Inclusion  
Coordinator



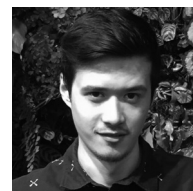
**Grace Eshiet**  
Communication Trainee  
- first months of the year



**Ludmila Pata**  
Communication Trainee  
- first trimester of the year



**Elise Carabedian**  
Communication Intern  
- second trimester  
of the year



**Filip Nguyen**  
Communication Trainee  
- third trimester  
of the year

## OUR IMPACT

### 1. CONCORD getting greener

In 2016 CONCORD developed and adopted a Green Office Policy to save energy and minimise consumption of natural resources. Our best practices include:

**Travelling:** 80.6% of the meetings take place via internet, phone or video-conferences to minimise travel. Public Transportation and Cycling is the favorite method of commuting to and from work.

**Office Supplies:** 76% of the office supplies are “green”.

**Printing:** CONCORD recycles or reuses all the unused printouts and discarded documents. Over the year, the secretariat has reduced using hard copy by 26%.

**Recycling:** The secretariat recycles all the paper, plastic, glass and organic waste.

**Carbon offset:** For all staff travel by plane, CONCORD offsets the carbon.

### 2. Organisational culture and spirit

The CONCORD secretariat is committed to creating a collaborative team dynamic in a mutually supportive working environment. In the framework of our personal and professional development plan, CONCORD organised a team building and training programme to reinforce the collective spirit and explore new ways of working as we implement our new long-term strategy. Different communication styles and skills to inspire impactful storytelling were also explored.

“CONCORD’s strategy includes ‘implementing working practices that speak for our principles’. Guided by the Istanbul framework for CSO Development Effectiveness, one part of this is promoting more sustainable behaviour. It’s baby steps but hopefully makes us reflect and inspire others in the network and beyond.”

*Seamus Jeffreson,  
CONCORD Director*



*Walking the talk - Team building of the secretariat*



# POLICY DIRECTION COMMITTEE

The Policy Direction Committee oversees CONCORD policy and advocacy work and ensures this work is coherent, impactful and in line with the objectives and principles set out in the strategy. The Committee was created as part of the new structure architecture with the Hubs, and met for the first time in September 2016.

## OUR IMPACT

In the short period of its operation in 2016 (Sept-Dec 2016), the Committee organised the process to deliver the work plan for policy and advocacy work in 2017. This process involved the different Hubs and working structures to discuss priorities and tactics, as well as ways of working together. As part of this process, it provided valuable analyses of the political trends - which will carry on in 2017.

The Committee also produced a set of guidelines to clarify the decision-making procedures for CONCORD policy and advocacy tools, which aims to make it easier for the Hubs and all working structures to turn their ideas into tangible outputs, owned by the confederation.

**"The Policy Direction Committee enables us as CONCORD members to be more coherent in our advocacy work towards European decision makers. It is important for us as European CSOs to have strategic discussions on how we can tackle the current challenges we are facing, and the Committee is a good way of linking the various work streams with each other."**

*Peter Sörbom, CONCORD Sweden  
(Swedish National Platform)*

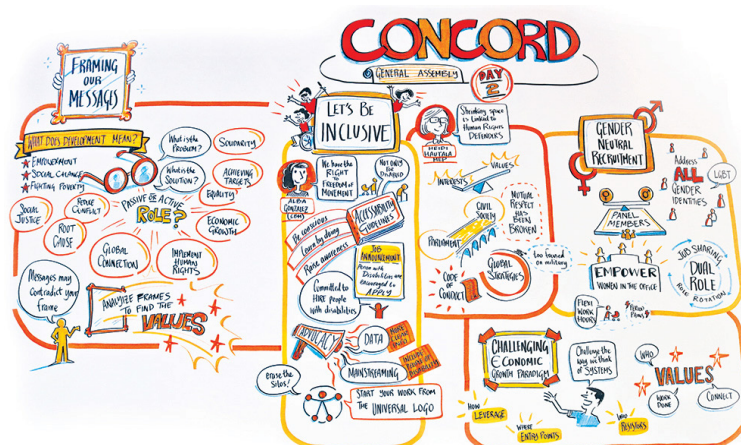
## COMMITTEE MEMBERS

## Co-Chairs

**Tanya Cox**, PLAN International  
**Maurice Claassens**, SOLIDAR

## Members

**Éva Bördös**, HAND  
(Hungarian National Platform)  
**Rudy de Meyer**, CONCORD Belgium  
(Belgian National Platform)  
**Rilli Lappalainen**, Kehys  
(Finnish National Platform)  
**Céline Mias**, CARE  
**Sally Nicholson**, WWF  
**Ad Ooms**, PARTOS  
(Dutch National Platform)  
**Francesco Petrelli**, CONCORD Italia  
(Italian National Platform)  
**Kelig Puyet**, SOS Children's Villages  
**Peter Sörbom**, CONCORD Sweden  
(Swedish National Platform)  
**Kathleen Spencer Chapman**, Bond  
(British National Platform)  
**Laura Sullivan**, ActionAid



## GENDER

Gender is embedded in the mission of the Committee with the objective to ensure that CONCORD policy and advocacy work consistently integrates a gender perspective. In order to support all working structures and Committees, it produced a roadmap for gender mainstreaming in CONCORD.

## PARTNERSHIPS AND ALLIES

The Committee has organised a mapping of the diverse partners and allies that could feed in the future membership and partnership strategies. Concretely, the Committee has been developing relationships and a dialogue with other Civil Society Organisations involved in promoting an alternative vision for Europe.

# HUB 1 ON SUSTAINABLE DEVELOPMENT AND POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT

## OUR IMPACT

### 1. EU institutions respond to the 2030 Agenda for Sustainable Development

In 2016, the different EU institutions started formulating their response to the 2030 Agenda for Sustainable Development. In May 2016, the European Parliament adopted a **Resolution** in which it calls for an overarching Sustainable Development Strategy encompassing all relevant internal and external policy areas, with a concrete implementation plan, subject to a broad consultation with all stakeholders. In November 2016, the Commission published a Sustainable Development package. In its **Communication ‘Next steps for a sustainable European future’**, the Commission reiterates its commitment to be a frontrunner in implementing the 2030 Agenda and to fully integrate the SDGs in the European policy framework and current Commission priorities, assessing where it stands and identifying the most relevant sustainability concerns. The Commission has set up an internal project team - involving a wide range of Commissioners - to discuss the 2030 Agenda implementation and aims to launch a multi-stakeholder Platform to ensure follow-up and exchange of best practices on SDG implementation across sectors, at EU and Member State level. One month later, just before the start of its EU presidency, Malta announced that in follow-up to this Communication, it will develop Council Conclusions on Agenda 2030, planned to be adopted at the General Affairs Council on 20 June 2017. The very active and persistent advocacy of CONCORD members vis-à-vis each of these different actors, both in Brussels and at national level, through reports, papers, letters, meetings and roundtables, is bearing its first fruits, but a lot of work still has to be done.

### 2. The proposed Consensus on Development is aligned with the 2030 Agenda principles

Part of the Commission's Sustainable Development package was its proposal for a new European Consensus for Development. In line with CONCORD policy analysis and recommendations reiterated on numerous occasions, this proposal tries to align the EU's development cooperation policy with the 2030 Agenda principles. It affirms the EU's commitment to the 2030 Agenda for Sustainable Development and recognises that it is highly inter-connected and needs, in its implementation, to integrate all of the dimensions of sustainable development in a balanced way. It also contains an important re-commitment to Policy Coherence for Development and Policy Coherence for Sustainable Development as well as to monitoring and accountability in that field. But **we need to remain vigilant** to ensure the principles remain central in the final new Consensus and will guide the EU's development cooperation also in practice over the years to come.

“2016 has been a year of change and reform. The new, more flexible structure of CONCORD gave us the opportunity to unite people with very different backgrounds and expertise in one Hub around one common advocacy agenda: making the SDGs and Policy Coherence for Sustainable Development a reality. We have worked towards a common vision and will build on this vision when we continue our advocacy in 2017.”

*Evert-Jan Brouwer, EU CORD*

“The report ‘Stakes could not be higher’ really underscores the achievements of our Hub in 2016: bringing together experts from various policy fields to state what the EU needs to do to live up to its promises to make the 2030 Agenda for Sustainable Development a reality.”

*Jussi Kanner, Kehys  
(Finnish National Platform)*

### 3. Continuous advocacy work for another vision of migration

In early June, the European Commission published a **Communication for a “New Migration Partnership Framework”**. In response, CONCORD called on all its national platforms to send out letters to Heads of States ahead of the 28-29 June Council meeting, **signed a letter** together with 109 NGOs calling the EU to reject the partnership, and organised a webinar to discuss the latest policy developments and coordinate the work. It was made clear that we deplored the move to further externalise migration control, meaning outsourcing reception and protection to another country in exchange for funding. We also contested the use of conditionality based on migration control indicators in

the allocation of ODA to developing countries. CONCORD called for preserving the objectives of development cooperation to fight against poverty, accountability for human rights and the opening of safe and regular channels for regular migration to Europe. The Framework was discussed by the European Council on 28 and 29 June and subsequent Conclusions were adopted despite our efforts. A deeper analysis has been undertaken of the new EU policies and initiatives and meetings have been set up with High Representative of the Union for Foreign Affairs and Security Policy / Vice-President of the Commission, Federica Mogherini and her cabinet staff to push our recommendations. Ahead of the 15 December European Council, **CONCORD elaborated an Op-Ed** which was published in Euractiv, as well as in several national media. The Summit, however, brought more of the same, while the externalisation of the control of migration flows is accelerating: more political agreements and investment of resources in key African countries for the implementation of projects addressing root causes and border management.

#### 4. Adapting to coming challenges for Policy Coherence for Development: trade and food security

In 2016, the process for ratifying the Economic Partnership Agreements (EPAs) accelerated. Through a letter sent to the Development and International Trade Committees in the European Parliament, CONCORD raised awareness about this

amongst Members of the European Parliament. The Commission had however gone ahead with making proposals to withdraw market access preferences from six African countries in October, if the EPAs had not been ratified, despite the rapidly changing political landscape in the EU and in certain African countries. During the second half of 2016, CONCORD worked hard to produce an analysis of the implementation and monitoring of the EU Food Security Policy Framework, of which a first draft was presented to relevant Commission staff in November. This **analysis will allow CONCORD to recall the value and key points of the 2010 Food Security Policy Framework**, to assess the way in which it has since been further developed, interpreted and implemented, and to make recommendations to enable the monitoring process to be a useful, high quality exercise that is able to assess impacts of programmes on the lives of those most affected by hunger and to lead to improvements in practice.

#### GENDER

At the beginning of the year, gender experts developed a draft paper on gender and migration. Gender has also been mainstreamed across the different Hub 1 activities and outputs. One clear example is the report 'Sustainable Development - the Stakes could not be higher' which looked at gender in each of the different chapters. During the Hub meeting, we also provided space for gender experts to explain the gender mainstreaming approach.

#### PARTNERSHIPS AND ALLIES: ALLIANCES AROUND THE 2030 AGENDA

For the work on the 2030 Agenda and Policy Coherence for Sustainable Development, alliances are key. At EU-level, CONCORD has for example been involved in building a cross-sectoral alliance (**SDG Watch Europe**) and also promoted this at national level. CONCORD also tries to stay well informed about what is happening at global level (e.g. within Action for Sustainable Development, Together 2030, the International Federation of National Platforms), and feeds into the processes where relevant and possible. For our thematic work, alliances are very important too. For the work on food security, the Hub liaised with the Civil Society Mechanism to the UN Committee on World Food Security. They worked together with the International Catholic Migration Commission Europe and the Forum des Organisations de Solidarité Internationale issues de Migrations to develop the **publication 'Deconstructing 10 myths about migration and development'**. The preparation of the General Assembly session 'Challenging the economic growth paradigm' was prepared in collaboration with colleagues from the Hub on Global Citizenship Education and People's Engagement.

#### STEERING GROUP MEMBERS

##### Co-Chairs

**Evert-Jan Brouwer**, EU CORD

**Sarah Kristine Johansen**, Global Focus  
(Danish National Platform) - until summer

**Jussi Kanner**, Kehys  
(Finnish National Platform) - after summer

##### Members

**Andrea Stocchiero**, CONCORD Italy  
(Italian National Platform)

**Hanna Hansson**, CONCORD Sweden  
(Swedish National Platform)

**Isabelle Brachet**, ActionAid

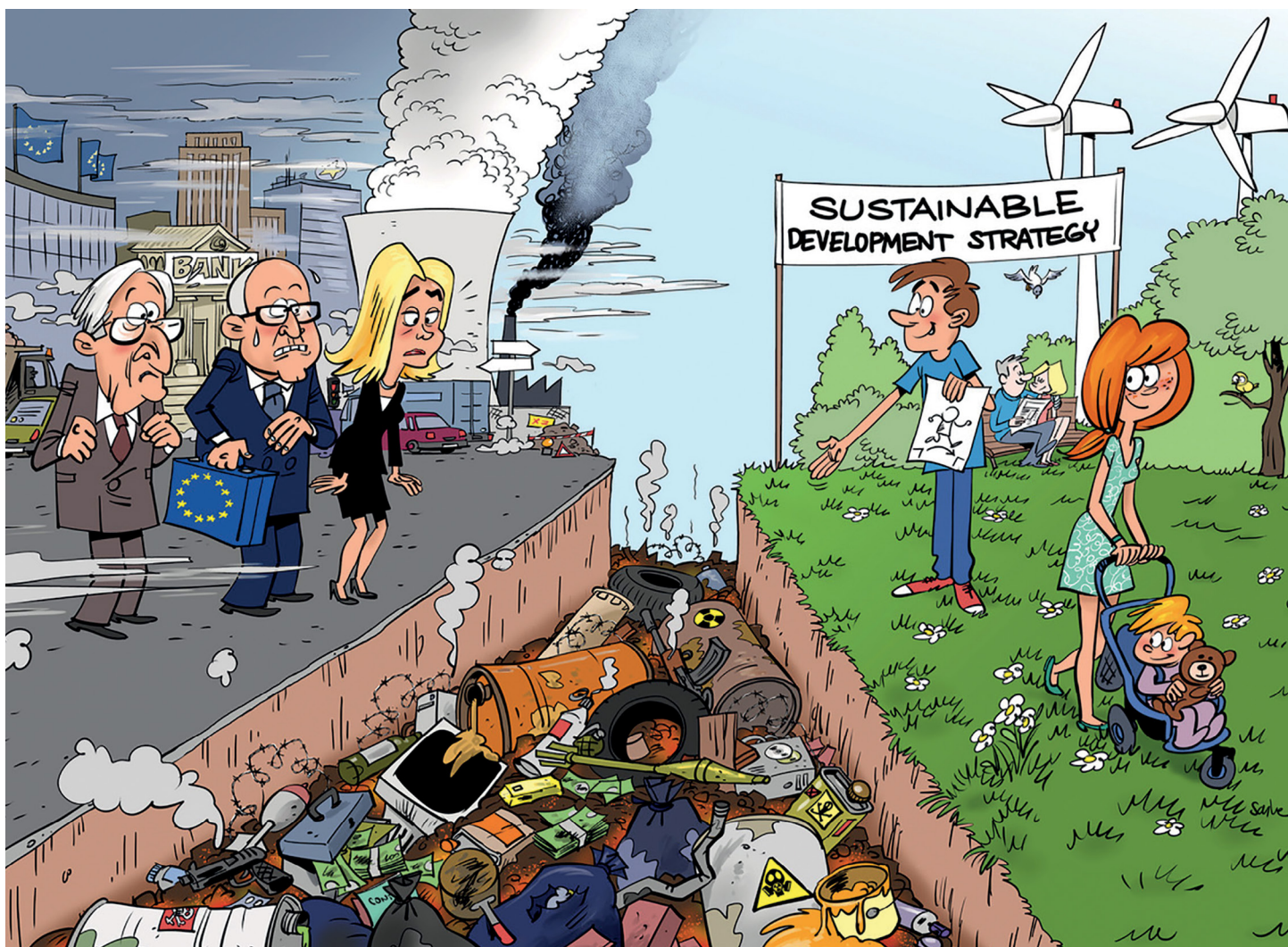
**Jean Blaylock**, Bond  
(British National Platform)

**Sally Nicholson**, WWF European Policy Office

**Tanya Cox**, Plan International

**Wiske Jult**, CONCORD Belgium  
(Belgian National Platform)





### CONCORD REPORT 'SUSTAINABLE DEVELOPMENT - THE STAKES COULD NOT BE HIGHER'

Through the collective effort of a wide range of experts on the 2030 Agenda, policy coherence for sustainable development, migration, gender, trade and agriculture, inequality, consumption and production, and alternative measures of progress, all brought together in the sustainable development Hub of CONCORD, we managed to prepare a strong and integrated report on sustainable development. The report analyses the EU's implementation of the 2030 Agenda and Policy Coherence for Sustainable Development by looking into 5 different facets of EU policy, highlighting good practices, alarming cases and recommendations. The report was launched on 16 November, at a well-attended event co-hosted by the Finnish and Swedish Governments, including several representatives from EU Member States, the Commission, the External Action Service, the Parliament and wider Civil Society. The following day, we organised a working breakfast in the Parliament, during which we were able to reach out to a number of Members of the European Parliament and their advisors to get support for CONCORD's messages. The report and launches (re-)established CONCORD as a clear expert and representative interlocutor.



# HUB 2 ON FINANCING FOR DEVELOPMENT

## OUR IMPACT

### 1. The AidWatch report 2016: an efficient evidence-based report on Aid

The AidWatch report 2016 entitled **“This is not enough”** was released in October. This was the 12th report of its kind, and, as always, it provided updated data and analysis on the quantity and quality of aid spent by the Member States and the European Commission. The AidWatch report is a positive example of the evidence-based advocacy conducted by CONCORD.

The report comes at a time when Europe is experiencing a political and structural crisis due to lack of capacity to cope with an acute increase in inward migration, which heavily influenced the shape of EU aid. The new ODA (Official Development Assistance) definition adopted by the OECD-DAC in February 2016 has blurred the line between ODA and military expenditure. The report reveals that the European Union has again failed to meet its commitment to spend 0.7% of Gross National Income on Development Aid by 2015. Only five countries met their 2015 targets: Denmark, Luxembourg, Netherlands, Sweden and the United Kingdom. This means there is a ‘debt’ of €36.9billion in 2015 between what the EU has promised to developing countries and what it has delivered. The report shows also that in 2015, some 17% of total EU aid for sustainable development was instead spent on in-donor costs such as debt relief, student costs, interest payments, tied aid and refugees.

‘CONCORD HardTalk: Is this the end of genuine aid?’ was organised for the launch of the report and provided an opportunity to continue the critical but constructive dialogue that CONCORD maintains with the EU institutions and the Member States on

“EU aid makes a real difference in people’s’ lives. The 0.7% aid target the EU set itself to reach by 2030 is too far away and too uncertain to deliver the financing needed to end global poverty by 2030. Investments in vital social sectors are at risk.”

*Amy Dodd, Bond  
(British National Platform)*

ODA issues, this time with the angle to answer the questions around the “new” role of aid.

### 2. Effective participation in the High Level Meeting on Development Effectiveness

CONCORD fed into the EU institutions with recommendations towards the second High Level Meeting (HLM) of the Global Partnership on Effective Development Cooperation (**GPEDC**), that was held in Nairobi, between 28 November and 1 December 2016. Thanks to CONCORD coordination together with **FOND Romania**, a number of CONCORD members/European CSOs could participate in the HLM and the activities of the CSO

## STEERING GROUP MEMBERS

**Mareen Buschmann**, Bond  
(British National Platform) - until September  
**Luca De Fraia**, ActionAid  
**Amy Dodd**, Bond  
(British National Platform) - from October  
**Hanna Hansson**, CONCORD Sweden  
(Swedish National Platform) - until June  
**Marjan Huc**, SLOGA  
(Slovenian National Platform)  
**Tatiana Lambin**, WWF  
**Ad Ooms**, PARTOS  
(Dutch National Platform)



“Asking for targets and implementation plans for development effectiveness is important to ensure that less aid is wasted or used ineffectively and that more aid reaches those who need it most, so EU aid makes a real difference in the world.”

*Izabella Toth, CIDSE*

## GENDER

Gender has been mainstreamed in the work on financing and private sector. The gender expertise within the Hub remains limited though.

## PARTNERSHIPS AND ALLIES: CONCORD WITH CPDE

Through its representation in the CSO Partnership on Development Effectiveness (**CPDE**), CONCORD contributed to the voice of global civil society advocacy on development effectiveness, especially towards the HLM in Nairobi.

Constructive exchanges have been held with a series of like-minded CSOs to prepare the organisation of an event to be held in 2017 on the nexus between the private sector, development and human rights.

Partnership for Development Effectiveness (CPDE). Together the confederation carried a joint, coherent and constructive dialogue with European representatives to advocate for strong section on the civil society role in the Nairobi outcome document.

CONCORD  
AIDWATCH

2016



GET THE LATEST AID DATA [WWW.CONCORDEUROPE.ORG](http://WWW.CONCORDEUROPE.ORG)

**CONCORD**  
European NGO confederation for relief and development

## MEDIA ATTENTION CAPTURED FOR THE AIDWATCH REPORT

“European NGOs have rounded on EU governments over the growing use of foreign aid budgets to meet refugee costs at home, claiming that the strategy artificially inflates official figures for development assistance despite money never reaching the poor countries for which it was intended.” [says the article in Euractiv.](#)

“2015 and 2016 will go down in history as the horrible years for Spanish cooperation. This is what the AidWatch Report launched on 26 October by the European development NGO platform CONCORD reports.” [says the article in El Pais.](#)

# HUB 3 ON CIVIL SOCIETY SPACE

## OUR IMPACT

### 1. Inclusive consultations on the CSO-LA

The European Commission organised in October 2016 a consultation on the Framework Partnership Agreements and the CSO-LAs programme (Civil Society Organisations - Local Authorities) within the framework of a broader dialogue between Civil Society and the European Commission. A survey for CONCORD members was conducted to gather the inputs. The analysis of the results were presented during the meeting which was attended by more than 20 Civil Society representatives.

### 2. Consultation on the critical 'Women and Sustainable Energy' call for proposals

DG DEVCO invited CONCORD to a stakeholder consultation meeting in Brussels on 7-8 December 2016 with the objective to shape the guidelines of a new call for proposals on 'Women and Sustainable Energy'. In the context of delivering access to affordable, sustainable, reliable and modern energy, this call aims to build partnerships for supporting an enhanced and active role of women in the sustainable energy sector under the Gender Window of Electrifi (EC initiative on financing for electrification). The consultation gave us the opportunity to be involved at a critical stage. We gave voice to members' concerns and key priorities in relation to gender equality and energy sector on the basis of CONCORD's response to an online questionnaire.

### 3. Useful guidelines on how to write a proposal for DEVCO funding

CONCORD has prepared [new guidelines](#) to provide advice on how to write a proposal for DEVCO funding. Recently, some major changes have appeared in the way applicants have to submit their proposals to EuropeAid. The template used in this publication is

"We need to get the best possible results from our joint work in CONCORD to promote civil society space"

*Maurice Claassens, Solidar*

that of the PRAG 2015 for submissions on PROSPECT, which is the online submission system used for all new call for proposals. The guidance note includes general advice on the following chapters of the full proposal: Concept note, Full application form (Description, Methodology and Sustainability), Logical framework and Budget.

### GENDER: GUIDANCE IN THE GAP IMPLEMENTATION

One important focus in 2016 was to ensure that there is dialogue at EU delegation level in the implementation of the new EU Gender Action Plan (GAP). Gender experts in CONCORD have developed [a guide](#) on the implementation of the GAP for external action, in order to encourage CSOs to reach out to EU delegations and start a dialogue on the action plans for implementing the GAP at country level. Country offices and partner organisations can use this for inspiration on how to initiate more dialogue with EU delegations on gender issues.

### PARTNERSHIPS AND ALLIES

#### CONCORD with Civil Society Europe on promoting civil society space

CONCORD is a founding member of [Civil Society Europe](#) (CSE), the European coordination body for Civil Society Organisations. The Hub has been actively involved in its work and in particular in promoting civil society space in Europe, an enabling environment for CSOs around the world and EU financial regulations. CSE has participated in the Hub 3 meetings providing useful inputs and thorough analysis to the discussion on shrinking civic space and made a presentation during the Learning & Exchange Forum on shrinking civic space. Lately, the collaboration has been strengthened through raising public attention on the issue of how NGOs are financed by the EU budget and how they spend EU funds (transparency, accountability of NGOs, Transparency Register).

## STEERING GROUP MEMBERS

### Co-Chairs

**Åsa Thomasson**, CONCORD Sweden  
(Swedish National Platform)

**Maurice Claassens**, Solidar

### Members

**Alexandra Makaroff**, Plan EU

**Daniel Svoboda**, FoRS  
(Czech National Platform)

**Karine Sohet**, ACT alliance EU

**Katarina Macejakova**, ActionAid

**Machteld Bierens de Haan**, Save the Children EU

“CONCORD has a long-time commitment to contribute to constructive cooperation and dialogue between EU delegations and civil society. The EU Delegations report 2017: “Towards a more effective partnership with civil society” is built on the experiences of hundreds of CSOs worldwide and the conclusions and recommendations will be shared with the CSO focal points of all EU delegations, and we hope you will be able to use its conclusions and recommendations in your contacts with EU delegations and/ or EU member states.”

*Åsa Thomasson, CONCORD Sweden  
(Swedish National Platform)*

#### CONCORD with 3 organisations: IFP-FIP, REPAOC and RE-PONGAC

CONCORD and the **FIP-IFP** (International Forum of National NGO Platforms) organised a seminar on the future of ACP – EU relations in December 2016 during which representatives of **REPAOC** (Network of West African NGO platforms) and **RE-PONGAC** (Network of Central African NGO platforms) provided substantial inputs. The outreach capacity of the IFP and ability to mobilise partners in other regions is a key added-value for CONCORD's bi-regional work.

#### CONCORD with ANND

Together with **ANND** (Arab NGO Network for Development), CONCORD works on common advocacy to change the course of the implementation of the new European Neighbourhood Policy, enabling more focus on promoting civil society space through developing common policy recommendations and advocacy plans.

#### CONCORD with MESA de Articulación

**Mesa de Articulación** is CONCORD's main partner in the Latin America and Caribbean region with which our confederation works on the SDG, ODA, Development effectiveness and enabling environment processes.

#### CONCORD with VOICE and EPLO

Together with **VOICE** (Voluntary Organisations in Cooperation in Emergencies) and **EPLO** (European Peacebuilding Liaison Office), CONCORD works on policy and advocacy around the EC financial regulations. Other areas included the support on advocacy on programming (including during the Mid-term review) and on the impact of Brexit on EU Funding.



### CO-SHAPING THE FUTURE OF THE ACP – EU RELATIONS

On December 6th and 7th, CONCORD and the International Forum of National NGO Platforms (**FIP-IFP**) organised a seminar on the future of the African Caribbean and Pacific countries (ACP) and EU relations. European and ACP Civil Society discussed different aspects of the relations between ACP and EU, including development cooperation, trade relations, the institutional set-up, political dialogue and civil society participation. The main outcome of this seminar is the joint ACP-EU civil society statement. This document is not a position paper; it is the starting point of a joint reflection among certain ACP and EU CSOs.

The 2 days closed with a multi-stakeholders debate, titled “Stand up for a better future for all”, co-hosted by the Slovak Presidency of the EU. It brought together authorities and Civil Society Organisations from both the EU and the African, Caribbean and Pacific (ACP) states, to present the outcome of the conference and discuss the future of the ACP–EU partnership. Panelists included Mr. Koen Doens (EC DEVCO), Kristin De Peyron (EEAS), Linda McAvan (EP) and Dr. Patrick Gomes (ACP Secretariat).

The seminar and the joint statement come at a good time. Formal negotiations between the ACP and the EU must start by mid-2018 at the latest. This means that 2017 is a pivotal year for EU Member States to influence the EU's mandate to negotiate a new agreement with the ACP Group.



# HUB 4 ON GLOBAL CITIZENSHIP EDUCATION AND PEOPLE'S ENGAGEMENT

## OUR IMPACT

### 1. DEAR Call 2016 adapted to NGOs needs

Thanks to the effective action promoted by Hub 4 about the DEAR call 2016, DEVCO amended the criteria for applying and the deadline to submit proposals was extended. Each legal entity could have, after the correction, 3 possibilities in 3 different lots. This strong effort was initiated by some CONCORD members and the action was supported by the whole constituency. The calls to MEPs and other influential stakeholders had a positive impact on the funding modalities.

### 2. Learning space for members

The Hub meetings have been an opportunity to bring examples of Global Citizenship Education (GCE) from the national level and share best practices and lessons learned. The idea is to create a flexible space (offline and online) to share but also to build together a resource inside the confederation. Development practitioners and educators with different backgrounds are meeting regularly and exchanging on their projects, results and challenges. The campaigning aspect has been taken as point to develop and a field to invest energies for capacity building of members and members of members.

## GENDER

At the second Hub 4 meeting in November a renewed group of Hub members interested in gender issues decided to support and strengthen CONCORD's work on gender. Under the guidance of the CONCORD Gender Reference Group and with the help of Hub 4 focal point Raffaella Kihrer, key issues such as gender mainstreaming and internal capacity building on gender will be promoted in the activities of Hub 4.

"Global Citizenship Education is the key tool in contributing to the achievements of SDGs as well as the inherent value of having critical thinkers, problem solvers and active citizens within the EU population."

*Bobby McCormack, Dóchas  
(Irish National Platform)*

"Change did happen. Only through all our efforts combined could we make this possible!"

*Stefan Grasgruber-Kerl,  
Globale Verantwortung (Austrian National Platform)  
on the DEAR call corrigendum*

## STEERING GROUP MEMBERS

**Paola Berbeglia**, CONCORD Italia  
(Italian National Platform)

**Stefan Grasgruber-Kerl**, Globale Verantwortung  
(Austrian National Platform)

**Mari-Helene Kaber**, AKU  
(Estonian National Platform)

**Raffaella Kihrer**, EAEA  
**Rilli Lappalainen**, Kehys  
(Finnish National Platform)

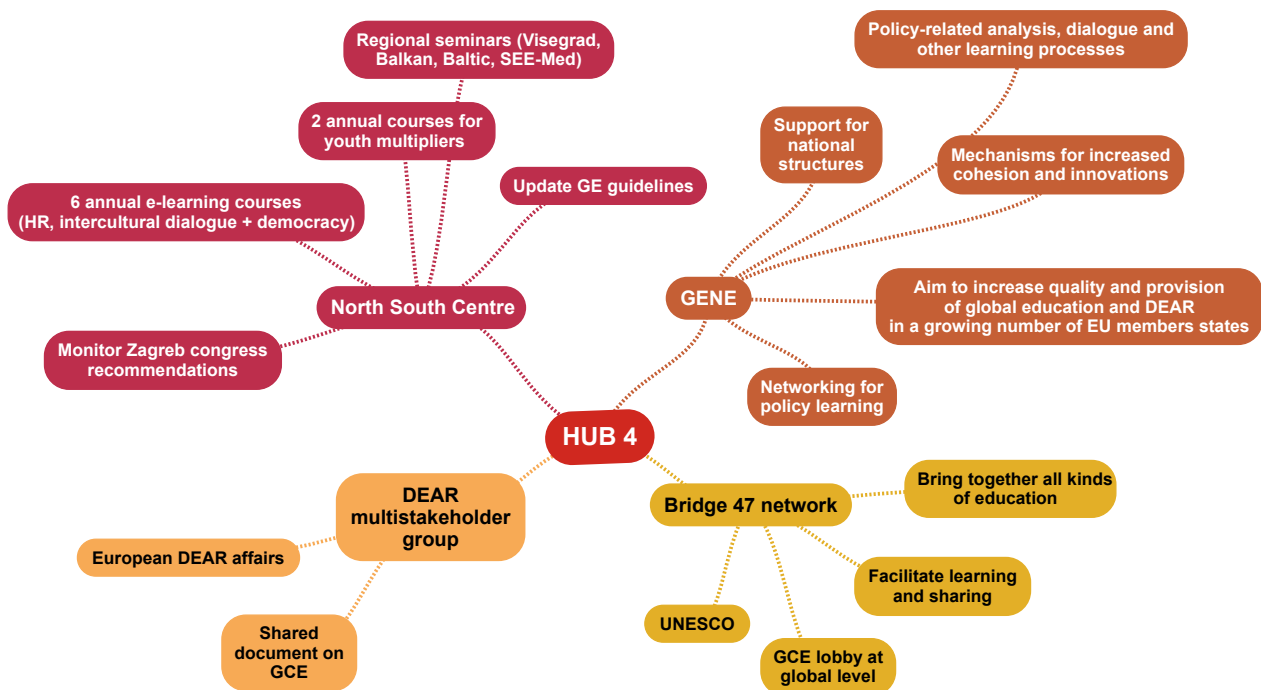
**Bobby McCormack**, Dóchas  
(Irish National Platform)

**Enric Roig**, Coordinadora ONGD  
(Spanish National Platform)

A space on CONCORDnet was established in 2016 to collect various sources and materials on Gender and Global Citizenship Education.

## PARTNERSHIPS AND ALLIES

These are some of the key allies and partners of Hub 4.



Picture from Rilli Lappalainen, Kehys (Finnish National Platform)



## GLOBAL CITIZENSHIP EDUCATION IN THE SPOTLIGHT

During the second Hub 4 gathering in November, the first day was open to everyone and focused on “Global Citizenship Education: new domains of learning, new attitudes to develop. National experiences in a pan-European framework”. The main objective was to discuss a common definition of Global Citizenship Education (GCE), as well as offering a space to showcase successful examples of GCE activities, identify good and bad practices related to GCE at European and at national level, reach out to organisations and networks outside of the CONCORD membership working on GCE, and establish new partnerships.

# TRANSVERSAL TOOLS FOR SUSTAINABLE DEVELOPMENT

## OUR IMPACT

### 1. Successful consultation

CONCORD's submission to the public consultation on the proposal for a revised new European Consensus for Development (August) and its presentations at the CSO Dialogue on the Consensus (19 October) advocated for a values-based Consensus that integrated all three dimensions of sustainable development - economic, social, environmental - and their governance angles. CONCORD also argued for specific measures and tools including on policy coherence for sustainable development and a human-rights based approach as well as a Consensus that reflects the spirit and principles underpinning the 2030 Agenda: leave no one behind; no sustainable development without gender equality; and respect our planet. Many of these elements are present in the Commission proposal and CONCORD will continue to work with the Member States, the European Parliament and the Commission to strengthen them further.

"During the revision of the European Consensus on Development, we mobilised CONCORD membership across Europe to call the EU to stop turning development policy into an instrument for its internal interests. We turned up in large numbers and engaged in constructive dialogue with the Member States, the Commission and the Parliament, to move the focus of development back to tackling poverty and inequality and promoting human rights and sustainable development."

*Jussi Kanner, Kehys  
(Finnish National Platform)*

*Kristina Henschen, Chair of CONCORD Sweden (Swedish National Platform), making a presentation at the CSO Dialogue on the Consensus, 19 October, 2016.*



### EUROPEAN CONSENSUS LEADING GROUP MEMBERS

**Tanya Cox**, Plan International  
**Luca De Fraia**, CONCORD Italia  
(Italian National Platform)  
**Karine Sohet**, ACT Alliance EU  
**Jussi Kanner**, Kehys  
(Finnish National Platform)  
**Jan de Mayrhofer**, Oxfam  
**Isabelle Brachet**, ActionAid  
**Rachel de Plaen**, CONCORD Belgium  
(Belgian National Platform)



“CONCORD correctly foresaw the EU Global Strategy as a strategic moment for EU external action. Advocacy wins include the strong references to SDGs in the strategy as well as repeated references to civil society as a partner in which the EU will invest and seek to protect. Continued work will be needed to ensure that development cooperation is not put at the service of the EU's bilateral foreign policy priorities and interests.”

*Jacqueline Hale, Save the Children EU*

## 2. CONCORD asks taken into consideration

In June 2016, High Representative of the Union for Foreign Affairs and Security Policy / Vice-President of the Commission, Federica Mogherini, presented **a EU Global Strategy on Foreign and Security Policy** (the EU Global Strategy) to guide the EU's global actions amidst a rapidly-evolving global context and European identity crisis. To influence this strategy, CONCORD released a public statement on the 26th of April launching its **position on the EU Global Strategy**, urging the drafting team to seize this opportunity to reinforce the importance of the European project, and to adopt a long-term vision rooted in human rights and the promotion of sustainable development within and outside of the EU. An analysis of the EU Global Strategy showed most of our 10 key asks were not entirely met. CONCORD will have to continue advocating for the five implementation plans that will take forward the Global Strategy to (better) do justice to the 2030 Agenda for Sustainable Development and its principles such as Policy Coherence for Sustainable Development; to stop the securitisation of development cooperation (ODA), including for migration; to ensure a human rights-based approach for all EU external action; and to get rid of the narrow and confusing conceptualisation of resilience and partnerships.

We call for an ambitious and visionary

**#EUGlobalStrategy**

**CONCORD**  
European NGO confederation for human rights and development

## GENDER REFERENCE GROUP CO-CHAIRS

**Aurore Guieu**, IPPF

**Jessica Poh-Janrell**, CONCORD Sweden  
(Swedish National Platform)

## THE GENDER REFERENCE GROUP

With the new Gender Reference Group, CONCORD set up a pool of gender experts from amongst CONCORD members to provide advice and inputs to the policy work led by the Hubs, from a gender perspective. This will enable CONCORD to fulfil its commitment to gender equality.

# INCLUSIVE NETWORK COMMITTEE

The Committee was created to advise the CONCORD governance (GA and Board) on specific topics regarding the organisational development of the confederation. It does this by actively working and supporting the Membership and Communication Team to foster ownership of the CONCORD identity, to improve inclusion and to build a peer learning culture in the confederation. It also works to ensure the effective participation of all members, in their diversity, in CONCORD activities.

## OUR IMPACT

### 1. Improvement of members' engagement

The Committee started the year looking at how members engage and supervising the process carried out by the CONCORD team, to contact members and discuss how they see their role, and what could be improved in terms of their engagement. This led to the creation of an action plan for the second half of 2016 and for 2017, shaping the work of the Committee and the secretariat.

### 2. Stronger inclusion through creating a learning environment

The introduction of CONCORD guides and toolkits is an example of the systematisation of information to provide members with

"The Learning & Exchange Forum was the first opportunity in which CONCORD members could exchange about the challenges that they face every day. It was also important to remind us of the national contexts within the EU, so we can adapt our policy responses in a stronger and more constructive way."

*Alba Gonzalez, CBM*

"The Inclusive Network Committee is fostering the second pillar of CONCORD's multi-annual strategy, supporting the vision of CONCORD as more than its policy focus."

*Magnus Falklöf, CONCORD Sweden  
(Swedish National Platform)*

## COMMITTEE MEMBERS

### Co-chairs

**Alba Gonzalez**, CBM

**Robert Krizanic**, SLOGA

(Slovenian National Platform)

### Members

**Ruth Faber**, EU CORD

**Magnus Falklöf**, CONCORD Sweden

(Swedish National Platform)

**Benedicte Hermelin**, Coordination Sud

(French National Platform)

**Paola Berbeglia**, CONCORD Italia

(Italian National Platform)

**Daniel Svoboda**, FoRs (Czech National Platform)

**Farah Nazeer**, Bond (British National Platform)

**Marina Sarli**, Hellenic Platform for Development

(Greek National Platform)

a wealth of knowledge that can support their engagement in the confederation. As a diverse network, members can always learn from one another's experiences and provide support to peers in similar situations. The 2016 General Assembly this year provided a first opportunity for members to come together in a much more interactive format, to learn from one another. The agenda included training on accessibility, gender sensitive recruitment and an interactive workshop on framing our messages. Members also shared experiences of the shrinking space they have in their national contexts. This led to the first CONCORD Learning and Exchange Forum in the second half of the year, hosted by Hungarian member HAND and in cooperation with the Civil Society Hub. Members, and guests, shared

innovative solutions they are trying to apply in the face of the challenges of the shrinking space for CSOs through a range of interactive methodologies that encouraged as much exchange as possible. As a result, CONCORD will continue to monitor the working environment for its members, trying to have a joint approach and response to this situation.

### 3. Clearer and more impactful communication

During the first year of its creation, the Committee supervised and coordinated the creation of several new communication tools. These tools aimed to make CONCORD communication more impactful while offering a new type of visibility to its membership. The Committee developed clear co-branding guidelines, which facilitate the decision-making of the secretariat regarding the members' visibility and provide fair and equal rules to all. In parallel, the Committee has supervised the work of the communication team in the creation of templates, toolkits, a flyer... simplifying and formatting the communication of the confederation. Going in the same strategic direction, the communication team developed a new website as well as a new newsletter, suiting better the needs of the audience. At the end of the year, the Committee, together with the team and the board, started an assessment process of the external communication with the help of a consultant. The results of this assessment will be the basis of the communication work plan for 2017.

### GENDER

During the General Assembly, some members and staff organised a training on gender sensitive recruitment and workplace. The Committee also monitored the gender of activity participants as part of the annual activity monitoring.

### PARTNERSHIPS AND ALLIES

During the General Assembly, Heidi Hautala from the European Parliament and Danny Sriskandarajah from CIVICUS shared their knowledge on 'Creating Space for Civil society: Leadership and Action'. Alison Tate from ITUC moderated the session on 'Challenging the Economic Growth Paradigm'. During the Learning and Exchange Forum, Civil Society Europe, CIVICUS, Balkan Civil Society Development Network and Hungarian media shared their experiences of shrinking civic space.



8 & 9 NOVEMBER 2016

# FIRST EDITION LEARNING AND EXCHANGE FORUM



Shrinking space  
for civil society in Europe

Venue : Hotel Danubius Arena, Budapest, Hungary

HOSTED BY:



FOLLOW US ON:



CONCORDEUROPE



CONCORDEUROPE

#SPACE4CSOS

*Our members at the General Assembly*



## SHRINKING SPACE ADDRESSED

2016 was the year when the shrinking space affecting the majority of our members was addressed as a central topic to our confederation. By using two major opportunities through the year to focus on an issue of such importance to our membership, CONCORD demonstrated the great value of the confederation, above and beyond the important policy and advocacy work for which it is recognised.

# FINANCIAL ADVISORY COMMITTEE

The Financial Advisory Committee was created in 2013 to advise the CONCORD Board and CONCORD Director on all matters relating to our finance and resources and to ensure that these issues are communicated transparently to the members, in particular at Board Meetings and at the General Assembly. The composition of this committee should represent a balance between national platforms and family networks and reflect the confederation's diversity.

## OUR IMPACT

### 1. Call to members

To engage more members, the Committee launched a call for interest in September 2016 which will result in the inclusion of new members in 2017.

### 2. Strategic Financing

In the framework of our new long term strategy, the Board asked the Finance Committee to play a more strategic role to safeguard and reinforce our financial health and independence. As we see Civil Society space shrinking globally and development budgets across Europe under threat, it is crucial that the question of how we finance ourselves today and how we will finance ourselves tomorrow is brought to the heart of what we do and how we do it. With the guidance and leadership of our treasurer in the last quarter of 2016 we began our work on a sustainable financial strategy to underpin the confederation's change objectives and secure our resources for future operational plans.

### 3. Improved budget monitoring and presentation

The implementation of CONCORD's new long-term strategy was an opportune moment to review how CONCORD monitors and manages the budget throughout the year and across all the new working structures. We have therefore created a customised budget-tracking tool which allows us to monitor actual ex-

"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."

*CONCORD Financial Strategy 2009-2015*

penditure against forecasts and make necessary revisions and reallocations in a timely way, and within the analytical framework required by our different donors.

This tool will gradually help our confederation to improve how the budget is presented offering the membership a more strategic overview of the resources and how CONCORD invests them in the four strategic priorities.

### 4. Ensuring CONCORD's financial sustainability and independence

CONCORD needs to ensure that its strategic ambitions are commensurate with its resources and that, for the sake of our financial independence and sustainability, we achieve a balance of income from members, the European Commission, income generation and other donors that share CONCORD's values. CONCORD also needs to build a level of reserves that meets our statutory and social obligations and that guarantees sufficient cash flow when required.

In 2016 CONCORD received a grant amounting to €900,000 from the European Commission, up from €700,000 in previous years.

This increase in funding is a result of a three-year Framework Partnership Agreement that CONCORD signed with the Commission at the beginning of 2016.

## COMMITTEE MEMBERS

**Olivia Baci**, FOND  
(Romanian National Platform)

**Izabella Toth**, CIDSE

**Michael Steeb**, VENRO  
(German National Platform)

In co-financing terms, the current grant (€900,000) represents 2/3 of our core budget (€1,350,000) which is an increase of 18% compared to 2015 when EC funding (€700,000) was 56% of our core budget (€1,250,000).

On 21 November 2016, CONCORD signed a contract with the **Bill and Melinda Gates Foundation** for \$698,019 over a period of 25 months, running from November 2016 until December 2018. The overarching objective of this project is to improve the quantity and quality of European Official Development Assistance by orchestrating effective EU-level advocacy on key processes supported by strengthened partnerships in Europe and partner countries. More specifically, this complementary funding will give CONCORD the opportunity to deepen and broaden the work foreseen within its long-term strategy (2016-2022) such as the European Consensus, Cotonou, EU Budget, Gender Action Plan.

## 5. Maintaining a core budget

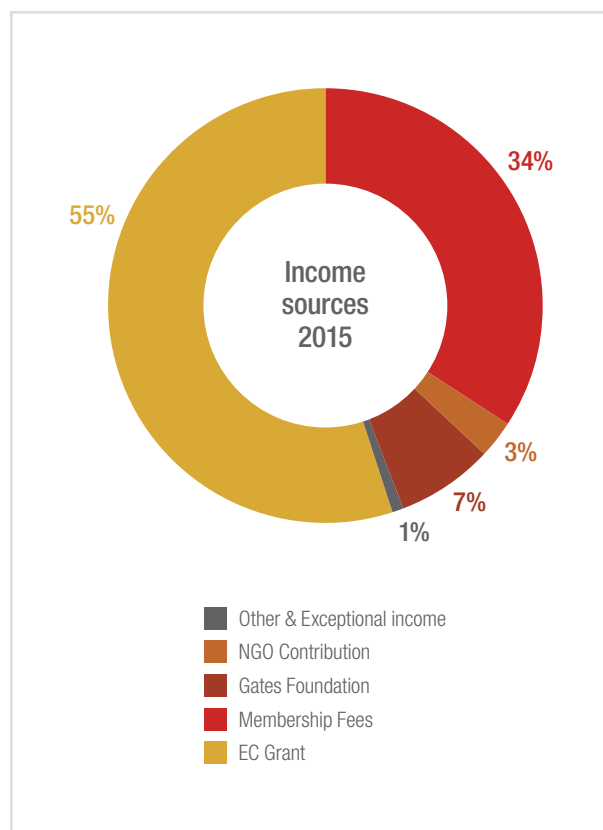
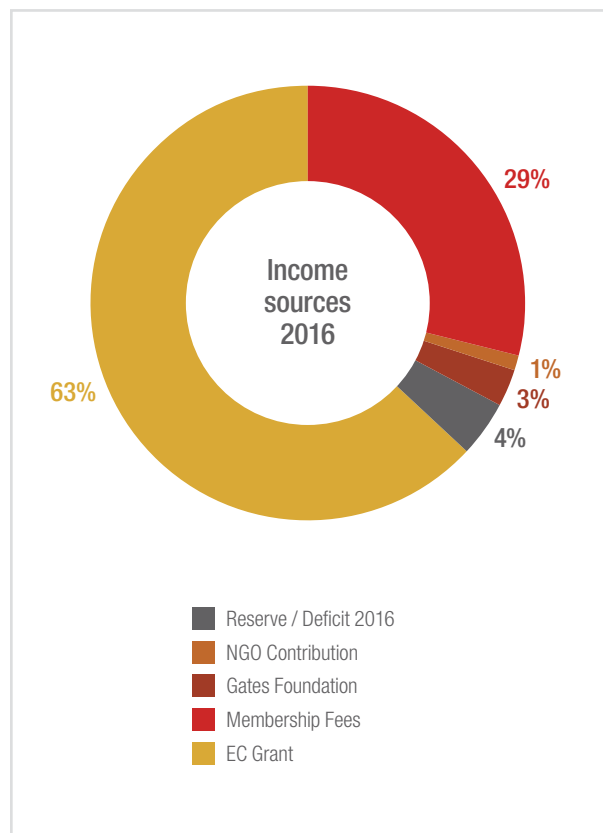
Since its establishment, the CONCORD General Assembly has agreed that the confederation ought to maintain a core budget financed primarily by membership contributions and predictable operational grants from the European Commission. It has also been committed to developing fundraising initiatives for project-based activities with clear governance and management rules.

In 2016 the overall budget was allocated to our new working structures (four thematic hubs and three steering committees) by the Board.

## 6. Ensuring the commitment of members regarding resources

To fulfil its strategy and goals, CONCORD depends on the commitment of members and their members to provide both financial resources and expertise. In return, CONCORD must be accountable to its members and be able to demonstrate that all our resources are being used effectively. By mandate from the Board, the Financial Advisory Committee acts as a financial advisor to the Board and Secretariat in overseeing and monitoring the finances of CONCORD and its allocation of resources.

In 2012, CONCORD set up a new self-selecting Fees System. Every three years the Members commit to a level of fees according to their capacity. The first three-year period covered 2013 to 2015; and in 2016 members were invited to select their fee levels once again, which despite hard times for many, showed renewed commitment of members towards their confederation.





# FINANCE & ANNUAL ACCOUNTS

## ACCOUNTING PRINCIPLES

- 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 member-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 organisation 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 and co-financed by a grant from the European Commission, and since the end of November a 3-year grant from the Bill & Melinda Gates Foundation.

## BALANCE SHEET AT 31 DECEMBER 2016

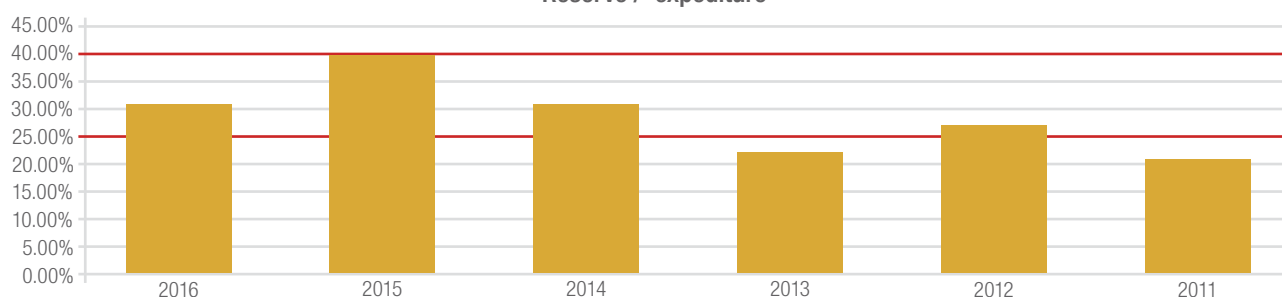
The Balance Sheet below shows all CONCORD finances, including the Bill and Melinda Gates Foundation grant signed 21 November 2016.

The intangible and tangible fixed assets are written off over several years (2 to 5 years). The long-term financial assets comprise a guarantee deposit of one month's rent.

	2016	2015	2014	2013	2012	2011
Intangible assets	€ 17,178	€ 14,371	€ 6,876	€ 28,684	€ 13,751	€ -
Tangible assets	€ 3,279	€ 7,357	€ 6,853	€ 5,435	€ 5,969	€ 8,801
Financial assets	€ 10,798	€ 10,778	€ 10,658	€ 21,089	€ 20,941	€ 20,585
<b>Long term assets</b>	<b>€ 31,256</b>	<b>€ 32,506</b>	<b>€ 24,387</b>	<b>€ 55,208</b>	<b>€ 40,661</b>	<b>€ 29,386</b>
Debtors	€ 192,283	€ 409,365	€ 316,899	€ 286,123	€ 410,803	€ 252,309
Cash	€ 846,680	€ 315,313	€ 1,354,254	€ 893,040	€ 1,073,257	€ 1,067,520
Accrued income/deferred expenses	€ 9,997	€ 10,089	€ 7,637	€ 12,517	€ 8,585	€ 17,898
<b>Short term assets</b>	<b>€ 1,048,960</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>Total assets</b>	<b>€ 1,080,216</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>
Short term creditors	€ 175,299	€ 239,245	€ 293,625	€ 291,761	€ 343,368	€ 198,420
Accrued expenses / deferred revenues	€ 453,288	€ 17,000	€ 941,484	€ 562,196	€ 711,489	€ 904,442
<b>Short term liabilities</b>	<b>€ 628,587</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>Provision for liabilities and charges</b>	<b>€ 11,480</b>	<b>€ 19,328</b>	<b>€ 7,779</b>	<b>€ 13,451</b>	<b>€ 49,720</b>	<b>€ 8,801</b>
Reserves	€ 491,699	€ 462,138	€ 379,481	€ 428,728	€ 255,451	€ 148,033
Special Reserve for Directors' transition				€ (45,000)		
Surplus/Deficit	€ (51,549)	€ 29,561	€ 80,808	€ (4,247)	€ 173,277	€ 107,418
<b>Members' Equity</b>	<b>€ 440,150</b>	<b>€ 491,699</b>	<b>€ 460,289</b>	<b>€ 379,481</b>	<b>€ 428,728</b>	<b>€ 255,451</b>
<b>Total financing</b>	<b>€ 1,080,216</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>

The reserves at 31% of annual expenditure remain within the targeted percentage bracket of 25% to 40%.

Reserve / expenditure



## SUMMARY OF RESULTS

In 2016, CONCORD's total core income, amounted to €1,383,020 (2015: €1,266,527) and the core expenditure amounted to €1,434,570 (2015: €1,236,966) resulting in a deficit of €51,549. (The surplus in 2015 was €29,561). CONCORD's income was 4.29 % less than budgeted whereas the expenditure was only 2.41 % less than forecast leading to an overspend rather than a balanced budget.

### With respect to the income:

Overall income was €61,980 less than projected due largely to the late arrival of the Gates Foundation grant (which amounted to €60,630 less income than forecast) and to a decrease in member contributions of €4,512.

- In early September, the Board decided to limit corresponding cuts in expenditure to minimise disruption to the new working structures created to implement the new strategy. This meant allowing for a higher than expected deficit in 2016.
- Income from membership contributions was €4,512 less than had been budgeted. There were two derogations and a decrease in fee levels overall after the new self-selecting fee exercise at the General Assembly in June 2016 when members committed to €421,488 (compared €429,720 in 2015).
- The other income represents rebilling of different costs such as the office expenses we rebill to our co-tenants.

### With respect to our expenditure:

Overall the expenditure was €35,430 lower than budgeted. In the original forecast, The Gates Foundation was projected to finance one third of our activity budget. Due to the late arrival of the grant, CONCORD allocated only €39,370 of its Gates Foundation grant (€26,015 on activities, €8,219 on staff and €5,135 on overheads) representing a shortfall in income of €60,630. Consequently, the finance team adapted the expenditure on activities, spending €51,516 less than foreseen.

- Travel and meeting costs were adapted due to lower than expected income; travel expenses went towards building communities for the new hub structures and committees and meetings outside of Brussels;
- External service expenses were also adapted; a significant part of this budget went towards the work on Aidwatch, the Consensus, the EU Delegation report, a Communications Assessment, logistical support for the Learning & Exchange Forum and the preparation of the Gates Foundation proposal and grant;
- Communications & logistics costs were more or less as budgeted;
- Staff costs slightly over budget due to replacement contracts for maternity cover and sabbaticals;

- Overheads were less by €6,087 due to savings on phone costs, office supplies, and a significant decrease in the amortised investments (website and IT expenditure);
- Office: slight increase of €2,647 due to rent inflation and end of year regularisation of charges.

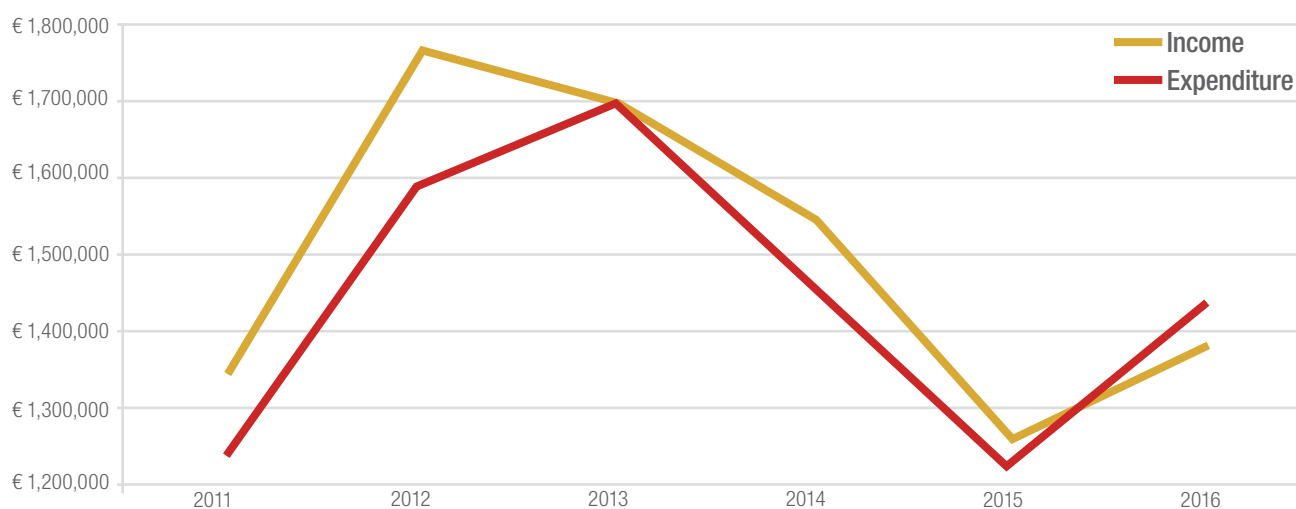
	2016 Budget Variance	2016 Budget %
<b>Income</b>		
Membership Fees	€ (4,512)	-1.06%
NGO Contributions	€ (51)	-0.25%
Other contributions	€ -	
	<b>€ (4,563)</b>	<b>-1.03%</b>
EC Grant	€ -	0.00%
Public Subsidy	€ -	
	<b>€ -</b>	<b>0.00%</b>
Gates Foundation	€ (60,630)	-60.63%
Other Income	€ 3,213	
Exceptional Income	€ -	
	<b>€ (57,417)</b>	<b>-57.42%</b>
<b>Total Income</b>	<b>€ (61,980)</b>	<b>-4.29%</b>

<b>Expenditure</b>		
Travel and meeting costs	€ (17,032)	-14.19%
Communication & logistics	€ 1,914	3.83%
External services	€ (36,398)	-29.12%
	<b>€ (51,516)</b>	<b>-17.46%</b>
Staff	€ 18,430	1.84%
Overheads	€ (6,087)	-8.12%
Offices	€ 2,647	2.65%
Other external services	€ -	
Others	€ 1,096	
	<b>€ 16,086</b>	<b>1.37%</b>
<b>Total Expenditure</b>	<b>€ (35,430)</b>	<b>-2.41%</b>
<b>Surplus/Deficit</b>	<b>€ (26,549)</b>	<b>106.2%</b>

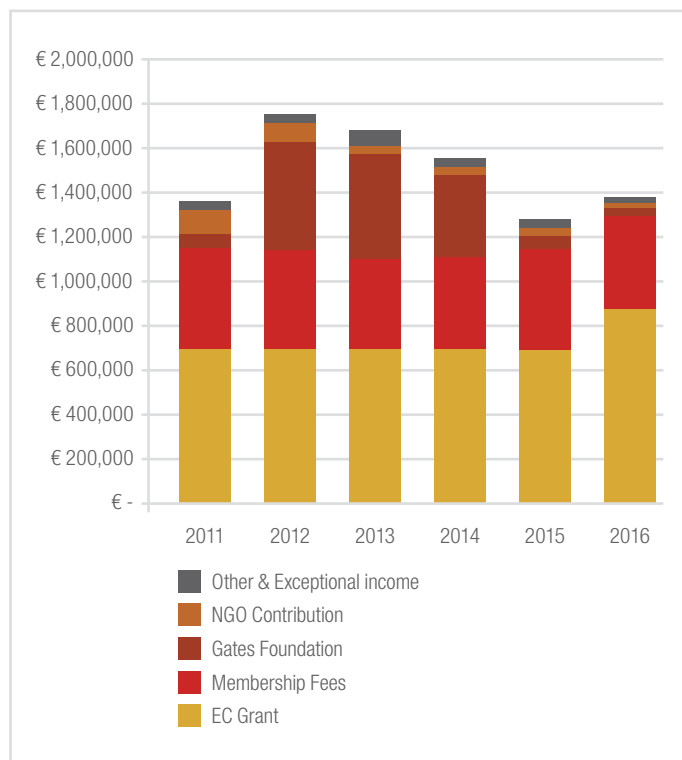


# INCOME & EXPENDITURE 2016

	2016 Budget	2016 Actuals	2015 Actuals	2014 Actuals	2013 Actuals	2012 Actuals	2011 Actuals
<b>Income</b>							
Membership Fees	€ 425,000	€ 420,488	€ 429,720	€ 420,470	€ 425,540	€ 462,145	€ 448,522
NGO Contributions	€ 20,000	€ 19,949	€ 31,917	€ 30,800	€ 13,777	€ 47,171	€ 68,343
Other contributions						€ 36,866	€ 65,614
	<b>€ 445,000</b>	<b>€ 440,437</b>	<b>€ 461,637</b>	<b>€ 451,270</b>	<b>€ 439,317</b>	<b>€ 546,182</b>	<b>€ 582,480</b>
EC Grant	€ 900,000	€ 900,000	€ 700,000	€ 700,000	€ 700,000	€ 696,736	€ 691,345
Public Subsidy	€ -						
	<b>€ 900,000</b>	<b>€ 900,000</b>	<b>€ 700,000</b>	<b>€ 700,000</b>	<b>€ 700,000</b>	<b>€ 696,736</b>	<b>€ 691,345</b>
Gates Foundation	€ 100,000	€ 39,370	€ 92,655	€ 388,407	€ 492,058	€ 511,460	€ 62,488
Other Income	€ -	€ 3,213	€ 12,136	€ 15,141	€ 22,533	€ 19,939	€ 18,034
Exceptional Income	€ -	€ -	€ 99	€ 4,731	€ 50,499	€ 3,023	€ 2,103
	<b>€ 100,000</b>	<b>€ 42,583</b>	<b>€ 104,890</b>	<b>€ 408,279</b>	<b>€ 565,090</b>	<b>€ 534,422</b>	<b>€ 82,626</b>
<b>Total Income</b>	<b>€ 1,445,000</b>	<b>€ 1,383,020</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>Expenditure</b>							
Travel and meeting costs	€ 120,000	€ 102,968	€ 68,036	€ 84,904	€ 150,072	€ 172,675	€ 176,681
Communication & logistics	€ 50,000	€ 51,914	€ 60,478	€ 55,630	€ 49,556	€ 69,076	€ 50,210
External services	€ 125,000	€ 88,602	€ 78,174	€ 90,064	€ 147,281	€ 128,840	€ 96,843
	<b>€ 295,000</b>	<b>€ 243,484</b>	<b>€ 206,688</b>	<b>€ 230,598</b>	<b>€ 346,910</b>	<b>€ 370,591</b>	<b>€ 323,733</b>
Staff	€ 1,000,000	€ 1,018,430	€ 859,985	€ 959,720	€ 1,037,139	€ 920,256	€ 713,453
Overheads	€ 75,000	€ 68,913	€ 66,829	€ 77,951	€ 90,022	€ 98,887	€ 89,699
Offices	€ 100,000	€ 102,647	€ 83,438	€ 105,601	€ 116,116	€ 102,525	€ 102,148
Other external services	€ -	€ -	€ 20,000	€ 99,378	€ 111,123	€ 111,805	€ 20,000
Others	€ -	€ 1,096	€ 25	€ 3,645	€ 7,344		
	<b>€ 1,175,000</b>	<b>€ 1,191,086</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>Total Expenditure</b>	<b>€ 1,470,000</b>	<b>€ 1,434,570</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>Surplus/Deficit</b>	<b>€ (25,000)</b>	<b>€ (51,549)</b>	<b>€ 29,561</b>	<b>€ 82,656</b>	<b>€ (4,247)</b>	<b>€ 173,277</b>	<b>€ 107,417</b>



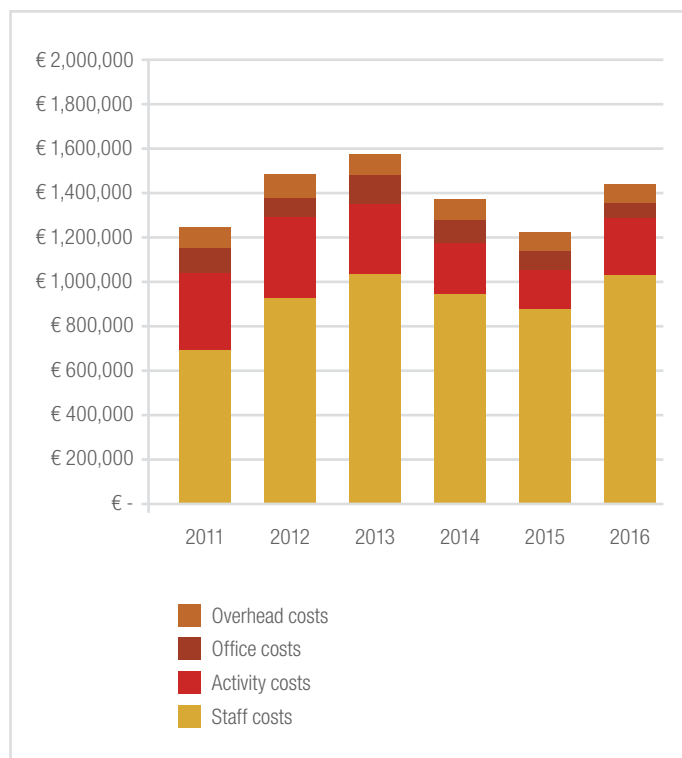
## INCOME SOURCES FROM 2011 TO 2016



### In comparison with 2015, our income from:

EC Grant	↑ €200,000 (+28.57%)
Membership fees	↓ €9,232 (-2.15%)
NGOs contribution	↓ €11,967 (-37.50%)
Gates Foundation	↓ €53,285 (-57.51%)
Other & Exceptional income	↓ €9,022 (-73.74%)
Total income	↑ €116,493 (+9.20%)

## BREAKDOWN OF EXPENSES FROM 2011 TO 2016



### In comparison with 2015, our expenditure from:

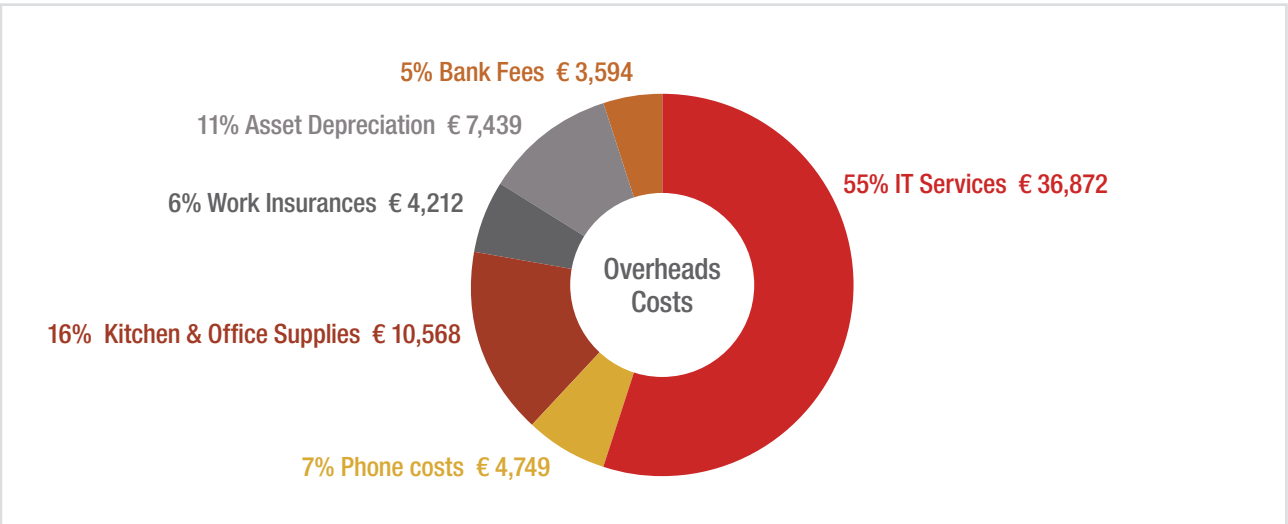
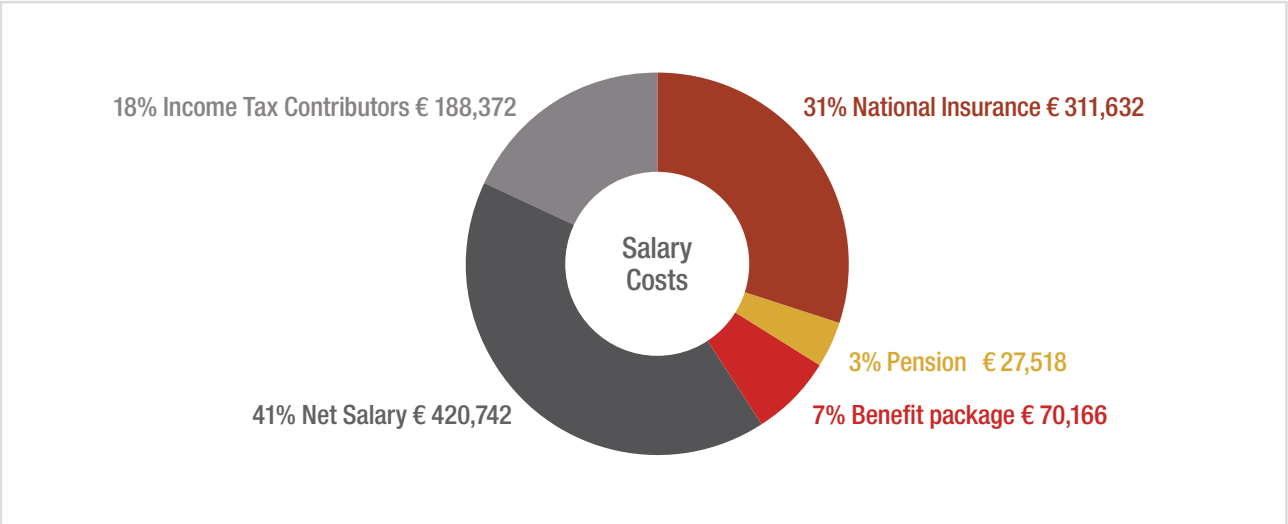
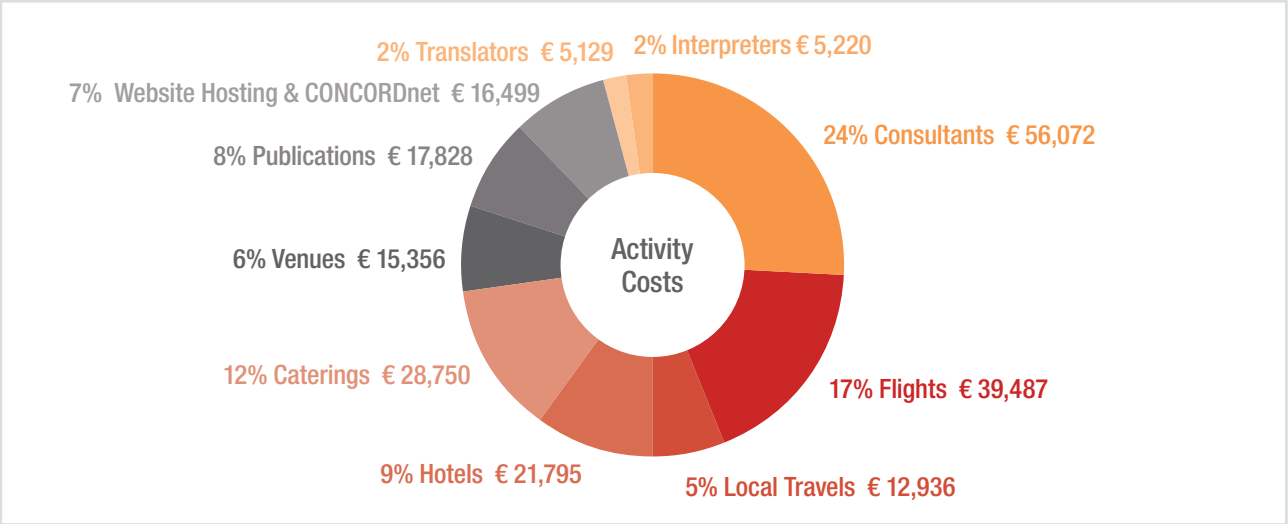
Activity costs	↑ €36,796 (+17.80%)
Staff costs	↑ €158,445 (+18.42%)
Office costs	↑ €19,209 (+23.02%)
Overhead costs	↑ €2,084 (+3.12%)
Total expenses	↑ €216,534 (+17.79%)

## RESOURCE ALLOCATION AND KEY OUTPUTS OF HUBS AND COMMITTEES 2016

CONCORD uses analytical codes to directly allocate costs to its activities (excluding staff costs and other overheads). The visual below shows how expenditure was allocated to our different working structures and activities in 2016.



**DETAILS OF 2016 EXPENDITURE ON ACTIVITIES, STAFFING AND OVERHEADS**



# ANNEXES - 1. ACTIVITY MONITORING 2016

## INTRODUCTION

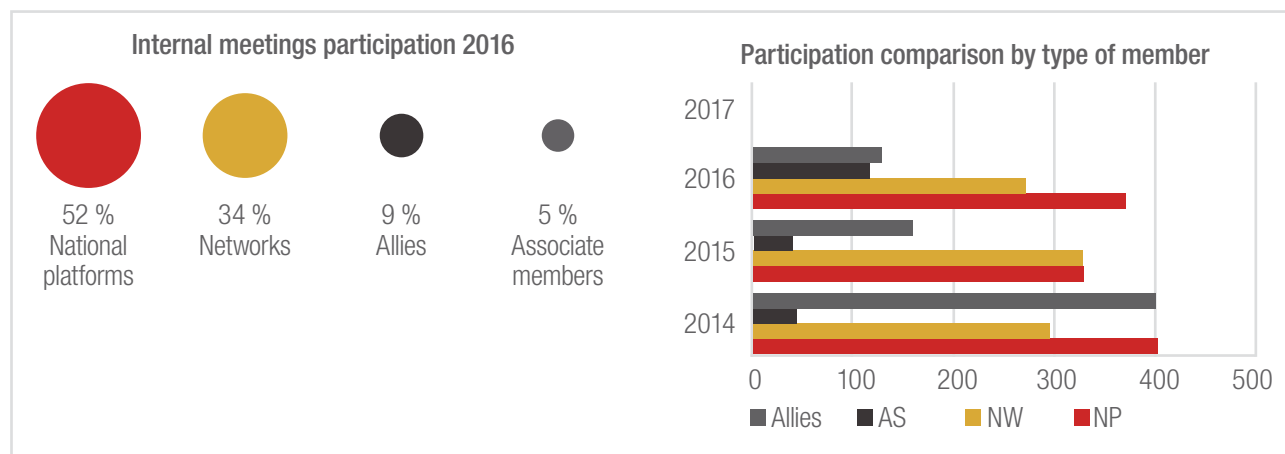
With the implementation of the new strategy, the structure of CONCORD changed. From 23 working structures, CONCORD established 4 Hubs with the support of 3 committees. The governance structure remained the same: general assembly and board. The new structures require new ways of measuring to have a more exact picture of the level of engagement and participation of CONCORD members.

## CONCORD STRUCTURES: GOVERNANCE, COMMITTEES, HUBS AND TRANSVERSAL INITIATIVES

Type	Name	Membership	Members represented	Female	Male
Hubs	Hub 1: Sustainable Development & Policy Coherence for Sustainable Development	126	28 NP (National Platforms) 19 NW (Networks) 3 AS (Associate Members)	82	43
	Hub 2: Financing for Development	79	27 NP 15 NW 2 AS	48	29
	Hub 3: Promoting Civil Society Space	133	26 NP 19 NW 2 AS	100	33
	Hub 4: Global Citizenship Education & People Engagement	54	26 NP 3 NW 3 AS	40	14
Transversal initiatives	Gender Reference Group	50	16 NP 11 NW 0 AS	49	1
Committees	Financial Advisory Committee	3	2 NP 1 NW 0 AS	2	1
	Inclusive Network Committee	9	7 NP 2 NW 0 AS	6	3
	Policy Direction Committee	13	7 NP 5 NW 1 AS	8	5
Governance	General Assembly (Delegates)	81	28 NP 20 NW 3 AS	48	33
	Board	10	6 NP 4 NW	5	5

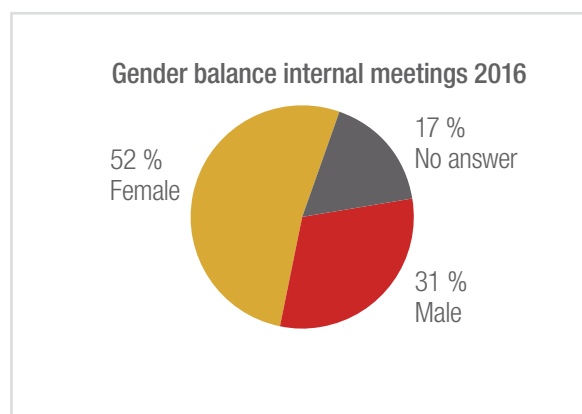
## PHYSICAL MEETINGS 2016

We registered 26 “internal meetings”, with a total of 703 participants.



If we compare the data from 2015 and 2016, we can highlight a comparative increase of the national platforms participation (from 38% to 52%) and a slight decrease of the networks participation from 38% to 34%. The associate members' participation remains at the same level. The allies' participation decreased by 10%, due to the redefinition of how we want to work with them and the fact that we are now differentiating between internal meetings and external events (during which more allies participate).

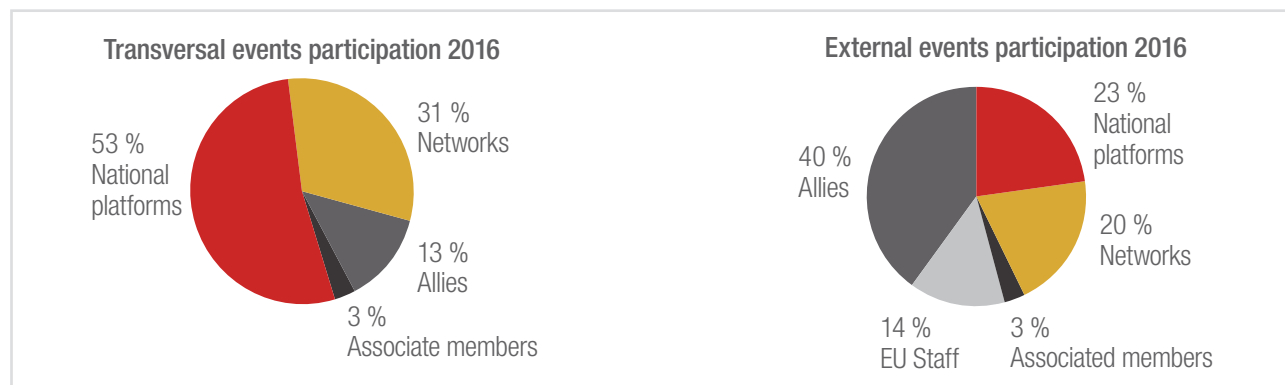
Regarding gender balance, there are more women than men in CONCORD meetings.



There are two new types of meetings that we would like to analyse:

The first type is **transversal events**, not linked with any particular structure, such as the Learning and Exchange Forum and the meetings on the review of the Multiannual Financial Framework or on the European Consensus. There were 4 transversal events with a total participation of 153 people; 81 from NP, 48 from NW, 5 from AS and 19 allies.

The second type is **external events** organised by CONCORD such as launches of publications, breakfasts with stakeholders, etc. There were 7 external events organised in 2016 with a total of 466 participants. Regarding gender balance, 51% of participants were women and 30% men. The remaining percentage declined to indicate their gender.

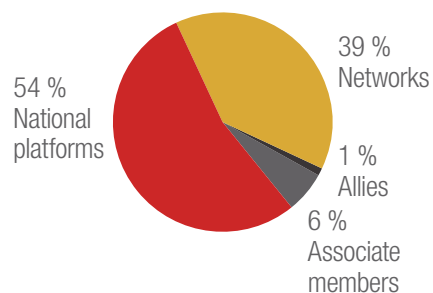


### WEBINARS SINCE SEPTEMBER 2016

This year, the challenge regarding the measurement of participation in webinars is due to the change of systems (from Arkadin to Webex). This report is based on data provided by the Webex system only, which we only began using in September.

We organised 21 webinars in the four final months of the year, with 122 participants in total. Keeping in mind that this covers only one third of the year, this represents an increase of the number of webinars from 2015 (32 webinars with 416 participants). Regarding the type of participation, 54% were national platforms, 39% were networks, 6% were associated members and 1% were allies. When it comes to gender, 60% of participants were women and 37% were men.

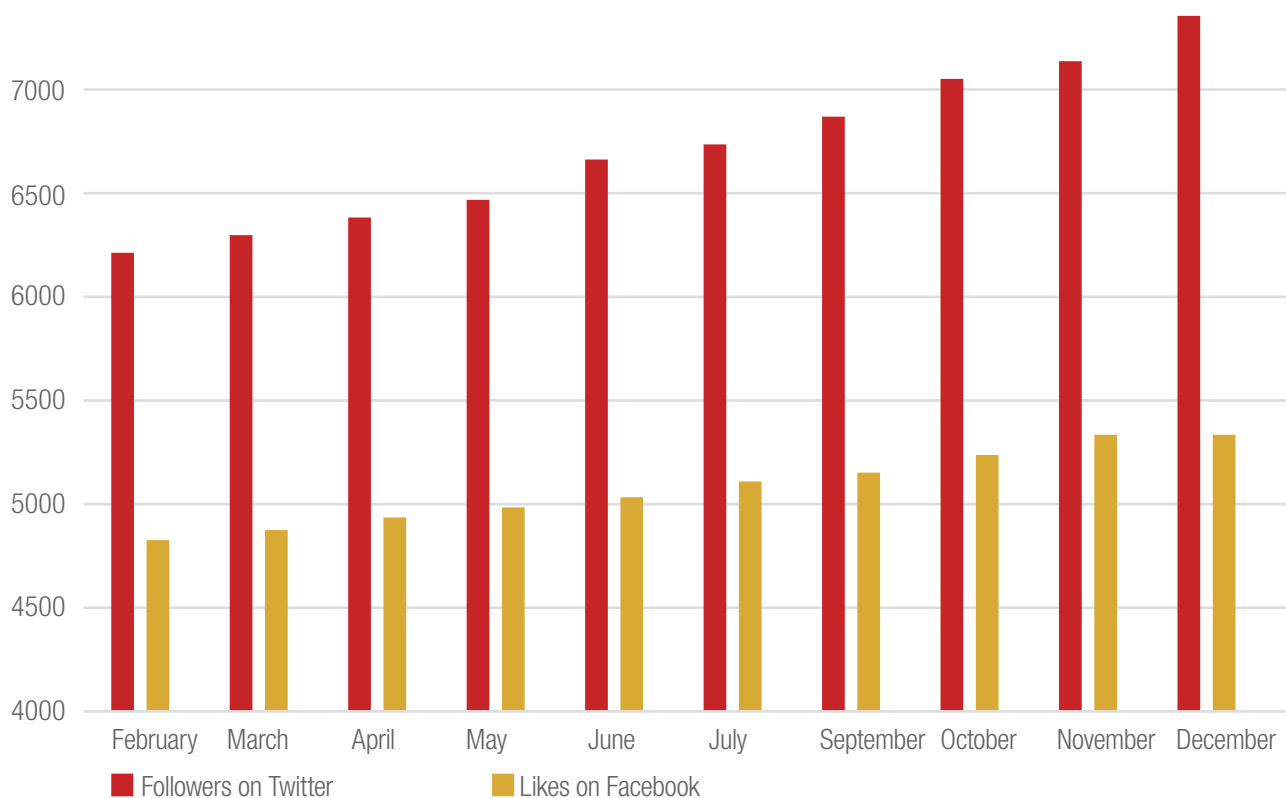
Webinars participation Sept-Dec 2016





## ANNEXES - 2. SOCIAL MEDIA STATISTICS 2016

We have increased our numbers of followers on Twitter as well as our number of page likes on Facebook.



# ANNEXES - 3. LIST OF PUBLICATIONS

CONCORD launched the following publications in 2016. This list includes reports, letters, papers and media pieces.

## **JANUARY:**

*REPORT:* Migration and Development - coherence for migration and security. And what about development?  
*LETTER:* Joint Call for Renewed Efforts to Ensure the Release of Egyptian Political Prisoners

## **FEBRUARY:**

*PAPER:* Recommendations for the implementation of the 2030 Agenda

## **MARCH:**

*REPORT:* EU Funding mechanisms - new trends in EuropeAid funding, and what they mean for CSOs  
*REPORT:* Analysis of six EU Country Roadmaps for Engagement with Civil Society and recommendations for the future  
*REPORT:* 10 myths about migration - in collaboration with ICMC & FORIM  
*LETTER:* EuropeAid DEAR call

## **APRIL:**

*PAPER:* CONCORD EU Global Strategy Position Paper  
*LETTER:* CONCORD EU Global Strategy Public Statement  
*MEDIA PIECE:* 2015 EU aid statistics heavily inflated by in-donor refugee costs  
*PAPER:* Better results for the most marginalised – revision of the financial regulation  
*LETTER:* Call for strong political statement engaging EU leaders in an ambitious and effective plan for implementation 2030 Agenda for sustainable development  
*PAPER:* Towards a new partnership between the EU and the ACP countries after 2020

## **MAY:**

*PAPER:* CONCORD's position on the revision of the Financial Regulation  
*MEDIA PIECE:* 9 ways to make the EU Global Strategy visionary and ambitious  
*PAPER:* EU Gender Action Plan II: opportunities for civil society participation to kick-start implementation  
*MEDIA PIECE:* Reaction ahead of the Foreign Affairs Council on Development: EU development ministers must step up fight to end extreme poverty  
*LETTER:* Consent procedures for the African regional Economic Partnership Agreements

## **JUNE:**

*LETTER:* Joint NGO statement on EU migration policies  
*REPORT:* Annual Report 2015  
*MEDIA PIECE:* Europe's and UK's global impact on development for all would be weakened by Brexit  
*MEDIA PIECE:* Putting people and planet first in the EU

## **AUGUST:**

*PAPER:* European Consensus on Development - Transforming EU development policy: CONCORD calls for a long-term vision for sustainable development

## **SEPTEMBER:**

*REPORT:* New EU Presidency Guide  
*REPORT:* DEVCO funding - new guidelines for application  
*LETTER*  
*& MEDIA PIECE:* Common statement on "A new Europe for people, planet and prosperity for all"

**OCTOBER:**

*REPORT:* Aidwatch - This is not enough  
*LETTER:* Joint NGO statement on EU migration policies  
*PAPER:* The Road to the Nairobi High Level Meeting on Development Effectiveness

**NOVEMBER:**

*REPORT:* Sustainable Development - The stakes could not be higher  
*MEDIA PIECE:* Dear European leaders, your new plan for ending inequality will not work  
*MEDIA PIECE:* "Now actions must speak louder than words" European NGOs react on future European development policy  
*MEDIA PIECE:* European development NGOs urge the EU to agree an action plan that respects their promises on development and aid effectiveness

**DECEMBER:**

*LETTER:* Joint ACP-EU Civil Society Statement on ACP-EU relations beyond 2020  
*MEDIA PIECE:* No more EU deals to keep migrants out

# ANNEXES - 4. MEMBER CONTRIBUTIONS

## MEMBER CONTRIBUTIONS FOLLOWING THE SELF-SELECTING PROCESS 2016

Member	NP/NW/AM	Country	2015 Committed Fees	2016 Committed Fees	Difference	Paid 2016
ACT ALLIANCE	NW		€ 20,000	€ 18,000	€ (2,000)	18,000 €
ACTIONAID INTERNATIONAL	NW		€ 16,000	€ 16,000	€ -	16,000 €
ADRA	NW		€ 8,000	€ 8,000	€ -	8,000 €
ALDA	AM		€ 2,500	€ 2,500	€ -	2,500 €
ARENGUKOOSTÕÕ ÜMARLAUD	NP	Estonia	€ 1,000	€ 1,000	€ -	1,000 €
ASSOCIAZIONE ONG ITALIANE	NP	Italy	€ 8,000	€ 8,000	€ -	8,000 €
BOND	NP	United Kingdom	€ 20,000	€ 20,000	€ -	20,000 €
BPID	NP	Bulgaria	€ 500	€ 500	€ -	500 €
CARE INTERNATIONAL	NW		€ 13,000	€ 13,000	€ -	13,000 €
CARITAS EUROPA	NW		€ 8,000	€ 8,000	€ -	8,000 €
CBM	NW		€ 12,000	€ 12,000	€ -	12,000 €
CERCLE DE COOPERATION DES ONGD DU LUX.	NP	Luxembourg	€ 12,000	€ 12,000	€ -	12,000 €
CHILD FUND	NW		€ -	€ 4,500	€ 4,500	4,500 €
CIDSE	NW		€ 16,000	€ 16,000	€ -	16,000 €
CONCORD BELGIUM	NP	Belgium	€ 16,500	€ 16,500	€ -	16,500 €
CONCORD SWEDEN	NP	Sweden	€ 16,000	€ 16,000	€ -	16,000 €
CONGDE	NP	Spain	€ 8,000	€ 6,000	€ (2,000)	6,000 €
COORDINATION SUD	NP	France	€ 20,000	€ 20,000	€ -	20,000 €
CROSOL	NP	Croatia	€ 1,000	€ 1,000	€ -	1,000.00 €
CYINDEP	NP	Cyprus	€ 500	€ 500	€ -	0
DOCHAS	NP	Ireland	€ 12,720	€ 12,720	€ -	12,720 €
EU CORD	NW		€ 6,500	€ 6,500	€ -	6,500 €
EUROPEAN ASSOCIATION FOR EDUCATION OF ADULTS	AM		€ -	€ 500	€ 500	500 €
FOND	NP	Romania	€ 1,000	€ 1,000	€ -	1,000 €
FORS	NP	Czech Republic	€ 3,000	€ 2,500	€ (500)	2,500 €
GLOBALE VERANTWOORTUNG	NP	Austria	€ 10,000	€ 8,000	€ (2,000)	8,000 €
GLOBALT FOCUS	NP	Denmark	€ 16,430	€ 12,000	€ (4,430)	12,000 €
GREEK PLATFORM FOR DEVELOPMENT	NP	Greece	€ 500	€ 500	€ -	500 €
GRUPA ZAGRANICA	NP	Poland	€ 1,000	€ 1,000	€ -	1,000 €
HABITAT FOR HUMANITY INTERNATIONAL	NW		€ 2,500	€ 5,000	€ 2,500	5,000.00 €
HAND	NP	Hungary	€ 500	€ 500	€ -	0
HANDICAP INTERNATIONAL	NW		€ 4,770	€ 4,770	€ -	4,770.00 €
IPPF - EN	NW		€ 12,720	€ 12,720	€ -	12,720 €
ISLAMIC RELIEF	NW		€ 7,500	€ 7,500	€ -	7,500 €
KEHYS RY	NP	Finland	€ 10,000	€ 10,000	€ -	10,000 €
LAPAS	NP	Latvia	€ 1,000	€ 1,000	€ -	1,000 €
LITUANIAN PLATFORM	NP	Lithuania	€ 500	€ 500	€ -	500 €
MVRO	NP	Slovakia	€ 1,000	€ 1,000	€ -	1,000 €
OXFAM INTERNATIONAL	NW		€ 14,000	€ 14,000	€ -	14,000 €
PARTOS	NP	The Netherlands	€ 16,000	€ 16,000	€ -	16,000 €
PLAN INTERNATIONAL	NW		€ 12,700	€ 12,700	€ -	12,700 €
PLATAFORMA PORTUGUESA DAS ONGD	NP	Portugal	€ 3,880	€ 3,880	€ -	3,880 €
SAVE THE CHILDREN ALLIANCE	NW		€ 20,000	€ 12,000	€ (8,000)	12,000 €
SKOP	NP	Malta	€ 1,000	€ 1,000	€ -	1,000 €
SLOGA	NP	Slovenia	€ 1,000	€ 1,000	€ -	1,000 €
SOLIDAR	NW		€ 5,000	€ 5,000	€ -	5,000 €
SOS CHILDREN'S VILLAGES	NW		€ 12,500	€ 12,500	€ -	12,500 €
TERRE DES HOMMES INTERNATIONAL FEDERATION	NW		€ 11,000	€ 11,000	€ -	11,000 €
VENRO	NP	Germany	€ 20,000	€ 20,000	€ -	20,000 €
WORLD VISION INTERNATIONAL	NW		€ 16,000	€ 16,000	€ -	16,000 €
WWF	AM		€ 6,000	€ 9,198	€ 3,198	9,198 €
			€ 429,720	€ 421,488	€ (8,232)	€ 420,488

# OUR MEMBERS



## ABOUT CONCORD

CONCORD is the European NGO Confederation for Relief and Development. Its 28 national associations, 20 international networks and 3 associate members represent over 2,600 NGOs which are supported by millions of citizens across Europe. CONCORD is the EU institutions' main partner in dialogue on development policy. As a confederation, CONCORD work towards a world where people enjoy their right to live free of poverty and exploitation and their right to enjoy wellbeing and equality. More at: [www.concordeurope.org](http://www.concordeurope.org)



