

# CONCORD ANNUAL REPORT 2019

ADVANCING  
TOGETHER TOWARDS  
A SUSTAINABLE WORLD

**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**

# 25

**Networks**

# 04

**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.

**Publisher:** CONCORD Europe - Rue de l'industrie 10 - 1000 Brussels, Belgium

**Coordination:** Soledad Briones, H el ene Debaisieux and Cecilia Rolland, CONCORD Europe

**Design:** [www.profigrafik.sk](http://www.profigrafik.sk)

**Year of publication:** 2020

---

## 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)



# TABLE OF CONTENTS

<b>FOREWORD FROM THE PRESIDENT</b>	<b>6</b>
<b>CONCORD STRUCTURE AND MISSION</b>	<b>7</b>
<b>THE BOARD</b>	<b>8</b>
<b>THE SECRETARIAT</b>	<b>10</b>
<b>POLICY DIRECTION COMMITTEE</b>	<b>12</b>
<b>THE HUBS</b>	<b>14</b>
Hub 1: Sustainable Development and Policy Coherence for Sustainable Development	14
Hub 2: Financing for Development	16
Hub 3: Promoting Civil Society Space	18
Hub 4: Global Citizenship Education and People's engagement	21
<b>GENDER REFERENCE GROUP</b>	<b>23</b>
<b>TRANSVERSAL TOOLS FOR SUSTAINABLE DEVELOPMENT</b>	<b>24</b>
Multiannual Financial Framework 2021 – 2027	24
European elections (post-election actions)	26
<b>INCLUSIVE NETWORK COMMITTEE</b>	<b>28</b>
<b>FINANCIAL ADVISORY COMMITTEE</b>	<b>30</b>
<b>FINANCE AND ANNUAL ACCOUNTS</b>	<b>32</b>
<b>INCOME AND EXPENDITURE 2019</b>	<b>34</b>
<b>ANNEXES</b>	<b>38</b>
Participation Insights 2019	38
Publications	40
Membership Contributions	42

# FOREWORD FROM THE PRESIDENT



Dear CONCORD members and other readers,

What is the Europe we want? The elections to the European Parliament in 2019 provided a good opportunity to raise this question, to exchange perspectives and to engage in discussions. While many political debates were still playing 'our country' and 'Europe' against each other, increasingly citizens and civil society initiatives across Europe demonstrated that Europe is us.

CONCORD joined those initiatives with a call for a Europe that cares about people, in Europe and in the world. A Europe that fights poverty and inequalities and promotes justice and peace globally. This is about envisaging Europe with a positive and optimistic perspective. By no means is it naïve. An optimistic view on Europe's future is not about leaning back and thinking 'it will be good'. Dedication, determination and firm action are needed from all of us to turn the rhetoric of a 'Europe that cares' into a lived experience for everyone.

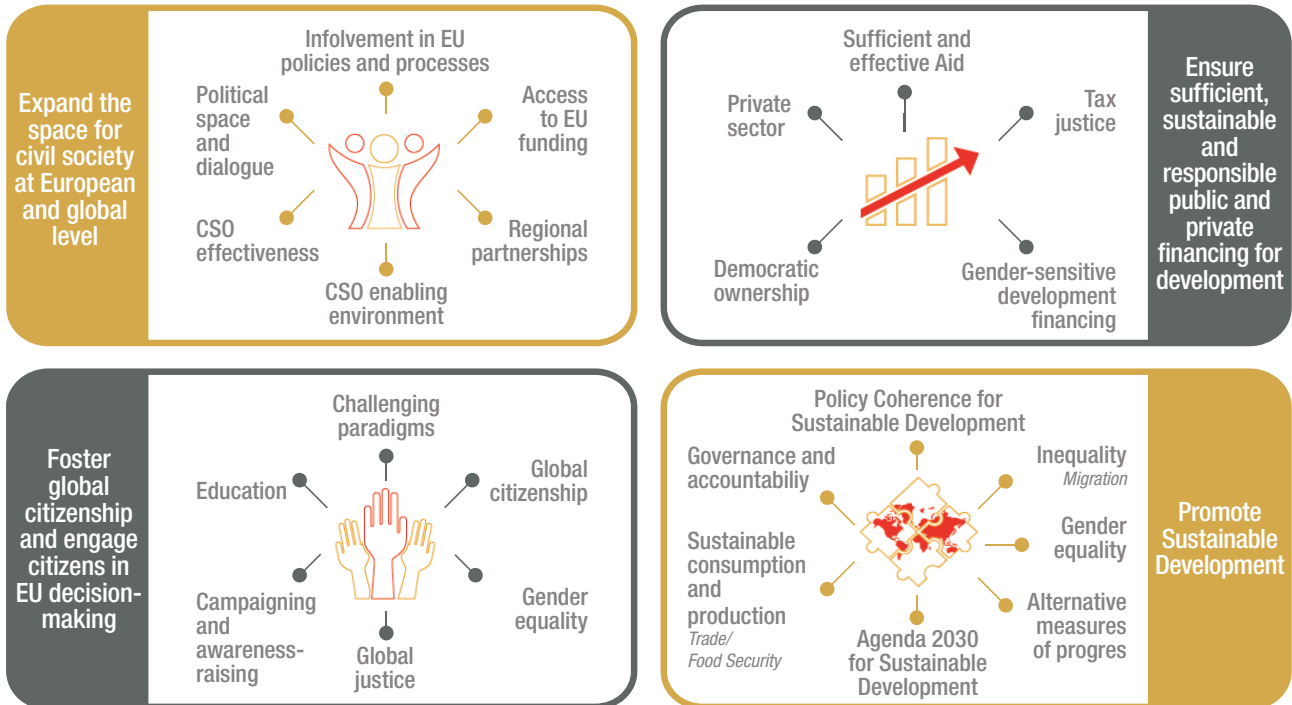
In the Mid-Term Review of our strategy, we carefully reflected how best CONCORD can contribute in coming years to the transformation that is needed in Europe to progress towards just and fair societies in a sustainable world. As a result, we are refocusing our work to challenge the systemic root causes leading to so many people being left behind with no perspectives for a good life. We will continue to point to the social impact of damaging economic systems, the dramatic consequences of environmental exploitation, and European policies which negatively affect the life situation of people in other parts of the world.

While CONCORD and its members focus on sustainable development in international cooperation, we fully acknowledge that the root causes of poverty, inequality and discrimination are universal. Solidarity is indivisible. We work together for a 'Europe that cares' with other alliances and networks in the social and environmental sectors.

In CONCORD we work for positive change that fights pessimistic, isolationist and xenophobic political agendas. I invite you to join however you can: Europe is us.

*Johannes Trimmel*  
President of CONCORD

# CONCORD STRUCTURE AND MISSION



CONCORD structures strategy 2016 – 2022

Back in 2016, CONCORD embarked on a new seven-year strategy; 2019 marks the fourth year of the implementation of this strategy. It has been translated into four streams of work, internally named 'Hubs', gathering several thematic areas of work:

1. Sustainable Development and Policy Coherence for Sustainable Development
2. Financing for Development
3. Promoting Civil Society Space
4. Global Citizenship and People's Engagement.

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 Inclusive Network Committee, the Policy Direction Committee and the Financial Advisory Committee
- The Gender Reference Group
- The Multiannual Financial Framework (MFF) transversal group
- The European Parliament elections transversal group.

The work of the Confederation is overseen by a governing Board which provides strategic guidance and direction and is supported by a Secretariat coordinating the implementation of the activities.

This year, as we were reaching the mid-term point in the implementation of the strategy, the Confederation reviewed the first outcomes and assessed the strategy's progress. This will result in a reorganisation of structures from 2020.

# THE BOARD



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



*Vice-President:*  
**Céline MIAS**  
CARE International



*Secretary:*  
**Floris FABER**  
ACT Alliance EU  
re-elected in June 2019



*Treasurer:*  
**Stefan CIBIAN**  
FOND  
(Romanian National Platform)  
co-opted in September 2018  
and elected in June 2019



**Paola BERBEGLIA**  
CONCORD Italy  
(Italian National Platform)



**Javier GARCÍA DE LA OLIVA**  
ActionAid International  
elected in June 2019



**Claire GODFREY**  
Bond  
(UK National Platform)



**Branka JURAN**  
CROSOL  
(Croatian National Platform)  
co-opted in November 2019



**Delphine MORALIS**  
Terre des Hommes  
International Federation  
elected in June 2019



**Bruno RIVALAN**  
Coordination SUD  
(French National Platform)

## MEMBERS WHO STEPPED DOWN:

**Sigrid Solnik**, AKÜ (Estonian National Platform), stepped down in January 2019

**Lars Bosselmann**, CBM, stepped down in April 2019

**Els Hertogen**, CONCORD Belgium (Belgian National Platform), stepped down in August 2019



## OUR MAIN OUTPUTS

### Mid-Term Review of CONCORD's Multi-Annual Strategy (2016–2022)

The main focus of the Board in 2019 was to lead the Mid-Term Review of **CONCORD's Multi-Annual Strategy**. This work had started already in 2018 and at the beginning of 2019 the process was formally launched and a consultant was recruited. Members were consulted through a survey and a series of in-depth interviews. The main point raised by members was that the Confederation needed to be better at prioritising. It needed to “do less, better”. There was also a series of interviews with stakeholders, which brought to light the need for CONCORD to move with the times and reflect the changing face of development cooperation. The report of the consultant was shared with members ahead of the General Assembly, along with a Secretariat paper on megatrends. During the General Assembly members discussed relevance, impact and membership engagement. Members called for more focus, more flexibility, greater impact, greater quality and more innovation. At the end of the General Assembly, members agreed to give a mandate to the Secretariat and Board and a focus group of members to work on a document. Based on this, a proposal was presented by the Secretariat, with input from the Board and the focus group. It was amended after the Board meeting of September and shared with members in October, along with a survey. Following the input gathered via the survey and during the autumn Hub meetings, the **Mid-Term Review Outcome** was prepared. It was discussed and approved by the Board during its December meeting.

As a result of the Mid-Term Review, while still fully operating within the context of the 2030 Agenda for Sustainable Development (the 2030 Agenda), the Confederation will now have one overarching objective on tackling inequalities and poverty. The work under this main objective will be done via three pillars: Inequalities and Sustainable Economy, Financing and Funding for Sustainable Development and Policy Coherence for Sustainable Development. To complement the work of these

three workstreams, there are five cross-cutting issues: Gender Equality, Regional Alliances, Global Citizenship Education, Civil Society Power and Private Sector. The new ways of working will be developed and implemented in 2020.

### Working together as a strategic Board

With a lot of changes in the composition of the Board over the past two years, it was felt opportune to take some time to reflect on how the Board could best provide strategic guidance to the Confederation. During the September Board meeting, the Board had a workshop with an independent governance expert and reflected on both the role of a Board in Confederations such as CONCORD, as well as on how to be more strategic. This work will continue in 2020 with the adoption and implementation of an action plan.

“I can confidently say that with your input we have been able to shape our Agenda, and I am equally confident that with your continued engagement we will be able to shape our Agenda further, to impact European politics and policies to tackle inequality and poverty.”

*Johannes Trimmel,  
President of CONCORD*

# THE SECRETARIAT

## LEADERSHIP



**Tanya Cox**  
Director

## FINANCE & RESOURCES



**Kate Carpenter**  
Head of Resources



**Marion Coat**  
Events & Procurement  
Officer



**Valérie Moens**  
Finance Coordinator



**Adrien Serafin**  
Accountant & HR Officer

## POLICY & ADVOCACY



**Kasia Hanula-Bobbitt**  
Head of Policy & Advocacy  
– on maternity leave from  
February to mid-May  
and on parental leave from  
mid-July to end-August



**Lonne Poissonnier**  
Policy & Advocacy Coordinator  
– Acting Head of Policy  
& Advocacy from February  
to mid-May



**Francesca Romana Minniti**  
Policy & Advocacy  
Coordinator



**Riccardo Roba**  
Policy & Advocacy  
Officer



**Alexandra Rosén**  
Policy & Advocacy  
Coordinator  
– on maternity leave from  
January to end-May



**Zuzana Sladkova**  
Policy & Advocacy  
Coordinator  
– on maternity leave from  
January to end-August

## MEMBERSHIP & COMMUNICATION



**Soledad Briones**  
Head of Membership &  
Communication



**Helene Debaisieux**  
Communication Coordinator  
– on maternity leave from  
January to June



**Cecilia Rolland**  
Governance Coordinator



**Rebecca Steel-Jasińska**  
Membership & Inclusion  
Coordinator

## INTERIMS



**Rebekka Blomqvist**  
Policy & Advocacy Officer  
January to August



**Gilberto Pelosi**  
Policy & Advocacy Coordinator  
January to June



**Gerhard Schutzinger**  
Communication Coordinator  
January to July

## TRAINEES

**Paula Pedrero Tobella** – Communication Intern – January to March

**Nabil El Faouz** – Policy & Advocacy Intern – March to August

**Rachel Adu-Darkwa** – Communication Intern – May to August

**Matej Banovec** – Policy & Advocacy Assistant – June to August

**Natalia Dubois** – Policy & Advocacy Intern – from September

**Roza Modzelewska** – Policy & Advocacy Assistant – from September

**Rachael Akalusi** – Communication Intern – from October

# POLICY DIRECTION COMMITTEE

The Policy Direction Committee oversees CONCORD's policy and advocacy work and ensures that it is coherent, impactful and in line with the rights-based and sustainable development objectives and principles set out in the Strategy. The committee provides political and policy direction to CONCORD's work in support of the Confederation's multi-annual strategic plan. The composition of the Policy Direction Committee ensures that the extensive membership is represented, with a mix of expertise coming from National Platforms in the Member States and advocacy expertise from international network organisations, as well as representatives of the Board and the four thematic Hubs.

## OUR OUTPUT

### Better quality assurance and increased impact of CONCORD's tools

The Committee fulfilled an important function in ensuring the coherence of CONCORD messages in all the policy areas that were pursued by the Confederation. It fulfilled its function by reviewing and supporting the development of the following documents:

- Infographics, briefings and press releases linked to the European Parliament elections
- Inequalities Unwrapped: An urgent call for systemic change (report)
- EU Delegations unwrapped: A practical guide for Civil Society Organisations
- "How will you work for Sustainable Development?" CONCORD's Litmus Test for EU leaders, focusing on Policy Coherence for Sustainable Development (paper)
- AidWatch 2019 report: Leaving no one behind: time for implementation
- Is European Aid Effective? (report)
- Letters ahead of Foreign Affairs Council meetings
- Multiple briefing papers on different topics, including one supporting the advocacy work on the post-Cotonou negotiations.

"The Policy Direction Committee provides a platform for us as CONCORD to discuss policy positions and how gender equality can be mainstreamed and put at the heart of everything we do."

*Cecile Vernant, VENRO  
(German National Platform)*

## MAIN IMPACT

The increased quality control of CONCORD tools:

- Helped policy-makers and other decision-makers to understand better the complexity of development issues and impacts of policies and actions
- Created more consistency and transparency between different structures operating inside CONCORD to maximise the external impact of the Confederation's advocacy efforts.

## GENDER EQUALITY

A number of years ago, CONCORD decided to prioritise efforts to achieve gender equality. To this end, the Policy Direction Committee ensured that gender equality was mainstreamed throughout the policy documents and tools produced by the Confederation.

## COMMITTEE MEMBERS

**Luca De Fraia**, ActionAid – representative of Hub 2

**Ruth Faber**, EU-Cord

**Claire Godfrey**, Bond (UK National Platform) – representative of the Board

**Julieta Gonzalez**, Plan International – representative of the Gender Reference Group  
– from April 2019 until September 2019

**Rilli Lappalainen**, Fingo (Finnish National Platform) – representative of Hub 4

**Lavinia Liardo**, Terre des Hommes International Federation

**Sally Nicholson**, WWF – representative of Hub 1 – until July 2019

**Susana Réfega**, Plataforma ONGD (Portuguese National Platform)

**Bruno Rivalan**, Coordination SUD (French National Platform) – representative of the Board

**Izabella Toth**, Partos (Dutch National Platform) – representative of Hub 3

**Cecile Vernant**, VENRO (German National Platform) – representative of the Gender Reference Group  
– until April 2019 and from September 2019

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

## OUR OUTPUTS

### 1. Sustainable development high on the new EU priority list

CONCORD's advocacy work through the EU Sustainable Development Goal (SDG) Multi-Stakeholder Platform bore fruit with the January 2019 publication of the EU reflection paper 'Towards a sustainable Europe by 2030' and the subsequent Council conclusions, both of which included several of our proposals. The months thereafter witnessed strong advocacy by CONCORD's members at national level to push sustainable development as a political priority ahead of the Sibiu summit and in the run-up to the European elections. And at the global level, as the civil society voice during the EU's reporting to the UN High-level Political Forum on Sustainable Development, CONCORD called on the EU to take a more transformative approach to sustainable development, domestically and externally.

### 2. Increased awareness of the importance of Policy Coherence for Sustainable Development

Ahead of the European elections, CONCORD's experts on trade, migration, agriculture, environment, finance, tax and corporate accountability jointly drafted the publication 'How will you work for sustainable development? A litmus test for EU



"One of the highlights of 2019 was our joint participation at an international conference on sustainable development organised by the Romanian Presidency in Bucharest. It was great to see our Romanian member, FOND, in action, especially in organising the civil society platform part of this conference and co-organising the upcoming Hub 1 meeting. It's always great to be exposed to the reality of a National Platform, especially in a 'new' Member State."

*Gyorgy Sumeghy,  
Habitat for Humanity*

leaders'. This sets out, for each of these different policy fields, where CONCORD believes the EU and its Member States stand today, where they should be in 2030 and what should therefore be done over the next five years to get there on time. This report was presented during the informal Agenda 2030 Working Party meeting in Bucharest. In the autumn, it was also turned into a very interesting podcast 'The world is interconnected, so are EU policies'.

To further promote Policy Coherence for Sustainable Development, CONCORD contributed to the SDG Watch Europe report 'Who is paying the bill? (Negative) impacts of European policies and practices in the world' and its launch during the July High-level Political Forum. In addition, CONCORD co-organised a session on transboundary impact indicators during the Beyond Growth conference of our Finnish Platform, Fingo, in Helsinki.



*PCSD Podcast The world is interconnected, so are EU policies*

### 3. Shared understanding of the drivers of and solutions to tackle inequalities

Tackling inequalities was a key priority for CONCORD in 2019. Members collectively reflected, gathered evidence and developed messages on the various forms of inequality, the drivers behind them and the possible solutions to address them. CONCORD promoted these messages in its advocacy to influence the staff working document 'Implementation of the new European Consensus on Development – Addressing inequality in partner countries' and the subsequent Council conclusions and in the SDG Watch report 'Falling through the cracks. Exposing inequalities in Europe and beyond'. In the autumn, CONCORD proudly presented its report **'Inequalities unwrapped. An urgent call for systemic change'** during the CONCORD high-level conference on inequalities. When drafting the report, members made sure to focus on gender equality, in order to reflect our CONCORD-wide commitment to promote it, as well as on intersectionality between gender and other forms of inequalities.



### 4. Continuous exchange on migration and development

The working group on migration prepared a list of simple and clear messages on migration and development for the final moments of the campaign before the European Parliament elections, to help members of CONCORD to counter fake news and use accurate language, especially during their elections actions. The group worked closely with the Multiannual Financial Framework (MFF) working group and the EU-Africa working group of CONCORD providing inputs and actively contributing to the drafting of documents like the **'Briefing on Migration and Mobility in the EU-Africa pillar of the post-Cotonou**

**agreement'**. Research was conducted by members during the year on the migration–development nexus with the aim of publishing a discussion paper in 2020.

## PARTNERSHIPS

To amplify our call to prioritise sustainable development, CONCORD partnered with 150 like-minded CSOs across Europe, sending a joint Open Letter, **'Our sustainable future must start now'**, to EU Heads of State and Government. This letter was also published in the European news outlet EURACTIV. And at the end of the mandate of the EU SDG Multi-Stakeholder Platform, CONCORD co-authored together with 30 of its high-level members and observers a letter to incoming Commission President von der Leyen. This called for an overarching strategy on sustainable development, for her to lead a whole-of-Commission approach on sustainable development and to renew the mandate of the Platform to ensure participatory involvement of stakeholders in the important steps to come.

### STEERING GROUP MEMBERS

#### Co-Chairs

**Evert-Jan Brouwer**, EU-CORD

**Jussi Kanner**, Fingo (Finnish National Platform):  
January – September

**Bjarke Vestergaard**, Globalt Fokus  
(Danish National Platform): October – December

#### Members

**Isabelle Brachet**, ActionAid International

**Sally Nicholson**, WWF European Policy Office  
– until July 2019

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

**Gyorgy Sumeghy**, Habitat for Humanity

**Sofia Svarfvar**, CONCORD Sweden  
(Swedish National Platform)

## MAIN IMPACT

Sustainable development and its underlying principles take a much more prominent place in the Commission President's political priorities for 2019–2024 compared with those of its predecessor. Our combined efforts seem to have influenced not only the Political Guidelines of the new Commission President but also the mission letters she sent to her College of Commissioners. In line with suggestions from CONCORD, the General Affairs Council in December gave clear indications for how the European Commission should take its work on sustainable development forward.

From now on, each Commissioner has to ensure the delivery of the UN SDGs within their policy area and the College as a whole will be responsible for the overall implementation of the Goals. Moreover, the European Semester – the EU's economic policy coordination cycle with Member States – will be turned into an instrument that integrates the SDGs. The concerted advocacy efforts of CONCORD together with like-minded civil society organisations (CSOs) and other stakeholders undoubtedly contributed to this change.

# HUB 2: FINANCING FOR DEVELOPMENT

## OUR OUTPUTS

### 1. The 2019 AidWatch report

At an AidWatch methodology workshop in April, members and external guests from the Commission's Directorate-General for International Cooperation and Development (DG DEVCO) and civil society discussed the possibilities for updating the AidWatch methodology. Following that, a survey among the National Platforms on their use of the AidWatch report was launched in order to gain insights into how the members use the report. The results of the survey showed a continued high interest in an annual AidWatch report as an advocacy tool and to create national momentum. In May, CONCORD presented its results from the **2018 AidWatch report** to the Council Working Party on Development Cooperation (CODEV). The **2019 AidWatch report** was launched in November and focused – as in previous years – on the quality and quantity of EU and Member States aid. This year, the report also explored in detail the Leave No One Behind principle of the 2030 Agenda and presented a whole set of recommendations on how to start implementing the principle so as to ensure that EU aid is adequately used to reduce poverty and inequality.

### 2. Podcast on Financing for Sustainable Development

Also in November, CONCORD published its fifth episode of the 'Talking Development' series with an episode on '**EU aid and innovative financing tools for Sustainable Development**'. The podcast gave insights on the new trends in aid and on the different mechanisms put in place to finance development objectives in innovative ways. In the podcast, themes such as private sector investments and aid effectiveness were explored.

### 3. Aid effectiveness paper

Aid is not only about quantity, it is also about quality. In a discussion paper entitled '**Who owns Development Effectiveness? A European Reality Check**', Hub 2 members analysed how effectively EU aid is used based on the outcomes of the last monitoring round of the Global Partnership for Development Effectiveness. The paper, which puts forward a series of recommendations based on a set of selected indicators, was presented and discussed with the Commission's DG DEVCO at the Hub 2 autumn meeting.

### 4. Participation in the Financing for Development global forum

A delegation of Hub 2 members attended the fourth Financing for Development Forum, held from 15 to 18 April 2019 at the UN Headquarters in New York. Members spoke at several side events alongside other stakeholders such as the European Commission and Member State representatives.

"The 2019 AidWatch report continues to present a valuable advocacy tool as well as a monitoring and accountability process for EU aid delivery. It has also been an important learning, motivating and capacity-building opportunity for CONCORD members and their partners. As it is becoming clear that EU aid is regressing from the 2030 Agenda's Goals, and risks leaving the people that need it most behind, a more active and effective cooperation among CSOs, as well as with donors and partners, is sorely needed."

*Maruša Babnik, SLOGA  
Slovenian National Platform*

## GENDER EQUALITY

The AidWatch report this year included a dedicated section on gender, analysing European Official Development Assistance (ODA) figures aimed at gender equality. Two of its recommendations were related to gender equality. The first one focused on reaffirming the 85% target for new projects having gender equality as a significant or principal objective, and the second focused on the quality of reporting and the accessibility of gender-related data.

### STEERING GROUP MEMBERS

**Maruša Babnik**, SLOGA

(Slovenian National Platform)

**Ingrid Coenen**, Partos

(Dutch National Platform) until May 2019

**Luca De Fraia**, ActionAid Italy

**William Grech**, SKOP

(Maltese National Platform)

**Pedro Morazan**, VENRO

(German National Platform)



## CONCORD AIDWATCH 2019

LEAVING NO ONE BEHIND:  
TIME FOR IMPLEMENTATION

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



### MAIN IMPACT

Yet again, the launch of the AidWatch report was the peak moment of the year in terms of visits to, and downloads from, CONCORD's website. As a monitoring tool that CONCORD has produced since 2005, it still attracts much attention from stakeholders in the development cooperation sector but also beyond. This year, the British newspaper, *The Guardian*, wrote [an article about the AidWatch report 2019](#) which reached a large audience and contributed to generating traffic to the AidWatch section on CONCORD's website.

# HUB 3: PROMOTING CIVIL SOCIETY SPACE

## OUR OUTPUTS

### 1. EU-Africa cooperation: CONCORD engagement in the post-Cotonou negotiations

EU-Africa cooperation remained high on the agenda for CONCORD; 2019 was crucial for the negotiations of the post-Cotonou agreement and the announcement of a new EU comprehensive strategy for Africa.

CONCORD's EU-African, Caribbean, and Pacific Group of States (ACP)/Africa group provided EU stakeholders with key policy recommendations on the **foundation** of post-Cotonou (January) and the **EU-Africa pillar** (June) – focusing on civil society participation and thematic topics. The group created awareness about what is at stake by sharing timely information with members and partners, publishing an **interview** with Anne Pakoa from the ACP Civil Society Forum (April) and producing a **podcast** on EU-Africa partnership (May). In close contact with its ACP partners, the group participated as an observer to the ACP Non-State Actors Consultation in March. In the framework of its advocacy strategy, the group organised exchanges with Mr Develtere and Mr Baum from the European External Action Service (EEAS) as well as a seminar on civil society participation in the Joint Africa-EU Strategy (July) to bring civil society – including from Africa – closer to EU stakeholders (notably DG DEVCO and DG TRADE). Finally, the group did advocacy on civil society participation, human development, economic development and migration vis-à-vis DG DEVCO, EU Member States' Permanent Representations in Brussels and the European Parliament.

### 2. Providing guidance on and access to EU funding for a more diverse range of civil society initiatives

Funding for civil society remains one of the priorities for CONCORD actions. In this framework, the Instruments Sub-Group finalised the analyses of key changes in the Multiannual Indicative Programmes (MIP)/Multi-annual Action Programmes

“The 2030 Agenda implementation still represents an opportunity for civic voice and civil society participation. However, the high level of technicality in achieving the SDG targets and the current rhetoric suggesting that the stakeholders that bring innovative change are no longer CSOs, but other actors, is not helpful. The EU and other international organisations must act quickly to ensure an active and meaningful CSO engagement in the SDGs implementation framework”.

*Izabella Toth, Partos  
Dutch National Platform*

(MAAP) for 2018–2020 compared to the previous period. The instruments taken into account were: Civil Society Organizations and Local Authorities (CSO-LA) thematic programme; European Instrument for Democracy and Human Rights (EIDHR); the components of Global Public Goods and Challenges (GPGC) for Food and Security, Human Development and Sustainable Energy; and Pan-African geographic programme.

These analyses fed into the advocacy work on the MFF. The Instruments Sub-Group also actively supported the activities on EU development programming, by setting up meetings with the thematic units in DG DEVCO and the Directorate-General for Neighbourhood Policy and Enlargement Negotiations (DG NEAR). The Financial Regulation Sub-Group actively contributed to the Operational Information System roll-out by providing **inputs** on behalf of CONCORD. Moreover, the Financial Regulation Sub-



*Seminar on CS with African partnership*

Group has assessed the changes under DG DEVCO Procedures and Practical Guide 2019 and the impact they have on CSOs, and organised a **session** with DEVCO to present the main functions of EU Aid Explorer.

### 3. Strengthening civil society engagement with EU Delegations

CONCORD has long experience in assessing the engagement of in-country EU Delegations (EUDs) with local civil society. The years 2019 and 2020 are key for local CSOs to build a dialogue with the EUDs and influence the EU aid official programming cycle.

Therefore, the EU Delegations group developed the CONCORD handbook '**EU Delegations unwrapped. A practical guide for CSO engagement with EUDs**' (published in June). Available in English, French and Spanish, this is a capacity-building tool for CSOs active at local level. It contains practical tips and entry points to approach EUDs and best practices for a variety of levels and experiences as well as covering the latest developments on programming. The guide aims to deepen knowledge about the political dialogue with the EU, EU policies which are relevant for CSOs and funding opportunities and trends.

The handbook has reached hundreds of country offices and local CSOs and has been presented at Encuentro entre Pares (a workshop co-organised by the EU Delegation in Colombia and the Colombian NGO platform in September in Bogota) and during three webinars in **English**, **French** and **Spanish**



*Presentation EUDs handbooks in Colombia*

in November. During the webinars, participants could raise questions and particular attention was paid to the upcoming programming cycle.

## GENDER EQUALITY

Gender was mainstreamed across the work and communities covered by Hub 3. Thanks to contributions from the Gender Reference Group, a chapter about the EU Gender Action Plan (GAP) was included in the CONCORD handbook 'EU Delegations unwrapped' as a key opening for CSOs to engage with EUDs at country level and work on gender-sensitive issues. Gender has also been at the core of CONCORD asks in the advocacy work on EU-Africa cooperation and post-Cotonou negotiations.

### STEERING GROUP MEMBERS

**Alba Gonzalez**, CBM

– until May, then SOLIDAR – from May

**Pieter-Jan Hamels**, CONCORD Belgium

(Belgian National Platform) – from April 2019

**Robert Križanic**, SLOGA

(Slovenian National Platform) – until April 2019

**Katarina Macejakova**, ActionAid EU

– until October 2019

**Karine Sohet**, ACT Alliance EU

– until January 2019

**Daniel Svoboda**, FoRs

(Czech National Platform) – until April 2019

**Izabella Toth**, Partos (Dutch National Platform)

**Gina Wharton**, IPPF European Network

– from April 2019

**Madeleine Winqvist**, CONCORD Sweden

(Swedish National Platform) – until January 2019

**Annette Wulf**, VENRO (German National Platform)

– from April 2019

## MAIN IMPACT

The European Commission and several EU Delegations have defined the handbook and the webinars as incredibly useful resources for the programming cycle – which is high up on the European institutions' agenda for 2020 – and as milestones in the broader dialogue between EUDs and local CSOs. Both of them have been publicly shared and supported by EUDs across several regions, strengthening their engagement with civil society.

EU representatives' political recognition and high participation in CONCORD events have been a strong recompense for CONCORD's efforts in ensuring that different EU institutions (DG DEVCO, DG TRADE, EEAS) are on the same page when dealing with meaningful engagement of civil society within EU-Africa bi-regional frameworks. Thanks to CONCORD's advocacy work on EU-Africa cooperation and the post-Cotonou process, the European Commission has acknowledged civil society as an important stakeholder in future agreements or strategies between the two regions.

## **PARTNERSHIPS AND ALLIES**

For the work on Promoting Civil Society Space, alliances and partnerships are of key importance. For the EU-ACP/Africa group, CONCORD has coordinated and aligned some advocacy actions together with other European CSOs (for example, European Peacebuilding Liaison, International Trade Union Confederation, Wetlands) and with CONCORD's African, Caribbean and Pacific partners – notably through the EU-ACP CSOs partnership Google Group established in 2018. The EU-Latin America and Caribbean group, in addition, is a joint working group of CONCORD members, EU-LAT Network, Human Rights and Democracy Network as well as other CSOs with long experience in Latin America and the Caribbean.

Finally, CONCORD is a member of Civil Society Europe and Tanya Cox (CONCORD Director) is a Steering Group member; she is also a co-chair of the Policy Forum on Development Task Team.

**“It is essential for the EU and the ACP states to protect civil society’s space and diverse roles and to put human rights protection and fundamental freedoms at the heart of the post-Cotonou negotiations and final agreement. Mechanisms must be created and implemented to this end. A crucial starting point for this, however, is the political will of EU and ACP leaders. If this is lacking, democratic governance is undermined.”**

*Gina Wharton,  
IPPF European Network*

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

## OUR OUTPUTS

### 1. Design and kick-off of CONCORD's European Parliament elections campaign

Due to Hub 4's focus on Global Citizenship and civic engagement, its members were very actively involved in the Confederation's work around the European Parliament elections, especially during the pre-election phase. Based on inputs gathered from members and members of members in 2018, the European Elections task force created two sets of digital infographics (one of them animated) to be used by CONCORD and its members in their communication efforts towards the public. In order to allow members to make the most of these tools, they were presented during a series of webinars. A pre-election event was organised just before the Hub 4 spring meeting. It was another opportunity to present the tools made available to members, share experiences around national campaigns on the European Parliament elections and start discussing CONCORD's post-election work. More than 45 members took part actively during the day, which was organised into plenary sessions and specific thematic workshops (including on communication and social media). During the event, members discussed the plans for the two last key months of electoral campaigns and for the post-election work so as to optimise CONCORD's policy and advocacy impact.

Most National Platforms and half of the network organisations, including members of members, have been active in the pre-election phase and/or used the provided material and tools for their actions and campaigns.

CONCORD, together with international CSOs, environmental coalitions and trade unions, participated in a research project led by Friends of the Earth Europe on testing and framing new narratives about Europe. The main result was shared through a written guide: **'Europe we want - how to talk about the societies we want in Europe'**, which was presented during a webinar in the first half of the year. Linked to this, a 'Europe we want: EP election campaign lab' was co-organised by CONCORD and created the opportunity to build new and reinforce existing partnerships with strategic allies and CSOs from other sectors around the European Parliament elections. The event contributed to initiating and/or enlarging cross-sector initiatives during the pre- and post-election phases to increase civil society impact and the outreach potential towards citizens and relevant stakeholders. A coordination group composed of NGO coalitions from multiple sectors (environment, development, human rights defenders, trade unions, fair trade, online campaigning platforms) was established after the event for continued collaboration.

"Narratives and mainstream paradigms around differences and diversity of any kind are mostly negatively biased and this is reflected in popular culture and thinking. Quality, in-depth and long-term Global Citizenship Education (GCE) is vital to address these aspects and achieve full inclusion, embracing diversity. GCE delivers not only awareness raising on these topics but can actually challenge these thinking patterns, the narratives and the paradigms propagated in society and allows to shift the 'system' to a truly sensitive and inclusive one. The potential of GCE is not limited to the effect on one person's mindset, sensitivity and lifestyle, but it can also contribute to shaping policies that promote and value diversity."

*Andreea-Loredana Tudorache, Fond  
Romanian National Platform*

## STEERING GROUP MEMBERS

### Co-Chairs

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

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

### Steering group members

**Sofia Caiolo**, ALDA

**Federica Di Giulio**, SKOP (Maltese National Platform)

**Monika Duelge**, VENRO (German National Platform)

**Veronika Golianova**, Habitat for Humanity – until November 2019

**Elzbieta Kielak**, Grupa Zagranica (Polish National Platform)

**Rilli Lappalainen**, FINGO (Finnish National Platform)

**Andreea-Loredana Tudorache**, Fond (Romanian National Platform)



Pre-election event



Podcast Say Yes To Change! Why voting at EU level matters

As part of the awareness-raising efforts ahead of the elections, CONCORD also produced a dedicated podcast **'Say Yes to Change! Why voting at EU level matters'** highlighting what was at stake.

## 2. Work on position of a Global Citizenship Education/ DEAR component in the MFF

Members of Hub 4 worked on the positioning of CONCORD for the DEAR/GCE component of the next MFF. The position had the aim of updating and aligning the terminology of the European Commission with the 2030 Agenda – moving from “DEAR” Development Education Awareness-Raising to “GCE” Global Citizenship Education/Engagement – and promoting the right of initiative for calls for proposals and projects on themes and priorities.

“Global Citizenship Education (GCE) aims to enable people to learn, understand and reflect on their own attitudes towards the complex world; this element is increasingly crucial, especially now, when the world is getting more and more interdependent. What we need to do is to think about new ways of getting to societies with GCE messages and values, to build a more sustainable and just world for all. And here I see the role of CONCORD.”

*Elzbieta Kielak, Grupa Zagranica  
Polish National Platform*

## GENDER EQUALITY

When developing the communication and advocacy tools for the European Parliament elections, particular attention was given to gender equality and inclusion. All the graphic material and illustrations were designed and developed taking into account gender equality and diversity from the outset, ensuring diversity in the drawings and storyboards. Efforts were also made on ‘visual accessibility’ for people with visual impairments, to stress the importance of inclusive communication and make members aware of simple and effective ways to make their documents and digital communication more accessible.

## PARTNERSHIPS AND ALLIES

To optimise impact and achieve shared goals, such as the official recognition in the EU of Global Citizenship Education and the realisation of a European strategy on Global Citizenship Education, CONCORD members worked on strengthening the partnership with key stakeholders in Europe and globally who share the same objectives. These included the Bridge 47 project, the Global Education Network Europe, the Council of Europe – North-South-Centre and the Life-Long Learning Platform.

## MAIN IMPACT

After years of increasing apathy towards EU politics, voter turnout rose to almost 51% – the highest rate in 25 years. In the run-up to these elections, CONCORD continuously raised its voice on the importance of active political participation. Hub 4 members understood the importance of preparing for the European Parliament elections long before 2019. In Tallinn, during the Learning and Exchange Forum 2017 on Campaigning, members of Hub 4 decided to focus on a key objective: to prepare the Confederation to work on the elections in a tailored and flexible way so as to adapt each action and output to the different needs of the members. Thanks to the intuitiveness and hard work of the members, it was possible to work with a real bottom-up approach. Awareness-raising, advocacy, campaigning, capacity-building and networking with other networks and coalitions from other sectors were part of this preparation and the implementation of a series of effective actions in 2019. These made the Confederation publicly visible at EU and national levels, thereby successfully starting the positioning process with the new policy-makers elected in the European Parliament and designated in the European Commission.

# GENDER REFERENCE GROUP

## OUR OUTPUTS

### 1. Gender across CONCORD's policy positions and advocacy work

In June, as part of our ongoing outreach and awareness-raising, members of the Gender Reference Group organised a training session for Members of the European Parliament's Committee on Development (DEVE). After the EU elections, the group contributed with questions on gender to the hearings of the Commissioner for International Partnerships, Jutta Urpilainen. Regarding the MFF, the advocacy on the Neighbourhood, Development and International Cooperation instrument (NDICI) included strong gender asks thanks to active group members. There were also contributions from the group on several reports, such as 'Inequalities unwrapped. An urgent call for systemic change', the 2019 AidWatch report and 'EU Delegations unwrapped. A practical guide for CSO engagement with EUDs'.

### 2. Advocacy on the EU Gender Action Plan: from GAP II to GAP III

CONCORD's Gender Reference Group has played a very active role in the process led by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO) and DEVCO to evaluate EU external action support to gender equality and women's empowerment. The group responded to a dedicated consultation, participated in evaluation interviews and analysed the GAP II 2018 implementation report. The group also put together a set of key messages for the GAP III which is expected to be adopted in 2020. CONCORD's gender group was invited to present these messages to Member State representatives at a CODEV meeting in October.

"The CONCORD Gender Reference Group is recognised as the go-to group for the European institutions when they want to discuss gender and development. This year, this position and ongoing networking led to a request to brief all secretariats in the European Parliament that work on external action, gender and budget, strategically at a time when they were preparing briefings for all new Members of the European Parliament (MEPs). A good position to be in given the exciting agenda for 2020!"

*Inge Brees, CARE*

"This year, the number of CONCORD members in the Gender Reference Group has increased, from both National Platforms and Network organisations. The Gender Reference Group has gained members willing to work on EU gender policies but also to contribute to mainstreaming gender within the CONCORD Confederation as a whole."

*Marie Tempesta  
IPPF European Network*

## MAIN IMPACT

All EU institutions are in agreement on the need to prioritise gender equality in the new NDICI partly thanks to CONCORD members successfully advocating for gender equality and sexual and reproductive health and rights issues through CONCORD's work on the MFF.

As a result of CONCORD's gender group presenting its messages to CODEV in October, the November Council Conclusions on the evaluation of GAP II reflected several of its asks. For example, the Conclusions called for a big push to increase gender mainstreaming and a gender-targeted approach and also asked for internal-external coherence on gender.

## STEERING GROUP MEMBERS

### Co-Chairs

**Inge Brees**, CARE International

**Marie Tempesta**, IPPF European Network

# TRANSVERSAL TOOLS FOR SUSTAINABLE DEVELOPMENT

## Multiannual Financial Framework (MFF) 2021-2027

“In a time when the prevailing trend puts development cooperation at the service of foreign policy, securitisation and privatisation, the Foreign Affairs and Development Committees shows that the European Parliament is doing its part in shaping the upcoming MFF to be a true budget for solidarity and sustainability”

*MFF Leading Group  
March 2019*

### MEMBERS OF THE LEADING GROUP

**Jonathan Beger**, World Vision  
**Fanni Bihari**, ACT Alliance EU  
**Rebekka Blomqvist**, Globalt Fokus  
(Danish National Platform)  
**Chantelle Boduel**, Coordination SUD  
(French National Platform)  
**Inge Brees**, CARE International  
**Belinda Eguis**, Norwegian Refugee Council  
**Alva Finn**, Save the Children  
**Julieta Gonzalez**, Plan International  
**Ruth-Marie Henckes**, European Partnership  
for Democracy  
**Sonja Hyötylä**, Fingo (Finish National Platform)  
**Jeroen Kwakkenbos**, Oxfam International  
**Kasia Lemanska**, Partos  
(Dutch National Platform)  
**Steffie Neyens**, VENRO  
(German National Platform)  
**Letizia Polizzi**, Terre des Hommes  
International Federation  
**Karine Sohet**, ACT Alliance EU  
**Margherita Solca**, WWF  
**Marie Tempesta**, IPPF European Network  
**Madeleine Winqvist**, CONCORD Sweden  
(Swedish National Platform)

## OUR OUTPUTS

### 1. MFF 2021–2027 negotiation box

The next MFF should enable the EU to respond to the multiple challenges confronted by people and the planet, to deliver on the Paris Agreement and the SDGs, and to ensure that no one is left behind. The EU’s contribution to addressing these global challenges is overwhelmingly supported by EU citizens and should be further strengthened. To achieve genuine impact on the MFF’s Heading VI: Neighbourhood and the World, CONCORD mobilised civil society networks active in the fields of sustainable development, development finance, human rights, democracy, peacebuilding, social, environmental and climate justice and humanitarian aid to advocate together around the European Council meetings which negotiate the MFF 2021–2027. Ahead of the EU Council of 12 and 13 December, CONCORD together with Eurodad, Climate Action Network, VOICE, European Peacebuilding Liaison Office, Human Rights and Democracy Network and European Network of Political Foundations sent a letter to EU Heads of States and Governments to safeguard 10% of the future EU budget for external action. This was reinforced by the #budget4solidarity media campaign and ‘Talking Development Podcast’, which reveals several important elements that should be considered for the new MFF.



*MFF Podcast: The future EU budget concerns us all*

## 2. Institutions get ready for the NDICI trilogue

Since the Commission released its proposal for the NDICI regulation in June 2018, CONCORD's MFF leading group has worked intensively both with the Council's Ad Hoc NDICI group, DEVE and the European Parliament's Foreign Affairs committee (AFET) to ensure that the EU's budget for development cooperation reflects international commitments, namely Agenda 2030, the Paris Agreement and the Busan Partnership for Effective Development Cooperation. Both the European Parliament's and the Council's positions reflect a number of CONCORD's key recommendations and throughout the trilogue negotiations, CONCORD strives to ensure that the final version of the NDICI regulation maintains sustainable development, poverty eradication and a human rights-based approach at its core. CONCORD releases its recommendations on the different 'Clusters', as the negotiations progress.

## 3. CONCORD gets ready for the NDICI programming

NDICI programming is a key process for the EU to translate into reality its various commitments to human development, gender equality and human rights, the development effectiveness principles, climate action and environmental protection, and support to civil society. To this end, it is important that clear and appropriate guidance – both on how to best operationalise commitments and how to have an inclusive process involving different stakeholders – is included in the programming instructions and documents. CONCORD prepared internal talking points for its members to inform the programming process for the 2021–2027 period – building on civil society lessons learned and experiences from the preceding programming process – and in particular, the programming guidelines and consultations at country level. In addition, CONCORD developed and shared widely informative materials for CSOs in-countries, so as to support their engagement with EUDs and Member States' representations and other donors.

## MAIN IMPACT

CONCORD has been closely following the negotiations of the NDICI regulation. With our joint advocacy work, we see an improvement to the original proposal of the Commission either from the European Parliament or from the Council and a step in the right direction to make sure the new instrument promotes a principled, human rights-based approach to development and safeguards the EU's unique role and reputation as a leading donor.

CONCORD mobilised not only its members but also allies across the sector to collectively advocate for Heading VI: Neighbourhood and the World. As a result CONCORD is perceived as the leading partner for the institutions.

## European elections (post-election actions)

“With the tools and support provided by the Secretariat, CONCORD members brought together actions and advocacy at national level, along with EU-level advocacy on the election process. In that way, we strived to ensure the renewed European Parliament and European Commission would consolidate the EU’s status as a global leader in the field of development.”

*Francois Carbonez  
Light for the World*



*High Level Conference*

### OUR OUTPUTS

#### 1. Commissioner-Designates’ hearings and job descriptions

After the elections of 23 to 26 May and the vote for the new Presidents of the Commission, the Parliament and the Council, the group focused on preparing for the Commissioner-Designates’ hearings in early October in the European Parliament. Proposals for questions were sent to MEPs ahead of key hearings (in particular to DEVE, AFET and the International Trade (INTA) and Agriculture and Rural Development (AGRI) Committees). The group also created ideal job descriptions for the Commissioners most closely linked to CONCORD’s work and received great visibility on social media ahead of the official confirmation after the hearings.

#### 2. Members’ mobilisation and high-level conference post election

In the autumn, two mobilisation opportunities (on 15–16 October and 19 November) offered non-Brussels-based CONCORD members a chance to gather together to discuss best practices on how to approach new policy-makers and civil servants. Members met their MEPs and policy-makers in person, presenting their respective organisation and CONCORD’s priorities, creating good contacts for future collaboration. A **high-level conference** was organised on 20 November as a main part of the post-election phase. This was co-hosted

### MEMBERS OF POST-ELECTION TASK FORCES

**Isabelle Brachet**, ActionAid  
**Lis Cunha**, ActionAid  
**Fanni Bihari**, Act Alliance EU  
**Sofia Caiolo**, ALDA  
**Stefan Grasgruber-Kerl**, Globale Verantwortung (Austrian National Platform)  
**Sophie Aujean**, BOND (British National Platform)  
**Antoinette van Haute**, CONCORD Belgium (Belgian National Platform)  
**Franziska Jörns**, CARE International  
**Inge Brees**, CARE International  
**Luísa Fondello**, Caritas Europa  
**Davide Gnes**, Caritas Europa  
**Shannon Pfohman**, Caritas Europa  
**Klára Sutlovicová**, FoRS (Czech National Platform)  
**Astrid Alexandersen**, Globalt Fokus (Danish National Platform)  
**Lisanne van der Steeg**, Partos (Dutch National Platform)  
**Kasia Lemanska**, Partos (Dutch National Platform)

**Mari-Helene Kaber**, AKÜ (Estonian National Platform)  
**Karl Oskar Villsaar**, AKÜ (Estonian National Platform)  
**Ruth Faber**, EU-CORD  
**Ruth-Marie Henckes**, European Partnership for Democracy  
**Sonja Hyötylä**, Fingo (Finnish National Platform)  
**Jussi Kanner**, Fingo (Finnish National Platform)  
**Chantelle Boduel**, Coordination SUD (French National Platform)  
**Marie Tempesta**, IPPF European Network  
**Mousumi Saikia**, Islamic Relief  
**Francois Carbonez**, Light for the World  
**Serge Kollwelter**, Cercle de Cooperation (Luxembourgish National Platform)  
**Florian Oel**, Oxfam  
**Julia Corradini**, Plan International  
**Cristina Iova**, FOND (Romanian National Platform)  
**Peter Sörbom**, CONCORD Sweden (Swedish National Platform)

by MEP Erik Marquardt, vice-chair of the DEVE Committee. Around 100 participants attended the conference, during which two new CONCORD reports were launched (*Inequalities unwrapped* and the *AidWatch report 2019*) and EU-Africa relations and the negotiations on the Post-Cotonou Agreement were discussed.

### 3. Welcome kits for MEPs

An innovative and entertaining welcome pack for MEPs was designed, developed and distributed in November to 300 MEPs (covering 10 different Committees). The pack, made of entirely recyclable material, contained information on CONCORD and the Confederation and also included a reflection and action game for the politicians. The idea was to promote the concept of Policy Coherence for Sustainable Development, asking politicians to work in a more coordinated manner to improve the development of European policies.

## MAIN IMPACT

CONCORD proposals for questions for the Commissioner-Designates' hearings received positive feedback and multiple follow-up meeting requests by MEPs. During the hearing of the Commissioner-Designate for International Partnerships, the topics mentioned by CONCORD in the proposals were raised publicly and addressed by Jutta Urpilainen.



Cover Welcome Pack MEPs

# INCLUSIVE NETWORK COMMITTEE

The Inclusive Network Committee advises CONCORD governance structures on specific topics relating to the organisational development of the Confederation. It fosters ownership of CONCORD's identity, improves inclusion and builds a peer learning culture in the Confederation. It also works to ensure the effective participation of all members, in their diversity, in CONCORD's activities.

## OUR OUTPUTS

### 1. Improve tools for inclusion

Joint work, co-creation and the use of collective intelligence improves the results and the impact of CONCORD's work. Inclusion is one of the main priorities for the CONCORD constituency. It refers to all measures designed and implemented to allow members with different backgrounds to come together and develop common positions to influence international development at the European level, reflecting the Confederation's diversity.

The Inclusive Network Committee designed an Inclusion Toolkit to give an overview of all the tools developed with this purpose during recent years. The toolkit also highlights some recommendations to continue improving tools and measures for inclusion.



### 2. Foster learning spaces in the Confederation

During the second half of the year, the Committee together with some members created a task force to design and organise the next Learning and Exchange Forum, which took place in Croatia on 6–7 February 2020. The Forum is an opportunity for CONCORD members to get together to learn about innovative work within the membership and externally and find inspiration for future common work.

“Knowledge is today probably one of the most powerful resources humankind may have. An organisation like CONCORD, gathering development platforms and network organisations has certainly power enough internally to transform the world into a better place, and this is why learning and sharing among members is now more important than ever, to create a true inclusive, innovative and transformative Confederation.”

*Luciana Almeida  
Plataforma ONGD  
(Portuguese National Platform)*

## COMMITTEE MEMBERS

### Co-chairs

**Luciana Almeida**, Plataforma ONGD  
(Portuguese National Platform)

**Mousumi Saikia**, Islamic Relief

### Committee members

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

– representative of the Board

**Clarisa Giamello**, Coordinadora ONGD  
(Spanish National Platform)

**Alba Gonzalez**, CBM – until end of March

**Robert Križanič**, SLOGA  
(Slovenian National Platform)

– until end of March

**Marina Sarli**, Hellenic Platform for Development  
(Greek National Platform) – until end of March

**Daniel Svoboda**, FoRs  
(Czech National Platform) – until end of March

The focus of the fourth edition was to explore how CONCORD can bring about systemic change and transform the development narrative, through innovative and impactful integrated advocacy and communication.

### 3. Monitor engagement

Every year, the Inclusive Network Committee measures the level of participation of each member contributing to CONCORD positions and/or using them in their daily work and context, with the common goal of influencing EU (institutions and EU governments) policies and actions to achieve sustainable development. Participation is measured in both quantitative and qualitative terms. The results of the exercise are brought together in a biannual report, **Participation Insights**.

“Knowledge is power; information is liberating; learning is the premise of progress in every society and in every civilisation – CONCORD’s Inclusive Network Committee brings together a multitude of development members and provides a unique opportunity to make lasting connections and capture each other’s fund of collective intelligence. And this shared knowledge, especially experiential knowledge, is a key ingredient in innovation and ultimately in shaping a socially just and equitable world for now and posterity.”

*Mousumi Saikia  
Islamic Relief*

## MAIN IMPACT

After working for several years with members on a Code of Conduct on images and messages (see toolkit from [DEEEP](#) and [Dochas](#)), CONCORD got in touch with the digital department of the European Commission when it was reviewing its internal guidelines. The Commission decided to use [CONCORD’s Code of Conduct](#) as a basis for its own ethical guidelines.

# FINANCIAL ADVISORY COMMITTEE

The Financial Advisory Committee provides oversight, insight and foresight on all matters relating to CONCORD's finances and ensures that the Board is properly informed of any issues that may arise in a timely and transparent fashion. Its work is underpinned by CONCORD's 'Financial Principles', which were adopted by the General Assembly in 2018 and which set out the financial framework within which CONCORD must operate if it is to deliver on its long-term mission and strategic change objectives. The consistency of funding is key, so in 2019 the Committee paid particular attention to the strategic foresight it will need to reinforce CONCORD's long-term financial sustainability and independence. It did so through the following mechanisms and channels:

## **1. Consistency of funding: Maintaining a core budget**

Since its establishment, the CONCORD General Assembly has agreed to maintain a core budget financed primarily by membership contributions and predictable operational grants from the European Commission. CONCORD has also had the good fortune to receive substantial funding from the Bill & Melinda Gates Foundation over the last eight years, thanks to two projects devoted primarily to the quality and quantity of aid. As the most recent of these grants came to an end on 31 July 2019, the Committee oversaw CONCORD's application for a subsequent grant which should begin in spring 2020.

## **2. Diversification of Funding: Guidelines for Due Diligence for Fundraising**

To safeguard its financial sustainability, CONCORD also needs to diversify its income. As civil society space is shrinking globally and development budgets across Europe are increasingly under threat, it is crucial that the question of how CONCORD will finance itself in the future is brought into sharper focus. To this end, the Committee developed 'Guidelines for Due Diligence for Fundraising' so that it can explore other sources of funding, secure in the knowledge that the donors CONCORD approaches are contributing to a more sustainable world that puts people and planet first. These guidelines will be further discussed by the Board in 2020.

"As democratic principles are being put to the test in the changing world order and the effects of shrinking civil society space are being felt globally, we need, more than ever, to safeguard our diverse and inclusive membership, reinforce the relevance of our mission and ensure the sustainability of our operations. The Financial Advisory Committee is crucial in this regard as it oversees our financial health and puts CONCORD's accountability at the heart of all we do."

*Stefan Cibian  
FOND (Romanian National Platform)*

## **COMMITTEE MEMBERS**

### **Treasurer**

**Stefan Cibian, FOND**  
(Romanian National Platform)

### **Committee members**

**Magnus Falklöf, CONCORD Sweden** (Swedish National Platform) – until November 2019

**José M.a Faura** – from September 2019

**Branka Juran, CROSOL** (Croatia National Platform) - until November 2019

**João Martins, ADRA**

### **Secretariat members**

**Tanya Cox, Director**

**Kate Carpenter, Head of Resources**

**3. Sound financial management:  
Expression and purpose of the fond social (reserves)**

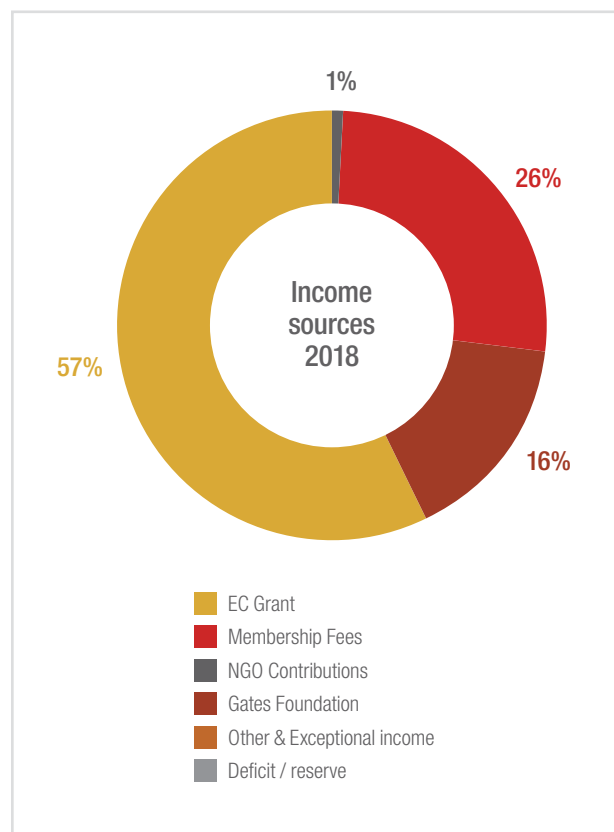
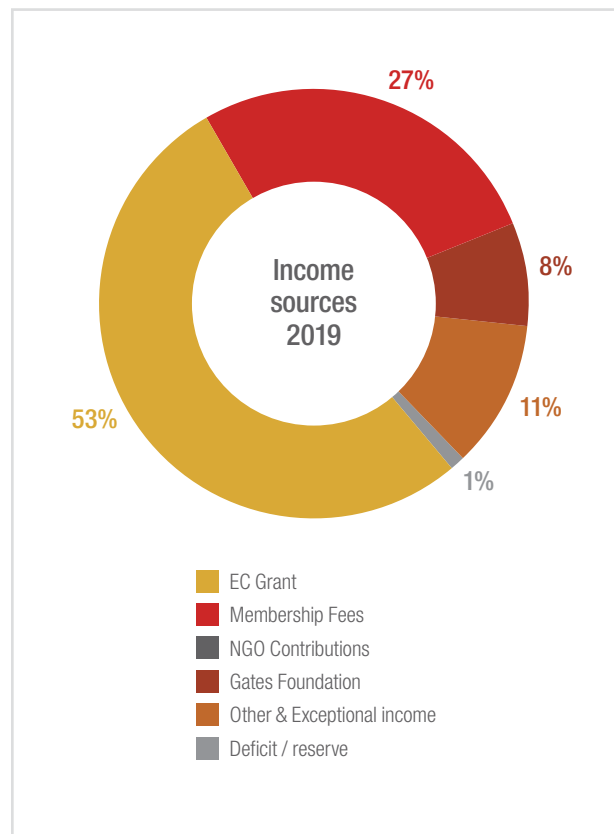
In a continued effort to support the financial management of the Secretariat, the Committee looked closely at the expression and purpose of CONCORD's reserves. The result of this exercise was a recommendation to the Board to harmonise how this fund is expressed in CONCORD's books and published accounts and to use the legally correct terminology which is "fond social". The Committee also looked ahead to 2020 and, after analysing the current level of the fond social against contractual commitments, recommended that the Board build a special IT fund by way of a fond affecté to cover the design and implementation costs of a new relationship management tool for our members. The Board agreed to this recommendation and in 2020 a fond affecté of €20,000 will be constituted, subject to General Assembly approval.

**4. CONCORD's financial independence:  
Ensuring the commitment of members**

In 2012, CONCORD set up a self-selecting fee system whereby, every three years, to safeguard its independence, members commit to a level of fees according to their capacity. Eight years on, this commitment is unflagging and the Committee wishes to acknowledge the concerted effort that members continue to make towards the goals set out in the Financial Principles so that, in time, CONCORD secures 40% of its overall income from membership contributions.

**5. Improved risk management:  
A new risk management process**

Every quarter, the Financial Advisory Committee assesses the risks the Confederation may be facing and informs the Board as to their severity. Since some risks are not of a wholly financial nature, the Committee reviewed the risk matrix tool and worked on an alternative more comprehensive risk management process that would involve the input of other colleagues and working structures. The new proposal will be reviewed by the Board in 2020.



# FINANCE & ANNUAL ACCOUNTS

## ACCOUNTING PRINCIPLES

- CONCORD's financial records are expressed in euros and are maintained on a historical cost basis in compliance with international accounting standards and legislation applicable to non-profit associations in Belgium.
- CONCORD's core operational budget covers the running costs of the secretariat and the activity costs of the member-led working bodies (Hubs, Committees, Board, General Assembly). Activities include reports, meetings, advocacy tools, studies, training activities, and internal and external communication.
- Subject to CONCORD's travel reimbursement rules, the budget enables at least one representative per member to participate in meetings, reimbursing travel and accommodation on request if the member organisation cannot cover these costs.
- CONCORD's core budget is funded by members and co-financed by an operational grant from the European Commission. In 2019 CONCORD continued to receive funding from the Bill and Melinda Gates Foundation to finalise its More and Better Aid Project and was also part of the EC-funded Presidency Project in partnership with three of its National Platforms whose Member States,

this year and next, are each in turn holding the 6-month European Presidencies. The purpose of this project is to promote European values throughout the EU. As well as covering many presidency-related activities, distinct from the activities covered by CONCORD's operational grant, this funding stream also covers 3 secretariat staff (1 full time and 2 part-time).

## BALANCE SHEET ON 31 DECEMBER 2019

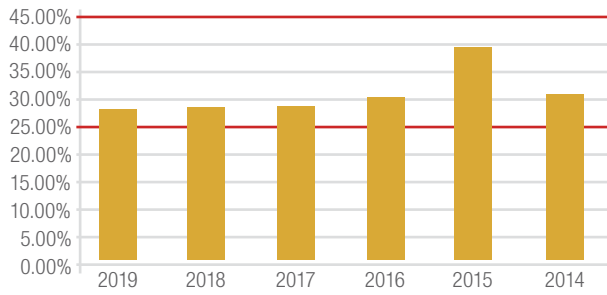
The balance sheet shows CONCORD's financial situation on 31 December 2019. The intangible fixed assets have risen due to the investment in a new Client Relationship Management tool. Tangible assets are also higher since we refurbished our office this year, as recommended in our psycho-social risk assessment and action plan. The long-term financial assets include a guarantee deposit of one month's rent.

Deferred revenue is income carried over from one year to the next. In former years this revenue came from such projects as Beyond-2015, Open Forum for CSO Development, and a Bill and Melinda Gates Foundation grant. In 2019 there was no deferred revenue carried forward on the current Bill and Melinda Gates Foundation project (concluded on 31 July 2019) or on the Presidency Project.

	2019	2018	2017	2016	2015	2014	2013
Intangible assets	€ 12,802	€ 2,733	€ 9,956	€ 17,178	€ 14,371	€ 6,876	€ 28,684
Tangible assets	€ 22,392	€ 5,708	€ 1,918	€ 3,279	€ 7,357	€ 6,853	€ 5,435
Financial assets	€ 10,838	€ 10,838	€ 10,838	€ 10,798	€ 10,778	€ 10,658	€ 21,089
<b>Long term assets</b>	<b>€ 46,032</b>	<b>€ 19,279</b>	<b>€ 22,712</b>	<b>€ 31,256</b>	<b>€ 32,506</b>	<b>€ 24,387</b>	<b>€ 55,208</b>
Debtors	€ 207,835	€ 181,089	€ 188,811	€ 192,283	€ 409,365	€ 316,899	€ 286,123
Cash	€ 449,848	€ 579,659	€ 640,871	€ 846,680	€ 315,313	€ 1,354,254	€ 893,040
Accrued income/deferred expenses	€ 14,098	€ 14,301	€ 10,555	€ 9,997	€ 10,089	€ 7,637	€ 12,517
<b>Short term assets</b>	<b>€ 671,780</b>	<b>€ 775,049</b>	<b>€ 840,237</b>	<b>€ 1,048,960</b>	<b>€ 734,766</b>	<b>€ 1,678,790</b>	<b>€ 1,191,681</b>
<b>Total assets</b>	<b>€ 717,812</b>	<b>€ 794,328</b>	<b>€ 862,949</b>	<b>€ 1,080,216</b>	<b>€ 767,272</b>	<b>€ 1,703,177</b>	<b>€ 1,246,889</b>
Short term creditors	€ 220,011	€ 204,103	€ 182,308	€ 175,299	€ 239,245	€ 293,625	€ 291,761
Accrued expenses / deferred revenues	€ 3	€ 141,815	€ 230,189	€ 453,288	€ 17,000	€ 941,484	€ 562,196
<b>Short term liabilities</b>	<b>€ 220,014</b>	<b>€ 345,918</b>	<b>€ 412,497</b>	<b>€ 628,587</b>	<b>€ 256,245</b>	<b>€ 1,235,109</b>	<b>€ 853,957</b>
<b>Provision for liabilities and charges</b>	<b>€ 30,216</b>	<b>€ 2,217</b>	<b>€ 6,146</b>	<b>€ 11,480</b>	<b>€ 19,328</b>	<b>€ 7,779</b>	<b>€ 13,451</b>
Fonds Social (Reserves)	€ 446,192	€ 444,306	€ 440,150	€ 491,699	€ 462,138	€ 379,481	€ 428,728
Fonds Affecté (Special Reserve for Directors' transition)							€ (45,000)
Surplus/Deficit	€ 21,390	€ 1,886	€ 4,157	€ (51,549)	€ 29,561	€ 80,808	€ (4,247)
<b>Me Total Fonds social mbers' Equity</b>	<b>€ 467,582</b>	<b>€ 446,192</b>	<b>€ 444,307</b>	<b>€ 440,150</b>	<b>€ 491,699</b>	<b>€ 460,289</b>	<b>€ 379,481</b>
<b>Total Fonds social</b>	<b>€ 717,812</b>	<b>€ 794,328</b>	<b>€ 862,950</b>	<b>€ 1,080,216</b>	<b>€ 767,272</b>	<b>€ 1,703,177</b>	<b>€ 1,246,889</b>
	2019	2018	2017	2016	2015	2014	2013
Fonds social / expenditure	28.05%	28.13%	28.80%	30.68%	39.75%	31.17%	30.38%

The total *fonds social* (reserves) represents 28.05% of annual expenditure. Although this is an increase in absolute terms, the ratio of *fonds social* as compared to our expenditure has decreased. It nevertheless falls within the recommended percentage bracket of 25% to 50%.

## RESERVE / EXPEDITURE



## SUMMARY OF RESULTS

In 2019, CONCORD's total core income amounted to € 1.688.172 (2018: € 1.588.199) and our expenditure amounted to € 1.666.782 (2018: € 1.586.313) resulting in a surplus of € 21.390. (The surplus in 2018 was € 1.886).

CONCORD's income was 6.85 % higher than forecast compared to a 5.49% increase in expenditure.

# INCOME & EXPENDITURE 2019

## INCOME

Overall income was € 108.172 higher than projected in the Strategic Budget approved at last year's General Assembly.

This was largely due to the increase in income from the Presidency Project (€ 93.776) and from the Bill and Melinda Gates Foundation (€ 31.378). Of all our sources of income only our project-specific contributions from members decreased (€ 17.500).

## EXPENDITURE

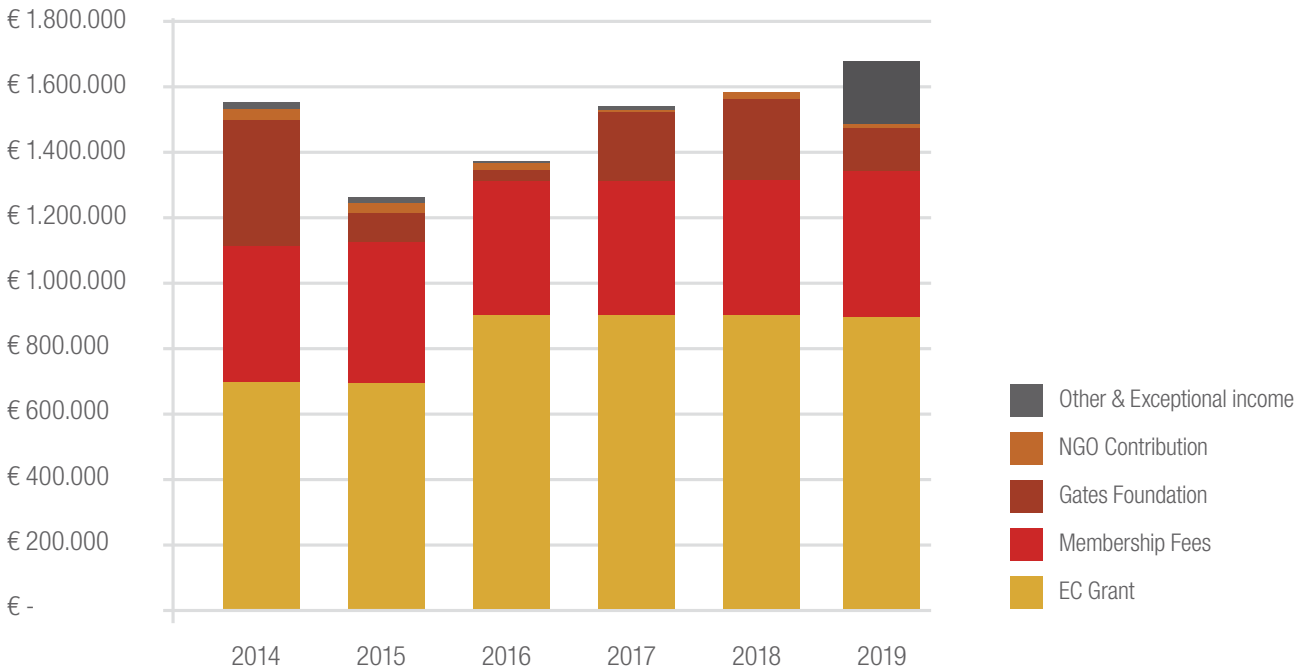
In 2019, CONCORD's total expenditure amounted to € 1.666.782 which was € 86.782 higher than forecast in the Strategic Budget. While there was an increase in most areas of expenditure, our spending on travel was lower than initially projected. The detail of the variances in the different cost categories is detailed hereunder:

- Expenditure on travel and meetings was lower than expected across most working structures amounting to a total underspend of € 37.782. Furthermore, some Steering Group and Committee meetings were canceled in the second part of the year and there was less participation than foreseen in the pre- and post-election Presidency Project events. This underspend was reinvested in communication and external experts.
- Investment in communication this year was up by € 24.398 which allowed us to develop several innovative advocacy tools. This included a series of seven podcasts and visual material for the 2019 EP elections within the framework of the Presidency Project. CONCORD also invested in a new customer relation tool (CRM).

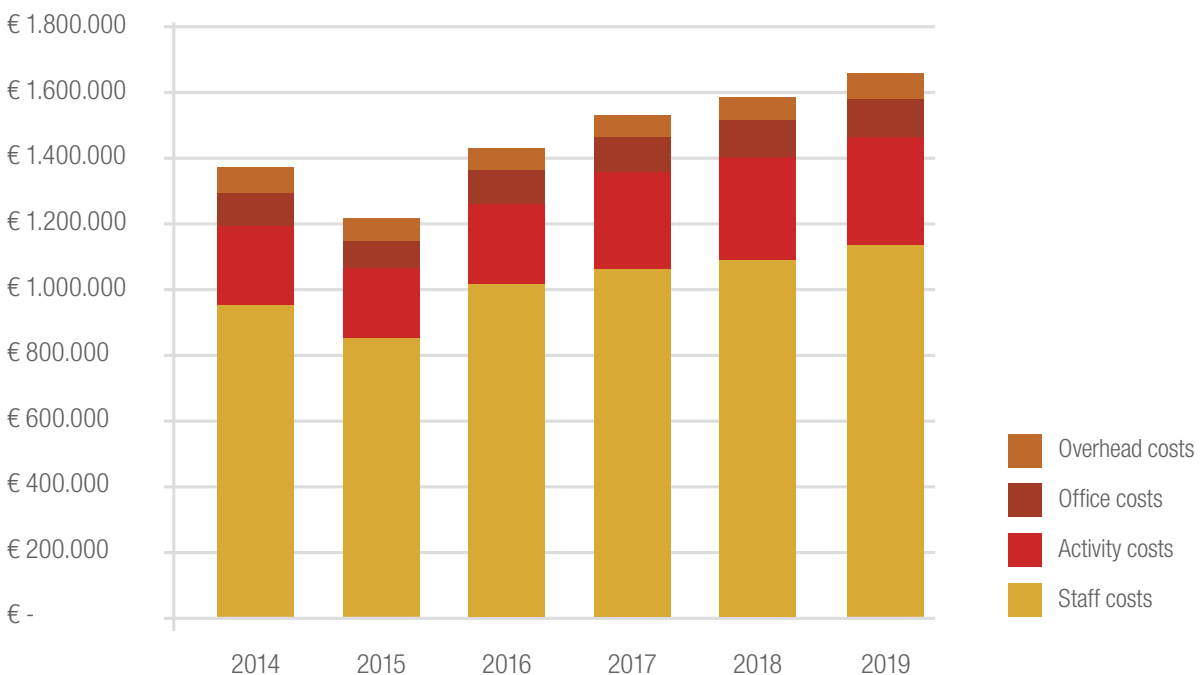
	2019 Budget	2019 Actuals	2018 Actuals	2017 Actuals	2016 Actuals	2015 Actuals	2014 Actuals
<b>Income</b>							
Membership Fees	€ 450,000	€ 450,518	€ 422,438	€ 415,988	€ 420,488	€ 429,720	€ 420,470
NGO Contributions	€ 20,000	€ 2,500	€ 17,100	€ 6,954	€ 19,949	€ 31,917	€ 30,800
Other contributions							
	<b>€ 470,000</b>	<b>€ 453,018</b>	<b>€ 439,538</b>	<b>€ 422,942</b>	<b>€ 440,437</b>	<b>€ 461,637</b>	<b>€ 451,270</b>
EC Grant	€ 900,000	€ 900,000	€ 900,000	€ 900,000	€ 900,000	€ 700,000	€ 700,000
Public Subsidy	€ -						
	<b>€ 900,000</b>	<b>€ 900,000</b>	<b>€ 900,000</b>	<b>€ 900,000</b>	<b>€ 900,000</b>	<b>€ 700,000</b>	<b>€ 700,000</b>
Gates Foundation	€ 110,000	€ 141,378	€ 248,661	€ 221,099	€ 39,370	€ 92,655	€ 388,407
Other Income	€ 100,000	€ 193,776			€ 3,213	€ 12,136	€ 15,141
Exceptional Income	€ -			€ 2,840	€ -	€ 99	€ 4,731
	<b>€ 210,000</b>	<b>€ 335,154</b>	<b>€ 248,661</b>	<b>€ 223,939</b>	<b>€ 42,583</b>	<b>€ 104,890</b>	<b>€ 408,279</b>
<b>Total Income</b>	<b>€ 1,580,000</b>	<b>€ 1,688,172</b>	<b>€ 1,588,199</b>	<b>€ 1,546,881</b>	<b>€ 1,383,020</b>	<b>€ 1,266,527</b>	<b>€ 1,559,549</b>
<b>Expenditure</b>							
Travel and meeting costs	€ 155,000	€ 117,218	€ 110,811	€ 120,367	€ 102,968	€ 68,036	€ 84,904
Communication & logistics	€ 45,000	€ 69,398	€ 39,403	€ 51,276	€ 51,914	€ 60,478	€ 55,630
External services	€ 100,000	€ 135,996	€ 159,590	€ 120,003	€ 88,602	€ 78,174	€ 90,064
	<b>€ 300,000</b>	<b>€ 322,611</b>	<b>€ 309,804</b>	<b>€ 291,646</b>	<b>€ 243,484</b>	<b>€ 206,688</b>	<b>€ 230,598</b>
Staff	€ 1,100,000	€ 1,141,743	€ 1,094,162	€ 1,069,964	€ 1,018,430	€ 859,985	€ 959,720
Overheads	€ 60,000	€ 81,263	€ 63,944	€ 60,964	€ 68,913	€ 66,829	€ 77,951
Offices	€ 120,000	€ 116,695	€ 106,748	€ 109,880	€ 102,647	€ 83,438	€ 105,601
Other external services	€ -	€ -	€ -		€ -	€ 20,000	€ 99,378
Others	€ -	€ 4,470	€ 11,655	€ 10,270	€ 1,096	€ 25	€ 3,645
	<b>€ 1,280,000</b>	<b>€ 1,344,171</b>	<b>€ 1,276,510</b>	<b>€ 1,251,078</b>	<b>€ 1,191,086</b>	<b>€ 1,030,278</b>	<b>€ 1,246,294</b>
<b>Total Expenditure</b>	<b>€ 1,580,000</b>	<b>€ 1,666,782</b>	<b>€ 1,586,313</b>	<b>€ 1,542,724</b>	<b>€ 1,434,570</b>	<b>€ 1,236,966</b>	<b>€ 1,476,892</b>
<b>Surplus/Deficit</b>	<b>€ -</b>	<b>€ 21,390</b>	<b>€ 1,886</b>	<b>€ 4,157</b>	<b>€ (51,550)</b>	<b>€ 29,561</b>	<b>€ 82,656</b>

- An additional € 35.996 was invested in external services to create a welcome kit for European Members of Parliament which introduced them to CONCORD and promoted our work in Policy Coherence for Sustainable Development. We were also able to spend more on training for the secretariat staff and absorb additional consultancy costs stemming from the Mid Term Review process.
- Staff costs were € 41.743 higher thanks largely to the Presidency Project which allowed us to hire a Finance Coordinator.
- Overheads costs were € 21.263 higher having invested in improving our office space.

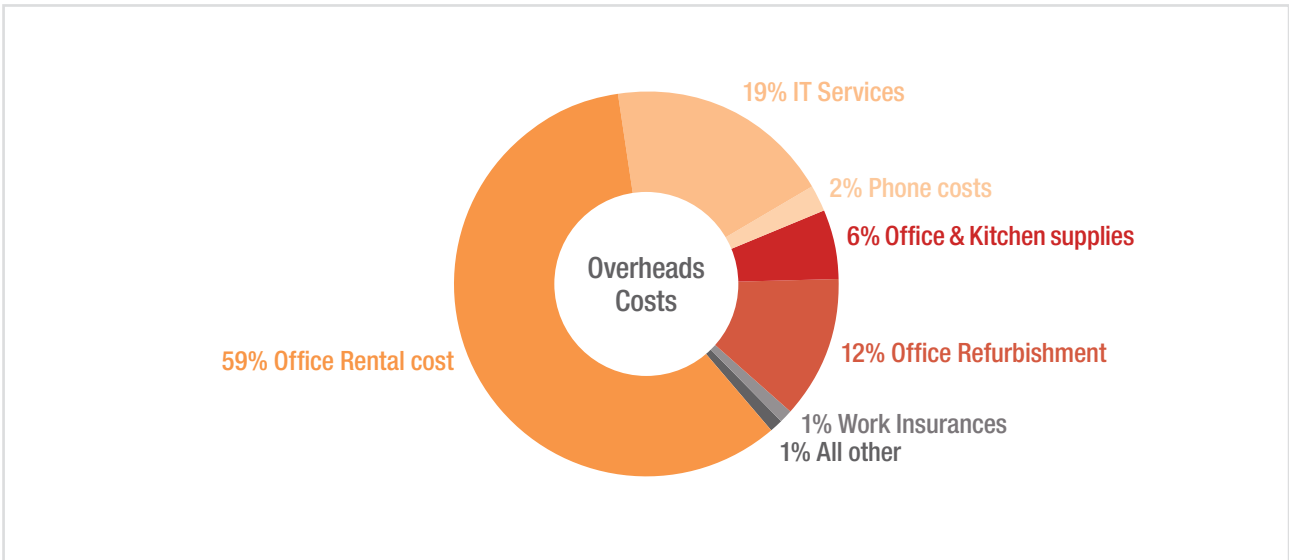
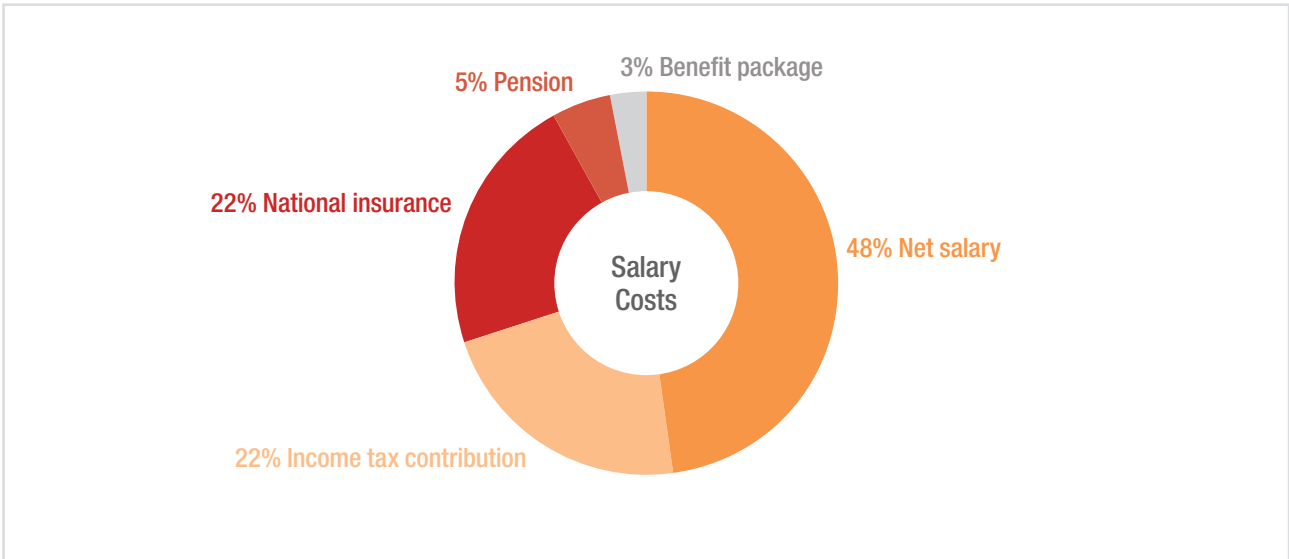
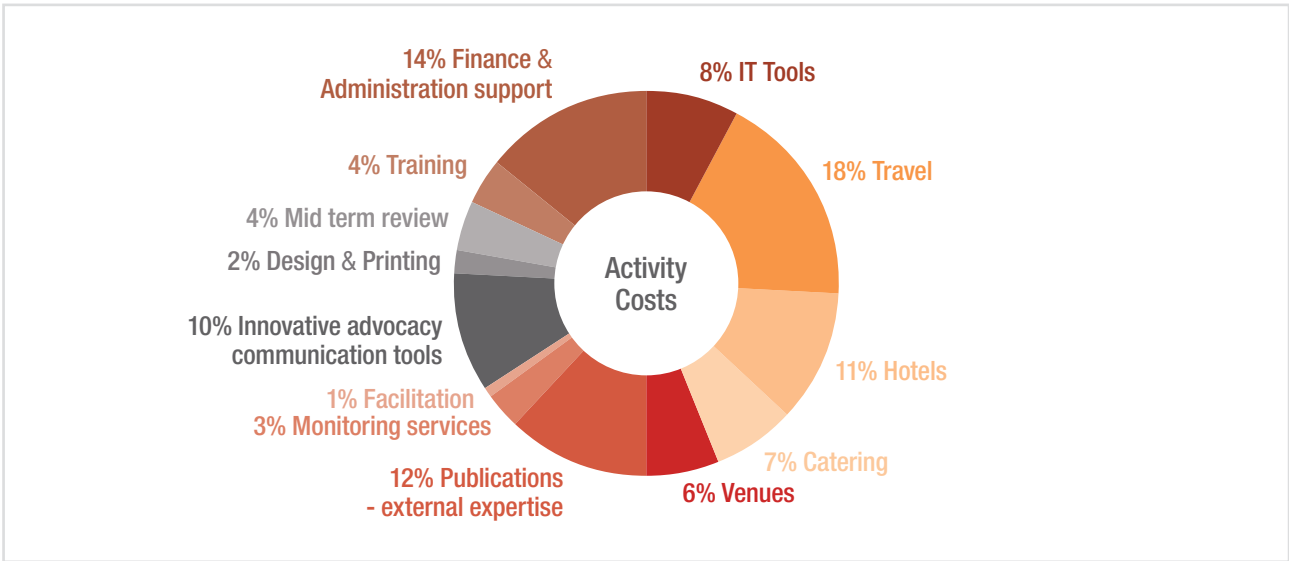
## INCOME SOURCES FROM 2014 TO 2019



## BREAKDOWN OF EXPENSES FROM 2014 TO 2019



## DETAILS OF 2019 EXPENDITURE ON ACTIVITIES, STAFFING AND OVERHEADS



## RESOURCE ALLOCATION AND KEY OUTPUTS PER STRUCTURE



# PARTICIPATION INSIGHTS 2019

It is the fourth year that it has been possible to measure the participation of CONCORD members in the structures that were created to reach the goals of the current strategy. First 2016 was a trial year to establish the new Hubs and committees, then 2017 started to demonstrate some trends in the participation of members, and 2018 and 2019 allowed CONCORD to confirm

or refute those trends, as well as adding a qualitative element to the assessment of members' participation in working structures.

The total number of people involved in all these groups in 2019 is 721 (down slightly from 741 in 2018).

TYPE	NAME	MEMBERSHIP	MEMBERS REPRESENTED	FEMALE	MALE
HUBS	Hub 1: Sustainable Development and Policy Coherence for Sustainable Development	180 (179 in 2018, 151 in 2017, 126 in 2016)	122 from National Platforms (NPs) 55 from Networks (NWs) 3 from Associate Members (AS)	143	37
	Hub 2: Financing for Development	84 (90 in 2018, 87 in 2017, 79 in 2016)	57 from NPs 24 from NWs 3 from AS	51	33
	Hub 3: Promoting Civil Society Space	254 (249 <sup>1</sup> in 2018, 190 in 2017, 130 in 2016)	141 from NPs 107 from NWs 6 from AS	185	69
	Hub 4: Global Citizenship Education and People Engagement	52 (75 in 2018, 64 in 2017, 54 in 2016)	41 from NPs 6 from NWs 5 from AS	42	10
TRANSVERSAL GROUP	Gender Reference Group	32 (24 in 2018 and 2017, 50 in 2016)	13 from NPs 18 from NWs 1 from AS	32	0
COMMITTEES	Financial Advisory Committee	5 (5 in 2018, 6 in 2017, 3 in 2016)	3 from NPs 2 from NWs	1	4
	Inclusive Network Committee	8 (9 in 2018, 11 in 2017, 9 in 2016)	6 from NPs 2 from NWs	6	2
	Policy Direction Committee	11 (12 in 2018 and 2017, 13 in 2016)	6 from NPs 5 from NWs	8	3
GOVERNANCE	General Assembly (Delegates)	85 (88 in 2018, 75 in 2017, 82 in 2016)	50 from NPs 31 from NWs 4 from AS	n/a	n/a
	Board	10	6 from NPs 4 from NWs	5	5

<sup>1</sup> The number of people involved in Hub 3 also includes those who meet regularly to follow the Multiannual Financial Framework (MFF) process, which has augmented the figures.

## PHYSICAL MEETINGS

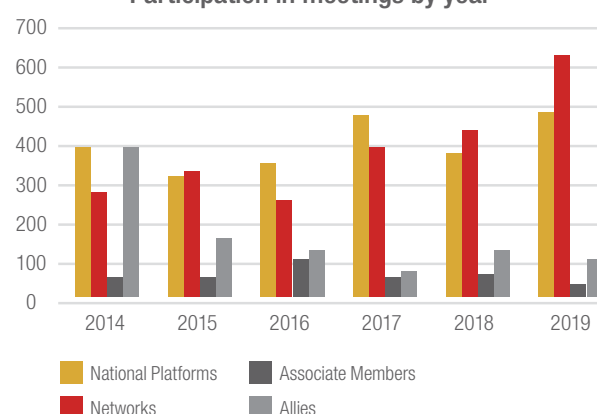
### Internal meetings

CONCORD registered 90 internal meetings in 2019, with a total of 1,869 participants. In 2019 the participation can be divided between National Platforms 26%, Networks 34%, Associate Members 2% and allies 6%.

When comparing the data with that of 2016, 2017 and 2018, the number of meetings continued to increase (from 26 in 2016, 61 in 2017 and 73 in 2018 to 90 in 2019) as did the total participation (from 703 to 961 to 1,013 to 1,869). There are a couple of potential explanations for this. The new structures were still being put in place in 2016, so activity was able to increase during 2017, 2018 and 2019.

This comparison shows that the participation of both National Platforms and Networks have increased, with a very significant

Participation in meetings by year

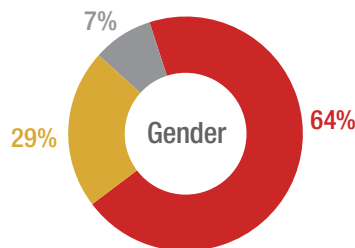


increase for the Networks. This could be due to several factors, such as the weekly meetings of the MFF leading group, which

gathers mostly Networks. The share of participation of Networks has continued to increase from 34% to 41% to 43% to 50%, while the share of National Platforms has stabilised around 39% (from 52% to 50% to 38%).

Associate Members' participation remains at a similar level but, after a big drop in 2017 when the Hubs discussed how they want to work with them, allies are participating more in CONCORD meetings than in the last two years.

On gender balance, women are more highly represented than men in CONCORD meetings, as has always been the case.



**Transversal events** are not linked to any particular structure. In 2019 those events included different meetings connected to the Mid-Term Review of CONCORD's strategy, events around the European elections of May 2019 and the high-level Conference organised in November. The total participation in transversal events was 143 people: 36% National Platforms, 55% Networks, 4% Associate Members and 5% allies. Gender balance was 64% women, 29% men and 7% did not specify.

**External events** are organised by CONCORD and open to non-members, such as publication launches and breakfasts with stakeholders. There were two external events, both organised under Hub 3. The total participation in these external events was 56 people: 7 from National Platforms (13%); 14 from Networks (25%); 2 from associated members (3%); 28 allies (50%) and 5 EU staff (9%). Of the participants, 64% were women and 36% men.

### Webinars

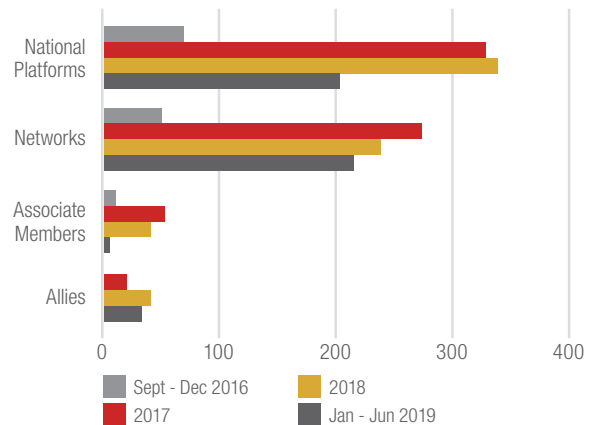
Due to a change of provider (from Webex to Wildix) during the year, data about the participation of webinars was only able to be collected from January to June 2019.

The CONCORD Secretariat staff organised 78 webinars during the first half of 2019 with a total of 447 participants: 45% from National Platforms, 49% Networks, 1% associated members and 5% allies. Of the participants, 70% were women and 30% were men.

Doubling the number of webinars and participants shows that the increase trend is continuing.

From these 78 webinars, 19 were organised by Hub 1 with 108 participants, 11 by Hub 2 with 37 participants, 24 by Hub 3 with 182 participants, 6 by Hub 4 with 24 participants, 3 by the Gender Reference Group with 24 participants, 1 by the Inclusive Network Committee with 3 participants, 2 by the Policy Direction Committee with 5 participants, 2 by the Financial Advisory Committee with 7 participants, 1 by the Board with 4 participants, and 9 other webinars were organised with 53 participants.

### Webinar comparison by participant



The figures for 2016 are particularly low because data is only available for September to December, when the Secretariat changed service provider from Arkadin to Webex. Therefore it had no access to data for participation to Arkadin webinars from January to August 2016. This can partly explain the exponential increase of the amount of webinars and participation in 2017, but even if the numbers of 2016 are multiplied by three they are still well below the numbers of 2017, 2018 and even half of 2019.

## QUALITATIVE DATA

A total of 194 assessment forms were collected following 11 meetings (four hub meetings, four board meetings, two MFF meetings and the General Assembly). These evaluations have been used to make the following broad observations:

### Before the meeting

Most participants prepare for these major meetings, at least partially. More members prepare alone than with colleagues. There is some variation across Hubs and other types of meeting about the preferred ways of preparing. This might be reading background documents, preparing with other peers or joining webinars. Nearly all participants find the agenda useful for their preparation.

### During the meeting

Participants overwhelmingly thought that the methodology chosen in the meetings was the tool that best facilitated active participation. It was also felt strongly that time spent on community building helps. The CONCORD guide for newcomers/Hubs was seen as a useful tool and although no meetings used a buddying system, interest was shown in this tool. In general, participants saw the Hub meetings and the other major meetings as good places to connect with other members, Secretariat staff and allies but less so with decision-makers.

### After the meeting

When asked, participants say they will share and discuss the outcomes of the meetings with peers in their organisations, and consider the outcomes useful for their own targets and constituencies. For follow-up work, groups are not in line about their preferred method – some prefer webinars, others email and others group discussions with peers. Still, it is clear that the meetings are part of longer-term processes that continue after the events themselves.

# LIST OF PUBLICATIONS

CONCORD launched the following publications in 2019. This list includes reports, letters, papers, media pieces and digital outcomes.

## JANUARY

- MEDIA PIECE: [A big leap Towards A Sustainable EU by 2030. Do we have the courage?](#)  
MEDIA PIECE: [The EU's development work is put under the microscope – and CONCORD reacts](#)  
PAPER: [CONCORD's vision for the future EU-ACP partnership agreement: putting sustainable development and human rights at the centre](#) (also available in French)  
MEDIA PIECE: [New CONCORD chief looks beyond Gates, Brussels for funding](#)

## FEBRUARY

- PAPER: [CONCORD's views on the reflection paper 'Towards a sustainable EU by 2030'](#)  
PAPER: [NDICI: CONCORD's Views on an essential vote ahead](#)

## MARCH

- MEDIA PIECE: [European Parliament vote is a win for sustainable development](#)  
MEDIA PIECE: [A Direction to Follow: Outgoing Parliament agrees on Development Spending](#)

## APRIL

- PAPER: [How will you work for Sustainable Development? CONCORD's Litmus Test for EU leaders](#)

## MAY

- LETTER: [Letter to Ministers ahead of 16 May 2019 EU Foreign Affairs Council - Development meeting](#)  
PODCAST: [Beyond Growth: An Economic System that works for Everyone](#)  
PODCAST: [Why The EU needs an eye-level Partnership with Africa](#)  
PODCAST: [Say Yes To Change! Why voting at EU level matters](#)

## JUNE

- JOINT LETTER: [Open letter to EU leaders: Our sustainable future must start now](#)  
REPORT: [EU Delegations unwrapped: A practical guide for Civil Society Organisations \(EN\)](#)  
(also available in French and Spanish)  
PAPER: [CONCORD briefing on mechanisms for Civil Society in EU-Africa pillar of the post-Cotonou agreement](#)  
PAPER: [CONCORD briefing on Migration and Mobility in EU-Africa pillar of the post-Cotonou agreement](#)  
PAPER: [CONCORD briefing on Inclusive Sustainable Economic Development in EU-Africa pillar of the post-Cotonou agreement](#)  
PAPER: [CONCORD briefing on Human Development and Dignity in EU-Africa pillar of the post-Cotonou agreement](#)  
REPORT: [Annual Report 2018](#)

## SEPTEMBER

- MEDIA PIECE: [Civil society eyes enhanced role in next EU-ACP accord](#)  
MEDIA PIECE: [Nu drar kampen om EU-biståndet igång: Grönare och större fokus på säkerhet](#) (in Swedish)  
MEDIA PIECE: [The new EU Commission – is it actually good news for Sustainable Development?](#)  
MEDIA PIECE: [The Ideal Interview of Jutta Urpilainen](#)  
MEDIA PIECE: [No reset on EU-Africa relations under von der Leyen](#)  
PAPER: [Recommendations on the NDICI migration spending target](#)

## OCTOBER

- REPORT: [Who owns development effectiveness? A European reality check](#)  
MEDIA PIECE: [The Ideal Interview of Josep Borrell](#)  
MEDIA PIECE: [EU budget negotiations face rifts on migration, climate](#)

## **NOVEMBER**

REPORT: [Inequalities Unwrapped: An urgent call for systemic change](#)  
REPORT: [CONCORD AidWatch 2019 - Leaving No One Behind: Time for Implementation](#)  
CAMPAIGN: [Pieces for Future - Welcome Kits to MEPs](#)  
INFOGRAPHIC: [AidWatch 2019 - Key figures](#)  
PODCAST: [Innovative Development Financing Tools](#)

## **DECEMBER**

JOINT LETTER: [MFF letter to EU Heads of State and Government](#)  
PODCAST: [The world is interconnected, so are EU policies](#)  
PODCAST: [The future EU budget concerns us all](#)

# ANNEXES - MEMBERSHIP CONTRIBUTIONS

DENOMINATION	FEES 2018	PAID 2018	FEES 2019	PAID 2019
ACT ALLIANCE EU	€ 18,000.00	€ 18,000.00	€ 18,000.00	€ 18,000.00
ACTIONAID INTERNATIONAL	€ 16,000.00	€ 16,000.00	€ 16,000.00	€ 16,000.00
ADRA	€ 8,000.00	€ 8,000.00	€ 8,800.00	€ 8,800.00
AKÜ (ESTONIA)	€ 1,000.00	€ 1,000.00	€ 1,200.00	€ 1,200.00
ALDA	€ 2,500.00	€ 2,500.00	€ 2,800.00	€ 2,800.00
AMBRELA (SLOVAKIA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
BOND (UK)	€ 20,000.00	€ 20,000.00	€ 20,000.00	€ 20,000.00
BPID (BULGARIA)	€ 500.00	€ 500.00	€ 550.00	€ 550.00
CARE INTERNATIONAL	€ 13,000.00	€ 13,000.00	€ 14,000.00	€ 14,000.00
CARITAS EUROPA	€ 8,000.00	€ 8,000.00	€ 8,000.00	€ 8,000.00
CBM	€ 12,000.00	€ 12,000.00	€ 12,000.00	€ 12,000.00
CERCLE (LUXEMBOURG)	€ 12,000.00	€ 12,000.00	€ 12,000.00	€ 12,000.00
CHILD FUND ALLIANCE	€ 4,500.00	€ 4,500.00	€ 4,500.00	€ 4,500.00
CIDSE	€ 16,000.00	€ 16,000.00	€ 16,000.00	€ 16,000.00
CONCORD BELGIUM (BELGIUM)	€ 16,500.00	€ 16,500.00	€ 16,500.00	€ 16,500.00
CONCORD ITALIA (ITALY)	€ 8,000.00	€ 8,000.00	€ 9,200.00	€ 9,200.00
CONCORD SWEDEN (SWEDEN)	€ 16,000.00	€ 16,000.00	€ 16,400.00	€ 16,400.00
COORDINADORA (SPAIN)	€ 6,000.00	€ 6,000.00	€ 8,000.00	€ 8,000.00
COORDINATION SUD (FRANCE)	€ 15,000.00	€ 15,000.00	€ 16,000.00	€ 16,000.00
CROSOL (CROATIA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
DOCHAS (IRELAND)	€ 12,720.00	€ 12,720.00	€ 8,000.00	€ 8,000.00
EU CORD	€ 6,500.00	€ 6,500.00	€ 6,500.00	€ 6,500.00
EUROPEAN ASSOCIATION FOR EDUCATION OF ADULTS	€ 500.00	€ 500.00	€ 1,000.00	€ 1,000.00
EUROPEAN PARTNERSHIP FOR DEMOCRACY	€ 1,250.00	€ 1,250.00	€ 2,500.00	€ 2,500.00
FINGO (FINLAND)	€ 10,000.00	€ 10,000.00	€ 16,000.00	€ 16,000.00
FOND (ROMANIA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
FORS (CZECH REPUBLIC)	€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00
Globale Verantwortung (Austria)	€ 8,000.00	€ 8,000.00	€ 8,400.00	€ 8,400.00
GLOBALT FOKUS (DENMARK)	€ 12,000.00	€ 12,000.00	€ 12,000.00	€ 12,000.00
GNDR	€ 2,500.00	€ 2,500.00	€ 2,500.00	€ 2,500.00
GRUPA ZAGRANICA (POLAND)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
HABITAT FOR HUMANITY INTERNATIONAL	€ 5,000.00	€ 5,000.00	€ 5,000.00	€ 5,000.00
HAND (HUNGARY)	€ 500.00	€ 500.00	€ 750.00	€ 750.00
HELLENIC PLATFORM FOR DEVELOPMENT (GREECE)	€ 500.00	€ 500.00	€ 550.00	€ 550.00
HELPPAGE INTERNATIONAL	€ 1,250.00	€ 1,250.00		
HUMANITY & INCLUSION	€ 4,770.00	€ 4,770.00	€ 5,000.00	€ 5,000.00
IPPF	€ 12,720.00	€ 12,720.00	€ 12,720.00	€ 12,720.00
ISLAMIC RELIEF	€ 7,500.00	€ 7,500.00	€ 8,000.00	€ 8,000.00
LAPAS (LATVIA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
LIGHT FOR THE WORLD	€ 2,500.00	€ 2,500.00	€ 5,000.00	€ 5,000.00
LU (LITHUANIA)	€ 500.00	€ 500.00	€ 500.00	€ 500.00
NORWEGIAN REFUGEE COUNCIL			€ 2,500.00	€ 2,500.00
OXFAM INTERNATIONAL	€ 14,000.00	€ 14,000.00	€ 14,000.00	€ 14,000.00
PARTOS (NETHERLANDS)	€ 16,000.00	€ 16,000.00	€ 17,000.00	€ 17,000.00
PLAN EUROPE	€ 12,700.00	€ 12,700.00	€ 12,720.00	€ 12,720.00
PLATAFORMA ONGD (PORTUGAL)	€ 3,880.00	€ 3,880.00	€ 4,000.00	€ 4,000.00
SAVE THE CHILDREN EU	€ 12,000.00	€ 12,000.00	€ 16,000.00	€ 16,000.00
SIGHTSAVERS			€ 4,500.00	€ 4,500.00
SKOP (MALTA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
SLOGA (SLOVENIA)	€ 1,000.00	€ 1,000.00	€ 1,000.00	€ 1,000.00
SOLIDAR	€ 5,000.00	€ 5,000.00	€ 5,000.00	€ 5,000.00
SOS CHILDREN'S VILLAGE	€ 12,500.00	€ 12,500.00	€ 14,000.00	€ 14,000.00
TERRE DES HOMMES INTERNATIONAL	€ 11,000.00	€ 11,000.00	€ 11,000.00	€ 11,000.00
VENRO (GERMANY)	€ 20,000.00	€ 20,000.00	€ 22,000.00	€ 22,000.00
WOMEN ENGAGE FOR A COMMON FUTURE			€ 1,500.00	€ 1,500.00
WORLDVISION INTERNATIONAL	€ 16,000.00	€ 16,000.00	€ 12,000.00	€ 12,000.00
WWF	€ 9,198.00	€ 9,198.00	€ 9,198.00	€ 9,198.00
<b>TOTAL</b>	<b>€ 423,488.00</b>	<b>€ 423,488.00</b>	<b>€ 449,288.00</b>	<b>€ 449,288.00</b>

# OUR MEMBERS

<p><b>NATIONAL PLATFORMS</b></p>	 <p>Global Responsibility Austrian Platform for Development and Humanitarian Aid</p>	 <p>BELGISCH PLATFORM PLATE-FORME BELGE <b>CONCORD</b> CNCd-11.11.11 11.11.11 ACODEV ngo4edevatie</p>	 <p><b>BPID</b> Bulgarian Platform for International Development</p>	 <p>Platforma za međunarodnu građansku solidarnost Hrvatske Croatian Platform for International Citizen Solidarity <b>CROSOL</b></p>	 <p><b>CYINDEP</b> Cyprus Island wide NGO Development Platform</p>	 <p><b>FORS</b></p>	
 <p><b>GLOBAL FOCUS</b> Danish CSOs for Development Cooperation</p>	 <p><b>AKÜ</b></p>	 <p><b>fingo</b></p>	 <p><b>COORDINATION SUD</b></p>	 <p><b>VENRO</b> ASSOCIATION OF GERMAN DEVELOPMENT AND HUMANITARIAN AID NGOs</p>	 <p>Hellenic Platform for Development</p>	 <p><b>HAND</b></p>	
 <p><b>Dochas</b> The Irish Association of Non-Governmental Development Organisations</p>	 <p>Network delle ONG in Europa per lo sviluppo e l'emergenza <b>CONCORD ITALIA</b></p>	 <p><b>LAPAS</b> WWW.LAPAS.LV</p>	 <p>Lituanian National Non-Governmental Development and Cooperation Organisations' Platform <b>LITDEA</b></p>	 <p><b>Cercle de coopération</b> des ONGD DU LUXEMBOURG</p>	 <p><b>SKOP</b> Solidarjeta u Koperazzjoni</p>	 <p><b>PARTOS</b></p>	
 <p><b>ZAGRANICA</b></p>	 <p><b>ONGD</b> PLATAFORMA PORTUGUESA</p>	 <p><b>FOND</b> Fondová Organizace pro Rozvojenství a Pomoc při Bezpečnosti</p>	 <p><b>Ambrela</b> Platform for Development Organisations</p>	 <p><b>SLOGA</b> SLOVENIAN GLOBAL ACTION</p>	 <p><b>COORDINADORA</b> de ONGD de COOPERACIÓN AL DESARROLLO ESPAÑA</p>	 <p><b>CONCORD SWEDEN</b></p>	
 <p><b>bond</b></p>	<p><b>NETWORKS</b></p>	 <p><b>actalliance eu</b> Formerly APODEV</p>	 <p><b>actionaid</b></p>	 <p><b>ADRA</b></p>	 <p><b>care</b></p>	 <p><b>caritas europa</b></p>	
 <p><b>cbm</b> together we can do more</p>	 <p><b>ChildFund Alliance</b></p>	 <p><b>CIDSE</b> together for global justice</p>	 <p><b>eucord</b> European Cooperation Organisation for Relief and Development</p>	 <p><b>GNDR</b> Global Network of Civil Society Organisations for Disaster Reduction</p>	 <p><b>Habitat for Humanity</b> Europe, Middle East and Africa</p>	 <p><b>humanity &amp; inclusion</b></p>	
 <p><b>IPPF</b> International Planned Parenthood Federation European Network</p>	 <p><b>ISLAMIC RELIEF</b></p>	 <p><b>LIGHT FOR THE WORLD</b></p>	 <p><b>OXFAM International</b></p>	 <p><b>PLAN INTERNATIONAL</b></p>	 <p><b>Save the Children</b></p>	 <p><b>Sightsavers</b></p>	
 <p><b>solidar</b></p>	 <p><b>SOS CHILDREN'S VILLAGES INTERNATIONAL</b></p>	 <p><b>Terre des Hommes</b> International Federation</p>	 <p><b>wecf</b></p>	 <p><b>World Vision</b></p>	 <p><b>WWF</b></p>	<p><b>ASSOCIATE MEMBERS</b></p>	
 <p><b>ALDA</b> European Association for Local Democracy</p>	 <p><b>Ea ea</b> EUROPEAN ASSOCIATION FOR THE EDUCATION OF ADULTS</p>	 <p><b>EUROPEAN PARTNERSHIP FOR DEMOCRACY</b></p>	 <p><b>NRC</b> NORWEGIAN REFUGEE COUNCIL</p>	 <p>With the support of the European Union</p>			

