

# Interim Reporting Framework INGO Accountability Charter

## 1. Profile of the Organisation

<b>Name of the organisation</b>	Stichting Cordaid (Catholic Organisation for Relief and Development Aid)
<b>Name and title of Board Chair</b>	Drs. F.C.H. (Frans) Slangen
<b>Name and title of CEO</b>	Drs. R.B.M. (René) Grotenhuis
<b>Vision</b>	We see development as a process in which unjust balances of power change between people, organisations and international structures. We co-operate with social organisations worldwide to bring about more just balances of power.
<b>Mission</b>	Cordaid is inspired by its Roman Catholic origin and belief. Our values are rooted in the social teachings of the Roman Catholic Church and are at the basis of our vision, strategy, operational choices and cooperation within the worldwide Roman Catholic networks of Cidse and Caritas Internationalis. Inspired and informed by the Catholic Social Teaching based on the values of human dignity, solidarity with the poor, subsidiarity, and good stewardship, Cordaid works at the improvement of the situation of poor and marginalized groups.
<b>Values</b>	We believe in human dignity with respect for diversity. We recognize the power and the responsibility of marginalized people to bring about changes in their own lives. We understand development essentially as a process in which, driven by social justice, balances of power change, both on a small scale between people and organisations, and in international structures. We co-operate with civil society organisations as passionate instruments of change that share our beliefs, have a legitimate basis in their own societies and are wholly responsible for realising their own objectives. We co-operate with these civil society organisations to bring about social changes that contribute towards strong and just societies and towards new, worldwide social movements. We offer a coherent support package that consists of strategic development funding, including emergency aid and reconstruction; coupled to that we promote consciousness raising and public support in the Dutch community, cooperation in networks, the exchange of knowledge, information, experience and talents, and the gaining and exercising of political influence. We have allies in our own community: contributors and volunteers, government, companies and other civil society organisations, with respect for mutual differences but always based on our common core values and principles.
<b>Primary brands</b>	<ul style="list-style-type: none"> <li>• Cordaid Memisa, <a href="http://www.cordaidmemisa.nl">www.cordaidmemisa.nl</a></li> <li>• Cordaid Mensen in Nood, <a href="http://www.cordaidmenseninnood.nl">www.cordaidmenseninnood.nl</a></li> <li>• Cordaid Kinderstem, <a href="http://www.cordaidkinderstem.nl">www.cordaidkinderstem.nl</a></li> <li>• Cordaid Bond Zonder Naam, <a href="http://www.cordaidbondzondernaam.nl">www.cordaidbondzondernaam.nl</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Cordaid Microkrediet, <a href="http://www.cordaidmicrokrediet.nl">www.cordaidmicrokrediet.nl</a></li> <li>• Vastenactie, <a href="http://www.vastenactie.nl">www.vastenactie.nl</a></li> </ul>
<b>Major programmes</b>	<p>Cordaid is divided into four sectors and ten programmes:</p> <p><b>Sector Participation</b></p> <p>1- Identity and diversity 2- Slumdwellers 3 Women and Violence</p> <p><b>Sector Emergency Aid and Reconstruction</b></p> <p>4 - Disaster prevention and emergency aid 5 - Reconciliation and reconstruction</p> <p><b>Sector Health and Well-being</b></p> <p>6 - Access to health care 7 - Care for vulnerable groups 8 - HIV/AIDS</p> <p><b>Sector Entrepreneurship</b></p> <p>9 - Small producers 10 – Microfinance</p>
<b>Core activities</b>	<p>Cordaid identifies four core activities: financing, linking &amp; learning, lobby and support.</p> <ul style="list-style-type: none"> <li>• <b>Financing</b> runs via the ten programmes, which each has its own target group(s) and themes.</li> <li>• <b>Linking &amp; learning</b> aims at strengthening the innovative and learning capacities of partners through linking, exchange of experiences, research, innovation, projects and programme evaluations, publications and all kinds of educational meetings.</li> <li>• Influence on policy is carried out both by partners and Cordaid itself. Through financing, partners are given the opportunity to lobby. Cordaid also develops <b>lobby</b> activities, partly at the request of and in collaboration with southern partners, as another aspect of their own initiative.</li> <li>• Cordaid categorises its fund raising, support to private initiatives in the Netherlands, cooperation with migrant organisations, educational activities and partnerships with Dutch companies and institutions under the heading of <b>support</b>.</li> </ul>
<b>Ownership and legal form</b>	Not for Profit “Stichting” (Dutch Foundation)
<b>Operational structure</b> <i>Including roles and responsibilities of global and national entities</i>	<p>Cordaid is structured around four sectors: Participation, Emergency Aid and Reconstruction, Health and Well-being and Entrepreneurship. The Managers of the sectors (including Marketing and Communication) and of the staff departments (Policy and Evaluation, Internal Control, Human Resources), together with the directors, form the Management Council. The Workers Council (with Cordaid members that represent Cordaid staff) negotiates directly with one of the directors. After discussion in the Management Council and after approval of the Supervisory Board, the two directors make the decisions.</p> <p>An international advisory board (IAB), in which external experts representing different thematic and geographical contexts play an advisory role has been initiated and is formally embedded in Cordaid's governance structure as of January 2010. The IAB has provided guidance and input in designing the</p>

	strategic plan that was submitted to the Dutch government in 2010.
<b>Location and address of global headquarters/ secretariat</b>	Lutherse Burgwal 10 2512 CB Den Haag The Netherlands
<b>Number of countries where the organisation operates</b>	In 2010, Cordaid was active (mostly through partners) in 39 countries in Africa, Asia, and Latin America (see Annex 1 for full list)
<b>Number of employees</b>	264 Fte (end December 2010)

(\*amounts x € 1.000)

<b>Finance*</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Income from				
- <b>Individual donations</b>	38.082	38.402	41.778	34.322
- <b>Foundations</b>	8.216	4.631	5.624	39.732
- <b>Governments</b>	114.814	112.805	119.111	85.300
- <b>International Organisations</b> <i>UN, EU, World Bank etc.</i>	15.048	12.225	11.100	19.145
- <b>Business</b>				
- <b>Others - <i>please specify: (investments)</i></b>	2.184	3.372	4.473	2.657
<b>TOTAL INCOME</b>				
	<b>178.344</b>	<b>171.435</b>	<b>182.086</b>	<b>181.156</b>
<b>Total income by country - for countries/regions that make up 5 percent or more of total income</b> <i>Please list countries and provide total income for each one</i>	NL= 178.344	NL= 171.435	NL= 182.086	NL= 181.156
Expenditure for				
- <b>Programmes and activities directly addressing the organisation's purpose</b>	173.982	167.395	163.194	158.959
- <b>Fundraising</b>	5.748	5.604	6.523	4.956
- <b>Administration</b>	3.675	2.707	3.720	3.455
- <b>Others - <i>please specify</i></b>				
<b>TOTAL EXPENDITURE</b>	<b>183.405</b>	<b>175.706</b>	<b>173.437</b>	<b>167.369</b>
<b>-Africa</b>	82.935	81.518	79.706	65.645
<b>-Asia</b>	47.844	42.337	43.530	35.222
<b>-Latin America</b>	24.178	26.517	19.655	44.061
<b>-The Netherlands</b>	8.600	10.055	13.141	16.256
<b>-Worldwide</b>	19.848	15.279	17.404	6.184
<b>Reserves</b>	<b>-5.061</b>	<b>-4.270</b>	<b>8.649</b>	<b>13.787</b>

## 2. Compliance with the principles of the INGO Accountability Charter

### Respect for Universal Declaration of Human Rights

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
1	Vision, mission, values and key documents position the organisation's work in the context of Universal Declaration of Human Rights	The organisation's statutes and key programmatic documents.	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
2	The organisation's practice fully complies with its policies.	<p>The organisation confirms for the reporting period that it has been working in line with Universal Declaration of Human Rights and that it has resolved any formal written complaints (<i>formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence. All formal complaints to be acknowledged within 1 month of receipt and complaints resolved within 6 months of receipt</i>) it may have received concerning its alleged breach of these Principles.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

### Independence

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
3	<ul style="list-style-type: none"> <li>- Organisation receives less than 50% from one single source;</li> <li>- Organisation is not owned/controlled by government, political party or business</li> </ul>	Documentation on <ul style="list-style-type: none"> <li>- ownership and</li> <li>- income</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

### Responsible Advocacy

	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
4	The organisation has written policies ensuring that its public policy positions and advocacy are <ul style="list-style-type: none"> <li>- in line with its mission and strategy</li> <li>- accurate and</li> <li>- conform with applicable national law</li> </ul>	The organisation's written advocacy policies <ul style="list-style-type: none"> <li>- describe the criteria or circumstances in which it will involve itself;</li> <li>- define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate;</li> <li>- contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

5	The organisation's practice fully complies with its policies.	<p>The organisation confirms for the reporting period that it has not been in breach of its own advocacy policies and that it has resolved any formal written complaint it may have received concerning its alleged breach of these policies.</p> <p>The Organisation has a Board authorised system to deal with complaints.</p>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
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## Effective Programmes

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
6	The organisation's programmes are conducted in genuine partnership with local communities.	The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
7	The organisation's programmes aim for sustainable development.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> <li>- are based on the potential of local resources to sustain the activity</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		<ul style="list-style-type: none"> <li>- contribute to further strengthening sustainability at local level and</li> <li>- do not create or increase dependence on external support.</li> </ul>		
8	The organisation's programmes are appropriate for the local needs and conditions.	<p>The organisation's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organisation's programmes</p> <ul style="list-style-type: none"> <li>- take relevant local conditions into account, e.g. by involving local stakeholders in all stages of programme design and implementation</li> <li>- take appropriate care of relevant local gender, diversity, cultural and religious issues;</li> <li>- avoid negative environmental impact and, where possible, secure a positive impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
9	Funds raised for specific programmes reach the people or cause in whose name they were raised.	The organisation's fundraising and donor information materials, donor communication, programme reports and relevant finance statements provide evidence that funds raised for a specific cause have been used to further that cause.	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
10	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has not been in breach of its own programme policies and that it has resolved any formal written complaints it may have received concerning its alleged breach	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	



		of these policies. The Organisation has a Board authorised system to deal with complaints.		
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## Non-Discrimination

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
11	The organisation promotes diversity, gender equity and balance, impartiality and non-discrimination in all activities, both internal and external.	<ul style="list-style-type: none"> <li>- The organisation's written non-discrimination policy affirming its commitment to gender equity, to non-discrimination for sexual orientation, to ethnic and racial diversity, to the inclusion of people with disabilities at staff and board levels;</li> <li>- The organization's plans and operations which fully reflect the non-discrimination policy;</li> <li>- The organisation's most recent personnel orientations, trainings and instructional material addressing non-discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
12	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of cases where it may have been in breach of its own non-discrimination policy and that it has resolved any formal written complaints it may have received concerning its alleged breach of these policies.	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		The Organisation has a Board authorised system to deal with complaints.		
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## Transparency

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
13	The organisation is open, transparent and honest about its structures, mission, policies and activities.	<ul style="list-style-type: none"> <li>- The organisation's reports which adhere to generally accepted standards of technical accuracy and honesty in presenting and interpreting data and research;</li> <li>- The organisation complies with relevant governance, financial accounting and reporting requirements in the countries where it is based and operates.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
14	The organisation reports publicly at least once a year about its activities and achievements.	<p>The organisation's annual report which contains:</p> <ul style="list-style-type: none"> <li>- Mission and values;</li> <li>- Objectives and outcomes achieved in programme and advocacy;</li> <li>- Environmental impact;</li> <li>- Human rights impact;</li> <li>- Governance structure and processes, and main office bearers;</li> <li>- Main sources of funding from corporations, foundations, governments, and individuals;</li> <li>- Financial performance;</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>○ No/not fully</li> <li>○ Not applicable</li> </ul>	

		<ul style="list-style-type: none"> <li>- Compliance with the INGO Accountability Charter and</li> <li>- Contact details.</li> </ul>		
15	The organisation's annual financial report will conform to relevant laws and practices and be audited by a qualified independent public accountant whose statement will accompany the report.	Independently audited annual accounts	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
16	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any complaints concerning the accuracy or relevance of its reporting and that it has resolved any formal written complaints it may have received concerning its alleged breach of its reporting provisions. The Organisation has a Board authorised system to deal with complaints.	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

## Good Governance

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
17	The organisation has a governing body which has responsibility for the oversight of all aspects of	The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures allocate ultimate authority to the	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> </ul>	

	the organisation.	<p>organisation's governing body.</p> <p>These documents also state that the governing body</p> <ul style="list-style-type: none"> <li>- selects, supervises and evaluates the chief executive,</li> <li>- oversees programme and budgetary matters</li> <li>- defines the overall strategy, consistent with the organisational mission,</li> <li>- verifies that resources are used efficiently and appropriately,</li> <li>- ensures that performance is measured,</li> <li>- secures financial integrity and</li> <li>- makes sure that public trust is maintained.</li> </ul> <p>Documentation on the activities of the governing body shows that all the above tasks have been undertaken thoroughly and successfully.</p>	<ul style="list-style-type: none"> <li>○ Not applicable</li> </ul>	
18	The work of the organisation's governing body takes place in a clearly defined framework of rules and procedures covering the appointment, responsibilities and terms of members of the governing body.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures</p> <ul style="list-style-type: none"> <li>- identify required qualifications and expertise of the members of the governing body and the mix of skills across the group</li> <li>- specify the frequency of meetings of the governing body,</li> <li>- specify adequate attendance by</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		<p>directors (at least a majority of <i>directors</i> on average), and</p> <ul style="list-style-type: none"> <li>- lay down voting requirements</li> <li>- provide a process for evaluating the governance body's own performance.</li> </ul> <p>Records of the meetings provide evidence that meetings were held and which decisions were taken.</p> <p>A regular general meeting takes place with authority to appoint and replace members of the governing body.</p>		
19	The organisation tries to prevent and, if they occur, actively manages conflicts of interest.	<p>The organisation's bylaws, terms of reference for the governing body, and relevant policies and procedures require that members of the governing body and employees:</p> <ul style="list-style-type: none"> <li>- disclose any affiliation they have with an actual or potential supplier of goods and services, recipient of grant funds, or organisation with competing or conflicting objectives;</li> <li>- absent themselves from discussion and abstain from voting or otherwise participating in a decision on any issue in which there is a conflict of interest; and</li> <li>- refuse large or otherwise inappropriate gifts for personal</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		use.		
20	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any irregularities in its governance system and that it has resolved any formal written complaints it may have received concerning its governance system or members of its governing body. The Organisation has a Board authorised system to deal with complaints.	<ul style="list-style-type: none"> <li>• Yes</li> <li>○ No/not fully</li> <li>○ Not applicable</li> </ul>	

## Ethical Fundraising

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
21	In accepting funds the organisation ensures that it complies with its own ethical standards.	The organisation's written policy for accepting or refusing certain donations and subsidies clearly states which sources of funding are not acceptable to the organisation for ethical reasons.	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
22	The organisation respects the rights and wishes of donors.	The organisation's written policy confirms donors' rights <ul style="list-style-type: none"> <li>- to be informed about causes for which the organisation is fundraising;</li> <li>- to be informed about how their donation is being used;</li> <li>- to have their names deleted from</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		<p>mailing lists;</p> <ul style="list-style-type: none"> <li>- to be informed of the status and authority of fundraisers and</li> <li>- to anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence and</li> <li>- that donations accepted for a specific purpose, are used for that purpose.</li> </ul> <p>The organisation's fundraising and donor information materials and donor communication are complying with donors' rights.</p>		
23	In raising funds, the organisation accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor.	<p>The organisation's fundraising materials and communication</p> <ul style="list-style-type: none"> <li>- show how the donation will further the organisation's mission;</li> <li>- neither minimise nor overstate the size or urgency of the challenge the organisation wants to address;</li> <li>- do not contain any material omissions or exaggerations of facts, misleading photographs, nor create a false impression or misunderstanding;</li> <li>- show how organisation will handle any shortfall or excess of income raised for a specific project.</li> </ul> <p>The organisation's donor information materials and communication provide</p>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		<p>detailed documentation on the use of donations.</p> <p>Follow-up with donors about clarity and quality of materials sent to them shows that the organisation's intended message is accurately getting through.</p>		
24	The organisation records and publishes details of all major institutional gifts and gifts-in-kind clearly describing the valuation and auditing methods used.	<p>The organisation's written gifts-in-kind policy</p> <ul style="list-style-type: none"> <li>- states under which conditions and for which purposes gifts-in-kind are being accepted;</li> <li>- provides clear parameters for valuation and auditing of gifts-in-kind.</li> </ul> <p>The organisation's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.</p>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
25	The organisation ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices.	<p>The organisation's policy for the use of agents or other third parties for fundraising purposes states</p> <ul style="list-style-type: none"> <li>- that contracts between the organisation and a third party will be in writing and</li> <li>- that these contracts will oblige the third party to comply fully with the organisation's fundraising policy and ethical standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
26	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its fundraising and related policies	<ul style="list-style-type: none"> <li>• Fully</li> <li>○ Partially</li> <li>○ Not at all</li> </ul>	



		and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice. The Organisation has a Board authorised system to deal with complaints.	○ Not applicable	
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## Professional Management

No.	Best Practice	Evidence	Compliance	Action Plan if not/not fully in Compliance
27	The organisation's management is professional and effective and the organisation's policies and procedures seek to promote excellence in all respects.	<p>The organisation's written management terms and conditions, policies and procedures contain</p> <ul style="list-style-type: none"> <li>- job specifications and personnel profiles for the CEO and Senior Management Team positions</li> <li>- annual work plans for the CEO and the Senior Management Team directly referring to the organisation's strategy</li> <li>- an appraisal system with the CEO being appraised by the governing body.</li> </ul> <p>The organisation's strategy and key policies lay down clear objectives and criteria defining excellence.</p>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
28	Financial management and control ensure that all	The organisation operates according to a budget approved by its governing	<ul style="list-style-type: none"> <li>● Fully</li> </ul>	

	<p>funds are effectively used and minimise the risk of funds being misused.</p>	<p>body.</p> <p>The organisation exercises adequate internal controls over disbursements to avoid unauthorised payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organisation's annual, audited financial statements</p> <ul style="list-style-type: none"> <li>- are produced by a certified public accountant;</li> <li>- presented timely (normally not later than 6 months after the end of the financial year) and in line with the organisation's written finance policy;</li> <li>- comply with nationally accepted accounting standards and legal requirements.</li> </ul>	<ul style="list-style-type: none"> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
29	<p>The organisation has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.</p>	<p>The organisation incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organisation conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and</p>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		evaluation.		
30	The organisation ensures that its partners meet the highest standards of probity and accountability.	In its policies guiding the selection of and cooperation with partners the organisation <ul style="list-style-type: none"> <li>- identifies adequate criteria for the selection of effective, legitimate and reliable partners;</li> <li>- takes adequate provisions to exclude links with organisations or individuals involved in illegal or unethical practice.</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
31	The organisation recognises the crucial role the quality and dedication of its staff play in the success of its work and is committed to investing in human resource development.	The organisation's written human resources policies and procedures <ul style="list-style-type: none"> <li>- conform fully with relevant international and national labour regulations;</li> <li>- provide for remuneration and benefits levels which strike a balance between public expectations of not-for-profit organisations and the need to attract and retain the staff the organisation needs to fulfil its mission;</li> <li>- apply the best voluntary sector practices in terms of employee and volunteer rights and health and safety at work.</li> <li>- include procedures for evaluating the performance of all staff on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
32	The organisation takes all	The organisation's relevant policies		

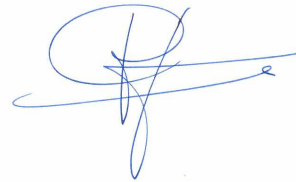
	required provisions to exclude corruption and bribery from its work.	<ul style="list-style-type: none"> <li>- specifically prohibit acts of bribery or corruption by staff or other persons working for, or on behalf of, the organisation;</li> <li>- identify appropriate steps to be undertaken in cases of suspected bribery or corruption.</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
33	The organisation respects sexual integrity in all its programmes and activities, and prohibits gender harassment, sexual exploitation and discrimination.	<p>The organisation's relevant policies contain appropriate provisions</p> <ul style="list-style-type: none"> <li>- preventing sexual exploitation, abuse;</li> <li>- ensuring gender equality;</li> <li>- preventing discrimination in all its forms;</li> <li>- fostering ethnic and racial diversity.</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
34	The organisation provides internal feed-back mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission.	The organisation's written whistle-blowing policy enables and encourages staff to draw management's attention to activities that may not comply with the law or the organisation's mission and commitments, including the provisions of the INGO Accountability Charter.	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	
35	The organisation's practice fully complies with its policies.	The organisation confirms for the reporting period that it has no knowledge of any significant breaches of its management policies or related policies and procedures and that it has resolved any formal written complaints it may have received concerning its management provisions	<ul style="list-style-type: none"> <li>● Fully</li> <li>○ Partially</li> <li>○ Not at all</li> <li>○ Not applicable</li> </ul>	

		and practice. The Organisation has a Board authorised system to deal with complaints.		
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Date: 15 March 2011



Chair of the Board  
Drs. F.C.H. (Frans) Slangen



Chief Executive Officer  
Drs. R.B.M. (René) Grotenhuis

## Annex 1: List of countries 2010

Country/ Programme	1	2	3	4	5	6	7	8	9	10
<b>Africa</b>										
Central African Republic					X	X				
Federal Democratic Republic of Ethiopia	X	X		X				X	X	
Republic of Ghana						X				X
Great Lakes Region (Burundi, DR Congo, Rwanda)		X	X		X	X		X		
Republic of Cameroon		X				X	X		X	
Republic of Kenya	X	X		X			X		X	
Republic of Malawi				X		X		X	X	
Federal Republic of Nigeria	X	X	X							
Republic of Uganda				X		X	X		X	X
Republic of Sierra Leone			X			X	X			X
Republic of Sudan					X					
United Republic of Tanzania	X					X			X	X
Republic of Chad					X					
Republic of Zambia				X		X			X	X
<b>Asia</b>										
People's Republic of Bangladesh				X		X	X			
Republic of the Philippines	X						X		X	
Republic of India	X			X			X		X	X
Republic of Indonesia	X		X	X				X	X	X
Democratic Socialist Republic of Sri Lanka	X				X					
Socialist Republic of Vietnam	X									X
Islamic Republic of Afghanistan					X					
<i>Palestinian territories</i> and State of Israel					X					
Pakistan				X	X					
<b>Latin America</b>										
Plurinational State of Bolivia									X	X
Republic of Colombia			X		X					

Republic of Peru			X						X	X
Republic of Haiti				X	X					
Republic of Suriname	X									
Central America (El Salvador, Guatemala, Honduras, Nicaragua)	X	X	X	X					X	X
<b>Total</b>	<b>11</b>	<b>6</b>	<b>7</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>4</b>	<b>13</b>	<b>11</b>