GLOBAL REPORTING INITIATIVE REPORT 2011

Name of Organisation:

Cordaid

Filled in by:
Name: Ingrid S. Hagen, MBA
Position: Director, Strategy and Strategic Funding
Email: ingrid.hagen@cordaid.nl
Telephone: +31.(0).70.3136.290

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1. STRATEGY AND ANALYSIS

1.1 Statement of the most senior decision – maker in the organisation

Social Corporate Responsibility and promoting sustainable behaviour is at the heart of why Cordaid exists. We engage with people who value sustainability and justice. Cordaid stems from the Catholic tradition of international cooperation and finds her inspiration in Catholic core values like solidarity, compassion and stewardship. Cordaid strives for a fair and sustainable society in which every individual counts; a society in which people share the Global Common Goods and one that leaves room for diversity.

This is our second report since becoming a member of the Accountability Charter, but our first report using the GRI NGO Supplement. In the report we offer an overview of those indicators that are related to our work, our mission and values and in line with existing monitoring and reporting mechanisms in our organisation.

The Cordaid 2011 annual report provides a comprehensive overview of our achievements, strategies and policies. It also provides in summary a picture of the Cordaid organisation and a view on our expectations, activities and financial performance in 2012. In 2011 Cordaid applied the NEN-ISO 26000 guideline for social responsibility for organisations. Through this guideline Cordaid asserts how it includes corporate responsibility in its day-to-day operations. In line with its ambitions with regards to corporate social responsibility, Cordaid has achieved good results. However, it appears that there is still room for improvement. Existing instruments are being improved. Cordaid developed a *social performance assessment tool* for the Entrepreneurship Micro Finance program. A trajectory to get the certificate for a 100% climate neutral organisation was initiated with the Climate Neutral Group. In addition, Cordaid started consultations with its own pension fund with regards to investments in food inputs and the possible effect of it on the price of these inputs. Cordaid also appointed a CSR-coordinator who started in January 2012.

I am pleased to submit our Global Initiative Report 2011, and hope that our report shows how we try to include people and the environment in our work, value transparency and accountability and practice what we say.

René Grotenhuis
Chief Executive Officer Cordaid

Cordaid
BUILDING FLOURISHING COMMUNITIES

1.2 Achievements and events

Business Units
2011 was for Cordaid the first year of the implementation of the new strategic plan 2011 – 2015. Significant budget reductions as a result of decreased back-donor funding from the Dutch Government and a decline in the number of donors and sympathisers with our organisation have put pressure on the Cordaid organisation. Strategic re-thinking, organisational review and consultation with our International Advisory Board already took place during the strategic planning process in 2010, and continued in 2011. Besides the continuation of our core work, we developed a new organisational model linked to the core expertise and professional background of Cordaid: a social enterprise comprising nine Business Units. We further elaborated the programmes and thematic areas which were already determined at the beginning of 2011. We consider social entrepreneurship as an important leading principle for the creation of social added value. We believe that cooperation, transparency and entrepreneurship enhance flexibility and the possibilities to anticipate new developments. The first Business Unit started in 2011.

Partner relations
As a result of the reduction in the budget in 2011, Cordaid had to terminate the funding relationship with several partners and even phase out complete programs in a number of countries. An assessment of the organisational, gender and financial capacities carried out with 130 partner organisations showed that the reduction did not affect the quality level of the partner network. Cordaid continued with the capacity building of partners in the field of organisational and institutional development, enhanced content knowledge and improved lobby capacities.

Knowledge development
Cordaid promoted learning and knowledge development not only at the level of the partners but also with the staff. Learning is linked with themes relevant to the changes in Cordaid, like the concept of Communities of Change (see also 1.3). Additional efforts were made through the Cordaid Academy on the systematic gathering and dissemination of knowledge through presentations, workshops, publications, the Internet, as well as studies and analysis for immediate applicable knowledge.

Lobby and advocacy
Cordaid is being acknowledged for its vision and expertise. In 2011 Cordaid has been invited to parliamentary hearings in the Netherlands about Afghanistan and the Niger Delta and participated in World Bank meetings on safety, counterterrorism and disaster risk reduction. Cordaid participated as a key actor in international lobby networks like CIDSE, CONCORD, the Extractives Industries Transparency Initiative, the Coalition of European Lobbies on Eastern African Pastoralism, the Global CSO Network on Disaster Reduction and the Caregivers Action Network.

Conflict transformation
Within the conflict transformation programme Cordaid effectively lobbied through international networks for responsible extraction of minerals and raw materials, recognition of the role of women in peace and safety processes and increased political space for Civil Society in countries in which Civil Society is threatened by counterterrorism. More attention has been given to healthcare, disaster risk reduction and support to economic initiatives contributing to social cohesion and providing a perspective to people in conflict and post conflict areas.

Disaster Risk Reduction
Partner organisations in the Horn of Africa were successful in strengthening capacities of local communities with regards to disasters and quick response. Cordaid lobbied for the integration of disaster risk reduction in national and international government policies, e.g. through a workshop on this issue during the World Bank autumn meeting. Cordaid was involved in the development of a plan for joint action in case of disasters and emergency with CAFOD, Trocaire and SCIAF. Cordaid and the International Institute of Rural Reconstruction issued a publication on fifteen successful Disaster Risk Reduction Projects in the Horn of Africa.

Result Based Financing
Cordaid further extended its programme on Result Based Financing (RBF) to increase access and quality of primary healthcare in fragile contexts and invested in the identification of better methodologies, relevant training materials and the establishment of an internal knowledge unit on RBF. Improved Mother and Child care was another focus point. An evaluation in Ghana showed that investments in accommodation, people centred staff and encouragement of women to go to the clinic has a significant effect on the mother and child mortality rate. Research has started on RBF in homecare and mobile phone technology as an instrument for information dissemination and health monitoring. Cordaid signed a contract with the World Bank and the Zimbabwean Government on the introduction of RBF in 243 health care facilities for two million people.

Entrepreneurship
The entrepreneurship unit organised partner consultations, workshops and write shops on improved financial services for farmers, gender equality, value chain development and renewable energy. Sub-programmes started in fragile states like South Sudan, the Democratic Republic of Congo and Haiti. Analysis proved that in fragile states the level of investments in agriculture is low and that initiatives in this area are influenced by conflict. However, investments can have positive and negative effects on the conflict dynamics related to underlying ethnic or religious disparities.

Micro finance
The micro finance programme has increased its investments in rural financing, especially in fragile states such as South Sudan and Sierra Leone. Investments in Micro Finance Institutions in fragile states are challenging because of increased mobility of clients to avoid dangerous situations and the use of different currencies in border areas.

Urban Matters
The Urban Matters programme is the first programme that was transformed into a Business Unit in 2011. The unit is managing programmes in Cape Town, San Salvador and Kisumu. Cordaid is no longer the funder of the programmes. Its major role is the steering of the overall programme and the facilitation of the (multi stakeholder) processes in different contexts. The Communities of Change concept that has been applied in Kisumu was positively assessed by external experts.

Cordaid in the Netherlands
In 2011, the Cordaid programme in the Netherlands was strengthened and further expanded through cooperation with Justitia et Pax, Maatschappelijk Activeringswerk (social mobilisation) and funds for special needs. The cooperation allowed a successful lobby against the intention of the Dutch Government to sanction illegality of foreigners who have no legal options anymore to apply for asylum.

The number of small private initiatives of Dutch citizens has declined. At the same time we observed a significant increase in long term relationships with private donors. Cordaid/Memisa in cooperation with the Dutch Television (NCRV) produced the TV-show '*Baby boom in Africa' in* which projects in Cameroun were pictured. The broadcasting of the show on Dutch Television encouraged more than 11.000 people to become Cordaid sponsors.

1.3 Our internal environment, challenges and goals for the strategy period

Cooperation and connection
Our environment is changing as a result of further globalization, changing international power relations and increased complexity of issues like climate change, international trade, energy, migration and food security. This puts the issue of poverty in a different perspective forcing organisations like ours to look for new strategies and interventions. In this regard worldwide cooperation offering perspectives for a globalisation with equal opportunities for poor and marginalised peoples is at the centre of attention.

In order to meet the demands of a changing world and increased complexity of development questions, Cordaid has formed an alliance with six other organisations: Both Ends, the Dutch Red Cross, IKV Pax Christi, Impunity Watch, Mensen met een Missie and WEMOS. The power of the alliance is in accumulation of complementary expertise, networks and intervention strategies. The alliance wants to work on poverty reduction from different perspectives through new and effective instruments for the empowerment of poor and excluded people.

As mentioned already in 1.2., 'Communities of Change' (CoC) is the key concept in our approach on the global character of poverty, surpassing traditional North-South thinking and linking the daily reality of people to the macro world of knowledge and power. It is a dynamic multi stakeholder approach that looks at diversity of contexts and processes through temporary coalitions around a collective and shared analysis of a problem, definition of a joint agenda for change and implemented through cooperation and joint action. The main characteristics of a Community of Change are:
- a "community" without borders (without geographical boundaries)
- demand driven (context is leading)
- locally grounded (with a strong connection to an international agenda)
- issue based (to be tackled by actors within the CoC)
- about engagement (goes beyond one on one partnerships)
- change agenda (the glue that binds all actors)
A condition of a CoC is that it is formed by a variety of stakeholders. It could be seen as a form of multi-stakeholder collaboration.

Cordaid reviewed its own role in the light of the increased complexity of poverty and of the changing environment like the demand for more cooperation and joint action, the situation of the Dutch development cooperation and the changing funding landscape. In the coming years the role of Cordaid as donor agency supporting development processes through investments in relevant partner organisations and their interventions, linking and learning, international lobby and capacity building will gradually change towards the role of facilitator of complex social change processes through a multi stakeholder approach. The distance between the implementing partners and Cordaid will be reduced and Cordaid's co-responsibility for the results will increase.

Partners and Cordaid take joint responsibility for fundraising through more and different funding channels, linking to relevant partners and third parties, work on a learning agenda, knowledge development and application, dissemination of experiences and results and joint lobby at national and international levels.

The situation demands a flexible and dynamic Cordaid as well as a mind shift in Cordaid and our partners. The coming years are crucial for Cordaid to implement the intended changes and become the relevant and effective organisation that we want to be, taking into account our mission and core values, the people we work with and the people to whom we want to reach out.

1.4　The external environment we work in

The current economic crisis in Europe also affects the public debate on international development cooperation. Not only are Government budgets under pressure, but there is also a growing concern that the current leadership in Europe is not even capable solving 'in house' problems. People see huge amounts of money being transferred to EU member States, while they have no clue how that money is spent and whether it will ever be repaid.
People are concerned about their own future. Unemployment rates are increasing. We notice increasing attention for problems of poverty and exclusion "close to home" in the Netherlands.

Public support
The Dutch context in which we operate has changed. Public support for development cooperation is still high in the Netherlands even though the effectiveness of development organisations and their transparency are being questioned. Especially the younger generation demands a clear stance from development organisations, with a recognisable passion and concrete results. Fundraising is, and will increasingly be, a challenging objective in a stable market in which a growing number of organisations operate. For these reasons there is a growing number of private initiatives; fundraising initiatives from groups of people or organisations with a specific goal, volunteer work in the South or direct support of specific projects with the support of friends or colleagues.

Fragile states
Poverty is observed all over the world, but there is a concentration of poor people living in so-called fragile states. These are countries impacted by conflict, difficult post-conflict situations, or suffering from poor governance. Investments in these countries carry a higher risk and are therefore limited. Risk aversion of investors is hampering economic development, while the lack of employment opportunities, the perspective for a better livelihood and improved basic social services are important contributing factors to ease conflict or avoid new eruptions of conflict in post conflict countries.

The core of the complementarity of the Dutch government and Cordaid lies in the democratization of the relations between the government and the people in fragile states. The Dutch government works top-down through the governments and stimulates good governance in recipient countries. Cordaid works bottom-up through Civil Society organisations and Civil Society strengthening. For Cordaid, the Dutch policy contributes to an enabling environment that allows a bottom-up democratization process.

Climate change

Climate change is one of the biggest challenges for the future. The consequences being observed worldwide include increased food insecurity as a result of increased prices, failed harvests, decrease of land for agriculture and livestock, malnutrition, lack of water resources, income insecurity and increase of illnesses like malaria. Through our alliance, in cooperation with our partner organisations, through innovative approaches and in connection with other people and organisations Cordaid looks for effective measures to reduce the on-going climate change.

2. ORGANISATIONAL PROFILE

2.1   Name of Organisation

Cordaid Foundation (Catholic Organisation for Relief and Development Aid).

2.2   Primary Activities

For 2011, Cordaid identifies four primary activities: strategic financing, linking & learning, lobby & advocacy and support:

- **Strategic financing** runs via the programmes, which each has its own target group(s) and themes.
- **Linking & learning** 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. Influence on policy is carried out both by partners and Cordaid itself.
- Cordaid develops and supports **lobby and advocacy** interventions partly at the request of, and in collaboration with, southern partners.
- Under the heading of **support**, Cordaid categorises amongst others its fundraising, support to private initiatives in the Netherlands, cooperation with migrant organisations, educational activities and partnerships with Dutch companies and institutions.

2.3   Operational Structure of the organisation

Brands

Cordaid is a Foundation with various brands used for fundraising:

- Cordaid Memisa, www.cordaidmemisa.nl
- Cordaid Mensen in Nood, www.cordaidmenseninnood.nl
- Cordaid Kinderstem, www.cordaidkinderstem.nl
- Cordaid Bond Zonder Naam, www.cordaidbondzondernaam.nl
- Cordaid Microkrediet, www.cordaidmicrokrediet.nl
- Vastenaktie, www.vastenaktie.nl

The **operational structure** of Cordaid as of 1st of April 2011 is presented below:

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                                    ┌──────────────────────┐
                                    │   Supervisory Board  │
                                    └──────────┬───────────┘
                     ┌─────────────────────────┴──────────┐         ┌──────────────────┐
                     │        Board of Directors          │─────────│   Works Council  │
                     │  Director (CEO)  │  Director (COO)  │         └──────────────────┘
 ┌───────────────┐   └────────────────────────────────────┘
 │ International  │
 │ Advisory      │   ┌────────────────────────┐            ┌────────────────────────┐
 │ Board         │   │ Knowledge Development   │            │ Secretariat of the Board│
 └───────────────┘   │ and Evaluation Department│            │    of Directors        │
                     └────────────────────────┘            └────────────────────────┘

                     ┌────────────────────────┐            ┌────────────────────────┐
                     │ Human Resources Department│          │  Operations Department │
                     └────────────────────────┘            └────────────────────────┘

                     ┌────────────────────────┐
                     │     Corporate          │
                     │   Communication        │
                     └────────────────────────┘
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| Team ICT | Team Quality and Control | Secretariat H&W | Secretariat DRR/EA and ES |
| Team Financial Administration | Team Facility Services | Secretariat CT/UM | Secretariat PN |

Communication and Fundraising Department	Sector Health and Well-Being	Sector Conflict Transformation	Sector Disaster Risk Reduction and Emergency Aid	Sector Entrepreneurship	Sector Programme NL	Urban Matters	Fast
Management Department	Sectormanagement	Sectormanagement	Sectormanagement	Sectormanagement			
Donors Contact Center	Team Fragile States	Team Africa	Team Emergency Aid	Team Small Producers			
Memisa/Kinderstem	Transition	Team Asia and Latin America	Team DRR	Team Micro Finance			
Mensen in Nood/ Vastenaktie/ Bond zonder Naam							
Micro Credit							

Headquarters

The Board of Directors (BD) of Cordaid comprises a Chief Executive Officer (CEO) and a Chief Operations Officer (COO). They report to the Supervisory Board. The BD is responsible for the management of two Management Teams: the management team staff (MTS) under supervision of the CEO and the management team programme sectors and communication and fundraising (MPTM) under supervision of the COO.

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 strategic plan that was submitted to the Dutch government in 2010.

Staff departments

The following staff departments exist within the organisation:
- Knowledge Development and Evaluation Department. Responsible for the quality of the policy information and the improvement of programme policies via the realisation of monitoring and evaluation of programmes;
- Operations Department (ICT, Financial Administration, Quality & Control and Facility Services as well as Operational Audit and Business Units). Responsible for the financial management and operations of the organisation, as well as its effectiveness and reliance;
- Human Resources. Responsible for staff management issues in the Netherlands and abroad, recruitment, selection and appraisal;
- Corporate Communication. Responsible for the external positioning of Cordaid.

Other departments are:
- Communication and Fundraising Department;
- Urban Matters;
- Funding Access Support Team (FAST).

The Communication and Fundraising department is responsible for support and fundraising for the earlier mentioned Cordaid brands Memisa/Cordaid, Mensen in Nood/Cordaid, Kinderstem/Cordaid and Vastenaktie/Cordaid.

Sectors and Programmes
The organisation is structured around the following sectors:
- Health and Well-Being;
- Conflict Transformation;
- Disaster Risk Reduction and Emergency Aid;
- Entrepreneurship;
- Programme Netherlands.

Various programmes exist within most sectors:

Table 1: Sectors and Programmes

Sector	Programme
Conflict Transformation	1- Identity and diversity 2- Slum dwellers 3 -Women and Violence
Disaster Risk Reduction Emergency Aid	4 - Disaster prevention and emergency aid 5 - Reconciliation and reconstruction
Health and Well-being	6 - Access to health care 7 - Care for vulnerable groups 8 - HIV/AIDS
Entrepreneurship	9 - Small producers 10 – Microfinance
Programme Netherlands	

The Managers of the sectors (including Marketing and Communication) and of the staff departments form together with the directors the Management Council. The Works 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 take the decisions.

Field Offices
The strategy for Cordaid is to implement projects with local partners. However, in some cases Cordaid also has a presence locally, e.g. when the interventions are larger and more complex, or when local capacity is insufficient during conflicts or disasters. The presence in the field serves various functions: the liaison function for lobby, linking & learning and information gathering, the monitoring of the support and coaching of partners with the implementation of projects, and project implementation in case there is lack of local capacity at the partner's level. In the beginning of 2011 the position of local offices was strengthened regarding their room for manoeuvring and their position within the Cordaid organisation. Field operations are described in the **Cordaid Field Office Manual**, providing in ten modules detailed instructions and formats (for setting up an operation, logistics, administration, staff, project implementation, security and closure of the office).

In 2011, Cordaid had eight Field Offices located in South Sudan, Ethiopia, Kenya, DR Congo, Zimbabwe, Afghanistan, Indonesia and Haiti. A small office in Brussels as part of Caritas maintains relations with institutional donors and in particular with the European Union. In the case of emergency aid operations, Cordaid works with temporary local offices.

2.4 Location of the organisation's headquarters

Cordaid
Lutherse Burgwal 10
2512 CB Den Haag
The Netherlands

2.5 Number of countries where the organisation operates

In 2011, Cordaid was active in 16 countries in Africa, 9 countries in Asia, and 6 countries in Latin America, totalling 31 countries, see table 2 below:

Table 2: *Countries in which Cordaid operates*

Continent		Country
Africa	1	Central African Republic
	2	Federal Democratic Republic of Ethiopia
	3	Republic of Ghana
	4	Burundi
	5	Democratic Republic of Congo
	6	Rwanda
	7	Republic of Cameroon
	8	Republic of Kenya
	9	Republic of Malawi
	10	Federal Republic of Nigeria
	11	Republic of Uganda
	12	Republic of Sierra Leone
	13	Republic of Sudan
	14	United Republic of Tanzania
	15	Republic of Chad
	16	Republic of Zambia
Asia	1	People's Republic of Bangladesh
	2	Republic of the Philippines
	3	Republic of India
	4	Republic of Indonesia
	5	Democratic Socialist Republic of Sri Lanka
	6	Socialist Republic of Vietnam
	7	Islamic Republic of Afghanistan
	8	Palestinian territories and State of Israel
	9	Pakistan
Latin America	1	Pluri-national State of Bolivia
	2	Republic of Colombia
	3	Republic of Haiti
	4	El Salvador
	5	Guatemala
	6	Honduras

2.6 Nature of ownership and legal form

Cordaid is a Dutch not-for-profit Foundation (Stichting).

2.7 Target audience and affected stakeholders

Cordaid co-operates with social organisations worldwide to bring about more just balances of power between people, organisations and international structures. Cordaid works to contribute to the improvement of the situation of poor and marginalized groups in Africa, Asia and Latin America, and works with partners in civil society, public and private sector.

Specifically, Cordaid supports:

- The improvement of the position and living conditions of 8 million people living in fragile states and conflict areas by providing protection, legal support, peace building and reconciliation, health care and agriculture;
- 1 million people who are threatened by natural disasters by working on early warning systems and prevention;
- victims of natural disasters by organising emergency aid and reconstruction;
- 8 million people who have insufficient basic medical care, particularly regarding sexual and reproductive health care, community health care for people living with HIV/Aids and / or disability, the elderly and vulnerable children;
- 4 million poor farmers to enhance sustainable agricultural production and the integration in agricultural value chains while maintaining food security and providing micro credit;
- 250.000 slum dwellers by creating better living conditions via multi-stakeholder processes and community led initiatives;
- The eradication of poverty and exclusion in the Netherlands by supporting social organisations and individual support.

Thereby, women, youth and vulnerable groups have special attention.

2.8 Scale of reporting organisation

Number and background of employees

At the end of 2011, Cordaid had 289 employees; 185 women (64%) and 104 men (36%). This was equivalent to 248 FTE. 88% of the employees had a fixed contract, 12% short term or temporary contracts. The percentage of women in higher positions (scale 10 and higher) was 59%, for the Supervisory Board and Board of Directors this percentage was 30% and for the Sector Management 44%. The target in 2011 was 50% in both latter cases.

Cordaid stimulates the representation of immigrant employees in the organisation, in 2011 12% of the employees had an immigrant background (target was 14%). The percentage of immigrant employees in higher positions (scale 10 and up) remained with 8.7% above the set target of 7.5%.

The number of expats working for Cordaid in 2011 totalled 28: 8 women and 20 men (29% women), originating from Netherlands (9), European Union (7), Africa (8) and Asia (4).

Volunteers

Cordaid regularly involves considerable numbers of volunteers in its activities, specifically during the annual (Vastenaktie) when more than 22.000 local volunteers / collectors are active for Cordaid. Moreover, annually there are some 1.000 missionary working groups involved with the campaign, organised in diaconal groups. Together they reach several hundreds of thousands of private donors.

Table 3: Total income and net revenues (in million euros)

Source	2011
Dutch government	39,8
Fund raising	37,4
Through actions of others	21,0
Institutional donors (governments and internatic donors)	13,8
Total income	**112**

2.9 Significant changes during reporting period regarding size, structure, or ownership

Size

Partnerships in the South were terminated due to reduction of the Dutch Government subsidy. During 2011 Cordaid ended the relationship with 240 partners. During 2011 Cordaid engaged 44 new partners, while ending relationships with 240 existing partners. This resulted in a total of 700 partnerships, which was a reduction of 22% compared to 2010.

Structure

Early in 2011 the effects of the reduction of the co-financing funds were visible immediately. It was also clear that in the longer term, the Government's role as the dominant financier had become uncertain. Cordaid needed to profile itself more strongly as an independent social organisation. Cordaid decided to start a transition process and to transform the organisation into a social enterprise based on a structure with business units. These units build on the topics defined as focus themes by Cordaid early 2011: Health care, Disaster response, Entrepreneurship, Women's leadership, Child & Education, Extractives, Food security, Urban Matters. The themes allow Cordaid by its knowledge and experience to obtain the highest possible added value and to maximize its impact. In this way a straight line between the MFS application, the focus themes and the business units was assured.

Ownership

Operationalisation and strengthening of the role of the International Advisory Board within Cordaid which has strengthened the voice of "the South" in the organisation.

2.10 Awards achieved in the reporting period

Cordaid is committed to accountability and transparency and has participated participates for many years in the annual election for the transparency prize. At the annual transparency rating of PricewaterhouseCoopers and the Foundation en Civil Society (the Transparency Prize) Cordaid was awarded first place with a score of 8,6. Relatively high scores were achieved for "non-financial results", "fundraising" and "Objective, policy and strategy".

3. REPORTING PARAMETERS

3.1 Reporting Period for information provided

January 2011 – December 2011.

3.2 Date of most previous report

Cordaid 2010 Interim Reporting Framework.

3.3 Reporting Cycle

Cordaid has the intention to report annually on GRI as of 2013 onwards.

3.4 Contact point for questions regarding the report or its content

Cordaid Ingrid S. Hagen, MBA, Director, Strategy and Strategic Funding. E-mail: ingrid.hagen@cordaid.nl, and telephone: + 31 (0) 70 3136 290. Mobile: +31 (0) 6 51170675.

3.5 Process for defining report content

The report has been written by the Director Strategy and Strategic Funding in consultation with the head of departments and programme staff. The Guidance on Defining the Report Content, including the Associated Principles have been studied and been used as a frame of reference to select the appropriate parameters.

3.6 Boundary of the report

The report doesn't include the activities of the partners nor specific data of the Field Offices regarding environmental parameters.

The report will be made accessible for all stakeholders.

3.7 State any specific limitations on the scope or boundary of the report

In the present GRI report, the environmental parameters of the Field Offices have not been taken into account.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations

This is not relevant for Cordaid.

3.9 Data management techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.

Not applicable as the GRI Indicator Protocols have been respected.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)

There are no re-statements of information.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report

Cordaid has been inspired by the feedback letter of the Independent Review Panel of the NGO GRI to broaden the scope of the information in this report.

3.12 Table identifying the location of the standard disclosures in the report.

This content is the GRI content index for Level C.

4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT GOVERNANCE

4.1 Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight

In accordance with the Code Wijffels Cordaid applies the principle of separation between administration and control. The two person Board of Directors is responsible for administration while a Supervisory Board is responsible for control. A **Good Governance Code** approved by the Supervisory Board includes relevant aspects of administration and control. Nomination of executive and supervising organs takes place according to the criteria of professionalism, knowledge and experience, involvement and networking. The different areas of expertise and networks have to complement each other and have to cover Cordaid and its surroundings as a whole. Other positions should preferably be of added value and should not lead to conflicting interests. The members of the Board of Directors and the Supervisory Board sign a declaration according to the standards of the seal of approval of the Dutch Central Office for Fundraising (CBF).

Composition Board of Directors
As of 31 December 2011 the Board of Directors consists of the CEO (Chief Executive Officer)/ General Director (Drs. R.B.M. Grotenhuis) and the COO (Chief Operations Officer /Director (Mr. H. van Eeghen, BSc, MBA).

*Other functions and positions of the **CEO**:*
Chair Foundation SHO (Collaborating Aid Agencies)
Member of the Board of Directors CIDSE (International Cooperation for Development and Solidarity
Chair SID (Society for International Development the Netherlands)
Member UCP (United Civilians for Peace)
Member of Chair Council VKMO (Covenant of Catholic Civil Society Organisations)
Member of Board of Steering Committee Joint Evaluations MFS II
Member of Board VFI (Association of Fundraising Organisations)
Member MAR FGW (Social Advisory Faculty Humanities University of Tilburg)
Member International Platform World Connectors.

*Other functions and positions of the **COO**:*
Member Advisory Council Stop Aids Now
Member of Board SHO (Collaborating Aid Agencies)
Member of Board Rabo Rural Fund
Member of Board Social Equity Fund
Advisor Musicians without Borders
Advisor Quality Systems for Sustainable Development
Advisor Pre-School in Kenya.
Member of Board of two family foundations

Mandate Board of Directors

The Board of Directors is charged with managing the Foundation and reports to the Supervisory Board. In particular the Board of Directors is responsible for the strategic policy, the general coordination and external representation. In addition the Board is responsible for the overall quality control and the personnel policy. The Board meets monthly in two Management Teams, the MTS (staff departments, led by the CEO) and the MTPM (managers of the programme sectors and of communication & fundraising, led by the COO).

Composition Supervisory Board in 2011

Drs. F.C.H. Slangen, president
Father Drs. Ing. J.C.M. Bentvelzen S.J.
Mr. G.H.O. van Maanen
Drs A. M. Oostlander
Mrs. Ir. C.E.G van Gennip
Drs. M.C.T van de Coevering
Mw. S. Menéndez
Drs. L.C. Zevenbergen
Mrs. Drs. T.C. Fogelberg

Mandate Supervisory Board

The Supervisory Board supervises the policy of the Board of Directors and the General State of affairs in the Foundation. The supervising role of the Board extends to a) realization of the objectives of the Foundation; b) the strategy and risks associated with the activities; c) the design/operation of the internal risk management and control system; and d) financial reporting of the annual and multi-annual plans. The agenda is determined by mutual agreement between the Board of Directors and the Supervisory Board. The annual plan (including budget) for the following year and annual report (including financial statements and annual social report) over the past year are always being discussed. The progress of the work is discussed on the basis of quarterly reports. The Supervisory Board appoints the members of the Works Council as well.

In principle the Supervisory Board meets 6 times a year. However, in 2011 there have been 9 meetings. The MFS-2 and in particular the strategic choices as a result of the subsidy reduction, as well as the organisational transition, and the necessary personnel cuts have led to additional meetings in 2011.

International Advisory Board (IAB)

An International Advisory Board, 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 International Advisory Board is a reflection of the southern stakeholders and has a diverse composition. The objective, the role and responsibility, its composition and the method of its duties performed are fixed in the rules of procedure for the International Advisory Board. The Board of Directors is responsible for the composition of the International Advisory Board, but needs the approval of the Supervisory Board. Members join the IAB for a period of three years, with the possibility of renewal for another three years. The International Advisory Board reports its advice periodically to the Board of Directors.
This advice report is part of the strategy process. The Board of Directors submits the reports of the International Advisory Board for consideration to the Supervisory Board.

The IAB met twice in 2011: In January 2011 they discussed adjustments on fundraising, methods of monitoring and evaluation and the state of affairs regarding Communities of Change. The IAB met in June 2011 to discuss Cordaid after 2015 and the programmes of Cordaid including partner policy and knowledge development.

In 2011 the IAB has provided guidance and input in the development of a corporate strategy that strengthened the contours of programme coherence and anticipated the period after 2015. The IAB emphasized the need for better documentation/monitoring of complex processes such as Communities of Change and a revision of the partner policy since multi stakeholder processes and companies demand another approach. As a result Cordaid carried out two analyses of Communities of Change, one on the topic of slum improvement in Kisumu, Kenya and one regarding women and violence in Colombia.

Composition of the International Advisory Board
General
- Mr John Paul Lederach (US), Professor of International Peace building at the University of Notre Dame, South Bend, Indiana;

Asia
- Ms Claribel David (Philippines), Vice-President World Fair Trade Organisation;
- Mr Sukadeo Thorat (India) Professor at Jawaral Nehru University in Delhi, President of the University Grant Commission; Founder of the Indian Institute of Dalit Studies;
- Ms Geeta Misra (India) , Executive Director of CREA (Creating resources for empowerment in Action); India, Outgoing president of AWID;

Latin America
- Mr Luciano Padrão (Brazil), Executive coordinator Ciclo, Brazil;

Africa
- Mr Dawood Abubakar (Nigeria), Professor at the University of JOS/Nigeria;
- Mr Samuel Kofi Woods (Liberia), Minister of Public Works, Liberia;
- Ms Margaret Mwaniki (Kenya), Regional Representative Caritas Africa;
- Mr Carel IJsselmuiden (South Africa), Director of COHRED: Council on Health Research for Development.

Although 2011 was part of the ongoing transition period the managers of the existing sectors (Participation, Emergency Aid and Reconstruction, Health and Well-being and Entrepreneurship), including Marketing and Communication and the managers of the staff departments (Policy and Evaluation, Internal Control, Human Resources) and the Board of Directors still formed the Management Team.

4.2 Indicate whether the chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives

The chair of the Supervisory Board is not an executive officer.

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members

Not applicable.

4.4 Mechanisms for internal stakeholders (e.g. members, shareholders and employees) to provide recommendations or direction to the highest governance body

The presence of the Works Council has been assured during meetings regarding the organisational transition and the business model. The Works Council functions as an instrumental part of the checks and balances of the Foundation. The Works 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.

In 2011 the regular dialogue with the Works Council focused on the impact of government spending cuts on development cooperation. The Works Council assessed the proposals of the Board of Directors regarding reorganization in the short and long term and looked at the consequences for the staff and the organisation. The Works Council pleaded for arrangements to carry out the reduction of personnel in a careful and transparent manner.

The annual report is available in several languages and has been sent to all stakeholders. It is online available to everyone who shows interest in Cordaid through our website http://www. Cordaid.org

4.5 List of stakeholder groups engaged by the organisation

General
Cordaid collaborates with governments, churches, private organisations, companies, hospitals, knowledge and education institutions and (inter) national development organisations. The Catholic networks CIDSE (sixteen development organisations from Europe and North America) and Caritas Internationalis (162 members with in almost every country a structure for emergency aid) occupy a special place.

Alliances
a. 'Together for change: Communities of Change'
Cordaid formed an alliance, named 'Together for change: Communities of Change' with People with a mission, IKV Pax Christi, Impunity Watch, The Dutch Red Cross, Both ENDS and Wemos. In this alliance Cordaid functions as the secretariat of the alliance.

b. Partners for Resilience

Cordaid participates together with Red Cross Climate Centre, CARE Nederland en Wetlands International in the alliance Partners for Resilience regarding the proposal Climate-proof disaster risk in vulnerable countries /region's with the Dutch Red Cross as the secretariat of the alliance.

c. Connect for Change

Cordaid also participates in the alliance Connect for Change regarding the application of ICT in health care with the International Institute for Communication and Development as Secretariat. Other members are ICCO, Edukans, AKVO en Text to Change.

Private donors & foundations

Private donors and foundations provide a substantial portion of Cordaid's funding and play an important role supporting Cordaid campaigns and educating the public more widely on development issue. They are being seen as crucial to maintaining the sustainability and legitimacy of Cordaid within Dutch society. Private donors and foundations are being engaged by focus groups, donor surveys and receive information about Cordaid activities.

Public

In order to strengthen the involvement of the general public in development cooperation Cordaid worked together with dozens of private initiatives in the Netherlands. In 2011 the poverty programme in the Netherlands got a stronger profile with the strengthening and intensification of cooperation with Justitia & Pax, Disk/'Poor side of the Netherlands', the social mobilization services and funds for special needs. The collaboration with the Dutch Consortium of Migrant Organisations (DCMO) and with (network)- organisations of migrants has been intensified, especially related to joint emergency aid for Somalia in the context of drought.

Companies

Cordaid works with companies in philanthropic charity but also in programmatic partnership where the collaboration delivers fair and meaningful local development. Companies have been recognised as key to building economic sustainability and ownership of development. The dynamics of private enterprise can contribute significantly to poverty alleviation, access to education and broader empowerment. Reflecting this Cordaid actively works with companies regarding small producers and microfinance, and identifies companies as one of its key strategic allies. Engagement of companies at the programmatic level takes place through the entrepreneurship sector. The debate about a consistent way of collaborating with corporate actors across different areas of activity is ongoing.

Politicians

Quite similar to the level of recognition that Cordaid gives to companies as strategic allies, politicians are also considered important stakeholders. Already the complexity of development aid is a strong indicator for how important politicians are, both in programme countries and in the Netherlands, for the successful implementation of Cordaid's work.

The Ministry of Foreign Affairs

The Ministry of Foreign Affairs has ample opportunity to engage with the organisation through formal structures such as the discussions every four years around the Co-Financing agreement and annually around Cordaid's annual work plans. These provide the basis for ongoing dialogue and discussion between the two parties. The Co-Financing agreement is signed every four years and provides the framework for engagement. On an annual basis, work plans are developed which detail the activities for the coming year. Each year the Ministry reviews the plans and sends their reactions and comments. Cordaid in turn provides answers. This back and forth provides the basis for an annual face to face policy dialogue between key Ministry representatives and Cordaid staff where the cooperation is discussed.

4.6 Basis for identification and selection of stakeholders with whom to engage

Cordaid identifies and selects stakeholders based on their vision, principles, goals and capacity. The steps for identification and selection of stakeholders are described in the **Project Application Directives**. Criteria used are, amongst others, the legitimacy and credibility of the organisation, the track record and expertise on a certain topic, the power relations in the sector or area of intervention at micro level and macro level, and the existing relationships between stakeholders.

5. DATA ON PERFORMANCE

5.1 Programme effectiveness: NGO1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes

Across Cordaid there are a number of opportunities and spaces for stakeholders to engage with the organisation on an ongoing basis. As already mentioned independent experts from the South have structural influence on the strategic course of Cordaid as members of the International Advisory Board (IAB).

Cordaid works with partners and they are an important stakeholder group for Cordaid. Cordaid has in place a number of mechanisms and procedures to support and foster accountability to partners such as partner consultations and satisfaction surveys. Cordaid's accountability review of 2010 showed that partners were satisfied with current levels of engagement in strategic discussions. A number of partners indicated that there had been a noticeable shift towards more engagement on strategic issues in recent years. Others cited examples of when they were asked to comment on draft strategies, to participate in an online forum or were otherwise involved in agenda setting. In addition, the research revealed a number of cases when extensive partner consultation had been undertaken in the development of sector strategies.

The influence of partners increased systematically in recent years through consultations. More than 40 partner consultations have been held with an average participation of approximately ten partners during which both policy issues and operational topics have been discussed. Haiti and Malawi provide examples of consultations which have influenced the policy of Cordaid.

In 2011 a consultation was held in Haiti, which led to a geographical focus corresponding to the work areas of the eight most important partners. This focus allows Cordaid to approach the local/regional themes from multiple angles (conflict transformation, entrepreneurship, health and disaster risk reduction). The consultation was also used to introduce Disaster Risk Reduction (DRR) to the partners on the basis of a stakeholder analysis carried out by Cordaid. The interest of partners has led to the first DRR-training provided by Cordaid and mainstreaming of DRR in the Haiti programme.

In Malawi the National Community Home Based Care Alliance started officially in April 2011, focused on lobby for recognition of home based care by the government and other stakeholders. During meetings in which Cordaid participated the lack of representation of care takers and clients has been discussed. Together with the *Huaroui Commission* Cordaid took the initiative for a debate regarding mobilization and strengthening of grassroots groups. Cordaid stimulated its partners to include the voice of volunteers and clients in their work.

Other good practices within Cordaid for engaging partners in strategic discussions are, for example, the organisations of a multi-stakeholder forum in Sierra Leone that included partners in the development of the country strategy, the development of a microfinance strategy in close consultation with micro finance institutions, the involvement of partners in the Women and Violence programme in prioritizing and setting programme objectives and extensive consultation with partners on establishing Cordaid's approach to the issue of bio fuel.

5.2   How are decisions and decision-making processes communicated to stakeholders?

Cordaid understands accountability as a deeply political process: a means of bringing a broader range of voices into organisational decision making and internal processes. Stakeholders are informed via Cordaid's annual reports, newsletters, (partner) website, workshops and conferences, and specific consultations. Moreover, communication during field visits contributes to sharing information on decisions.

Partners are engaged in project level decisions. Cordaid offers significant information about its projects on its website, both accessible through the main www.cordaid.nl website and the open access partner portal at www.cordaidpartners.com. In combination, these channels offer a wealth of information about strategy, activities, funding, plans and objectives of work.

5.3   Programme effectiveness: NGO2: Mechanisms for feedback and complaints in relation to programmes and policies and for determining actions to take in response to breaches of policies

Feedback
There are many opportunities for stakeholders to engage with Cordaid for feedback and learning: partner surveys, mission reports; annual policy dialogues with the Ministry, private donor focus groups all provide the space for stakeholders to raise issues of concern, suggest ideas and provide insights into progress. The voice of partners/stakeholders affects the programme policies in particular through Communities of Change. Every year Cordaid compiles a corporate and financial report and a public report which are made public through the internet. The satisfaction of partners, private donors and employees and the image of Cordaid are regularly being included in several surveys. Regularly, Cordaid is also regularly assessing the level of satisfaction of donors and partners.

Partners
For a good relationship with partner organisations Cordaid provides a number of central values and principles which are outlined in the document **Cordaid general policy,** translated in various languages. The document refers to Cordaid's Cooperation Policy, Good Donorship Policy, Financial Policy, Complaint Procedure and Code of Conduct. Respect, openness, reciprocity, accountability, transparency, interdependence, empathy and flexibility are at the basis of relationships between Cordaid and partner organisations. Cordaid organises every three years a partner satisfaction survey to assess its strengths and weaknesses, and to identify elements for improvement. For partners, the "Partner Satisfaction Survey (PTO)" is used.

A partner website, field visits and implication during policy development provide opportunities for feedback. A Code of Conduct is even more important since changing power relations is one of Cordaid's key strategies and Cordaid may be requested to choose a position with regard to social and political matters.

Private donors

The relationship with private donors is maintained through meetings, newsletters and the internet sites of Cordaid. In addition, there are campaigns and all kinds of (semi-) public debates and guest lectures. In surveys for donors, the "Nett Promoter Score (NPS)" is used, identifying the extent to which people would recommend Cordaid as a Charity organisation amongst friends and family.

Complaints

It is in the interest of Cordaid that its practice and services meet its partners' needs and expectations and that the collaboration is fruitful. Cordaid wants to be informed of partner complaints, to correct and learn from any acknowledged errors, and if necessary to adapt its procedures accordingly. Partners can make their complaints known by sending a letter, email or fax to the Cordaid manager whose signature appears on the contract binding both organisations. Complaints are processed and treated by the manager, together with the officer in charge of the project. Cordaid has a Board authorised system to deal with complaints. Cordaid confirms for the reporting period that it has been working in line with the Universal Declaration of Human Rights and that it has resolved all formal written complaints (formal written complaints: either in email or letter through mail or in person with contactable complainant's correspondence). All formal complaints are to be acknowledged within 1 month of receipt and complaints have to be resolved within 6 months of receipt.

Code of Conduct

The Cordaid Code of Conduct explicitly formulates what kind of behaviour is desirable (and what not) and is applicable to all Cordaid staff in The Hague as well as in the field. The Code of Conduct lays out some basic principles as well as issues concerning private time, participation in the local community, abuse of power, conflicts of interest, use of Cordaid property and staff relationships. All Cordaid employees, by signing the employment contract, adhere to this code. In addition Cordaid has applied a specific Code of Conduct against sexual abuse since May 2011.

5.4 Programme effectiveness: NGO3: System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting in changes to programmes, and how they are communicated

General

Effectiveness is anchored in indicators and target values for input, output and outcome that are being recorded each quarter in reports and discussed by the Board of Directors, the Management Team and the Supervisory Board. In addition programme evaluations are being carried out to measure impact. Cordaid attaches great importance to the identification of the achievement of the objectives in the longer term (such as an improved standard of living, greater independence, greater access to social circuits, positive changes in laws, beliefs and practices, etc.).

In addition, Cordaid pays attention to the sustainability of all interventions geared towards target groups and to the carry-over effect on other sectors/target groups or the significance in a wider context.

Before 2011, Cordaid used an evaluation agenda including guidelines regarding the situations in which evaluations should take place, the sequence of evaluation and the financial coverage. In 2011 Cordaid, together with Alliance partners, developed a joint evaluation programme in response to MFS 2.

Cordaid uses **Monitoring Protocols** that reflect the indicators that are related to the intervention strategies and result areas and are being used in the reports for the Dutch Ministry of Foreign Affairs.

Project Application Directives
As far as projects are concerned the basis for monitoring and evaluation is laid down in the Project Application Directives which relates monitoring and evaluation requirements to the scope, size and type of project. They include several guidelines regarding the description of the desired situation, objectives and indicators.

A description of the expected output should be made at the project design stage and should be represented as follows:
- Quantification of the expected output (number of workshops provided, number of schools built, number of loans outstanding, etc..);
- Objectively verifiable performance indicators.

The expected outcome has to be described in terms of the achieved change at beneficiary level, goes beyond the output (implementation of the activities leading to a concrete output), and provides information regarding the expected direct result of the output/activities on the beneficiaries (decrease in infant mortality, increase in enrolment, etc..). The outcome description should provide as much as possible:
- Quantification of the expected outcome (x number of participants / beneficiaries with greater knowledge of, or greater access to, number of lobby trajectories that led to a greater commitment from policy makers, etc...);
- objectively verifiable performance indicators;
- A description of the process of change in quality terms (change in behaviour, etc.).

Project application demands specific attention to the way in which outcome and output are monitored. In this respect the focus has to be on:
- The way in which monitoring is organized (periodicity, data collection mechanisms, verification of sources, availability of baseline data, etc.);
- The monitoring of progress (review of indicators over time against achieved objectives, etc.);
- Available resources for monitoring (staff involved, overall capacity, etc.);
- limitations of the monitoring system, the risks these limitations entail and proposals to improve the monitoring system;
- sequence, scope and methodology regarding evaluation;
- The way in which learning is being organized.

Lobby, advocacy and campaigns

Cordaid has specific sections for monitoring and evaluation of lobby, advocacy and campaigning in the overall monitoring protocols detailing changes sought in different dimensions: (1) Policy space and implementation, (2) Strengthening civil society and (3) Enlarging democratic space.

Financial Monitoring System for Southern Partners

Cordaid uses several strategies and instruments for adequate financial monitoring of partner organisations. Before the start of a project and before entering into a commitment with a partner, an assessment is made of the financial management of the partner organisation via the **Organisation Scan and Financial Scan**. Furthermore, the project applications are being assessed for relevance, feasibility and quality.

Operational management

In line with the criteria of the Ministry of Foreign Affairs of the Netherlands, Cordaid has invested in the organization's operational management. Cordaid has not only implemented a new system for the structured recording of results on partner and outcome levels (the **Performance Tracking System**), also the 2nd and 3rd sessions with INK[1] demonstrated Cordaid's clear improvements on all aspects of the INK model. In addition, further investments were made for the improvement of work processes (resulting in an upgrade of the accreditation to the new ISO standard 9001:2008) and to a large extent, attention was focused on risk management.

Cordaid has continued to work on improving management information and the planning and control cycle as a result of which the plan-do-act circle is consistently closed. Cordaid devotes a lot of time and attention to transparency of reporting and, obviously, complies with the national **Directive for Fundraising Institutions Annual Reporting** (RJ 650). Field trips and field visits and accompanying reports, as well as formal complaints are being utilised for the observance and mitigation of risks.

Learning

Cordaid is committed to increase linking and learning among partners. Partners are also stimulated to engage in learning partnerships with other actors of the society they are part of. As already mentioned in the first chapter, Cordaid promoted learning and knowledge development not only at the level of the partners, but also with the staff. Learning is linked with themes relevant to the changes in Cordaid, like the concept of Communities of Change.

Additional efforts were made through the Cordaid Academy on the systematic gathering and dissemination of knowledge through presentations, workshops, publications, the Internet, as well as studies and analysis for immediate applicable knowledge.

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[1] INK (DUTCH INSTITUTE FOR QUALITY) IS AN INDEPENDENT FOUNDATION, FOUNDED IN 1991 ON THE INITIATIVE OF THE MINISTRY OF ECONOMICS. INK SUPPORTS ORGANIZATIONS, PROFIT AND NON-PROFIT, IN ACHIEVING THEIR PERFORMANCES WITH REGARD TO THE INK MANAGEMENT MODEL AND IN CARRYING OUT SELF-EVALUATIONS. SUPPORT CONTAINS OF INFORMATION AND CONSULTATION, PUBLICATION, EVENTS, PROJECTS, NETWORK GATHERINGS AND AUDITS.

5.5 Programme effectiveness: NGO4: Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle

General

Cordaid has an active diversity policy with regard to gender and cultural diversity. For gender the following target values have been determined: 35% of the members of the Supervisory Board / Board of Directors are women; 50% of Cordaid's management are women; 50% of the women are in scale 10 or higher on the scale of salaries. In 2011, the percentage of women in higher positions was 59%, for the Supervisory Board and Board of Directors this percentage was 30% and for the Sector Management 44%.

For cultural diversity the following target values have been determined: 15% of the staff members do not have a Dutch cultural background (in line with legal requirements) of which 7,5% are in scale 10 or higher. The first target value is almost achieved; the second target has been largely realized. A study has been conducted to give an extra impetus to cultural diversity and to broaden the possibilities for more diversity. A plan of approach outlines aspects such as cultural diversity in management, cultural diversity in recruitment, working language, etc.

5.6 Programme Effectiveness: NGO5: Process to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

Cordaid has defined policy advocacy, including lobbying, as an important area of work, which is both supported and positively evaluated by the main donor in the Dutch Co-Financing Programme, the Ministry for Foreign Affairs. This strong involvement in the formation of public policy is a key way to realise Cordaid's accountability to the public: the organisation accumulates expertise and special insights from its publicly funded engagement with development challenges and partners abroad, and channels these insights back into the way the Netherlands engage with the issues at stake.

Guidelines

Cordaid has developed guidelines for the formulation, implementation, monitoring and evaluation of lobby, advocacy and campaign activities: **Note on Planning, Monitoring and Evaluation of Cordaid lobby and policy** of January 2008. Also the **Cordaid Quality Handbook** contains information on the processes related to lobby and advocacy.

Lobby, campaigns and actions

Cordaid makes a distinction between "Programme Lobby", "Corporate Lobby" and "Campaigns and Actions". Programme lobby is mostly connected to the projects and programmes of Cordaid in the South, while Corporate lobby is connected to sector wide topics (such as donor coordination), and is related to politically and reputation sensitive policy influencing processes. The agenda of the corporate lobby is defined by the agenda of Cordaid itself and the political environment.

To enhance knowledge, attitude and behaviour of the general public on development cooperation, Cordaid organises public campaigns and actions to strengthen lobby and to raise funds and awareness.

Roles
Cordaid can have different roles in a lobby, advocacy and campaign process: (1) a direct, active and leading role, and (2) a participating role. The role depends amongst others on the nature of the topic, Cordaid's own strategic priorities, the link with political actuality, and the available capacity within Cordaid.

Steps
The main steps used in the lobby, advocacy and campaign process are (1) selection of topics, (2) development of action plan, (3) implementation of the action plan, and (4) monitoring and evaluation of the activities carried out. Topics for Programme Lobby are selected based upon a thorough context analyses (including identification of Theory of Change) carried out within each Programme. The context analyses takes place in multi-sector country groups and provides the input for strategic decisions. When context analyses are ready, further in-depth analyses takes place at programme level. Context analyses are verified and up-dated regularly.

From a (long) list of potential topics identified, a choice is made on the topics which connect best to the sectors and programmes (partner-based lobby and advocacy) and that are most likely to be dealt with. They take into account the political actuality, opportunities at political level, possibilities to work in alliances and Cordaid's available capacity. Topics for Corporate Lobby are selected via joint annual reflection and analyses by programme lobbyists within the organisation. A shortlist is selected with topics having the potential for being dealt with at sector wide level (by donor agencies, European Union, international agencies, etc.). These topics are also verified taking into account the agenda and priorities of Cordaid as defined in the overall strategy.

Once topics are selected, plans are developed including desired outcomes, SMART objectives and planned activities. Specific formats are used detailing the different sections in the action plan, e.g. coalition building, contact with decision makers, monitoring the political agenda, organisation of expert seminars, etc.). Action plans are implemented by Policy Officers (PO) and Programme Managers (PV) as well as lobbyists at corporate level and staff of the FAST unit within Cordaid when it concerns lobby towards institutional donor agencies. Other relevant (coalition) partners in the Netherlands and abroad are also regularly consulted.

Monitoring and evaluation
Logbooks to monitor progress are being kept by lobbyists at Corporate and Programme level to keep track of activities realised, results achieved, potential bottlenecks, etc. complementary monitoring and evaluation programmes are also developed by Cordaid's partners involved in the process.

Learning
Linking and Learning with (coalition) partners is an integral part of the implementation of lobby, advocacy and campaign activities and facilitates capacity building, joint research, reflection and analyses to adjust positions and strategies. Once a year a report is produced for each lobby, advocacy and campaign plan to assess progress and to identify potential bottlenecks to be able to adjust strategy and planning. Twice a year meetings with Corporate and Programme lobbyists are organised to discuss specific trajectories.

Initiatives

During 2011 a total of 91 lobby initiatives were registered, specifically within the programme "Conflict transformation (37)" and "Health and Wellbeing (36)".

Cordaid also offers support for capacity strengthening of partners to increase their involvement and effectiveness for influencing policy. Cordaid encourages partners to engage in joint lobby platforms as to increase the likelihood that the voice of those they represent will be heard.

5.7 Programme Effectiveness: NGO6: Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organisation is not duplicating efforts?

To prevent duplication, Cordaid structurally employs context analyses and mappings in their work permitting them to have an insight into the presence and activities of other organisations. This is described in the **Project Application Directives of November 2010** and in the **Quality Handbook.**

During the context analyses, other relevant stakeholders are identified, and the added value of Cordaid is identified in potential partnerships and coalitions. Based on the context analyses the opportunities for coordination are identified as well as possibilities for synergy and complementarity.

Coordination efforts and risks of duplication are regularly assessed during field visits and at times of reporting.

5.8 Economic: NGO7: Resource allocation

The processes in place to track the use of resources in Cordaid are:

The Cordaid **Quality Handbook** includes general criteria for the allocation of resources. These criteria are regularly reviewed based on actual figures on resource allocation or as part of the (strategic) planning cycle. In accordance with Dutch Accounting Standard 650, resources expended are broken down into expenditures incurred for:
- Charitable activities: Structural support and emergency aid (in 2011: 86% of total expenditure);
- Information, education and awareness raising with the general public (in 2011: 6% of total expenditure);
- Fundraising (in 2011: 6% of the total expenditure);
- Management and administration (in 2011: 3% of total expenditure).

Introduction of a new financial management information system: the management can access the most important information online. The figures are analysed comprehensively each quarter and new annual forecasts are drawn up. If necessary, adjustments are made on the basis of the annual forecasts. The quarterly analyses are discussed with the Supervisory Board.

Internal audits: the purpose, authorities and responsibilities of the internal audit are determined in the audit statute. Part of the internal audit is to determine whether resources have been applied for their intended purposes.

External audits: the annual audit reviews the validity and accuracy of the financial statements produced by Cordaid at the end of the year. The audit conforms with Dutch law and the Guideline for Reporting 650 for Dutch Charity organisations of the Dutch Accounting Standards Board.

Cordaid is registered with the Dutch Central Bureau Fundraising (CBF): Cordaid annual financial reports are in accordance with the criteria set by the CBF. The aim of CBF is to promote transparent and responsible expenditure of funds received through public fundraising and the provision of information. CBF works in the interest of the general public and any public organisation involved.

The standards used in Cordaid are:
- The Quality Handbook is an internal document guiding all operations in Cordaid. In 2007, the Cordaid Quality Handbook was adjusted to the INK Management Model which was applied in Cordaid since 2005. The INK model (based on the EFQM Excellence-Model) includes all areas that need attention of the management, including the management of the available resources.
- External audits are conform to Dutch law and the Guideline for Reporting 650 for Dutch Charity organisations of the Dutch Accounting Standards Board (Based on IASB standards).
- Internal audits are conform the Cordaid audit statute. The internal auditor reports to the external accountant and the Audit Committee of Cordaid.

5.9 Economic: NGO8: Sources of funding by category and five largest donors and monetary value of their contribution

The main sources of funding for Cordaid are:
- Voluntary income through fundraising
- Third party campaigns
- Government grants
- Investment income

Table 4: Official Donors in 2011

The largest official donors of Cordaid in 2011, x € 1,000	
- World Bank	4,600
- ECHO	1,900
- European Union	4,700
- Dutch Government	51,350
Overall income 2011	**62,550**

Table 5: Overall Income 2011

Overall Income 2011, x € 1,000	
- Own fundraising	37,419
- Third party campaigns	20,926
- Government grants	51,350
- Gains on financial assets	0
- Investment income	1,998
Overall income 2011	**111,694**

5.10 Economic: EC7: Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

Cordaid operates from its Headquarters (HQ) in The Hague, the Netherlands. Cordaid strategy is to run programmes with local partner organisations. However, in some countries, Cordaid established 'Field Offices'. The number of field offices in 2011 was eight. Field offices were established in South Sudan, Ethiopia, Kenya, DR Congo, Zimbabwe, Afghanistan, Indonesia and Haiti. Cordaid has no Field Office in South Africa, but does employ an expat in collaboration with Vodafone. In Israel one liaison officer is contracted by Cordaid and an advisor in Uganda. The Field Office in Sri Lanka was closed during 2011.

Local hiring is done by the manager of the Field Office (if present) in cooperation with the Human Resource manager at the HQ in the Netherlands in line with the existing procedures for recruitment and selection of employees.

The following table shows the number of expatriate and national staff in each Field Office:

Table 6: Number of staff in Field Offices, Resident Staff and Expatriate Staff in 2011

| Office | Resident Staff | Total | Expatriate staff | |
			Male	Female
Haiti	123	15	10	5
Afghanistan	25	2	2	0
Ethiopia	5	1	1	0
Kenya	6	1	0	1
Burundi	96	2	2	0
Indonesia	5	1	0	1
Central African Republic	46	2	2	0
Zimbabwe	2	2	1	1
Pakistan	184	11	7	4
Sudan	Not available	2	1	1
RD Congo	Not available	2	1	1
Sri Lanka	Not available	1	0	1
Total	**492**	**42**	**27**	**15**

Environment

Since October 2008, Cordaid's operational management is climate-neutral and measures are taken to reduce CO_2 emissions of its activities, e.g. by refurbishing offices to reduce energy use, and by selecting suppliers according to certain sustainability criteria.

The information below is for the Cordaid Head Office only and calculated by the Climate Neutral Group. Field Offices organise their supplies according to local circumstances and as such the use of resources fluctuates from year to year. For instance, the Field Office in Haiti realised a large scale emergency aid programme after the earth quake, but currently has reduced its number of staff and operations and functions more like a liaison office.

5.11 Environmental: EN1 Materials used by weight or volume

Total paper use in 2011 was 112.221 Kg consisting of office paper, recycled office paper and print paper. This is considerably less than previous years (in Kg):

Table 7: Paper use

PAPER	2008	2009	2010	2011
Office paper	14.014	6.503	8.202	4.578
Recycled office paper	571	223	86	1.679
Print paper	120.689	142.450	116.676	105.964
Total	**135.274**	**149.176**	**124.964**	**112.221**
Table 7				

5.12 Environmental: EN2 Percentage of materials used that are recycled input material

All paper is Forest Stewardship Council (FSC) paper and part of the paper used for copies is being recycled: in 2011 this was 1.49% of the total use of paper (see table 5.10). The reduction in the overall use of paper in 2011 is due to the fact that the use of double sided printers was standardised within Cordaid.

5.13 Environmental: EN3 Direct energy consumption by primary energy source

Table 8: The direct energy consumption in 2011

Type of energy	2008	2009	2010	2011
Electricity-green (Kwh)	415.322	417.663	410.936	427.923
Gas-grey (m3)	60.360	66.218	87.630	87.618
Public transport - train (km)	1.517.388	2.696.248	1.516.376	1.444.826
Fuel vehicles (liter)	Not available	Not available	13.661	12.101
Diesel vehicles (liter)	Not available	3.616	4.586	5.901

Cordaid's gas use is "grey" because in 2011 there were no "green gas" or "eco-gas" suppliers.

Vehicle use is related to the company vehicle. Amount of petrol and diesel is for the company vehicle and for commuting (home – work) of Cordaid employees. Public transport (train) use is related to commuting of Cordaid employees and for business travel.

5.14 Environmental: EN4 Indirect energy consumption by primary source

Electricity use was as follows during the period 2008 – 2011:

Table 9: Electricity use

Type of energy	2008	2009	2010	2011
Electricity-green (Kwh)	415.322	417.663	410.936	427.923

Electricity use within Cordaid is completely "green". Use increased slightly in 2011, but several energy saving activities were carried out to reduce use, e.g. movement sensors in the toilets and replacement of the central lighting by energy-save lighting.

5.15 Environmental: EN16 Total direct and indirect greenhouse gas emissions by weight

Direct and indirect greenhouse gas emissions are related to electricity, vehicle fuel and heating (ton of CO_2):

Table 10: Greenhouse gas emissions by weight

Type	2008	2009	2010	2011
Electricity	0	0	0	0
Vehicle fuel	1.19	9.69	42.62	45.85
Heating	147.28	161.57	213.82	156.92
Total	**148.47**	**171.26**	**256.44**	**202.77**

As mentioned before, all electricity use within Cordaid is labelled "green".

5.16 Environmental: EN17 Other relevant indirect greenhouse gas emissions by weight

Other relevant indirect greenhouse gas emissions are related to paper use, public transport and air travel (in ton of CO_2):

Table 11: Other greenhouse gas emissions by weight

Type	2008	2009	2010	2011
Paper	541.24	605.51	505.10	452.24
Public transport	51.59	91.67	51.56	56.35
Air travel	3722.60	3777.80	2847.33	1575.70
Total	**4315.43**	**4474.98**	**3406.99**	**2084.29**

In 2011, emissions caused by air travel were significantly reduced. Also the reduced number of employees considerably contributed to less CO2 emissions.

5.17 Environmental: EN 18 Initiatives to reduce greenhouse gas emissions and reductions

Cordaid is very aware of the inheritance being left for the next generation; care for the climate, earth and the "common good" are priorities for the organisation. As such, Cordaid's business operations are climate neutral since 2008, and assessed each year by the Climate Neutral Group. CO2 emissions are reduced to the minimum and are being fully (100%) compensated: see the next table. Emissions for flight trips are being compensated since 2004.

Table 12: CO2 compensation by Cordaid in the period 2008 – 2011:

	2008	2009	2010	2011
Total CO2 emission	4463.89	4646.24	3660.42	2287.06
Tonnage compensated	4463.89	4646.24	3637.01	2287.06

CO2 emissions per employee (FTE) decreased as well, from 15.34 in 2010 to 10.26 in 2011, a reduction of 37.52%. Total costs of CO2 compensation per employee were 102.63 euro (in 2010: 153.36 euro).   Cordaid also started in 2011 to compensate for CO2 emissions via other suppliers such as the Post

NL (Green Post), the use of Zero Label copy paper Océ and flights via Green Visa Card.

5.18 Environmental: EN28 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations

Cordaid has not received any fines during 2011

5.19 Labour: LA1: Total workforce, including volunteers, by number of volunteers, employment type, frequency, function, employment contract, and region

At the end of 2011, Cordaid had 289 employees; 185 women (64%) and 104 men (36%). This was equivalent to 248 FTE. 88% of the employees had a fixed contract, 12% short term or temporary contracts. The percentage of women in higher positions (scale 10 and higher) was 59%, for the Supervisory Board and Board of Directors this percentage was 30% and for the Sector Management 44%.

Cordaid stimulates the representation of immigrant employees in the organisation. In 2011 12% of the employees had an immigrant background (target was 14%). The percentage of immigrant employees in higher positions (scale 10 and up) remained with 8.7% above the set target of 7.5%.

The number of expats working for Cordaid at the end of 2011 totalled 28: 8 women and 20 men (29% women), originating from Netherlands (9), European Union (7), Africa (8) and Asia (4). The number of local staff and expats during 2011 in the various Field Offices is given in table 6, 5.10. As mentioned, Cordaid has no Field Office in South Africa, but does employ a female expat in collaboration with Vodafone. In Israel one female liaison officer is contracted by Cordaid and a male advisor in Uganda. The Sri Lanka Field Office was closed down in 2011.

Apart from its employees, Cordaid mobilises more than 22.000 local volunteers / collectors every year during the "Vastenaktie Campagne". Together with 1.000

missionary working groups across the country, they reach several hundreds of thousands of donors as well as schools. As all volunteers operate in the context of the "Vastenaktie", the policy of "Vastenaktie" applies to the volunteers.

5.20 NGO 9: Mechanisms for workforce feedback and complaints, and their resolution

In order to prevent unwanted conduct on the work place such as aggression, discrimination and (sexual) intimidation, Cordaid has outlined a policy regarding (un)wanted conduct (May 2008, under management of Personnel & Organisation department). This document also outlines how to deal with

complaints from members of staff. For these purposes Cordaid has appointed two internal confidential counsellors and one external counsellor, they are reporting annually whereby the information is rendered anonymously.

Cordaid has drawn up a **Code of Conduct** (May 2008 under management of the department Personnel & Organisation) for the prevention of unwanted conduct of Cordaid staff members, such as the use of drugs and (excessive) use of alcohol, misuse of authority, conflict of interest, unwanted sexual behaviour, use of Cordaid property, acceptance or not of gifts and presents etc., and for the promotion of wanted conduct such as the participation in the local community. Staff members adhere to the Code of Conduct by signing their employment contract. The Code of Conduct reflects the key values of Cordaid.

The **Whistle blowers code** (January 2008, under management of Personnel & Organisation department) was introduced and enables employees to report (possible) breaches of law and regulations, public health risks, incorrect information to public authorities, waste of resources, etc. The whistle blowers code provides protection to the whistleblower and formulates procedures on how to deal with a report.

In 2011 an internal "employee satisfaction" research was done (this is done every two years) and the conclusions were positive overall. A point of attention was the degree of concern and unrest amongst Cordaid staff related to the future of the organisation.

In 2011, 8 formal complaints from partners were filed (from 18 in 2010). Moreover, 605 complaints were filed from private donors mostly related to the Cordaid Memisa funds (267 from 605). Complaints were mostly related to "recruitment" (200 complaints) and to excess of post (101), administrative mistakes (80) and salary (41).

Another mechanism for workforce feedback and complaints is the Works Council. In 2011, the Council comprises five men and four women. See also 4.4.

5.21 Labour: LA10: Average hours of training per year per employee by employee category, including volunteers

Cordaid provides training for its employees to strengthen three core competences: entrepreneurship, cooperation and orientation on results. Apart from these, there are three other topics that are addressed: leadership training, languages and security. According to the **Strategic Training and Development Policy** and the **Quality Handbook,** Cordaid invests annually around 2.75% of the total payroll for training and development of its employees. Apart from that, every employee may use 2.75% of

their working time for educational purposes. In 2011, 2.4% of the available budget was used, slightly less than in 2010 (2.6%).

The budget for education and training was used in 2011 for the following activities:
- Assessments / operating (1%)
- Team building (5%)
- Individual management (4%)
- Technical projects (13%)
- Technical marketing (12%
- Technical other (10%)
- Language training (7%)
- External automation (1%)
- Post-doctoral training (2%)
- First Aid / Security (8%)
- Development topics (24%)
- Other (13%).

The trainings related to the Communities of Change (CoC) in cooperation with the University of Wageningen were finished in 2011: a total of 120 staff members were trained during 2010 – 2011. Trainings were also given by the Human Resource Department on Project Management. FAST has organised several workshops on fundraising, specifically on the identification of additional and alternative funding. Because of the re-organisation in April 2011, trainings were organised for old and new managers on HR issues (Toolkit, Perform, and Prima) as well as leadership training sessions. Attention was given in 2011 for Personal Efficiency Plan trainings, media trainings and workshops on "Catholic Social Theory" for new employees. A substantial number of employees participate in the 2 or 3-day (refresher) course on Security at the Centre for Safety and Development in Soesterberg, Netherlands.

5.22 Labour: LA12: LA12 Percentage of employees receiving regular performance and career development reviews

In the **Perform 2.0, Guideline for Cordaid Employees** and the **Quality Handbook**, details are given regarding the performance and career development reviews. All Cordaid employees have to complete the review cycle every year consisting of preparation of the cycle, planning of activities, progress made and review / appraisal by the superior.

In 2011, 88% of the Perform Progress and Perform Appraisal sessions were realised.

5.23 Labour: LA13: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

Board of Directors (BD)
The BD in 2011 consisted of two male persons: CEO/General Director R.B.M. Grotenhuis and COO/Director H. van Eeghen.

Supervisory Board (SB)
The SB consisted of nine persons: 6 men and 3 women representing academic institutions, other NGOs, and the Church.

International Advisory Board (IAB)
Since January 2010, the IAB is installed with 10 members; 6 men and 3 women (and one vacancy). Members come from different countries in Latin America, Africa and Asia. See also 4.1.

5.24 Society: SO1: Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting

As described earlier, Cordaid's programmes aim for sustainable development. Cordaid's programmes are conducted in genuine partnership with local communities. Cordaid's written programme strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the programmes strengthen self-reliance, self-help and popular participation by empowering individuals and communities and building capacities of local structures.

Cordaid's programmes are based on the potential of local resources, sustain the activity and contribute to further strengthening sustainability at local level and do not create or increase dependence on external support. The programmes take into account relevant local conditions (e.g. by involving local stakeholders in all stages of programme design and implementation), take appropriate care of relevant local issues regarding gender, diversity, culture and religion to avoid negative environmental impact and, where possible, secure a positive impact.

5.25 Society: S02 The importance of reporting on instances of corruption (volunteers, members of governance bodies)

Cordaid provides internal feedback mechanisms making sure that the organisation consistently stays within its ethical and legal framework and follows its mission. Cordaid's **Whistle Blowing** and **Good Governance** 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.

5.26 Society: SO3: Percentage of employees trained in organization's anti-corruption policies and procedures

According to Cordaid's anti-corruption policy from January 2011, all national and international Cordaid staff have to be familiar with the procedures and work processes provided by Cordaid, including measures for the prevention and detection of corruption. Cordaid operates a quality management system, whereby the following elements are important:
- ISO 9001:2008 certificate;
- Internal and external audits;
- Quality Handbook (establishing all work processes);
- Protocols & Guidelines;
- Field Office Manual.

5.27 Product Responsibility: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship

In 2011 Cordaid maintained ISO certification as well as the CBF Code of Conduct which was prolonged until December 2015. Cordaid follows the VFI Code of Conduct for Associations of Fundraising Organisations.

Cordaid management approved in 2011 the policy for accepting or refusing certain donations and subsidies: **Policy on the acceptance of donations and cooperation with organisations and foundations**. The document presents the frame of reference for donations (money and expertise) from the corporate sector, organisations and foundations. The 10 principles from Global Impact from the UN are leading for the policy.

Investigation procedure

The nature of the activities of the donor, the amount of the donation and the degree of cooperation determine the depth of Cordaid's investigation. An investigation will take place with all donations above 10.000 euro or more, from all companies and organisations which objectives seem to differ from Cordaid's objectives and with cooperation agreements lasting for more than two years.

Donor rights and communication

Cordaid respects the rights and wishes of donors and keeps them informed via website, newsletters, emails, etc. about:

- causes for which the organisation is fundraising;
- about how their donation is being used;
- whether their names are deleted from mailing lists;
- the status and authority of fundraisers;
- on anonymity except in cases where the size of their donation is such that it might be relevant to the organisation's independence;
- that donations accepted for a specific purpose, are used for that purpose.

Furthermore, Cordaid's fundraising and donor information materials and donor communication comply with donors' rights. In raising funds, Cordaid accurately describes its activities and needs. It uses donations in line with the information and assurances given to the donor. Cordaid shows how the donation will further the organisation's mission; neither minimizes nor overstates the size or urgency of the challenge the organisation wants to address; does not contain any material omissions or exaggerations of facts, misleading photographs, nor does it create a false impression or misunderstanding; and shows how Cordaid will handle any shortfall or excess of income raised for a specific project.

Cordaid's donor information materials and communication provide detailed documentation on the use of donations. Follow-up with donors about clarity and quality of materials sent to them shows that Cordaid's intended message is accurately getting through.

Cordaid's records and published details of all major institutional gifts and gifts-in-kind clearly describe the valuation and auditing methods used. Cordaid's written gifts-in-kind policy states under which conditions and for which purposes gifts-in-kind are being accepted and provides clear parameters for valuation and auditing of gifts-in-kind. Cordaid's documentation of all major institutional gifts and gifts-in-kind is complete and up-to-date.

Cordaid ensures that donations sought indirectly, such as through third parties, are solicited and received in full conformity with its own practices as is written down in Cordaid's policy for the use of agents or other third parties for fundraising purposes. This policy states that contracts between Cordaid and a third party will be in writing and that these contracts will oblige the third party to comply fully with Cordaid's fundraising policy and ethical standards.

5.28 Product Responsibility: complaints of breaches of standard for fundraising and marketing communications

Cordaid confirms for the reporting period (2011) that it has no knowledge of any significant breaches of its fundraising and related policies and that it has resolved any formal written complaints it may have received concerning its own or its agents' fundraising materials and practice.

5.29 Customer privacy: Data protection

Guidelines for the disclosure of data are arranged in Cordaid's **Code of Conduct regarding public disclosure of documents to external parties**, approved in June 2006.

5.30 Human Rights: HR8 Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.

Cordaid's Security Advisor, in cooperation with the internal Commission on Security assures the security of Cordaid staff via the development and up-dating of security protocols, agreements on security management and trainings for the Headquarter and the Field Offices.

Cordaid has a handbook on **Safety First** for all its employees. The book is being up-dated regularly. Monthly, security reports from Field Offices in high risk countries are being discussed and remedies taken to assure security.

Moreover, specific security trainings (2 or 3 days) are being provided for each staff member and consultants travelling to unsafe areas at the Centre for Safety and Development in Soesterberg, Netherlands. Refresher courses are also offered.