



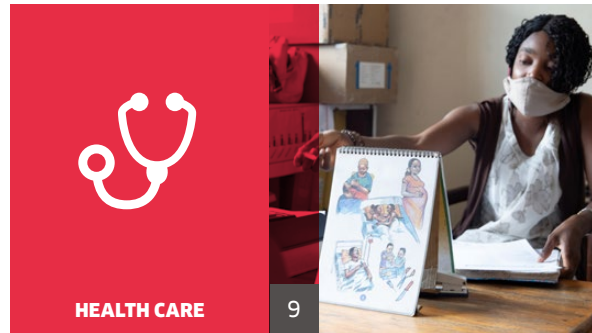
**CORDAID**

**ANNUAL REPORT 2021**



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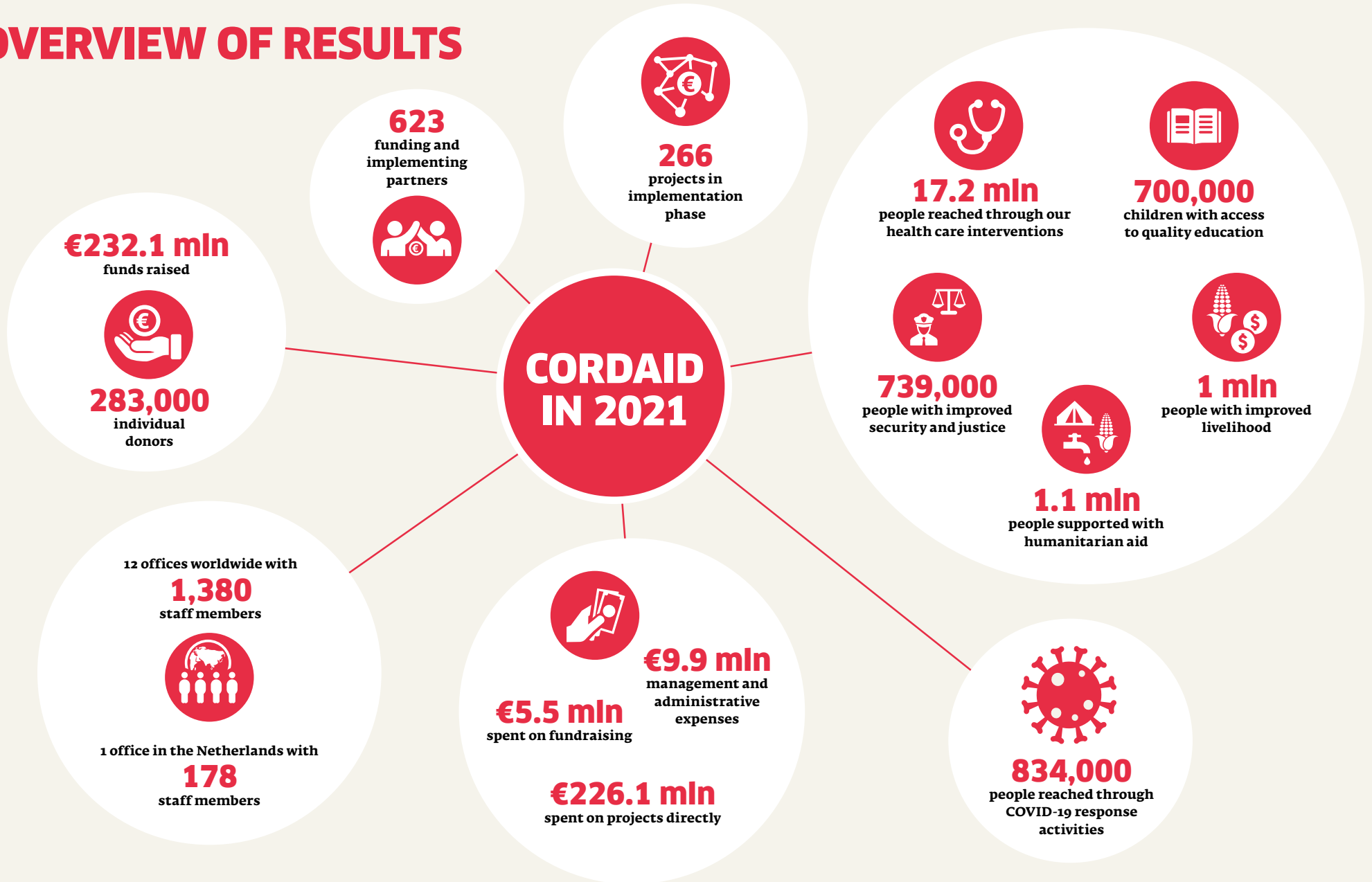
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# OVERVIEW OF RESULTS



# STRIKING A BALANCE IN A CHALLENGING WORLD

## MESSAGE FROM THE CEO



**In 2021, the people in Afghanistan, Ethiopia and Myanmar experienced major outbreaks of internal violence and repression. As a result, civil society's rights were severely restricted. Fortunately, our organisation showed remarkable resilience in the face of these crises. Even in difficult circumstances, we managed to adjust our activities to continue the support of the poorest and most disadvantaged populations.**

Despite challenges and obstacles, we still maintain a presence and continue to make a positive impact in these countries. For example, after the regime shift in Afghanistan, the financial, logistical and security challenges temporarily halted our support efforts. However, after exploring different ways of operating on the ground, we continued to reach out to people who needed our help the most. Such as the families in the weather-beaten province of Ghor, who received cash assistance to repair their homes, damaged by the conflict and by adverse weather conditions.

In 2021, the COVID-19 pandemic kept obstructing our work. We set ourselves the task to continue. We launched new humanitarian and developmental actions and, where necessary, adapted existing programmes. We continuously had to strike a balance between what was needed to reach out to people who needed it most and what was feasible under the circumstances.

A challenge for our organisation in 2021 was an integrity case in the Central African Republic (CAR). After finding evidence of mismanagement and fraud in that Country Office, we did everything possible to restore the trust and confidence of our donors and partners. Cordaid immediately introduced measures to better secure the implementation of its procedures and investigate and mitigate the risk of any new breaches, in the CAR but

also in other countries. As a result of this commitment to transparency and perseverance to learn, we were pleased to sign new contracts with major donors in 2021.

Lastly, 2021 was the first year of the integration between Cordaid and ICCO. We are one team now, one organisation, operating in a shared working environment. We are in the process of sharing knowledge, skills and networks. This, of course, will take some time, but in the coming years, we will increasingly reap the benefits of our combined strengths. In 2021, we organised a participatory process in which we gathered the best minds of many a colleague, partner and stakeholder to rethink our added value in this world and define our strategy, our compass for the future. We will continue to deploy our best capabilities in the areas of emergency aid, basic services, livelihoods, peace, and justice. And we will add critical cross-cutting dimensions to assure that we remain relevant for the years ahead: localisation, triple nexus, climate, gender and inclusion. Not as stand-alone topics but integrated in all we aspire and do.

This 2021 Annual Report provides an insight in our aspirations and challenges and offers an overview of our results. I am grateful for the partnerships that delivered positive impact and look forward to our continued collaboration in the year ahead.

**Kees Zevenbergen, CEO Cordaid**

# OUR VISION AND MISSION

Many countries are caught up in a spiralling storm of natural and human made crises. In these fragile settings, disadvantaged populations suffer the most. We stand with those whose basic needs are unmet and whose rights are trampled by these injustices. We support them by mobilising global networks, resources and knowledge. By doing this, we help people to move beyond survival towards a life in dignity.

## A dignified and healthy life for all

Cordaid does not accept a world of inequality and exclusion. We believe in a world where it is possible for everyone to live a life in dignity. Where people can break through the barriers of poverty and exclusion, fully participate in their societies, and influence decisions that affect them. A world with an economy not driven by greed and limitless material growth, but by inclusivity, social and ecological justice, and gender equity.



Inspired by Christian values, we believe in the power of people to trigger inclusive social change in their own surroundings. We seek to strengthen the capacities and resilience of the people and communities we work with, so that they are better prepared to face their future challenges. Our responsibility and accountability lie with those who are poor, marginalised and excluded from safety, services and economic opportunity and sustainable livelihoods. We actively seek increased collaboration and synergies with likeminded organisations, while pursuing the further joining of forces.

Pope Francis' encyclicals *Laudato Si'* and *Fratelli Tutti* are a source of inspiration as they call for collective action on social justice and care for the universal common good.

Our operations are guided by four core values that articulate our intrinsic drive: accountability, sustainability, respect, and diversity & inclusion. They reflect our concern for human dignity, our compassion and care for the earth.

## Working in and on fragility

We focus our efforts on some of the world's most conflict-torn and volatile areas in countries such as Afghanistan, the Democratic Republic of the Congo (DRC), Ethiopia and Myanmar. Wherever we can, we combine relief and humanitarian aid with the longer-term strengthening of health and education systems, the promotion of peace, security and justice, and the improvement of people's livelihoods.

In the Netherlands, we mobilise citizens to support our international work and engage with political duty bearers to address pressing global issues. We also support small-scale initiatives aimed at socially excluded groups, such as homeless people, refugees and people with debts.

To achieve our goals, we participate in like-minded, often faith-based, networks and cooperate with people and organisations with whom we share common objectives and values. Through our networks we work from the grassroot level to the national and global levels. And we will continue to reach out to new partners who want to support the cause of human dignity for all.

# HOW WE WORK

## Enhancing resilience and localisation in fragile settings

Problems we address in partner countries we work in often have their roots and (part of) the solution elsewhere. This interconnectedness becomes even more visible through global crises like climate change and the COVID-19 pandemic. Our localisation agenda aims at creating more resilient and equitable relations between global stakeholders. Localisation means that local actors are leading on decisions and actions that affect them. That they have the required preparedness and response capacity to lead in addressing a crisis.

Guided by our vision and mission, we build broad partnerships to facilitate coordinated actions across local, national and global levels. Cordaid works in different stages of fragility, covering the wide spectrum from relief through rehabilitation and recovery, to development. This allows us to develop integrated programmes, approaches and innovations that effectively respond to the challenges and incentivises us to increasingly work in partnership with others concerned. Our interventions are solution-oriented, aligned with relevant national and international policies and policy processes, and aim for economies of scale.

Cordaid stands with people of all genders and ages, who are hit hardest by poverty and conflict and whose rights have been violated. Starting at the heart of their communities, we mobilise global networks, resources and knowledge to help people move beyond survival and to fully participate in equitable and resilient societies.

We work with local communities who set their own agenda. We mobilise private sector actors and stimulate them to build partnerships with the public sector and support impact investments. Through our advocacy work we influence local governments and international decision-makers to change policies and provide resources. We invest to make public services more responsive to community needs. To ensure that our solutions are sustained, we embed them into system strengthening interventions, aimed at improving health, education, justice and other systems.

## Connected with communities through shared goals

Cordaid focuses its work and partnerships on the following Sustainable Development Goals.



## Sharing knowledge to boost innovation


Together with our partners, we initiate innovation projects which align with our programmes and foster knowledge development and sharing. This includes transnational research projects in so-called Communities of Experts to solidify the impacts of not only ours but our partner's interventions. Examples are a ten-year evaluation of Cordaid projects in South Kivu, in the Democratic Republic of the Congo (DRC), and our participation in a large-scale study by Radboud University on COVID-19 effects on partner organisations.

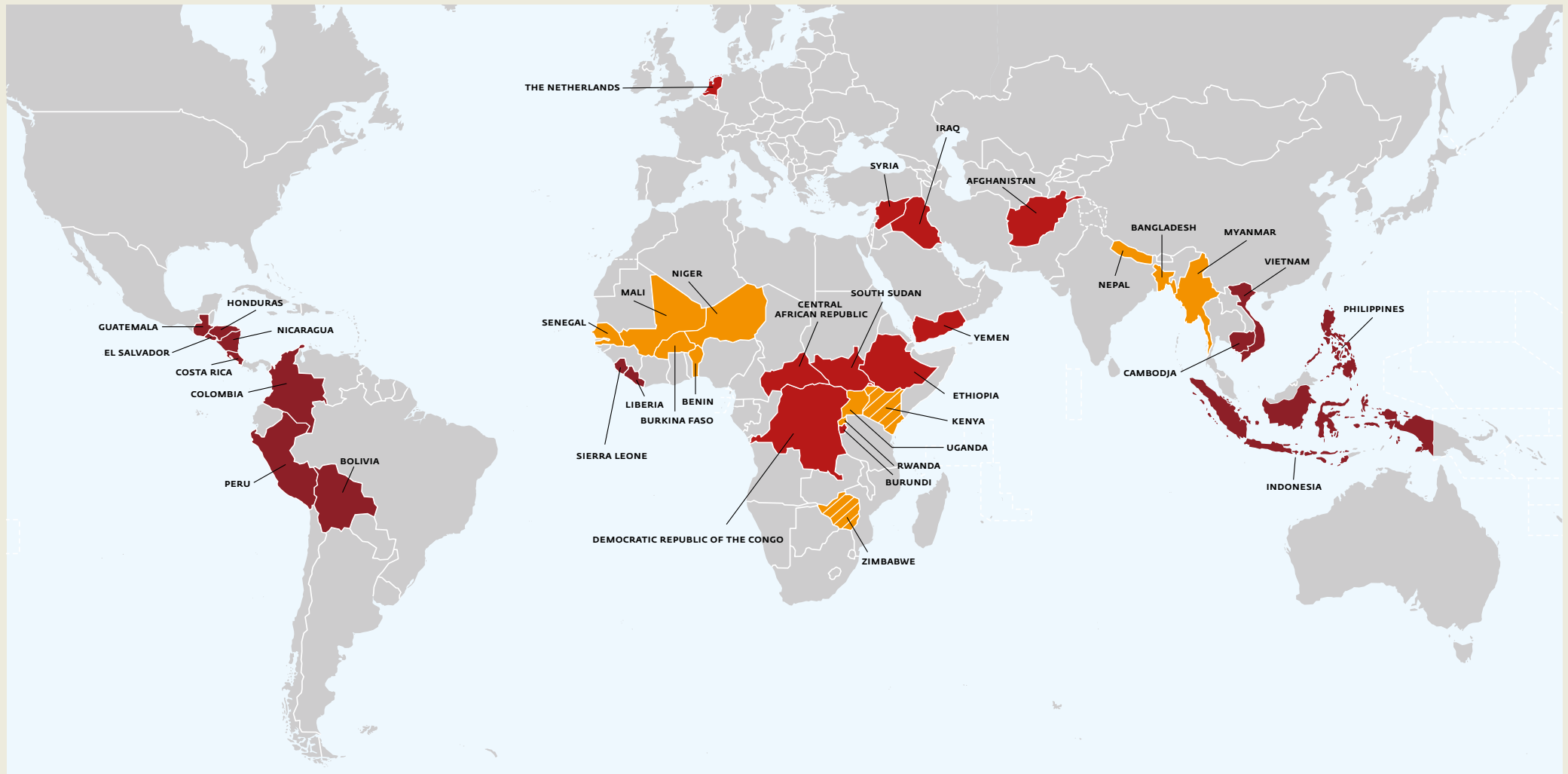
We are also increasingly investing in innovative approaches and adapting successful ones to new contexts and/or themes. For example, our Results Based Financing (RBF) approach is now enriched with smart paper technology that saves paper and increases efficiency and quality. We have therefore developed new ways to improve the quality of our programmes and to increase their impact. Lastly, our approach to strategic social purchasing mechanisms in health care, food systems and education was included in the best practices compendium of the [OECD](#).

# WHERE WE WORK

With Cordaid and ICCO joining forces, the number of countries in which we work has increased. In 2021, we operated in 35 countries with eight Country Offices and four Cluster Offices. Our Cluster Offices provide the full range of services for several countries where smaller programmes are being implemented, Country Offices provide all relevant services in a single country.

- Country Office
- Clusters ▨ To be confirmed
- Phase-out office

 For those countries with an office, scroll over the name of the country to find out more about our local presence.



**Focus on fragile and conflict-affected countries**

We focus our efforts on conflict-affected parts of the world that are high on the fragility index. As a result of this strategic focus, we have decided to withdraw from the countries in Latin America and a number of other countries like Indonesia. This phase-out will not keep us from providing humanitarian assistance in these countries when needed and called upon. In 2022, we will phase out in Indonesia, Cambodia and Sierra Leone. In Latin America, Cordaid supports the transformation of the ICCO Regional Office towards a new, independent international non-governmental organisation (INGO) with headquarters in Bolivia, called Conexion. This will take some years.

**12**  
offices  
worldwide

**1,380**  
staff members  
around the world

**Humanitarian assistance in Afghanistan**

In August 2021, when the Taliban seized power, Cordaid’s work in Afghanistan came to a temporary halt. Despite the many uncertainties, threats of our own and our partners’ staff and the fact that several colleagues fled the country, the team found ways to reorganise. In November, we resumed our humanitarian aid to reach those in need and provided assistance to the population amid the political and economic crisis.

With funds from Caritas Germany, the European Civil Protection and Humanitarian Aid Operations (ECHO) and the UN Office for the Coordination of Humanitarian Affairs (OCHA), we provided humanitarian assistance in cooperation with local partners to around 73,000 people across Afghanistan.

In Pesha (Nangarhar province), for example, 300 villagers have been employed to construct a protection wall for a ditch to improve the irrigation system in the area enabling crops to grow. Besides being the beneficiaries of the work, the participating villagers also received a daily wage. These cash-for-work projects help people to survive and to revitalise the local economy. And in the Ghor province, our shelter-cash assistance allowed people to repair their homes. Due to adverse weather conditions and the armed conflict, their houses were destroyed, and people lost most of their property. But fortunately, those with cash assistance, were able to start repair work.



Photo Cordaid

Construction of a protection wall for an irrigation channel implemented through a cash for work project where the local community members are also recruited to work in the project and receive daily wages.

Pesha, Achin, Nangarhar Province in Eastern Afghanistan.





# HEALTH CARE

Health is a fundamental human right. Cordaid commits to ensuring access of people to quality health care. Especially women and youth in fragile conflict- and violence-affected settings, where access or availability of such services is not a given. To achieve universal health coverage, including sustainability of health services, we cooperate closely with Ministries of Health and a range of local civil society agencies.

# HEALTH CARE

Our primary focus is on supporting the capacity development of local organisations and institutions, with an emphasis on mother- and childcare. We utilise a rights-based lens when accommodating equitable access to services for underprivileged and discriminated individuals and groups (including women, youth and stigmatised groups). This helps to save lives and reduce preventable deaths, such as from HIV and maternal and infant deaths from unwanted or life-threatening pregnancies.

## Equitable access to health services

2021 was marked by COVID-19. Already in 2020, the pandemic had an impact on health systems, disrupting essential health services. It halted, or worse, reversed years of progress towards eliminating other diseases, such as malaria or tuberculosis, and towards advancing sexual and reproductive health services for all.

When vaccines became available at the beginning of 2021, there was some hope that these would be distributed in an equitable manner. But at the end of 2021, 70% of the people in high-income countries were vaccinated, against only 7% in low-income countries, with the lowest rates of immunisation in Africa and in countries in conflict; the countries that Cordaid focuses its interventions on.

Even more than in previous years, the situation called for us to advocate for distributive justice of global health resources. Therefore, we contributed to the national and international debate on equitable access to COVID-19 vaccines for low-income countries. We were also involved in the writing of various policy influencing statements and petitions that received positive response from UN agencies and from health ministries, including that of the Netherlands.

While the pandemic had its effect on health services around the world, we continued the focus on strengthening health systems by ensuring access to health services for the people we work for. In 2021, we spent a total of €108.3 million on health care programmes.



**17.2 million people**

reached through  
our health care  
interventions

Our key results for 2021 included:

- Increased access to quality health services, including:
  - ✓ 4.7 million outpatient consultations.
  - ✓ 143,000 fully immunised children.
  - ✓ 16,000 people receiving psychosocial support.
- Increased access to sexual and reproductive health services, including:
  - ✓ 172,000 women who has at least four antenatal care visits.
  - ✓ 153,000 people making use of family planning consultations.
  - ✓ 3.6 million people tested for HIV.
- Strengthened health facilities, including:
  - ✓ 407 health facilities with improved (technical) quality (score).

The results we achieved for health care in 2021 were made possible by the support of the World Bank, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Bill and Melinda Gates Foundation, the European Commission, the German development bank KfW, the UN, the Dutch Ministry of Foreign Affairs and various Dutch embassies. For more information, please see our [website](#).



**Vaccination coverage in Zimbabwe**

Where necessary and feasible, Cordaid contributed to ‘pandemic preparedness’. Promoting health worker and patient safety by making testing materials available. We also supported campaigns to inform the public at large about the need for COVID-19 preventive actions and vaccination. An example is the Zimbabwe COVID Emergency Response Programme (ZCERP), which was funded by the World Bank. It aimed to support the Government of Zimbabwe to deploy and manage COVID-19 vaccines and to strengthen the related health system. Programme activities included capacity building and the provision of solar panels, fridges and other materials to health facilities. Also, door-to-door visits, community meetings and trainings of community influencers helped to increase the uptake of COVID-19 vaccination. As a result, the vaccination coverage gradually increased in Zimbabwe.

**Social skills labs**

One of the other projects supported were social skills labs at midwifery schools in Mali and Niger. Midwifery-teachers in both countries follow the national curriculum for training midwife-students. However, the curriculum is oriented towards medical-technical theory only. Mastering cultural, social and psychological aspects of counselling clients are important, especially in the area of sexual and reproductive health. Future midwives can change society-wide attitudes and practices for instance on family planning decision-taking, reduction of harmful practices such as female genital mutilation or child marriage. Hence, Cordaid facilitates the development of social skills labs at each midwifery school to improve counselling skills of midwives on culturally sensitive issues related to sexuality, pregnancy and births. Students acquire these skills through role plays, analysis of questions of clients and underlying assumptions and barriers.

## CASE

# REDUCING THE IMPACT OF SEXUAL AND GENDER-BASED VIOLENCE IN THE DRC

The Democratic Republic of the Congo (DRC) has a long history of violence, conflict and human rights violations. This has contributed to a high occurrence of sexual and gender-based violence in the country. Cordaid uses an integrated strategy to tackle this violence. Specifically, by providing medical aid and other support to survivors in combination with prevention efforts on the community level.



The ongoing conflict between government and rebel groups in eastern DRC has created chaos, disorder and human suffering especially in the regions of North and South Kivu. Both are among the regions in the DRC with the highest prevalence of sexual violence, such as rape and sexual abuse. These types of violence are frequently used in conflict situations as a weapon of war, to terrorise and humiliate the local population. Research shows that much of this violence is committed by civilians, not only by armed forces or rebel groups. Normalisation of violence and prevalent harmful gender norms, lead to the perpetuation of sexual violence even outside the conflict.

## One-stop centres

Cordaid has been working on sexual and gender-based violence in eastern DRC since 2011, using an integrated strategy to tackle (S)GBV. In December 2020, the S-3G (Stabilité Genre et Garantie Communautaire, Guichets uniques, Gestion d'approvisionnement) programme started, funded by the Dutch embassy in Kigali. Here, we use a 'one-stop centre' approach to provide medical, legal, psycho-social and economic support to survivors.

Results in 2021 included:

- 8 one-stop centres established for survivors of sexual violence.
- 24 health centres qualified on gender-based violence.
- 385 cases of violence referred from health centres to a one-stop centre.
- 25 village savings and credit associations with 125 survivors established to help with their socioeconomic reintegration.
- 1,200 sexuality education sessions provided to 1,600 young people aged between 14 and 20.
- 24 units at the community level, with a total of 285 members, working on the prevention of sexual violence.
- 180 men committed to positive masculinity in their households.

*"Our discussions have really helped me to improve my relationships in the family. I am committed to involve my wife in decision-making, creating new rules together and share with other community members how they can deal with emotions in a positive manner."*

**Participant** of a positive masculinity workshop

CASE

# MENTAL HEALTH CARE IN YEMEN

Yemen continues to face one of the world's worst humanitarian crises with about 20 million people in need of humanitarian assistance or protection. Alongside the need of food, water and shelter, the seven years of war have also aggravated psychological suffering and trauma.



Photo: Yamaan Foundation

Women and children suffer the most from the consequences of war and often cannot rely on essential health care for pregnancy or childbirth. To address the position of women, we organised a conference in December 2021 on Yemen, in collaboration with Yemeni partner organisations Family Counselling and Development Foundation (FCDF) and Yamaan Foundation. Both organisations highlighted the importance of mental health and psychosocial support in times of war.

### Essential but neglected care

For perspective, there are only 59 psychiatrists in the entire country and this amount cannot even cater for a fraction of the needs. According to a study conducted by FCDF, one in five Yemenis suffers from mental health disorders. Women and children who are bearing the brunt of the conflict are extremely vulnerable to mental health issues but face the biggest challenges in accessing the very limited mental health and psychosocial support.

The objective of our programme in Yemen is to increase access for people affected by the conflict and to appropriate mental and psychosocial support at the community and health facility level. By rehabilitating hospitals and health units, we also increase the access to health services, especially in remote rural areas.

In 2021, we achieved the following results in collaboration with our partners in Yemen.

- 5 rural health facilities in the Sana'a and Hudaida regions rehabilitated.
- 8,300 people received mental health consultations and medications.
- 61,000 people provided with primary health care.



*"Mental health is a human right, and you cannot separate a person's psychological suffering from the economic, social and security crises they are coping with."*  
**Dr Bilqis Jubari**, chairwoman of FCDF

## CASE

# GLOBAL HEALTH, GLOBAL ACCESS

The COVID-19 pandemic has made it clear: health has a global impact. Or like UN Secretary-General António Guterres once said, we are only as strong as the weakest health system in our interconnected world. Investing in health care contributes to improving economic development, social stability and the health situation across the globe.



An important contribution towards achieving global health is the Official Development Assistance (ODA). In 1970, the UN agreed that high-income countries should put 0.7% of their Gross National Income towards development assistance. For many years, the Netherlands adhered to the 0.7% commitment, but unfortunately in recent years the Dutch government has gradually reduced its contribution.

### Advocating for a more global approach to health

Cordaid's Global Health, Global Access programme stimulates and motivates the Dutch government to expand the budget for development cooperation, particularly the budget for global health programmes. We do this by raising public awareness and through actions that influence policies. The programme is funded by the Bill & Melinda Gates Foundation.

Since the start in 2017, we have produced policy briefs with evidence on how the government can contribute to improved global health outcomes. We published various articles and stories on our website and other news channels, including social media. We organised debates with experts and country visits with parliamentarians to show what has been achieved locally.

### Dutch Global Health Alliance

Over the years, a key element has been to create alliances with other civil society organisations. In 2020, with the catalyst of COVID-19 and its effects globally, this collaboration became more structured through the creation of the Dutch Global Health Alliance. This is a coalition of 11 organisations (and growing) that collectively advocates for increased ODA and an increased role of the Netherlands in global health. The secretariat of the alliance lies with Cordaid.

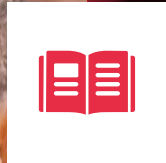
Some major successes of our advocacy efforts have been:

- The announcement by the government that the Dutch ODA contribution will be increased from 0.55% in 2021 to 0.61% in 2025.
- The government's commitment to work on a Dutch Global Health Strategy.
- An increase in the budget for the COVAX initiative that aims to enable low-income countries equitable access to COVID-19 vaccines.



*"COVID-19 has definitely shown that the status quo on how we approach global health is not enough. We need more focus on the issues, on our responsibility and on the possibilities for a more equal future. The Dutch can and should do more on global health."*

**Rosana Lescrauwaet**, Advocacy Officer, Cordaid.



# EDUCATION

Education is a foundation for life and a gateway for personal development. However, more than 250 million children and youth are not in school and among those in school many fail to reach minimum levels in reading and mathematics due to a poor learning environment. We therefore aim to improve both access to primary schools, as well as the quality of education.



# EDUCATION

In 2021, in total 1.2 million people benefitted from Cordaid’s education activities. To structurally increase access to education, notably for girls, and meanwhile improve the quality of the learning environment, we train teachers in our Results-Based Financing (RBF) approach. By achieving results to a specific set of indicators, schools focus on improving the quality of education and enhancing good governance. We pay attention to a safe and stimulating learning environment by using educative signs and posters in the playground. Schools are stimulated to use their subsidy for the acquisition of educational materials, to provide drinking water and to improve sanitation facilities. We are confident that by improving the quality of education, the learning outcomes of children will improve as well. We engage with all relevant actors within the education chain and strive for more autonomy and cost-efficiency of educational systems. Our PBF approach entails a direct link between funding and results. Schools are only paid when they can demonstrate that results are obtained. For example, that more children, particularly girls, are enrolled, higher quality of education has been achieved and that the learning environment has improved.

**700,000 children**  
with access to quality education



In the Democratic Republic of the Congo (DRC), we successfully implemented a large-scale RBF project covering 1,350 schools to improve access to education for 590,000 children. This project called PAQUE (Projet d’Amélioration de la Qualité de l’Éducation) received funding from the Global Partnership for Education managed by the World Bank.

### Reduce the education backlog caused by COVID-19

In 2021, the pandemic again had a negative impact on the education opportunities. Many schools were closed, especially in Uganda where schools were closed nearly the whole year. There was only one trimester where half of the children could go to school. For most children, online learning is not an option, as they themselves or the schools lack online means and infrastructure. Therefore, we worked closely with local radios which broadcasted educational sessions. With the provision of radios to schools, children could get access to education, even when their school was closed.

As such, we were able to support alternative education. We also organised activities to sensitise parents to send their children back to school after the COVID-19 period. In some education projects, extra efforts were made to restore school infrastructures, and get children from poor families enrolled or re-enrolled in schools. For more information about our approach, please see our [website](#).

In 2021, we spent approximately €6.4 million on education programmes. Our biggest donor was the Global Partnership for Education, managed by the World Bank. The COVID pandemic and closure of schools influenced the results. Key results in 2021 included:

- 1.2 million people benefitted from education activities.
- 700,000 children with access to quality education.
- 1,580 schools contracted: 1,400 improved their quality score.



CASE

# IMPROVING EDUCATION IN BURUNDI

The number of school children has risen sharply in recent years in Burundi. The quality of the education, however, is very low. Only 60% of the children complete their primary education, and after their school period 20% of the children are still unable to read. Muramvya has one of the lowest levels of education in the country, which is why this province was chosen for the programme.



books and other school materials, rehabilitate classes and latrines, and improve the availability of drinking water. The local authorities could use the subsidies for more supervisory missions, more training for teachers and rehabilitation of their offices, among others.

The project has been implemented together with the Ministry of Education, local authorities and a local partner. Local associations have also been contracted to do satisfaction surveys for both school children and their parents.

Key results in 2021 were the following:

- 47,400 children benefitted from higher quality education.
- 2,960 children from disadvantaged families (1,700 girls and 1,260 boys) enrolled in school.
- 160 children who abandoned school were re-enrolled.
- 1,400 teachers and other school staff trained.
- 65 schools (92%) improved their quality score during the programme period.
- The satisfaction of parents with these improvements was 95% and for the children it was almost 100%.

To improve the quality of basic education, we implemented a Results-Based Financing (RBF) programme in the province of Muramvya. The programme started in 2020 in 74 primary schools and ended in August 2021.

### Support learning

In collaboration with a local partner, we trained teachers, headmasters and local authorities on the RBF approach. This approach works with indicators at different levels for which the school and local authorities can gain subsidies when they fulfil the indicator objectives. With the subsidies, schools could buy pupils desks,



*“We very much appreciate the RBF education project. We used the subsidy to buy school desks and materials. With the support of the community, we were also able to build a classroom. People from the community made the bricks, while we paid for the labour and the finishing work.”*

**Mr Fiacre Nkurunziza**, director and headmaster of Kiuyeyi school in Muramvya



# SECURITY AND JUSTICE

In fragile and conflict-affected settings, the state is often unable to fulfil its primary obligation - to protect the population and maintain the rule of law. Security and justice providers like police and courts are weak and unresponsive. Citizens bear the burden, with women, youth and the very poorest disproportionately affected. Cordaid works with communities, governments and human rights defenders to design lasting solutions to conflict, injustice and insecurity.

Photo Steven Lanting

# SECURITY AND JUSTICE

Local voices in civil society are the foundation upon which our security and justice initiatives are built. In 2021, the space for civil society to advocate and lobby for fundamental rights shrunk significantly. In several countries, the right to congregate was prohibited by authorities, in order to prevent the spread of COVID-19. Such measures reduced citizens' freedom of speech, undermining attempts to hold authorities accountable. In Mali, the democratically elected government was overthrown by the military, which subsequently limited the ability of civil society actors to operate freely. From the perspective of security and justice, one of the most challenging moments was the takeover in Afghanistan by the Taliban. The collapse of the Afghan government has had severe consequences for the position of women and has curtailed opportunities for civil society to advocate for inclusion. Despite these challenges, we continued our work, strengthening local civil society actors with tools to develop effective advocacy agendas and bring their voices to international fora like the UN.

In 2021, we spent €4.5 million on security and justice programmes.

Key results in 2021 included:

- 95 security and justice institutions strengthened to provide better services.
- 560 people with improved access to security and justice services.
- 50 civil society actors with strengthened organisational and advocacy capacity.
- 6,000 people that meaningfully engage in peace processes at various levels.
- 600 people effectively participating in decision-making processes on security and justice at a local level.

These results were made possible by the support of the Ministry of Foreign Affairs, EU and Dutch embassies in the Democratic Republic of the Congo (DRC), Burundi and South Sudan. More information about our approach is available on our [website](#).



Photo Mickael Franci

**739,000**  
**people**

with improved  
security and justice

## Involving youth in peacebuilding and security

Youth are an integral part of inclusive, peaceful societies. However, their contribution to peacebuilding and security processes is often neglected. In Iraq, we involved young people in advocacy to prevent and eliminate gender-based violence. In Burundi, DRC and Uganda, more than 400 young people participated in the Youth Borderlands Forum in 2021. This project was developed by Cordaid and the United Network of Young Peacebuilders, UNOY. Here, local partner organisations received training in research and advocacy and strengthened their cross-border collaboration to work towards more inclusive peacebuilding in the region.

## Strengthened responsiveness and accountability

Under the Just Future banner, in the DRC, we worked with local partners to advocate for the adoption of a law to protect human rights defenders. The National Parliamentary Assembly agreed to put the law on its legislative agenda, which will improve the protection of human rights defenders across the country.



Photo Steven Lanting

Our Results-Based Financing approach in the ESPER (Ensemble pour la Sécurité et la Paix à l'Est de la République Démocratique du Congo) programme in the DRC creates incentives for security and justice actors to better meet expectations of local communities. In 2021, we encouraged actors like police stations and courts in eastern DRC to work together with community representatives. They set targets for improved services, ranging from better case management in the courts, to reducing arbitrary fines and traffic stops by police officers. As a result, it helped to increase the accountability of security and justice providers.

CASE

# PARTNERSHIP FOR A JUST FUTURE

In fragile countries, the rights of women, young people and excluded groups are seldom protected, neither by government nor by security and justice institutions like police and courts. Alarmed by this situation, Cordaid formed the Just Future alliance.



The alliance is a partnership between Cordaid and Search for Common Ground, Afghanistan's SALAH Consortium and three coalitions operating mainly in sub-Saharan Africa: African Security Sector Network, West African Network for Peacebuilding and Women's International Peace Centre. The alliance is active in six of the world's most fragile countries: Afghanistan, Burundi, the Democratic Republic of the Congo (DRC), Mali, Niger and South Sudan.

Each of these countries is affected by chronic and widespread insecurity and injustice. Women, young people, displaced people and identity-based groups are excluded from power and are disproportionately affected by fragility and conflict. Many are plagued by violence, whether between state and armed groups or between ethnic groups.

### Access to security and justice services

The alliance received funding from the Dutch Ministry of Foreign Affairs for a five-year programme. Implementation started in 2021. In the coming years, the alliance members will implement the following activities:

- Strengthen the research and advocacy skills of local partners. Increase their knowledge in areas like formal and informal justice mechanisms and engagement of women and youth in peacebuilding.
- Work with civil society and communities to demand more accessible, responsive and accountable security and justice institutions. Enabling people to defend their rights, redress grievances and resolve disputes through pathways of justice.
- Influence political decision-making, especially regarding peace processes. Thus, being more inclusive and accountable to the most excluded constituencies.

Results in 2021 included:

- 35 local partners strengthened their coordination, research and advocacy and lobby capacities.
- Partners championed the formation of the EU Coalition on Youth, Peace and Security to strengthen youth participation in EU peacebuilding policy and practice.
- Partners presented key recommendations on Women, Peace and Security to leaders of the G7.



*"The long wait for justice perpetuates crime. That is why our organisation helps victims to find justice for the crimes that took place in the DRC."*  
**Mr Fidèle Andera**, programme assistant at Dynamique des Femmes Juristes, DRC

CASE

# DOWN TO ZERO: STOPPING THE SEXUAL EXPLOITATION OF CHILDREN IN COLOMBIA

Two million children and adolescents are victims of sexual exploitation every year around the world. Boys and girls are sexually exploited on the street or via webcam. The Down to Zero alliance aims to stop the sexual exploitation of children in twelve countries in Asia and Latin America. The alliance is a collaboration between Defence for Children-ECPAT, Free a Girl, Plan International Netherlands, Terre des Hommes and ICCO, part of Cordaid, with sponsorship from the Dutch Ministry of Foreign Affairs.



One of the countries where the programme is being implemented is Colombia. The Andean country is going through a steep crisis, characterised by high levels of poverty, corruption, soaring crime rates and the inflow of large numbers of Venezuelan immigrants. Since the COVID-19 pandemic, the number of cases of sexual exploitation of children has increased, as children spent more time during the pandemic online without the supervision of adults.

### Direct support with advocacy and awareness raising

The Down to Zero programme raises awareness and ensures that children get access to protection services. It encourages government to implement relevant policies and laws. The programme also supports child protection organisations, parents, caregivers and community leaders to help them to protect children. It also cooperates with the private sector to prevent and address sexual exploitation of children in tourism.

These activities are implemented in collaboration with local partners. Some of the key results in 2021 include:

- 85 victims received care and support, including health services, therapeutic help and support in family reintegration.
- 50 young people received training to reinforce their advocacy skills. Together with other children and youth, they presented a manifesto with policy recommendations to Congress.
- 120 government officials received training and expanded their knowledge of victim-centred approaches.
- 24 companies were supported in developing an ethical company policy.



*“Our society is steeped in sexism. As a youth leader, I advocate against that. I want to break stereotypes and teach other children and youth how to set their boundaries and what rights they have. I hope I can inspire others to do the right thing.”*

**Willian**, youth leader from Colombia, 19 years old

CASE

# YOUNG PEOPLE BEHIND CAMERAS

It is vital that those affected by conflict have a voice in the decisions that affect them. In fragile countries, young people are often the majority of the population, but they are often marginalised and their voices are not listened to. It makes them frustrated, but also vulnerable to recruitment by armed groups and fundamentalist ideologies.



We work with many youth organisations worldwide in the shared mission to stop human rights violations, improve the opportunities for young people in education and employment, and include young people’s voices on matters of security and peace. Excluded young people pose a risk to society, while investing in them leads to positive change. They can mobilise and unite people to raise their voice against the inequalities, the lack of opportunities and safety of ongoing conflicts in their countries.

### Agents for change

In Cordaid’s project [Young People Behind Cameras](#), young changemakers film the impact young people have in their communities. They show the difficulties they face and the changes they strive for. For example, the film ‘Amal’ (meaning hope) depicts the experience of youth in the Yemeni war. In this film, Youth Without Borders Organisation for Development, a Cordaid partner, shows the needs of youth in a country torn apart by a civil war. The film was presented to an international audience at the Yemen Conference that Cordaid organised in December 2021.

The Young People Behind Cameras project brings together youth-led organisations from six countries: the Democratic Republic of the Congo (DRC), Ethiopia, Iraq, Mali, Uganda and Yemen. It allows young people to learn the skills of film making, share their stories with the world and act as agents of change. The films are used to convince policymakers to invest in young people and to invite them as equal partners to the decision-making table.



*“Our film tells the story of a young woman in Yemen who lost her loved ones in the conflict. Young people are not participants in the war, but they are very much affected by it.”*

**Maimonah**, one of the makers of the film Amal



# SUSTAINABLE LIVELIHOODS

In 2021, an estimated 700 million people, or 9% of the global population, were living in extreme poverty on less than \$1.90 a day. These people lack access to decent work, basic services and experience severe food insecurity. Climate change and a growing world population will likely worsen this situation.



# SUSTAINABLE LIVELIHOODS

Cordaid improves sustainable livelihoods, plus food and nutrition security by strengthening food systems. A part of that is the support to smallholder farmers to produce sufficient and nutritious food. In fragile contexts we invest in inclusive economic growth, by supporting small and medium enterprises to grow and create employment opportunities. We increase the technical and business capacities of young men and women, displaced persons and refugees. This is to improve their employability and increase the sustainable success of their businesses.

Furthermore, we contribute to more profitable and inclusive (agricultural) value chains. Together with private sector partners and financial service providers we support small producers and entrepreneurs in accessing finance and markets, and, thus, increasing their income.

Led by the UN Guiding Principles on Business and Human Rights and other treaties and standards, Cordaid supports companies and their suppliers to become responsible corporate actors by ensuring decent work, living wages and environmental protection. We also hold governments to account for their role in the field of responsible business, be it legislation, policy development or other stimulating measures. For more information about our approach, please see our [website](#).

**1 million people**  
with improved livelihood

Before the integration with Cordaid, ICCO had a strong portfolio on sustainable livelihoods. In 2021, we worked on connecting the approach on sustainable livelihoods to other parts of the Cordaid strategy. This will continue in 2022.

In 2021, we spent €22 million on sustainable livelihoods programmes. Key results included:

- 114,000 households with improved food security.
- 1,100 new jobs created.
- 1,200 unemployed youth successfully supported into (self)employment.
- 2,900 farmers applying good agricultural practices.
- 3,000 households with more diversified livelihoods (income generation).
- 593,000 people with control over food systems.

These results were made possible by the support of the Netherlands Enterprise Agency (RVO), Mastercard Foundation, Danish International Development Agency (DANIDA) and the Dutch Postcode Lottery.

## Manq'a chosen as one of the best small businesses

In 2021, Manq'a was chosen as one of the 50 best small businesses of the “**Good Food for All**” competition, held in conjunction with the UN Food Systems Summit. Selected from nearly 2,000 applications from 135 countries, the 50 winners all showcase inspiring and impactful solutions in improving access to healthy, sustainable food.

Manq'a is a social enterprise that started in Bolivia in 2014 and was extended to Colombia, Guatemala and Honduras. It works to strengthen food security and the economic empowerment of young people in Latin America through the training of chefs and gastronomic entrepreneurs. More than 5,500 young people were trained as cooks, 2,600 jobs were created, and the food security of 6,600 households was improved. The project promotes the consumption of local and nutritious products. After graduating, students receive support to enter the labour market or to start a business.



### Strengthening African Rural Smallholders

In sub-Saharan Africa, smallholder farmers are the backbone in the fight against hunger and poverty. Yet, market systems work against them and push them into poverty. Strengthening African Rural Smallholders (STARS) is a recently concluded five-year programme (2017-2021) of Cordaid in partnership with the Mastercard Foundation. It improved access to finance and markets for farmers in Burkina Faso, Ethiopia, Rwanda and Senegal.

This impact was achieved through a set of interventions: ranging from the design and implementation of business development services, improving market access and input supply for farmers, technical training and finally, the design of loan-products that are tailor-made for farmers. Overall, the programme impacted more than 330,000 farmers and worked with 22 microfinance institutions (MFIs).

To develop tailor-made loan products for farmers, we developed the Agri-Credit Assessment Tool (A-CAT). With this tool, MFIs can get better insights into the farmer's cycle of agricultural activities, the loan amount needed to finance inputs and other costs, as well as the expected income (using estimated crop yields). Based on this cash flow, MFIs can determine the ideal loan size for a particular farmer and predict the capacity to repay the loan. One of the other highlights of STARS was the ability to develop loans that fit the specific needs of female farmers. STARS worked with MFIs to promote remote working, through digital access which overcame mobility challenges experienced by women. It provided trainings to women in business administration. But most importantly, STARS managed to engage with the underlying prejudices MFI staff had against women. With good results, because 54% of the loans went to female clients.

### Important lessons from the STARS programme

In 2021, we received a positive end-evaluation of our STARS programme. We took four important lessons from this evaluation, which we will use in future programme development.

- Innovations work best when solidly grounded on existing knowledge.
- Significant and sustainable outcomes need a dual approach. A focus on both improved functions (e.g. more women in the board of producer organisations) and institutionalisation of laws (e.g. the bylaws of these organisations).
- Participation of targeted people is key for ownership and understanding the needs of those involved.
- Importance of building networks across and beyond value chains.

### Business recovery from the COVID-19 pandemic

An important challenge for producers and entrepreneurs during 2021 was the COVID-19 pandemic. Micro and small businesses in northern Uganda, a region that is still recovering from the devastating effects of conflict, were also affected. Due to insufficient financial muscle to overcome closure of markets and movement restrictions, entrepreneurs were forced to lay off staff, reduce the business-scale or even close businesses that were their sole source of livelihood.

The lockdown during the COVID-19 pandemic also affected Geoffrey Okabo's wine business in Lira town. Geoffrey sells organic wine that is made from ginger, hibiscus and lemon. Before the lockdown, he produced 750 litres of wine per month. The product landed on the shelves of several local shops and was becoming very popular. He was already planning to increase his production, but the pandemic threatened his ambitions. Due to movement restrictions, Geoffrey could no longer import bottles from Kampala. He received a grant from Cordaid's COVID-19 Agribusiness Recovery project which enabled him to buy more expensive bottles from local suppliers. He also received marketing advice and decided to start making door-to-door deliveries.

Geoffrey is one of the 300 young entrepreneurs from Uganda's Nebbi and Lira districts that have benefitted from recovery grants under the COVID-19 Agribusiness Recovery project. The project has been implemented with support from Youth Business International (YBI) and Standard Chartered Foundation.

# IMPACT INVESTING

Impact investing is indispensable and complementary to our grant-based work. It enhances people's ability to earn a decent income by investing in sustainable and decent employment or entrepreneurship activities. By providing loans at favourable terms, Cordaid's investing approach fosters resilience of local small and medium-sized enterprises (SMEs), thus enabling them to grow and provide decent jobs in the local market. In fragile settings we often are the first lenders, thus playing a catalyst role for other investors to become active.

## Cordaid Investment Management: investing for a brighter future

In many countries where we work, the private sector consists primarily of informal microenterprises, operating alongside a limited number of large firms. SMEs, which can be important contributors to equitable economic growth and job creation, are often few in number. We continue to address this 'missing middle' by supporting SMEs and microfinance institutions (MFIs) with business development services and access to finance.

For more than 25 years, Cordaid Investment Management (CIM) has been a pioneer in underserved markets, providing access to finance to entrepreneurs left out by traditional financing schemes. With €74 million assets under management in 2021, CIM was active in 17 countries in Africa, Asia and Latin America.

More than 50% of CIM's portfolio is in fragile countries, where there is a high need for investment in private sector development. For more than 55% of our clients, we act as a catalyst for financial inclusion by being the first international lender. Our investments help entrepreneurs to build a positive financial track record and receive additional funding from other lenders, which in time enables growth and job creation.

## Capital 4 Development Asia Fund

In India and Indonesia, we operate a special Capital 4 Development Asia Fund. It has a special focus on women owned and led businesses, as female entrepreneurs are still underrepresented in both countries. Up to December 2021, we have supported 27 SMEs in both countries with a total investment of €20 million. Of these investments, 62% were in companies owned and/or led by women.



Photo: Kalifa Dabouda Keita

Senior Investment Manager and the Macrowaste team in Bamako, Mali

**PlusPlus: crowdfunding for agri-food enterprises**

In many countries, the agricultural sector is the main source of income, employment and food security. Therefore, investing in this sector makes a difference. But local commercial banks shy away from financing small agri-food enterprises as they are considered high risk, leaving them without the necessary finance to grow their business.



PlusPlus is a new online crowdfunding platform on which these enterprises can source funding from investors in Europe. The platform was launched in August 2020 by Cordaid, Solidaridad, Lendahand and Truvalu. Until December 2021, we raised €748,000 in loans from 411 investors, used by 18 micro-enterprises to buy equipment and source raw materials from small farmers. As a result, these loans contributed to higher incomes for 9,970 farmer families.

**FairClimateFund: investing in a fair climate**

Industrialised countries are responsible for most CO<sub>2</sub>-emissions, whereas the greatest impact of climate change occurs in countries who contributed least to the pollution. Carbon offset schemes allow individuals and companies to invest in climate projects around the world to balance their own carbon footprints. Our FairClimateFund (FCF) initiates projects that reduce CO<sub>2</sub>-emissions and provide a better future for people who are most vulnerable to the effects of climate change. We do this by investing in climate projects in fragile settings with a focus on cleaner cooking solutions and nature-based solutions, like planting trees.

In 2021, FCF received a record number of requests from organisations and individuals for offsetting their carbon footprint. Around 800 organisations and individuals contributed an amount of €1.4 million in carbon credit income. This allowed us to invest until 2021 in more than 80,000 clean cookstoves and biogas units and to plant 287,800 trees, leading to a total CO<sub>2</sub> reduction of 730,000 tonnes.



CASE

# BIRDS, BEES AND BUSINESS: RESTORING NATURE WITH OPPORTUNITIES FOR WOMEN IN WEST-AFRICA

There is a growing international market for shea butter, which is used in food products and cosmetics. This demand creates opportunities for West African women. They traditionally earn cash by processing shea nuts into shea butter. Most sell their shea locally, but there is a potential for women to increase their income on the international market. For this to happen, it is crucial that shea trees continue to produce enough nuts.



But the shea landscape is changing. The region is severely suffering from desertification. The soil is less fertile and increasingly eroded because farmers are burning trees and shrubs so they can use the land for livestock and agriculture. The landscape has also deteriorated because of the felling of trees for fuelwood and construction materials. In addition, insects are killed using chemical pesticides. But insects are key, both as food for migratory birds and as the main pollinators of flowering plants like shea trees. As a result, local people see their harvests dwindle. Not just the yields from farm crops but also those of shea nuts.

### Creating benefits for humans and nature

To tackle this problem, Cordaid joined forces with FairClimateFund and *Vogelbescherming* - the Dutch society for the Protection of Birds - in the Birds,

Bees and Business programme. The partnership is funded by the Dutch Postcode Lottery and works with local partners on nature restoration and market opportunities for 29,000 women in Burkina Faso. The programme has three components.

- **Birds** - We plant new trees and develop a mosaic landscape with crops, shea trees and other tree species where birds love to forage.
- **Bees** - We stimulate biodiversity, which attracts more insects, which are important as food for the birds and for pollination.
- **Business** - We help the women to improve the quality of the shea butter, making their product more attractive to shea purchasing companies.

Key results between June 2018 and November 2021 were the following.

- 215,000 new trees planted.
- 3,500 people trained in restoration techniques.
- 1,600 beekeepers (735 women) supported to improve beekeeping and honey harvesting.
- 2,200 smallholder farmers with improved access to finance.



*“Recent projects show that nature restoration and more sustainable use of natural resources are possible in West Africa. Products from the landscape, such as shea nuts, enable the local population to build up a sustainable livelihood.”*

**Assita Dembélé** of local partner Naturama

CASE

# INTRODUCING SALT TOLERANT CROPS IN BANGLADESH

Due to salinisation (the increase of salt concentration in the soil), less land is available for agriculture worldwide. This has different causes, such as flooding by the sea, and as a result crops no longer grow. With the programme COASTS, farmers introduce salt-tolerant crops, so that waste land becomes productive again.



Salinisation is a big problem in Bangladesh, especially in coastal areas where climate change is causing the flooding of agricultural land. Until now, farmers have mainly tried to combat salt concentrations in the soil. Cordaid does not fight the salt in the soil but rather makes use of it. We do this by improving irrigation and introducing variants of known crops that do grow on saline soil. In this way, degraded soil becomes productive again offering new opportunities for farmers.

### Improving the livelihoods of farmers

The COASTS programme is funded by the Netherlands Enterprise Agency (RVO). It is a public private partnership in which we work together with seed company Lal Teer Seed, the Bangladesh Agricultural University and the Soil Resource Development Institute of the Bangladeshi Ministry of Agriculture. The programme started in July 2020 and will run until June 2024. Our goal is to support 10,000 farmers, of which are 50% women, to transform 5,000 hectares of fallow land into productive agricultural land by introducing saline agricultural farming practices.

Some first results of the activities implemented in 2021 include:

- Baseline study and market assessment completed.
- 2,000 salinity affected farmers households selected.
- 80 demonstration farms selected, and local lead farmers trained on saline agriculture technologies.
- 10 salt-tolerant vegetables seed varieties validated and demonstrated.
- 1,900 smallholder farmers trained and started getting their first harvest from salt affected land.



*“The COASTS project is promoting different technologies like pitcher’s irrigation, ridge and furrow and poly-bed mulching techniques. I hope farmers will benefit by using these technologies.”*

**Bidhan Kumar Bhandar**, Director General of Soil Resource Development Institute



# HUMANITARIAN AID

Disasters hit the poorest communities the hardest. We work in the most fragile contexts, where the institutional landscape is underdeveloped or broken down by conflict or natural disasters. Our humanitarian aid programme provides humanitarian aid to people in direct need. The aim of our interventions is two-fold: to save lives and to strengthen communities in coping with future crises.

Photo D.R.A. Ethiopia — Joost Bastmeijer



# HUMANITARIAN AID

Cordaid provides emergency relief in crisis situations, addressing immediate needs for survival. We offer life-saving assistance like emergency shelter, water, food, and non-food items like soap and other hygienic products, to make sure that people are safe and properly protected. We also support people after a crisis and help them return to their place of origin. This includes asset recovery, strengthening community structures and supporting livelihoods and basic services like education and health care. This strengthens the ability of communities to anticipate, adapt and respond to future hazards and shocks.



Photo Joost Bastmeijer

Cordaid intervenes before, during and after disasters. We improve disaster preparedness, provide emergency relief, and enable recovery and reconstruction. In our triple nexus approach, we link relief and humanitarian aid to rehabilitation, development and peacebuilding. We do this in collaboration with local partners, communities and other key humanitarian aid actors. We work within the local capacities and enhance those capacities of local actors to respond to unfolding hazards and disasters in a timely and effective manner.

Our humanitarian assistance complies with the humanitarian principles of humanity, neutrality, independence and impartiality, and respects International Humanitarian Law. For more information about our approach on humanitarian aid, please see our [website](#).

Cordaid successfully responded to different humanitarian crises in 2021, including difficult conflict situations in Afghanistan, Ethiopia, Mozambique and Yemen where aid blockages severely impacted our work. The complexity of the situation caused delays in several responses, but together with our local partners we always managed to provide assistance to the people in need.

In 2021, we spent €68.9 million on humanitarian aid. The results we achieved on Humanitarian Aid in 2021 were made possible by the support of the Dutch Ministry of Foreign Affairs, Humanitarian Pooled Funds, the European Union/ECHO, Caritas Internationalis and Act Alliance, UNICEF, SHO/Giro 555, AMREF Germany and many others. Key results included:

- 1.1 million people supported with humanitarian aid.
- 104,000 people enabled to meet their basic food needs.
- 134,000 people provided with resources to re-establish their livelihoods.
- 118,000 people having access to sufficient and safe water for domestic use.
- 3,500 crisis-affected people involved in the design and implementation of programmes.
- 90% of the humanitarian response was timely.
- 98% of the humanitarian response was appropriate.
- 77% of the people were satisfied with the humanitarian assistance received.



### Emergency aid for displaced persons

One of the places where we reached many people with lifesaving assistance in 2021 is Cabo Delgado in Mozambique. Armed groups have severely disrupted the lives of people in Cabo Delgado since 2017. They have attacked several towns and villages, murdered people and set houses on fire. Rebels have been motivated by their grievances against the state, which they see as delivering little for them. Despite the development of major minerals and oil deposits in the region.

Following the escalation of the conflict in late 2020, a severe attack in the beginning of 2021, and tropical storms - the number of refugees and displaced persons increased rapidly. As many as 1.3 million displaced people were in urgent need of help. People were suffering from famine, and there was a severe lack of drinking water and sanitation. Supported by the Ministry of Foreign Affairs, Cordaid and other members of the Dutch Relief Alliance responded to the emergency. Cordaid worked together with local partner Caritas Pemba. Our focus was on access to basic livelihood needs by providing food parcels, seeds and tools to grow their own vegetables and adequate drinking water. We also built latrines and distributed dignity kits to women and girls.

### Food insecurity

Years of war have had a devastating impact on South Sudan. The combination of conflict, insecurity and economic downturn has pushed the crisis in South Sudan to unprecedented heights. The country also suffers every year from major floods. Due to climate change, South Sudan has seen for some years now much wetter seasons than average, and its dry seasons have become even drier. In 2021, the worst flooding in decades swallowed up homes and farms. This has worsened the already dire situation and now, people have no food and no land to cultivate.

To tackle the acute food insecurity, Cordaid with funding from the Dutch Relief Agency (DRA) and the Caritas network, handed out food packages to help the affected population directly in their essential needs. As pregnant women and children under five are at the greatest risk of succumbing to the effects of



Photo Petterik Wiggers

malnutrition, they were the first to receive direct food aid. In addition, we distributed vouchers that could be traded for food produced by local farmers and supported farmers with seeds so they could grow crops again.

### Linking relief to rehabilitation and development

This strategy to link relief and humanitarian aid to rehabilitation and development was also implemented in the Central African Republic (CAR). Decades of violence and political instability in the country have undermined people's resilience and coping mechanisms. In a joint response with other humanitarian aid organisations (funded by DRA), Cordaid has provided shelter, food and water, sanitation and hygiene (WASH) to displaced households. We also enhanced the livelihoods of farmers through the construction and rehabilitation of water points; by supplying them with seeds, tools and training. In addition, we supported the livelihood opportunities of young adults through trainings in income generation activities and a cash for work approach.

**1.1 million people**  
supported with humanitarian aid

## CASE

# LIFE-SAVING EMERGENCY RESPONSE IN TIGRAY, ETHIOPIA

2021 has been a year of conflict in Ethiopia. In November 2020, the Ethiopian government began military operations in the Tigray region in response to an attack by the Tigrayan People's Liberation Front. The fighting caused thousands of deaths, forced away more than two million people from their homes and pushed part of the country into famine.



With funding from the Dutch Ministry of Foreign Affairs, Cordaid and other partners in the Dutch Relief Alliance have been implementing a joint response in the areas of Tigray affected by the conflict. Cordaid is the lead in this programme. Together with local partners, we started to provide life-saving assistance to people facing acute needs. The interventions are aimed to improve direct access to food, shelter and non-food items. Implementation was difficult in the beginning, as it was hard to get resources into Tigray, but in the end Cordaid managed to implement all of its activities successfully.

## Reaching people through church networks

In our humanitarian response we work with both catholic and protestant church networks. Which is an incredible advantage according to Akinyi Walender, Cordaid's country director in Ethiopia; "Local churches reach the deepest level of any community. People in these regions are very religious and if you want to reach the most disadvantaged, you need the church on your side."

The project initially ran for six months, from February until August 2021, but received an extension of two months from the Dutch government. In October, due to extremely high demand in the region, an additional budget was made available to continue the project for another six months.

Results achieved by Cordaid and our local partners in Tigray in 2021 included the following:

- Providing food assistance to 2,100 households (10,500 people) to meet their basic food needs.
- Improving access to basic, safe and dignified shelters to 220 households (1,100 people) through distribution of house repair materials (iron sheets, nails and tools).
- Providing 1,400 people with non-food items (blankets, bedsheets, clothing and cooking materials).

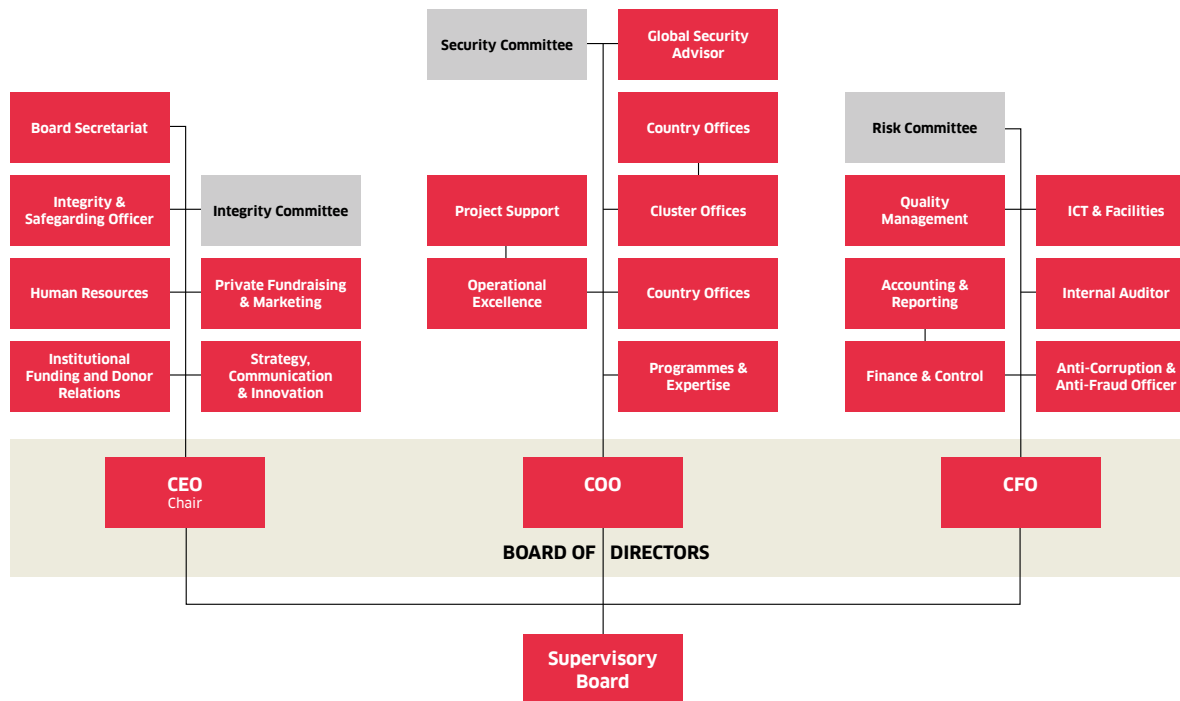
*"There is a huge demand for emergency support, as the escalation of the Tigray conflict resulted in many material and physiological damages. In collaboration with Cordaid, we have been providing food and non-food items. Cordaid also trained our staff on technical issues, such as core humanitarian standards, feedback and complaint mechanisms and safety and security."*

**Dereje Elisa**, programme officer at local partner ECC SDCO

# OUR PEOPLE

Our work for people in fragile and conflict-affected areas could not be managed without our dedicated staff in Country and Cluster Offices, deep field locations and our Global Office. To ensure our professionals can perform their work effectively, we go to great lengths to help them deal with any risks and challenges they encounter in their day-to-day work. We have dedicated security plans in place in all our Country and Cluster Offices and offer training and support to cope with and prevent safety issues and crises.

## ORGANOGRAM



### Together one

Since 2015, Cordaid has transformed itself from a government-subsidised development organisation to an international, programme-based development cooperation and civil society organisation. Throughout this transition, the subsidiarity principle has been key, meaning we are decentralising activities and decision-making wherever suitable. For over 60% of our projects, leadership was transferred from the Global Office to the Country and Cluster Offices. As Cordaid and ICCO joined forces in 2021, our staff increased significantly. Worldwide, 419 ICCO staff members joined Cordaid, of which approximately 50 are in the Netherlands.

END OF YEAR 2021 (VS 2020)	COUNTRY AND CLUSTER OFFICES		GLOBAL OFFICE	
Number of FTEs	1,380	(780)	165	(137)
Number of employees	1,380	(780)	178	(148)
Number of (fundraising) volunteers	0	(0)	1	(0)
Gender balance total	28%	(24%)	66%	(67%)
Gender balance management	44%	(31%)	53%	(53%)
Expat/local balance	3% expats 97% local	(7% (93%)	100% on local contract	(100%)

Due to us joining forces, unfortunately we had to say goodbye to several staff members. For those people whose employment contracts were not extended or terminated, we developed a redundancy plan in line with national labour laws and extra provisions in our Country Office HR Manual. We maintained Cordaid's organisational structure; ICCO colleagues were integrated in this structure based on their actual work. In six countries with both a Cordaid and an ICCO office (Burundi, Ethiopia, Kenya, Myanmar, South Sudan and Uganda), we started a process of integration and harmonisation.

To combine the two organisational cultures of Cordaid and ICCO, an organisation-wide programme was launched under the name Together One. Jointly, we decided on the new values for the organisation: accountability, sustainability, respect and diversity & inclusion. During the year, we harmonised the job descriptions and our human resource policies to have one set of applicable policies.

It is with profound sadness that we report on the death of several colleagues in 2021. For some this was caused by COVID-19 or other health related issues. Our dear colleague Clara Amono was killed in South Sudan while on the way to support a medical facility, when the convoy in which she was traveling came under fire. She was a highly motivated colleague and an excellent professional. Our thoughts go out to the families and friends of Clara and other deceased colleagues.



Clara Amono

**Human resource staff**

All our Country and Cluster Offices have an employee with human resource responsibilities. Through the HR Community of Practice and monthly meetings, human resource staff share their experiences and help each other find solutions to complex human resource issues. Our medium-sized and large Country and Cluster Offices each have a trained and experienced local human resource professional who advises and supports the management about the inflow, outflow and recruitment of staff. They receive coaching, training and sometimes hands-on support from a senior human resource and organisation expert at Global Office.

**The safety of our people**

The 2021 Aid Worker Security Report stated that aid worker casualties remained at an all-time high in 2020, with 484 aid workers affected by major violence in 283 separate attacks. At least 117 aid workers lost their lives, 242 were seriously injured and 125 were kidnapped. These incidents occurred in 41 countries, but most violence took place in Afghanistan, the Central African Republic (CAR), the Democratic Republic of the Congo (DRC) and South Sudan.

Our humanitarian and development programmes can only be implemented with a robust security management system in place, enabling safe access to people in need. Cordaid has a comprehensive security policy, in addition to a crisis management protocol. Furthermore, we have dedicated security plans and procedures for the countries in which Cordaid has an office. A Safety, Security and Crisis Committee, our global security advisors based in The Hague and the Regional Security Advisors for Africa and Asia develop policies and procedures, oversee their implementation, train and brief staff, and support the management of incidents and crises. Wherever possible, our security advisors also support the security risk management of our partner organisations.





The onboarding programme for new Cordaid employees includes a security briefing to inform them of the foreseeable risks related to their role and their place of work. In 2021, we provided 13 security training programmes to ensure that new employees understand the Cordaid security policy and procedures, including how to act in the event of an incident, and the availability of aftercare. The COVID-19 pandemic had a significant impact on our security risk management. Given the travel restrictions, almost all business trips for monitoring, assessments, and workshops/training were cancelled. We implemented several Standard Operational Procedures (SOPs) for dealing with COVID-19 with colleagues at all our offices. We continued to track the number of confirmed cases among staff members, particularly on our concern about the spread of COVID-19 to countries where health services have limited capacity to respond. With respect to safety during the pandemic, we paid special attention to the operational aspects of the COVID-19 pandemic and how we could continue to implement humanitarian programmes.

### Integrity

We are committed to ensuring that Cordaid is a safe and welcoming workplace for everybody; that we treat everyone we meet and work with respect and with dignity; and that we use all powers, authorities, assets, resources and funds entrusted to us appropriately. Furthermore, we are committed to continuously fostering our integrity system, practices and culture to prevent

and respond to harm. We align our integrity efforts with best practices, and always provide a particular focus on survivors and trust. While our efforts were initially more focused on ensuring internal systems and capacity strengthening, the foundation was laid to streamline systematic integrity management and assurance of integrity standards in our projects and partnerships.

Cordaid’s Integrity Framework and its related policies and procedures are available on our [website](#). The framework describes Cordaid’s principles and responsibilities regarding misconduct prevention, safe and accessible reporting, appropriate and professional response to reports of misconduct, and continuous learning and improvement. In 2021, we developed a new Code of Conduct, which was approved by the Board of Directors, after endorsement by the Works Council. Previously, both Cordaid and ICCO each had a Code of Conduct. ICCO adopted the Code of Conduct of the ACT Alliance; Cordaid developed its own. Since Cordaid and ICCO are one organisation as of 1 January 2021, a new Code of Conduct was necessary.

Our Regional Integrity Focal Points support case management and investigation capacity and ensure relevance and ownership of our integrity system across the countries in which we operate. This is further described in our [Integrity Standard Operating Procedures](#). In 2021, we launched a professional incident reporting site through which anyone within or outside of Cordaid can now confidentially report integrity concerns – even anonymously, if desired.

In line with ongoing efforts in our sector, Cordaid established Safe Recruitment standards to prevent impunity and re-hiring of known perpetrators of misconduct. Accordingly, attention to integrity has been strengthened in our human resources procedures, with a particular focus on improved background checks.

Integrity is part of Cordaid’s onboarding, which is mandatory for all new staff. In 2021, we rolled out a new mandatory integrity e-learning, which is also incorporated into the onboarding phase. It explains all policies and procedures with the use of cases and interactive examples.

We had regular meetings with our Confidential Advisors about how to offer support to those affected by misconduct. Our Integrity Focal Points received special training and we had regular meetings with them. Also, Cordaid’s senior management at Global, Country and Cluster Offices received training on case management and investigation and had moral deliberation meetings. Additional initiatives included the continuation of Gender and Integrity assessments in several Country Offices, as well as integrity sessions with partner organisations. Due to improved standards and procedures, we expect the number of integrity cases to go up initially, before going down in the future.

In our programmes and partnerships, we reviewed project feedback and complaint mechanisms, and developed minimum integrity standards. This was to ensure that our programmes and partners uphold recognised sector standards, legal requirements and best practices regarding integrity and safeguarding, and that the communities we work for have access to safe reporting mechanisms.

Furthermore, Cordaid has actively engaged with relevant national and international networks to improve global prevention and response efforts to integrity and safeguarding concerns.

In summer 2021, we welcomed a new anti-fraud and anti-corruption officer. A new integrity and safeguarding officer is also being recruited.

### Dealing with misconduct

Despite our commitment and efforts against any type of misconduct, we are aware that undesirable behaviour, misuse of power and financial violations can and do occur. Any such report received is taken very seriously and is followed up in line with our procedures. Where allegations are substantiated, disciplinary and other remedial measures are taken to ensure accountability and to prevent such cases from occurring in the future.

In 2021, 48 allegations of misconduct were reported, of which 47 were handled by Cordaid and one by a partner organisation. While the alleged perpetrator was not a Cordaid employee in nine cases, we exercised our duty of care and

ensured appropriate follow-up within our scope of influence. In 2021, Cordaid made a budgetary provision of €800,000 for potential losses related to these cases. Cordaid makes every effort to reclaim any amounts lost through appropriate legal action. Such amounts recovered are not included unless recovered in the same year as the loss is reported. As of 31 December 2021, 20 cases remained open. The closed cases led to disciplinary measures in 11 instances. In three cases involving partners and suppliers, mitigation measures were put in place to prevent recurrence, such as partners’ vetting of contractors, and losses recovered. In instances of interpersonal misconduct, support was offered to those affected.

TYPES OF MISCONDUCT	NUMBER OF CASES CLOSED	SUBSTANTIATED	NOT SUBSTANTIATED
Financial	15	7	8
Sexual harassment, exploitation and abuse	10	5	5
Weapons and violence	-	-	-
Discrimination	1	1	-
Destruction and theft	1	1	-
Drugs and alcohol abuse	-	-	-
Conflict of interest	1	-	1
Open cases as of 31 December 2021	20		
<b>Total</b>	<b>48</b>		

In 2021, a comprehensive investigation provided evidence of violations of the Code of Conduct and professional standards in our CAR office. These proven violations took place between 2016 and the end of 2020. The investigations provided evidence of mismanagement and led to strong indications of corruption and fraud committed by certain staff members in our CAR office.

The misconduct implicated at least six Cordaid staff members in the CAR, whose contracts were terminated or were suspended from Cordaid service pending further investigation. A special taskforce was set up to investigate and handle the case.

We took measures to safeguard evidence, secure implementation of (financial) procedures and to mitigate the risk of further breaches. We reorganised the CAR office by adjusting staffing and segregation duties, implementing better monitoring, improving trust in integrity reporting procedures, and rebuilding a safe working environment. We are overseeing the operations in the CAR office from our Global Office and we have drawn lessons learned from this case to prevent similar situations in the future.

In the annual statements of 2020 the alleged irregularities in the Central African Republic were mentioned. After receiving the incident reports in 2021 donors were informed and we started various internal and external investigations. The investigation was closed in June 2022 and the known financial losses have been analysed. The provision for known losses currently amounts to €4.3 million. We are preparing the final investigation reports for the donors to discuss the way forward. Pending these discussions with the donors, we can not yet conclude on the final financial loss. These losses are the best estimate based on the outcome of the performed investigations taking into account the circumstances in the Central African Republic and the COVID restrictions. In 2020 a provision was taken for potential losses related to these incidents, no additional losses are recorded in 2021.

In October 2021, Global Office started an investigation for alleged irregularities at one of our partners in the DRC that may have a retrospective financial impact on 2021 and prior years. Following this investigation, action was taken in the beginning of 2022: individuals linked to the irregularities were removed from the organisation, the leadership of the Country Office has been replaced, we have worked on a set of comprehensive regulations and controls in the Country Office and between the Country Office and Global Office to reduce the risk of irregularities to happen in the future.

This part of the investigation has seen a financial loss of €800,000 for 2021. The investigation meanwhile has been expanded to different partners for which the financial loss cannot yet be determined because we are in the middle of the investigation. In this investigation, we are working in a close cooperation with the donor. No provision has been recognised for the matters that may result from ongoing investigations, as the amounts cannot be estimated reliably.

### COVID-19 restrictions

In 2021, operations were still impacted by the COVID-19 pandemic. There were COVID-restrictions on working in the office and duty travel. For most of the year, staff worked from home and missed the face-to-face contact with co-workers. Cordaid provided office equipment and information on how to work from home in a healthy way. To plan for the long term, we have developed a new 'hybrid working' policy at our Global Office.

### Health and absenteeism

To safeguard the health of our employees, we take preventative health measures. International employees at our Country and Cluster Offices and colleagues who travel regularly for work have medical checks specific to the regions in which we work. We also provide psychological support to our employees in the event of them experiencing a traumatic incident or as a result of long-term stress. Not surprisingly, due to the pandemic, colleagues travelled significantly less in 2021 than usual.

At our Global Office, our target is to stay below 3.5% for health-related absenteeism. The percentage for 2021 was 5.1%, significantly higher than the 4.2% in 2020. During 2021, there were 12 cases of long-term illness (longer than 42 days). They accounted for 11% of the total health-related absenteeism cases.

### Professional development

At Cordaid, we value the professional development of our staff. Every year, we invest 2.75% of the gross salary amount in staff training. In 2021, the most important development trajectory was Together One, which is mentioned above. We organised leadership training on Cordaid values for 30 people, as well as three team sessions per team on values and team development.



**What our people say**

Every year, Cordaid conducts an employee satisfaction survey among its Global Office and Country and Cluster Office staff. In the 2021 survey, the overall score on a 10-point scale was 7.6 (7.1 in the Global Office and 8.0 in the Country and Cluster Offices), which is a bit lower than the 7.8 score in 2020. Employees at our Global Office were most satisfied with their job, manager and labour conditions and employee benefits. Employees at our Country and Cluster Offices are very satisfied with their job, their manager, and were very proud of both the work they deliver and to work for Cordaid. Both our Global Office and Country and Cluster Office staff were least satisfied with the workload and training and development. Country and Cluster Office staff see also room for improvement in employee benefits. An action plan has been created to address these issues.

In addition, we organised various internal e-learnings and workshops. For example, workshops on project-based working.

Staff training and development needs are budgeted and planned for on a yearly basis. During onboarding, new staff members have a buddy for support and coaching. Further on-the-job training on financial project management is provided by more senior staff members and coaches.

**Employee benefits**

We have developed our own compensation plan to reward our employees for their contribution to helping fulfil Cordaid’s mission. To ensure we offer primary and secondary benefits in line with other NGOs, we participate in a biannual benchmarking exercise across Dutch development organisations, conducted by the Human Capital Group. Per 1 December 2021, salaries at the Global Office were raised by 2.5%, in line with the Collective Labour Agreement (CLA) for Social Workers.

**Working together**

Cordaid has a Works Council that consists of seven employees. Their official role is to consult with the Board of Directors on behalf of employees about policies and employee interests. After Cordaid and ICCO joined forces, elections were held and a new, mixed, Works Council was formally established in May. During 2021, the council also welcomed a new secretary.

In the course of 2021, the Works Council responded to seven requests for advice or approval of the Board of Directors. Many issues were related to the integration, such as the harmonisation of the labour conditions and the Codes of Conduct of the two respective organisations. Another prominent issue on the agenda was the COVID-19 pandemic and its continued effect on the organisation, like working from home. All this also impacted the financial situation of Cordaid, hence ample time was invested to discuss the annual plan and budget for 2022.

*“The Works Council looks back on an intense year, but we are proud of what we achieved together, contributing to processes that make Cordaid fit for the future.”*

**Alinda Bosch**, Chair of the Works Council



# OUR PARTNERS

Partnerships with civil society, government, private sector and activists at the local, national and international levels, are at the core of Cordaid’s way of working. We learn from each other to adapt to our working contexts and achieve the greatest impact together. This has allowed us to continue our joint work in the face of the continued COVID-19 pandemic and unfolding crises around the world.

Our localisation strategy aims for greater local leadership by the people we work with. The strategy was developed through an inclusive process with colleagues from across the world, as well as input from Cordaid partners. During this process, shifting the power and achieving equitable partnerships was highlighted as a key area for Cordaid to focus on. This strategy envisages that shifting power for equitable partnerships leads to more impactful, just and sustainable development and peacebuilding measures. Our localisation strategy recognises that Cordaid has a temporary presence while local actors are there to stay. Therefore, we work towards partnerships in which local partners lead. To contribute to this shift, we aim to:

- Be a global frontrunner in enabling and advocating for leadership of local and national actors in fragile countries.
- Ensure that localisation and power shifts are jointly understood, applied and assessed with partners in a contextual manner across Cordaid’s work.
- Have the necessary organisational and financial capacities to support this shift of power, and for our partners to see Cordaid as a relevant and legitimate ally.

### Local leadership for equitable partnerships

In 2021, Cordaid introduced the [Power Awareness Tool](#) in the [#JustFuture Alliance](#). The alliance is a partnership between six organisations from all over the world and has decision-making structures that involve 28 local organisations. The Power Awareness Tool is based on the assumption that if partners have a better understanding of the way power works in a partnership, they will be in a better position to work towards shifting power. The tool measures the level of (co)decision-making by local partners and has helped to identify steps for the #JustFuture Alliance to increase equity in the partnership. Due

to this positive experience, Cordaid envisages using this tool in the future in all multiple partner programmes.

### Amplify the voices of civil society

Other features of our approach to partnerships are networking and complementarity. This is particularly evident in the role of the Civil Society Platform for Peacebuilding and Statebuilding (CSPPS). Cordaid has hosted and coordinated the CSPPS secretariat since 2012. CSPPS is a global network of civil society organisations supporting peacebuilding efforts in fragile and conflict affected settings. It brings together a diverse representation of international and local civil society organisations, both from counties affected by fragility as well as international organisations working on issues of peacebuilding and conflict prevention. CSPPS facilitates knowledge exchange and coordinates lobby and advocacy by its members. By joining forces, the network amplifies the voices of civil society in the International Dialogue on Peacebuilding and Statebuilding.



**623**  
funding and  
implementing  
partners



### Working with and through networks

By working in national and international partnerships, we increase our positive impact. Cordaid is part of several networks, among them Caritas Internationalis, CIDSE, CONCORD and Partners for Resilience. We are also an active member of the Dutch Cooperating Aid Organisations (SHO) and the Dutch Relief Alliance (DRA). We work closely with other international NGOs, like CAFOD and Trocaire, and in the Netherlands with Kerk in Actie, among others. These networks and collaborations enable us to work in fragile contexts and respond to acute crises all over the world. Joining forces with ICCO has opened a whole new strand of partnerships and collaboration opportunities for a future with the ACT Alliance international members and others.

### CSPPS coordinated response to COVID-19

At the start of the pandemic, CSPPS quickly saw that COVID-19 would lead to restrictive measures for civil society, especially in fragile and conflict-affected settings. We began to report on the impact of the pandemic on peace and conflict in a series of interviews and articles, focused on first-hand observations and experiences of the CSPPS civil society member network. We compiled the reflections of our members in the [‘Fighting Covid-19, Building Peace’](#) report and the follow-up report [‘Persistent Impact: An Urgent Call for a Conflict-Sensitive Approach to the COVID-19 Pandemic’](#). The reports signalled early on that this pandemic not only affects global health but can also lead to an increase of human rights abuses and instances of violence, especially against women and youth. CSPPS thus called upon national governments to ensure that COVID-19 measures contribute to just and inclusive societies and do not hamper contributions from civil society.

### Partner survey

A partner survey was conducted in 2021. The objective of the survey was to collect feedback from our partners on the success and impact of our approaches and strategies over the past three years.

Partner organisations considered the strategic approaches and themes from Cordaid and ICCO to be relevant and effective to generate meaningful results and indicated that these themes and approaches remained highly relevant for future collaboration. Good communication is found to be crucial as well. According to partners, both organisations achieved changes that helped empower people and increased the resilience of people and communities. This resilience against future hazards alongside climate change, are important focus areas for the future.

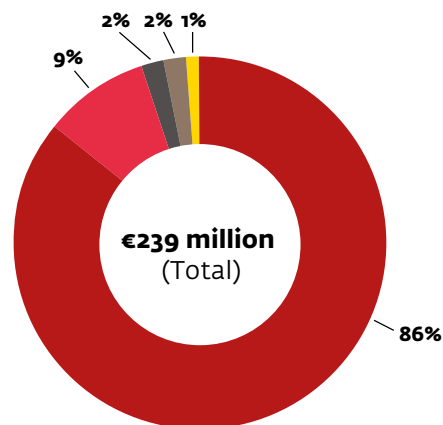
Partners indicated an appreciation to the partnerships and capacity building activities, but that these could still be strengthened through more participatory approaches, starting with the design. Besides, tailored and contextualised capacity building would further strengthen the quality of partnerships and project results. Both will enhance local ownership, which is a key factor of a strong exit strategy and for sustainability of project results.

# OUR DONORS

We are very grateful for the support of both our institutional and private donors. Their support allows us to fulfil our mission to reduce fragility and the vulnerability of people where it is most needed and most difficult.

In 2021, we received a total of €239 million, compared to €171 million in 2020. This increase was mostly the result of the addition of ICCO to the consolidation group. The year 2021 was characterised by three distinct developments: the joining of forces by Cordaid and ICCO, changes in the funding landscape and crises in some of our focus countries.

## SOURCES OF INCOME

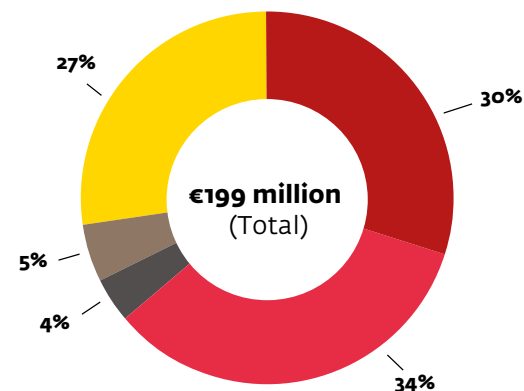


■ Institutional funding 
 ■ Private individuals 
 ■ Lottery organisations 
 ■ Service fees 
 ■ Other income

## Mobilising institutional resources

2021 was the first year of the new Cordaid organisation, including ICCO. This means that we started 2021 with a combined €157 million institutional secured funding and ended the year with €199 million total contract value, including around €42 million new contract value. This is an increase in institutional donor funding income compared to 2020.

## INCOME PER INSTITUTIONAL DONOR TYPE



■ Dutch Government 
 ■ The Global Fund 
 ■ The World Bank 
 ■ European Union 
 ■ Other

Due to COVID-19, the funding landscape for development cooperation has changed. Like in 2020, multilateralism was on the rise in 2021. Because of the magnitude of the pandemic, much of the funding for health care was directed towards large international institutions, such as the UN and regional and other development banks. However, as time progressed, the international donor community realised the impact of the pandemic exceeded the impact on health systems, and more development resources were also allocated for restoring the social fabric, economic development and peace.

Furthermore, in 2021 some of the countries where Cordaid operates faced war/conflict and critical political crises which made institutional funders reconsider or stop their support temporarily. Examples of that are the internal war in Tigray, Ethiopia, and the fall of the regime in Afghanistan. Navigating the opportunities and limitations of these developments, we focused on the effective implementation of ongoing donor contracts, while scoping the changing and unpredictable market for additional funding for our mission and programmes.

### Initiating new programmes

Cordaid received funding in 2021 from more than ten major institutional donors and philanthropic foundations. We have strong partnerships with major institutional donors, such as the Dutch Ministry of Foreign Affairs, the German development bank KfW, the Global Fund, the World Bank and the European Commission.

In 2021, we signed new strategic partnerships with the Dutch Ministry of Foreign Affairs for the JustFuture Alliance, under the Power of Voices framework. We also started implementing a new contract with the Global Fund programme for combating tuberculosis and HIV as a primary recipient in the Democratic Republic of the Congo (DRC) and as subrecipient of the UNDP in South Sudan.

We signed 121 new contracts with institutional donors during the year, with a total value close to €120 million.

### Engaging with our private donors

Thanks to the support of 283,000 private donors in the Netherlands, millions of people in fragile contexts have been provided with access to health care, education, humanitarian aid, work and income, and security and justice. In 2021, we welcomed 34,000 new regular givers and a further 24,700 people contributed to our work with a one-off donation. The new regular givers are donors who are willing to support us with a certain amount every month. Strategies for donor recruitment include door-to-door canvassing and donor fundraising campaigns on social media and television.

During 2021, we also focused on donor retention and improving our customer service. To this end, we implemented the following activities:

- We conducted a donor satisfaction survey.
- People who received an email or our donor magazine were asked for feedback.
- Each complaint was investigated and dealt with individually.
- With our donor recruitment agencies, we discussed how to prevent future complaints.
- We kept track of the number of customer contacts, so that donors would not receive too much mail.

In 2021, we received over 46,000 contact requests. 452 of these were complaints, mostly related to door-to-door donor recruitment.

Another important source of income for Cordaid is legacies. In 2021, we received 167 legacies. This demonstrates the loyalty and trust that many of our donors have in our organisation.

### Donor fundraising campaigns

We organised three major fundraising campaigns on Dutch television. They also helped to raise the brand awareness for Cordaid. In one of these campaigns, we linked up with the '100 Things challenge' in collaboration with KRO-NCRV television and asked two well-known families in the Netherlands to take up the challenge and live for a month with 100 items

only. We used this to draw attention to South Sudanese refugees living in a camp in Uganda lacking even the most basic needs such as drinking water.

Our seventh fundraising campaign with RTL Boulevard on Dutch national television had the theme of ‘Be someone’s bright spot: help one in need, far away and close by’. Our key message was that we must take care of each other, wherever in the world. The campaign benefitted from people’s concerns due to the COVID-19 lockdown at that moment. We showed how we supported people who could use a helping hand in the Netherlands, as well as our efforts to further food security and sustainable livelihoods in the Global South. It motivated 24,300 viewers to a one-off donation. Experience shows that about 12% of them will become regular givers.

RTL Boulevard also supported the campaign ‘Help 15,000 children reach their first birthday’. The campaign focused on primary health care for children and basic vaccinations against life-threatening diseases, such as measles and diphtheria.



*“Birth and the first year are the most critical moments in a human life. Unfortunately, thousands of children die during their first year of life. I have seen with my own eyes that Cordaid does everything possible to give babies a healthy start. By making sure babies are delivered safely in clinics, giving them vaccinations and keeping an eye on their growth.”*  
**Do**, singer and participant ‘Help 15,000 children to reach their first birthday’ campaign

### Dutch Postcode Lottery

2021 was a jubilee year for Cordaid in its cooperation with the Dutch Postcode Lottery. We have been able to count on annual contributions from the Dutch Postcode Lottery since 1996. Besides the annual contributions, on a number of occasions we also received additional support for a special project, such as the [Birds, Bees and Business](#) programme. Over the years, we have received a total of €105 million. In 2021, a record amount of €4.05 million was donated to Cordaid. With these funds, the Dutch Postcode Lottery makes a valuable contribution to emergency relief, health care, education and other programmes in some of the world’s most fragile and conflict-affected countries.



*“We are very happy that the Postcode Lottery and Cordaid have been able to make an impact for over a quarter of a century. We can only do this thanks to our lottery players. We believe in collaboration and partnerships and see the integration of Cordaid and ICCO as a positive step. Both organisations are active in the field of humanitarian aid and complement each other both thematically and geographically. It is good to see that by joining forces they will have a greater impact.”*  
**Jonne Arnoldussen**, Head of Charities of the Dutch Postcode Lottery

### Giro555

In May 2021, the cooperating aid organisations in the Netherlands (Samenwerkende Hulp Organisaties, SHO, or Giro555 as it is known among the public) launched the national campaign ‘Together against COVID-19’. The campaign raised €9.3 million for the SHO partnership. Part of these funds were used by Cordaid in Afghanistan and Nepal for the following activities:

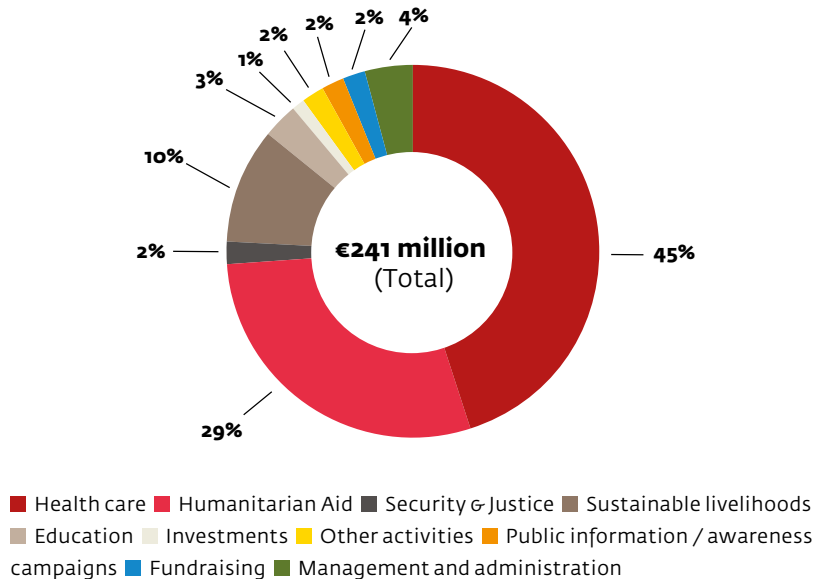
- 55 health workers learned how to vaccinate.
- 128,000 vaccinations were administered.
- Information materials and protective equipment have been distributed.

# OUR ORGANISATION

## Our financial health

In 2021, the balance of income and expenditures shows a positive amount of €3.8 million. This amount consists of an operational loss of €2.3 million and a financial gain of €6.1 million, due to significant currency exchange results and unrealised profits on shares and bonds of our investment portfolio. In 2021, our total income was €239 million compared to €171 million in 2020. This increase is mostly due to the addition of ICCO to the consolidation group. In total we spent €241 million, of which over 45% was spent on health care programmes.

## BUDGET SPENT



The positive result has been added to our reserves and our funds. The total funds and reserves at the end of 2020 were €95 million. Due to the addition of ICCO to the group consolidation, the funds and reserves increased to €110.4 million. The €3.8 million result for 2021 has been added to funds and reserves in various categories. In addition, €1.2 million has been added to our ear-marked reserve. Our continuity reserve remained unchanged at a level of €11.5 million. The loans and guarantees fund added €5.3 million and €3.9 million was taken from the semi-restricted funds to fund the country offices and various projects. We were able to allocate an additional €1.2 million to the restricted funds. More details about our finances, including our investment returns, is available in the [2021 Annual Accounts](#) and in the [appendix](#).

The integration of Cordaid and ICCO will strengthen our ability to raise funds. The combined knowledge and expertise, as well as the complementary strengths of both organisations will yield synergies. But integration and harmonisation processes take time and we are aware of the potential pressure this places on our cost levels.

For 2022 and beyond, our objective is to further consolidate the integration, implement our strategy and strengthen our long-term financial health. It remains challenging to secure sufficient overhead coverage from donors to work in and on fragility. Mitigation of risks in fragile environments leads to higher costs for security and control frameworks. This requires strict monitoring of our operational costs.

## Integration of Cordaid and ICCO

Cordaid and ICCO are both foundations, established under Dutch law, with a two-tier governance structure in which management and supervisory tasks are separated. Both organisations agreed upon a framework agreement, an assets-liabilities agreement and joint governance regulations. Pursuant to this documentation and with a legally and economic effective date of 1 January 2021, the following agreements and arrangements entered into force:

- Cordaid and ICCO formed a personal union of their Boards of Directors and their Supervisory Boards via an amendment of the Articles of Association of Stichting ICCO and Coöperatie ICCO U.A..

- ICCO sold (the greater part of) its assets and liabilities to Cordaid, and Cordaid purchased (the greater part of) ICCO's assets and liabilities. All sold and purchased assets and liabilities have been transferred and delivered to Cordaid with a legally and/or economic effective date of 1 January 2021, unless specified otherwise.
- Cordaid and ICCO combined their organisations and agreed to continue the joint organisation with one joint mission, one joint identity and under the name of Cordaid.

As of 1 January 2021, ICCO staff with a Dutch employment contract were employed at Cordaid. ICCO's head office also moved per this date from Utrecht to join Cordaid's office in The Hague.

We see 2021 and 2022 as a transition period in which ICCO's programmes, in agreement with donors, are transferred to Cordaid or, in the case of select short term ICCO contracts, will be phased out. We use the ICCO house style in current programmes as "ICCO, part of Cordaid". Any new funding requests and activities fall under the flag of Cordaid. During this transition period, we will also formalise the integration between Cordaid and ICCO in countries where both organisations are active (Burundi, Ethiopia, Myanmar, South Sudan and Uganda). In countries where Cordaid (until the integration) had no presence, staff will be formally employed by Cordaid as soon as Cordaid's NGO registration is completed.

### Accountability and governance

Accountability is a cornerstone of everything we do. As the recipient of public funds and the trust of hundreds of thousands of individuals, Cordaid is accountable to the people we work with, to our donors, and to our partners. Accountability is assured through good governance. It is ingrained in how we operate and are supervised, how we work with various stakeholders and the way in which the interests of different stakeholders are considered.

Cordaid's Supervisory Board oversees the Board of Directors. As of 1 January 2021, the new Board of Directors of both Cordaid and ICCO consisted of Kees Zevenbergen as Chief Executive Officer (CEO), Sybren Attema as Chief

Operating Officer (COO) and Lorena Paz Quintero as Chief Financial Officer (CFO). As of 1 August 2021, Sybren Attema stepped down as COO. The Supervisory Board appointed Ylse van der Schoot as of 1 October 2021 as the new COO. Information on the background and other roles of the members of our Board of Directors is available in the appendix and on our [website](#).

Further information about our governance is available in the [articles of association and the governance regulations](#). Cordaid complies with Dutch law for operations in The Netherlands and local law for operations in other countries in which we operate.

### Monitoring

Budgets are monitored throughout the year at three different levels. Project budgets are managed by the project leaders, supported by a project controller. Budgets for organisational units (such as our Country and Cluster Offices and departments at Global Office) are managed by the country directors and unit managers. Project and organisational unit level budgets are discussed versus actuals on a four-monthly basis. On a consolidated level, the budget is monitored by the Board of Directors, supported by the corporate controller. The Supervisory Board is informed about the progress every four months.

To ensure accountability to the people we support, our donors and other stakeholders, we have several robust monitoring and evaluation mechanisms in place. This enables us to track and monitor our performance, and to adjust our work as necessary. To ensure the quality of our work, we have a quality management system in place, which is based on ISO standards, the CHS and Partos guidelines, and the CHS and ECHO FPA certifications. In 2021, Cordaid and ICCO (as part of Cordaid) were assessed and we received the certificate of ISO 9001:2015 standard and Partos 9001. Furthermore, we comply with the International Aid Transparency Initiative (IATI). Cordaid and ICCO are certified ('erkenning') by the CBF (Central Bureau Fundraising) in the Netherlands for which we comply to the standards of the Regulation for Recognition of Charities ('Erkenningsregeling'). We are committed to meeting these standards to enable our organisation to continue to perform efficiently and transparently.

In response to the challenges posed by the COVID-19 pandemic, we had to adjust our way of working in 2021. Monitoring and evaluation activities largely continued using remote monitoring methods, such as digital data collection, telephone interviews, and using cross-reference to assess the validity of the data. Cordaid developed and socialised remote monitoring guidelines to support project teams, ensuring ongoing and quality monitoring.

### Corporate responsibility

Corporate responsibility is core to our business and manifests through the organisation’s conduct of our work. Our core values guide us to limit the negative impacts of our interventions, to do no harm, and to respect human rights. For more detail, please see our [Corporate Responsibility Policy](#). Many of the topics from our Corporate Responsibility Policy are covered in this report. These include social topics such as the safety of our staff, the socially responsible way in which we invest, and our governance structure.

Carbon emissions usually represent our largest environmental impact, with air travel accounting for the vast majority of our carbon emissions. Our emissions increased in 2021 as a result of the integration between Cordaid and ICCO. We stimulate our staff members to use of public transport and minimise air travel. In 2021, just like in 2020, due to COVID-19 international travel was restricted. As in previous years, we compensated all our carbon emissions generated by flights through Trees for All.

CO <sub>2</sub> EQUIVALENT EMISSIONS (IN TONNES)				
2017	2018	2019	2020	2021
1,381	1,844	2,468	493	1,086

Our core values also guide how we invest our financial reserves. More detail on our investment policy is available in the appendix and in the Investment Policy on our [website](#). In 2021, the return on these investments was €4.3 million which includes incidental losses and unrealised exchange rate differences.

### Risk Management

Like every organisation, Cordaid is exposed to a variety of general external and internal risks. There are also particular risks related to our mission and presence in fragile states and conflict-affected areas. To deal with these risks adequately, we have our Cordaid Risk Management Policy and Framework.

Cordaid recognises five different levels of risk management:

- Strategic risks, managed at Global Office level by the Board of Directors.
- Organisation wide risks, managed by designated Committees and or the Corporate Controller.
- (Country and Cluster) Office risks, managed by the office director and managers.
- Project risks, managed by the project owner and project leader.
- Partner risks (donors and implementing partners), managed by the account manager for the partnership.

Cordaid’s Board of Directors defined the risk appetite, which has been approved by the Supervisory Board. The current risk appetite is defined as follows:

- The risk appetite to staff or anyone involved in Cordaid activities of security incidents with loss of life or bodily harm, kidnapping or assault is low.
- The risk appetite for staff or anyone involved in Cordaid activities of experiencing (sexual) undesirable behaviours is low.
- The risk appetite of incurring financial losses is low.
- The risk appetite of a donor terminating a project due to non-performance is low.
- The risk appetite for fraud, corruption materialising as part of Cordaid activities is low.

A Risk Committee is in place to monitor the compliance with and effectiveness of our Cordaid Risk Management Framework. The committee also reports on the risk assessments, mitigation measures and follow-up to the Board of Directors.





Our most critical strategic and operational risks are:

- Security-related incidents, extensive social unrest, health and/or natural disasters in the fragile working contexts impacting our staff and the progress of programmes.
- Ethical risks in relation to operating in a sector and geographical environment that is associated with increased risk of ethical matters, including corruption, fraud and non-compliance with local and international laws and regulations. Where local business practices may not be of similar standards as we know in Western Europe and/or may be disrupted or otherwise not effective because of local circumstances.
- Cancellation or postponement of contracts from major donors.
- Insufficient financial and operational control leading to ineligible costs.
- The impact of COVID-19 on our operations and investments.

The integration of risk management in operational performance management is achieved by including risk assessments when reporting progress or results. Our planning and control cycle, project control, monthly closings and four-monthly integral reporting are in place to monitor financial and operational risks. Risks are managed by introducing, adhering to or improving internal controls. Each Country and Cluster Office maintains internal control standards. The internal audit function carries out assessments of the effectiveness of internal controls.

To absorb the financial impact of risks, Cordaid maintains a continuity reserve. More information on our reserves and funds is available in the [2021 Annual Accounts](#).

### Protecting privacy

Cordaid handles data of donors, employees and other relationships with utmost care. The General Data Protection Regulation (GDPR) requires that organisations treat personal data fairly and responsibly, with organisational and technical measures in place to protect the privacy of those involved. Therefore, we have policies, a data register, privacy statement and other data protection processes already in place. These documents and processes are continuously updated, which is ongoing work. In 2021, a new Cordaid Working Group GDPR with several disciplines and expertise has been established. In this Working Group, Cordaid affiliated entities like CIM BV and Country and Cluster Offices are also present.

### Use of digital tools

A survey was conducted in 2021 to better understand Cordaid's needs, interests and track record in digitalisation. Priorities mainly concerned software programmes that were used and promoted in the past years, while other technologies are probably still less familiar and therefore less used, like blockchain, e-vouchers or smart paper. However, respondents showed great interest in using these in future. Priorities for further development include banking services, accessibility and linkages of data (health), geo-data related to spatial analysis and the development of dashboards or techniques for producing online surveys. Finally, some important limitations were listed regarding digitalisation development, such as access to internet, followed by lack of digital skills emphasised by a lack of support, and financial factors (high costs).

# SUPERVISORY BOARD REPORT

The decision of Cordaid and ICCO to join forces led to a personal union between the Supervisory Boards of both organisations as of 1 January 2021. By combining the infrastructure, networks and knowledge, the new organisation will increase its scope and scale to respond better to the increasing challenges around the world. Together with the Board of Directors, the Supervisory Board is responsible for the corporate governance of the new Cordaid organisation.

## Focus on the long term

The role of the Supervisory Board is to ensure a long-term horizon, and to monitor the activities and financial health of the organisation. The board's supervision takes place ex ante and ex post. Ex ante, the plans (mission, strategy, policy plan and budget) are presented to the Supervisory Board for approval. Then ex post, the Supervisory Board critically appraises management and the organisation and approves the Annual Report. Supervision is therefore ongoing and comprehensive, rather than limited to a small number of specific occasions during the year.

## Supervision in practice

In 2021, the Supervisory Board was composed of nine members, and by June 2021 eleven. Jolanda van Bussel and Wim Oosterom stayed in the Audit Committee until the end of 2021, to secure a careful handover to the newly appointed members of the Audit Committee namely, Justina Alders-Sheya and Deborah Cheng. The Supervisory Board consists of a mixture of the former Cordaid and ICCO board members and with diversity in terms of background, knowledge and gender. Information on the composition of the current Supervisory Board is available in the appendix and on our [website](#).

During the year, the Supervisory Board met on seven occasions, with the majority of the meetings taking place online. Attendance at the pre-scheduled meetings was 95%. The chair of the Supervisory Board and the CEO had calls on at least a monthly basis. Between meetings, there also was significant informal communication between members of the Supervisory Board and the Board of Directors.

*“2021 has been a challenging year. The integrity case in the CAR led to intensive and constructive discussions between the Supervisory Board and the Board of Directors. We are pleased with the decisive steps that the Board of Directors has taken to retain full and effective control over the situation. 2021 was also the first year after Cordaid and ICCO joined forces. This process is not yet finished, but in a short period of time we have made a lot of progress in terms of the organisational structure but also in terms of culture, the values we share. Now, we are finalising the development of our new strategy in combination with a review of our business model. This should lead to a long-term balance between our revenues and expenditures.”*

**Johan de Leeuw**, vice-chairman of the Supervisory Board

In 2021, key topics included the integration between Cordaid and ICCO, strategy development, measuring the impact of our programmes and finances, in addition to the annual evaluation of the Board of Directors and the self-evaluation of the Supervisory Board. A priority issue was the integrity case in the Central African Republic (CAR). The Board of Directors provided full information on all issues to the Supervisory Board so that it could fulfil its supervisory responsibilities. This enabled the board members to remain up to date with developments.

## Supervisory committees

The Supervisory Board has two permanent committees: the Audit Committee and the Remuneration Committee.

- The Audit Committee reviewed the annual and four-monthly financial and audit statements, internal audit and incident reports (including fraud cases), and performance against the annual budget. These were then discussed and evaluated by the full Supervisory Board. The Audit Committee consists of two board members, and by June 2021 of four. In 2021, they met twelve times, including eleven meetings with the external auditor.
- The Remuneration Committee reviewed policy and advised the Supervisory Board on executive compensation, remuneration policy social plans, expat policies and related topics, including appointments. It consists of two board members, and they met twice in 2021.



An important task of the Supervisory Board is the recruitment of new members for the Board of Directors. In 2021, Cordaid welcomed two new members: Lorena Paz Quintero as Chief Financial Officer (CFO) and Ylse van der Schoot as Chief Operating Officer (COO).

**Executive remuneration**

Remuneration of the Board of Directors is in line with the guidelines of the association of Dutch charities (*Goede Doelen Nederland*). Cordaid’s executive remuneration policy is evaluated and reviewed periodically by the Supervisory Board. The policy adheres to the Code of Good Governance (*Code Goed Bestuur*) of the Cooperating Sector Organisation Philanthropy (SBF) and the regulation on the remuneration of charities by the Central Bureau of Fundraising (CBF).

Per December 1, 2021, compensation for the Board of Directors was increased by 2.5%. Compensation amounted to €164,934 for the CEO, €145,102 for the CFO and €142,904 for the COOs. These amounts include gross salary, holiday allowance, social security contributions and pension fund contributions.

Members of the Supervisory Board are not remunerated for their contribution to Cordaid. Out of pocket-costs for travel and meeting attendance are reimbursed if requested. Supervisory Board members often do not request this reimbursement. In 2021, total costs made on behalf of the Supervisory Board amounted to €5,300.

# OUTLOOK TOWARDS THE FUTURE

At the time of writing our 2021 Annual Report, we witnessed the tragic events unfolding in Ukraine. Russia’s full-scale invasion of Ukraine marked a dramatic escalation of the eight-year conflict and a historic turning point for European security. In 2021, there was also major upheaval and bloodshed in Afghanistan, Ethiopia and Myanmar. There was the internal crisis in the Central African Republic (CAR). Adding to that the COVID-19 pandemic that forces us to rethink our modus operandi quite fundamentally.

With all those external and internal challenges, we have remained afloat. We have been able to provide for humanitarian aid at scale to those in need. We have spoken out against injustice and abuse, sometimes openly, sometimes more covertly. We have continued our efforts in health and education.

In 2021, we also organised a highly interactive process with colleagues all over the world, as well as external stakeholders. This resulted in an ambitious strategic compass for the organisation for the coming years. A compass that will provide us with guidance and direction in an ever changing and increasingly volatile world.

In preparation of the new strategy, we have taken stock of accomplishments and challenges of the past period of both Cordaid and ICCO. The review showed positive outcomes on most projects, generating meaningful changes in the lives of disadvantaged communities. The review also showed that Cordaid and ICCO have strong, complementary track records to implement the new strategy: ICCO’s positioning in economic empowerment and sustainable livelihoods and Cordaid’s experience with system strengthening, among others.

Working in and on fragility will remain our overall focus, with four big areas of interest and intervention: humanitarian aid, access to health, education and justice, inclusive peace and reconciliation processes, and sustainable livelihoods. In 2022, we will phase out in Indonesia, Cambodia and Sierra Leone. In Latin America, Cordaid supports the transformation of the ICCO Office towards a new, independent international non-governmental organisation, called Conexion. We will further localise our operations and expand the benefits of increased digitalisation into our work. And, as a precondition to all this, we will keep investing in creating safe, inspiring workplaces where people of all origins, beliefs and inclinations can flourish and be and become their very best selves.

Achieving these goals and sticking to our mission in 2022 and beyond will continue to be a balancing act. Because working in and on fragility comes with constant and significant risks and responsibilities. With constant insecurity, and with serious additional costs. This is part of the reason why Cordaid faced a financial loss in 2021, despite the increase in the size of our portfolio. A loss that we must prevent in 2022.

In 2022, we will invest substantial time on an operational review of our organisation. This endeavour will result in a revised business and revenue model, and an adapted operating model including a redesign of our Cordaid wide structure. The aim of this exercise is to find a modus operandi for Cordaid to be able to adapt to the ever-changing world and fulfil our mission in a sustainable way.



# APPENDIX: ABOUT THIS REPORT

Through its annual reports, Cordaid is accountable to its many stakeholders. In line with the previous year’s report, our 2021 Annual Report has been prepared in accordance with the core option of the Global Reporting Initiative’s standards. The GRI content index is included as appendix 2. This report covers the full calendar year 2021 and is also in accordance with the Dutch Guideline 650 for charitable organisations.

The integration between Cordaid and ICCO leads to a broader scope for this Annual Report. As of 2021, our reporting consolidates not only the results of Cordaid, Cordaid Investment Management (CIM) BV and Corpav, but also ICCO and the ICCO Group BV including subsidiaries. In July 2021, Coöperatie ICCO U.A. merged with Stichting ICCO in Stichting ICCO as receiving entity, with economic effect per 1 January 2021. Therefore, we do not have to separately consolidate Coöperatie ICCO U.A.

The content selected for our 2021 Annual Report is based on an analysis conducted for the 2017 Annual Report. This analysis was based on our 2018-2020 strategy and was expanded to reflect the information needs and expectations of our key stakeholders: the people we support, partners, donors and our staff around the world.

More detailed information about how we engage in a dialogue with each of these stakeholder groups can be found on page 35 of our [2017 Annual Report](#).

The list of material topics included in this Annual Report are consistent with those selected for our 2017-2020 Annual Reports. Exception is the list of topics for Sustainable Livelihoods, as this is a new theme in this Annual Report. This list has been approved by the Board of Directors.

## MATERIAL TOPICS RELATED TO HOW WE WORK

Social	Economic	Environmental
Proportion of senior management hired from the local community	Socially responsible investment	Initiatives to reduce CO <sub>2</sub> emissions
Occupational health & safety	Funds raised by type of donor	CO <sub>2</sub> offsetting
Employee training & development	Distribution of funds by thematic area	
Diversity of governance bodies and employees	Partners screened	
Executive remuneration		

## MATERIAL TOPICS RELATED TO OUR THEMATIC AREAS OF EXPERTISE

Health Care	Education	Security & Justice	Sustainable Livelihoods	Humanitarian Aid
Increased access to quality health services	Increased access to quality education	Strengthened responsiveness and quality of security and justice services	Improved climate resilient food systems	Lifesaving basic services provided
Increased access to sexual and reproductive health services	Strengthened education services	Improved responsiveness of peace-building and security processes, governance and policies	Strengthened SMEs and microfinance institutions	Assets and basic services rehabilitated
Strengthened health services			Increased employment and financial inclusion	Resilience strengthened to future hazards
			More profitable and inclusive value chains	

# APPENDIX: ABOUT THIS REPORT

The material topics outlined on the previous page are included in this report. Wherever possible, we have used GRI indicators. For some topics, we have defined our own indicators. In the GRI Content Index, these Cordaid-specific indicators all start with ‘CI’ for Cordaid Indicator. The topics and indicators are closely connected to the Cordaid Results Framework, which was finalised in 2017. For further information about the Cordaid Results Framework, please see the strategy paper on our website.

Cordaid’s consolidated and individual financial statements are prepared according to the Dutch Generally Accepted Accounting Principles and, more specifically, according to the Dutch Accounting Guidelines 650 for Charitable fundraising organisations.

On the overview page and the opening pages of the thematic chapters, the figures of people reached refer to all the people who have access to the results of our activities. These figures include people who directly and indirectly benefitted from our projects. The total number of people reached with health care is an exception: only the people directly supported are included as some of the interventions may potentially benefit the entire population of the region in which they are implemented. As a result of the merger of ICCO and Cordaid, results include the available data, at the moment of writing, from both organizations’ databases. Most figures in this report are rounded (downwards).

We encourage openness and transparency both internally and externally. Cordaid publishes data on IAITI for almost all its projects. In addition to our annual reports, our website provides continuous updates from the countries in which we operate, as well as information on our projects, goals, financial flows, results and partner organisations. Should you have any questions or feedback regarding our work, this report or our online reporting, please contact us via [info@cordaid.org](mailto:info@cordaid.org).

## SOURCE OF THE FIGURES IN THIS REPORT

SOURCE	PAGE
Annual Accounts 2021*	Overview of results, our donors, our organisation, supervisory board report
CIM BVs asset management system	Overview of results, Cordaid Investment Management
Cordaid’s donor database	Overview of results, our donors
Cordaid’s HR administration system	Overview of results, where we work, case pages, our people, our organisation
Cordaid’s project administration system (DevResults) ICCO’s project database (PROMEVA)	Overview of results, where we work, health care, education, security & justice, sustainable livelihoods, humanitarian aid, our partners
Dutch Postcode Lottery website	Our donors

\* Figures from the Annual Accounts have been externally assured by EY.

# APPENDIX: ABOUT OUR BOARD OF DIRECTORS AND SUPERVISORY BOARD

## Board of directors

<b>KEES ZEVENBERGEN</b>	CEO	Since 2016	<ul style="list-style-type: none"> <li>■ Member of the Advisory Board of MDF (Management for Development Foundation)</li> <li>■ Member of the Board of Directors of VKMO (Association of Catholic Social Organizations)</li> <li>■ Member of the Board of Directors of <i>Goede Doelen Nederland</i></li> <li>■ Member of the Board of Directors Achmea Foundation</li> <li>■ Member of the Board of Directors of the National Disaster Fund</li> <li>■ Member of the Supervisory Board of the Christian Social Congress</li> <li>■ Member of the Supervisory Board of <i>Stichting Beheer Subsidiegelden DRA</i> (Dutch Relief Association)</li> </ul>
<b>LORENA PAZ QUINTERO</b>	CFO	Since 2021	
<b>YLSE VAN DER SCHOOT</b>	COO	Since 2021	<ul style="list-style-type: none"> <li>■ Member of the Supervisory Board of Hivos-Triodos Fund</li> </ul>

## Supervisory board

<b>A.J.M. HEERTS</b>	Chair	Mayor of Apeldoorn	<ul style="list-style-type: none"> <li>■ Member of the Human Rights Commission (Ministry of Foreign Affairs)</li> <li>■ Chairman of the Social Advisory Council of Socires</li> <li>■ Committee of Recommendation Foundation Inca Educa Apeldoorn</li> <li>■ President of the Labor Affairs Board of VNG</li> <li>■ Chairman Employers' Association Cooperating Municipal Organizations</li> <li>■ Member of the board of VNG</li> <li>■ Member Curatorium SBI Doorn</li> <li>■ Treasurer Schuldenlab, an organisation committed to making the Netherlands debt-free</li> <li>■ Committee of Recommendation Foundation Present</li> <li>■ Honorary member Apeldoorns Christian Men's Choir</li> <li>■ Member of the Advisory Board of the Hoge Veluwe National Park Foundation</li> <li>■ Administrative connector for the functioning of the mobility teams in the 35 labour market regions</li> </ul>
<b>J.F. DE LEEUW</b>	Vice-chair Remuneration committee		<ul style="list-style-type: none"> <li>■ Chairman of the Board for the Admission of Plant Protection Products and Biocides (CTGB)</li> <li>■ Independent Chairman of the Board of the IZZ Foundation</li> <li>■ Member of the Board of the Abraham Kuyper Fund</li> <li>■ Member of the Board of the National Green Fund</li> <li>■ Chairman of the Independent Board of the Veal Calf Sector Quality Assurance Foundation (SKV)</li> <li>■ Member of the Board of the Dutch Emissions Authority (NEa)</li> <li>■ Chairman of COVA, the Netherlands Petroleum Stockpiling Agency</li> </ul>
<b>J.J.A. DE BOER</b>	Member	Pastor of the parish Roman Catholic Church of Our Savior in The Hague	<ul style="list-style-type: none"> <li>■ Chairman Auxilia-Brasili-Ja Foundation</li> <li>■ Chairman Board Roman Catholic Church of Our Savior, The Hague</li> <li>■ Member of Anglophone Roman Catholic Parishes in European Capitals</li> <li>■ Commissioner for Honorary Members and Reciprocity of N.L. Sociëteit De Witte, The Hague</li> </ul>

## APPENDIX: ABOUT OUR BOARD OF DIRECTORS AND SUPERVISORY BOARD

<b>M. VAN BEEK</b>	<b>Member Remuneration committee</b>	<b>HR Director and Board Member ING The Netherlands, Belgium &amp; Luxembourg</b>	<ul style="list-style-type: none"> <li>■ Member of the Supervisory Board of NPO, Dutch Public Television</li> <li>■ Member of the Advisory Board of BASF (digital)</li> <li>■ Member of the Advisory Board of JINC</li> <li>■ Member of the Advisory Board of the Dutch Association of Personnel Management (NVP)</li> <li>■ Member of the Supervisory Board of the Kessler Foundation</li> <li>■ Chair of the Supervisory Board of UAF, the foundation for refugee students</li> </ul>
<b>M.W.J.A. LANDHEER-REGOUW</b>	<b>Member</b>	<b>Director of Risk Dutch Development Bank (FMO)</b>	
<b>G.R. PEETOOM</b>	<b>Member</b>	<b>Chair of GGZ, national organisation for mental health care</b>	<ul style="list-style-type: none"> <li>■ Member of the Supervisory Board SIC</li> <li>■ Chair of the Supervisory Board ARQ National Psycho Trauma Centre</li> <li>■ Chair of the Christian Social Congress</li> </ul>
<b>J.N. ALDERS - SHEYA</b>	<b>Member Audit committee</b>	<b>Fund Manager Triodos Investment Management</b>	<ul style="list-style-type: none"> <li>■ Board member Women in Financial Services</li> </ul>
<b>D.C. CHENG</b>	<b>Member Audit committee</b>	<b>Financial consultant De Zee Consulting</b>	<ul style="list-style-type: none"> <li>■ Member of the Supervisory Board of ARKIN (GGZ) Amsterdam</li> <li>■ Member of the Supervisory Board of the ROM Utrecht region</li> <li>■ Member of the Supervisory Board of Groene Hart Hospital</li> <li>■ Director KHMW (Royal Dutch Society of Sciences)</li> <li>■ Member of the Supervisory Board of DICA (Dutch Institute of Clinical Audits)</li> <li>■ Member of the Board of Foundation for Natural Leadership (FNL)</li> </ul>



## APPENDIX: DETAILS ON OUR INVESTMENT POLICY AND 2022 BUDGET

- **Objective:** The management of the assets must focus on maintaining, over several years, the spendable capital, considering inflation over the reference period. This minimum objective should be realized following strict sustainability criteria for the investments involved.
- **Investment horizon:** 5 to 10 years.
- **Risk profile:** Moderate conservative
- **Distribution of assets in our portfolio:** The table below provides the bandwidths for the weights of the various asset classes in our portfolio under normal circumstances of risk and return.

ASSET ALLOCATION	MINIMUM	STRATEGIC	MAXIMUM
Government Bonds	20%	35%	50%
Corporate Bonds	20%	35%	50%
Shares	10%	25%	40%
Alternatives	0%	5%	25%
Liquid assets	0%	0%	50%

- **Sustainability criteria:** The portfolio should be sustainable, i.e. the investments cannot be related in any way to activities or organizations that harm people or the environment. Investments in funds or companies that have a stake above 5% in the following industries are excluded from the investment portfolio under all circumstances: weapons, alcohol, tobacco, gambling, adult entertainment, fur trade.
- **Portfolio management:** The operational and strategic management of the invested assets is outsourced to professional asset managers. The selection of asset managers is done by a separate selection committee composed of at least three persons of Cordaid, including the CFO. The selection criteria and the final decision on appointment of the asset manager(s) require approval of the Supervisory Board. Evaluation of the selected asset managers is an ongoing process. A formal evaluation by the Board of Directors and the Controller is done at least every three years. The Chief Financial Officer (CFO) and the Controller form the Asset Investment Committee (AIC). The AIC reviews the performance of the portfolio on a quarterly basis based on reports from the asset managers. In case of underperformance, the AIC can decide to a new selection process for (one of) the asset manager(s).

More detail is available in the full [investment policy](#) on our website.

BUDGET 2022 IN €	2022
<b>Income</b>	
Income from private individuals	24.742.086
Income from companies	1.857.129
Benefits of lottery organisations	4.000.000
Government grants	133.775.573
Income from related (international) organisations	984.947
Income from other non-profit organisations	49.196.623
Other income	470.000
<b>Sum of income</b>	<b>215.026.358</b>
<b>Expenditures</b>	
- Program costs	
Health care	117.514.527
Humanitarian Aid	9.447.127
Security & Justice	12.662.745
Private sector development	4.128.993
Sustainable livelihoods	8.714.395
Economic empowerment	13.794.984
Other	15.033.213
Resilience	10.547.686
<b>Total program costs</b>	<b>191.843.670</b>
- Public information / awareness campaigns	6.800.900
<b>Expenditure on the objectives</b>	<b>198.644.570</b>
Expenditure on fundraising	6.009.100
Corporate budgets	
Management and administration	13.300.000
<b>Total expenditures</b>	<b>217.953.670</b>
Financial income and expenses	280.000
<b>Balance of income and expenditures</b>	<b>-2.647.312</b>

# APPENDIX: GRI CONTENT INDEX

## GENERAL DISCLOSURES

GRI STANDARD	INDICATOR	DESCRIPTION	INFORMATION	PAGE
GRI 102: GENERAL DISCLOSURES (2016)	<b>ORGANIZATIONAL PROFILE</b>			
	102-1	Name of the organization		5
	102-2	Activities, brands, products, and services		5
	102-3	Location of headquarters		7
	102-4	Location of operations		7
	102-5	Ownership and legal form		46
	102-6	Markets served		7
	102-7	Scale of the organization		3
	102-8	Information on employees and other workers	<ul style="list-style-type: none"> <li>■ "Cordaid does not track employee information inline with the detailed breakouts suggested for this indicator.</li> <li>■ Much of our work is performed in close collaboration with partner organizations and their staff. Data on these staff are excluded from this report.</li> <li>■ We do not have seasonal variations in our workforce, nor do we outsource significant amounts of work to non-employees outside of the abovementioned partnerships."</li> </ul>	35
	102-9	Supply chain		41-42
	102-10	Significant changes to the organization and its supply chain		4, 7-8, 35-36, 42, 43, 46, 47
	102-11	Precautionary Principle or approach		48
	102-12	External initiatives		5, 6
	102-13	Membership of associations	ACT Alliance, Caritas, CIDSE, Concord, Civil Society Platform for Peacebuilding and Statebuilding, Samenwerkende Hulporganisaties, Dutch Relief Alliance, Partos, UHC2030, UHC2030 Civil Society Engagement Mechanism, Medicus Mundi International, g2-h2, Start	
<b>STRATEGY</b>				
102-14	Statement from senior decision maker		4	
<b>Ethics and integrity</b>				
102-16	Values, principles, standards and norms of behavior		5	
<b>Governance</b>				
102-18	Governance structure		46, 50-51	
102-35	Remuneration policies		51	

# APPENDIX: GRI CONTENT INDEX

GRI STANDARD	INDICATOR	DESCRIPTION	INFORMATION	PAGE
GRI 102: GENERAL DISCLOSURES (2016)	<b>STAKEHOLDER ENGAGEMENT</b>			
	102-40	List of stakeholder groups		53
	102-41	Collective bargaining agreements		0%
	102-42	Identifying and selecting stakeholders		53
	102-43	Approach to stakeholder engagement		53
	102-44	Key topics and concerns raised		53
	<b>REPORTING PRACTICE</b>			
	102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> <li>■ Stichting Cordaid, The Hague</li> <li>■ Stichting Cordaid Expats, The Hague</li> <li>■ Stichting Cordaid Participaties, The Hague</li> <li>■ Corpav BV, The Hague</li> <li>■ Cordaid Investment Management BV, The Hague</li> <li>■ Cordaid SA NPC, Cape Town (South Africa)</li> <li>■ Stichting ICCO, The Hague</li> <li>■ ICCO Group BV, The Hague</li> <li>■ Fair Climate Fund BV, Utrecht</li> <li>■ Fair &amp; Sustainable Consulting BV, Utrecht</li> <li>■ ICCO Development Solutions PTE. LTD., Singapore</li> <li>■ Fair &amp; Sustainable Participations, Brazil</li> <li>■ Fair &amp; Sustainable Business Development Services Ethiopia, Ethiopia</li> </ul>	
	102-46	Defining report content and topic boundaries		54
	102-47	List of material topics		53
	102-48	Restatement of information	There were no restatements of information. The comparable figures of the annual accounts 2021 have been adjusted compared to the 2020 annual accounts, due to the extension of the consolidation group with ICCO entities.	
	102-49	Changes in reporting	This is the first annual report after the full integration of Cordaid and ICCO. The chapter Sustainable Livelihoods replaces the chapters on Resilience, Private Sector Development and Cordaid Investment Management.	
	102-50	Reporting period		53
	102-51	Date of most recent report	March 2022	
	102-52	Reporting cycle	Annual	
	102-53	Contact point for questions regarding the report		54
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards core option.	
	102-55	GRI content index		58-61
	102-56	External assurance	The financial data in this report have been externally assured by EY.	54

# APPENDIX: GRI CONTENT INDEX

## MATERIAL TOPICS

GRI STANDARD	INDICATOR	DESCRIPTION	PAGE
<b>THEMATIC TOPICS</b>			
GRI 103: MANAGEMENT APPROACH (2016)	<b>HEALTH CARE</b>		
	103-1	Explanation of the material topic and its boundary	9
	103-2	The management approach and its components	10-11
	103-3	Evaluation of the management approach	10
	CI HC1	Increased access to quality health services	10
	CI HC2	Increased access to sexual and reproductive health services	10
	CI HC3	Strengthened health services	10
GRI 103: MANAGEMENT APPROACH (2016)	<b>EDUCATION</b>		
	103-1	Explanation of the material topic and its boundary	15
	103-2	The management approach and its components	16
	103-3	Evaluation of the management approach	16
	CI E1	Increased access to quality education	16
	CI E2	Strengthened education services	16
GRI 103: MANAGEMENT APPROACH (2016)	<b>SECURITY AND JUSTICE</b>		
	103-1	Explanation of the material topic and its boundary	18
	103-2	The management approach and its components	19-20
	103-3	Evaluation of the management approach	19
	CI SJ1	Improved responsiveness of peacebuilding and security processes, governance and policies	19
	CI SJ2	Strengthened responsiveness and quality of security and justice services	19

GRI STANDARD	INDICATOR	DESCRIPTION	PAGE
GRI 103: MANAGEMENT APPROACH (2016)	<b>SUSTAINABLE LIVELIHOODS</b>		
	103-1	Explanation of the material topic and its boundary	24
	103-2	The management approach and its components	25-26
	103-3	Evaluation of the management approach	25
	CISL1	Improved climate resilient food systems	25
	CISL2	Strengthened SMEs and microfinance institutions	25
	CISL3	Increased employment and financial inclusion	25
GRI 103: MANAGEMENT APPROACH (2016)	<b>HUMANITARIAN AID</b>		
	103-1	Explanation of the material topic and its boundary	32
	103-2	The management approach and its components	33-34
	103-3	Evaluation of the management approach	33
	CI HA1	Life saving basic services provided	33
	CI HA2	Resilience strengthened to future hazards	33

GRI STANDARD	INDICATOR	DESCRIPTION	PAGE
<b>ORGANISATIONAL TOPICS</b>			
<b>OUR PEOPLE</b>			
GRI 103: MANAGEMENT APPROACH (2016)	103-1	Explanation of the material topic and its boundary	35
	103-2	The management approach and its components	35-40
	103-3	Evaluation of the management approach	35-40
GRI 202: MARKET PRESENCE (2016)	202-2	Proportion of senior management hired from the local community	35
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