

WORKING IN AND ON FRAGILITY

CARE. ACT. SHARE. LIKE CORDAID.



Photo Cordaid

Nangarhar, Afghanistan. Farmina and her children live in a tent alongside a busy road. Farmina is supported by Cordaid, as part of the Dutch Relief Alliance (DRA) Joint Response.

CORDAID STRATEGY 2018-2020



Gasma Steph Njith (aged 10), fled from Wau Shilluk arrived in the IDP camp of Abroch (Upper Nile, South Sudan). She and other newcomers received a bucket, a foldable jerry can and soap. Cordaid coordinates with other NGOs at times of distribution of items.

Cordaid is the Catholic Organization for Relief and Development Aid. Our mission is to reduce fragility and people's vulnerability where it is most needed and most difficult: in fragile and conflict-affected settings.

We do this by promoting equality and social inclusion, by increasing the resilience of people and their communities and by strengthening the social contract between citizens and their governments.

We focus our aid efforts in some of world's most conflict-torn and volatile countries like South Sudan, Afghanistan, the

Central African Republic and the Democratic Republic of Congo. In the Netherlands, we reduce poverty and promote inclusion by encouraging cooperative entrepreneurship for people with low incomes and a distance to the labour market. Cordaid originates from and remains firmly rooted in and accountable to the Dutch society. We present our contributors with real options for the greater good. We offer trainees and young experts opportunities to gain valuable experiences overseas. We are firmly connected with Dutch knowledge institutes to improve the knowledge base and with publicists to inform the public on what works and does not work in international cooperation.

OUR RESULTS IN 2017

1.9
million people received humanitarian aid

6.4
million people with access to basic healthcare

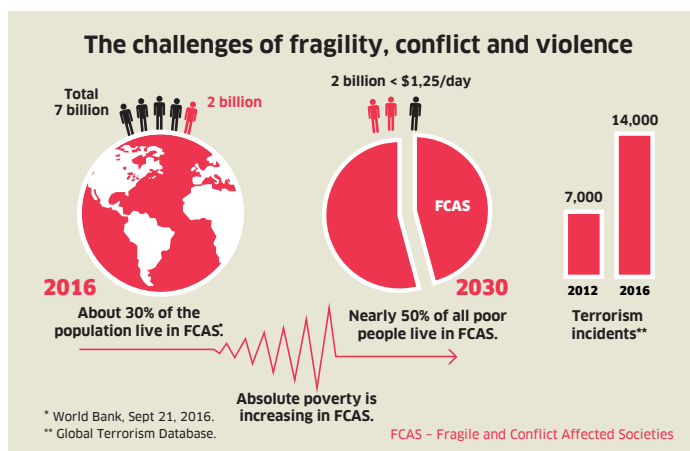
1 million
people became more resilient to disasters

123,000
children with access to education

175,000
loans to entrepreneurs (75% women)

27,000
persons have improved access to justice services

1. THE CORDAID ENVIRONMENT



More than 2 billion people live in countries where development is affected by fragility, armed conflict and recurrent natural disasters. And by 2030 the share of global poor living in fragile and conflict-affected situations is projected to reach 62% (source, OECD, States of Fragility report 2015). Currently 65 million people have left their homes, seeking refuge elsewhere. Many of them die in the attempt.

The world has changed drastically in the last decade. More than before in recent history, global dynamics are driven by insecurity, forced migration and inequality, as well as by climate change and increasing natural hazards. These challenges are too big for one actor to solve. Responses need to supersede individual agendas of governments and stakeholders.

The 2030 Agenda, with its 17 Sustainable Development Goals (SDGs), transcends geopolitical interests and sets such a framework for global sustainable development and public policy. For fragile and conflict-affected states, this agenda is particularly relevant in the coming years.

SDG universal ambitions – with their imperative to ‘leave no one behind’- ask for new thinking on the nature of fragility. They ask for a shift from a one-dimensional understanding towards a more holistic approach, recognizing degrees of fragility, each with a spectrum of dimensions and risks. It asks for collaborative, regional and global solutions to tackle root causes and consequences of transnational fragility and risk. It forces all of us to think ‘beyond aid’ and to broaden the use of institutional influences, policy levers, and expertise.

Especially in a context of fragility and crisis, development programming needs to better reflect this new understanding and needs to be holistic and integrated by nature. Only then can we realize the commitments made under the framework of the Sustainable Development Goals, and ensure that the most vulnerable are not left behind.

Part of creating more impact and more sustainability, is to encourage a new sense of co-responsibility between multiple actors and through diverse configurations, including partnerships with peers, multi-stakeholder partnerships and alliances.

Meanwhile aid agencies have other challenges. Traditional donors – cash-strapped and pressured to redirect funding toward domestic programs – cut their aid budgets and expect more return on their investments. Space for national and local CSOs and NGOs is shrinking, also related to restricted funding and restricting regulations/governments.

Increasing scarcity of resources leads to more competition, with new players entering the market of tenders and calls. More and more, seeking consortia and multi-stakeholder partnerships are the future way of performing in the business of development cooperation.



Cordaid develops and distributes Comprehensive Sexual Education (CSE) tools for in and out of school in Cameroon.

2. WHAT IS 'FRAGILITY' AND WHAT IS CORDAID'S APPROACH TO REDUCE IT?

A fragile situation is one lacking effective political processes that can bring state capacities and social expectations into equilibrium. Fragility refers to badly disordered political arrangements and weak state legitimacy. In such circumstances, public authorities cannot deliver services or collect public revenues. Hence state and society are not mutually reinforcing on another.

In fragile and conflict-affected societies, fundamental human rights are not adequately respected. Women are unsafe and exploited, children are malnourished and not in school, food prices are too high, people have scarce or too expensive access to basic health services, youth lack opportunities to build their own future, and communities are divided and insecure.

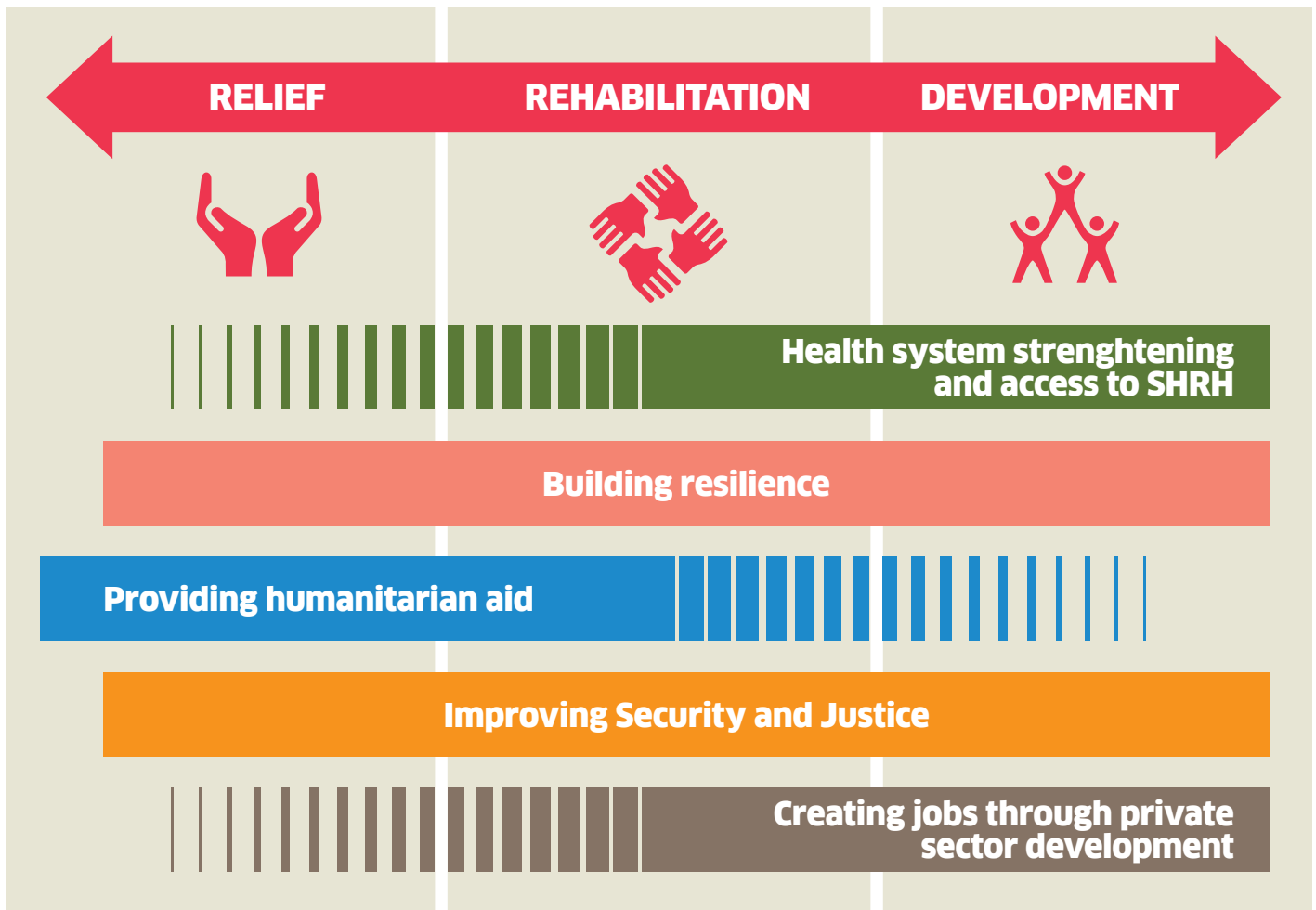
Poverty is increasingly concentrated in fragile and conflict affected societies. The OECD DAC States of Fragility report from 2015 predicts that by 2030, 62% of all poor people could be living in fragile situations, if no action is being taken. Hence, a major focus on as well as appropriate investments in fragile states and contexts must be prioritized in the coming decades.

Bringing about positive transformation in fragile and conflict-affected states

The complexities of the interconnected challenges above require context sensitive solutions, dynamic adaptation capabilities and willingness for de-siloing traditional sectoral interventions. Cordaid works in different stages of fragility, covering the wide spectrum from relief, through rehabilitation/recovery to development. This allows us to develop integrated programs, approaches and innovations that effectively respond to the challenges, and incites us to increasingly work in partnership with others concerned.

Cordaid will maintain its focus on fragile and conflict-affected areas and will focus its full-fledged presence to 10 countries. In these 10 countries, Cordaid will pursue an integrated programming approach, implementing the full package of Cordaid services. Our modus operandi is the 'project-based approach' in which employees from different backgrounds – from both Head Office and Country Offices – collaborate intensively with each other as well as with other parties to reach joint goals.

FROM RELIEF TO DEVELOPMENT



3. WHY WE EXIST. CORDAID'S VISION AND MISSION



Photo: Cordaid

Resilient farming in Uganda.

We do not accept a world of inequality, exclusion and unsustainability. We are driven by the conviction that we, the human family, can build a better one.

We believe that all humans are a single family and that the earth with all its resources is our common home.

We envisage a world where the basics of a life in dignity are available to all. Where the poorest and the excluded can influence the decisions that affect them. Where each person is free to flourish, and can live in peace.

“Today we want to keep dreaming. We celebrate all the opportunities which enable (us) not to lose the hope of a better world with greater possibilities.”

Pope Francis

Cordaid's more than a century-long history is firmly rooted in the Catholic social teachings. Right from the start in 1914 and up to this day, in accordance with the values of the gospel, our purpose is to:

- provide emergency and refugee aid;
- provide aid to specific groups such as elderly people, disabled people and children;
- provide medical aid;
- to reduce structural poverty of the oppressed.

In view of the current global trends towards socio-economic interdependencies and globalization, we increasingly

recognize that fragility undermines national and regional stability and impacts negatively on global peace and sustainable and inclusive development. Therefore, Cordaid will further focus its activities on working in and on fragility.

Inspired by values of respect for human dignity, solidarity and subsidiarity, and the motivation to counteract inequality and exclusion, as also enshrined in the Papal Encyclical *Laudato Si*, **Cordaid's mission is to reduce fragility and the vulnerability of people in fragile and conflict-affected societies.**

We pursue this mission by:

- promoting equality and (social) inclusion;
- increasing resilience (of people and systems);
- strengthening the social contract between governments and their citizens.

And by implementing a tailored set of interconnected approaches:

- strengthening the capacities of organizations;
- building partnerships;
- lobby and advocacy;
- system strengthening;
- provision of loans and equity;
- emergency response when and where required.

SIX VALUES OF CORDAID



Respect and Human Dignity



Stewardship



Peace and Justice



Solidarity



Inclusion



Subsidiarity

4. WHAT WE DO TO PURSUE OUR MISSION



Security and justice legal advices in South-Kivu, Democratic Republic of Congo.

Cordaid supports the transformation of people and communities out of fragility. We do this by:

- working towards increased responsiveness and accountability of governments and public services,
- contributing to a vibrant and capable civil society and local economic actors,
- committing our expertise and financial resources to work in direct proximity of the greatest challenges.

This is what we call **working in and on fragility**. These two levels are two sides of the same coin. Fragile and conflict-affected societies require a concerted focus on systems and structures that provide security and resilience, that offer opportunities, deliver basic services and support the development of people, and that engage with all groups inclusively and transparently. This is the essence of good governance and it is key to overcoming fragility.

CSOs, on the other hand, in their roles of critical allies, constructive dialogue partners, service providers, activists and facilitators, hold governments and the private sector accountable. Their contribution to social cohesion, democracy, resilience and sustainable development is equally critical in reducing fragility.

Cordaid's Result Framework

Our Result Framework reflects the intended outputs and outcomes of our development interventions, with each level contributing to the next. The links between each level are as important as the results themselves. Cordaid can be held accountable on efficiently and effectively contributing to the realization of the outputs and outcomes, will report on these and will organize its learning agenda around these. Together with Humanitarian Aid, provided to affected populations at times of crisis, the integrated programming approach

links peace building (security and justice) with state building (good governance and responsive provision of basic services), with economic development (opportunity and partnership), attempting not to sacrifice one pillar or sector for another.

To actively contribute to the changes and social transformation in fragile and conflict-affected societies, our work concentrates on the fields of Humanitarian Aid, Health, Security and Justice, Resilience, and (local) Private Sector Development.

Health



Good health is a human right, a means and a condition to participate in and contribute to one's wellbeing and to the socio-economic development of one's community and society. However, access to quality health care services is far from being a universal reality. Especially in fragile and conflict-affected countries, where needs are urgent, health care services are lacking. Cordaid contributes to Universal Health Coverage by improving access to health for all (SDG 3.8 and 5.6): ensuring all people have access to essential quality (reproductive) health services.

Our main intervention strategies to do this are:

- advocating for improved health systems and services at national and local levels (governance and financing) and inclusiveness of services;
- strengthening (access to) sexual reproductive health services and education (including family planning, HIV related services, and more), for people in general and in particular for young people;
- strengthening health systems in countries with a Result-based financing (RBF) approach. This includes: access for people to essential quality health services on the demand side, as well as improving the governance of health systems at the offer side.

- strengthening education systems in fragile countries with results based financing, specifically aiming for increasing access to and quality of education.

Security & Justice



Without peace, stability and effective governance, sustainable development cannot be achieved. Our Security & Justice program

guides local communities and governments in designing lasting solutions to conflict, injustice and insecurity. Key to this are improving access to quality and inclusive Security and Justice services, and ensuring inclusiveness and meaningful participation of women and youth in governance processes. Our work thereby directly contributes to Sustainable Development Goals 5 and 16. Cordaid's main intervention strategies to do this are:

- we improve the quality and responsiveness of security, justice and governance services, including by using a Result Based Financing (RBF) approach. This has proven to be a successful approach in promoting effective, accountable and inclusive institutions, leading to better security and justice provision to local communities.
- we support civil society in fragile contexts and at international level to ensure they can effectively participate in peace and security processes. Their meaningful engagement is a critical contribution to conflict prevention and sustaining peace. We also promote the role and leadership of women and youth in these processes, and in enhancing local security, as anchored in the United National Security Council resolutions 1325 and 2250.



Resilience

Cordaid works to increase the resilience of people, communities, and systems, by increasing their ability to anticipate, respond and adapt to hazards, and to transform systems and structures in order to address the root causes of their vulnerability. Our Resilience programs increase capacities of people, organizations, and government structures to reduce the impact of hazards and to reduce disaster risks. This includes training in Community Managed Disaster Risk Reduction, comprehensive hazard assessments and risk mapping across time and landscape scales, multi-stakeholder contingency and action planning, and community organisation. We advise on the most effective and efficient disaster risk reduction measures to be implemented. We ensure that the needs and priorities of communities are known by their governments and work with government structures to allow them to address these needs. At the same time, we advocate – together with our partners – what local, national, regional and global level for the inclusion of resilience considerations in policies & regulations, in investments, and in programs. This work directly contributes to Sustainable Development Goal 13.

Cordaid in the Netherlands

In the Netherlands, there is a large group which is not taking part in society. They have a large distance to the labour market, have a low income and a high risk of isolation. Cordaid offers them the opportunity to become self-reliant through entrepreneurship within a social cooperative. Members focus on their talents, whilst the cooperative organises guidance, administration and procurement. Currently, social cooperatives are active in around 18 municipalities in the Netherlands.

Private Sector Development



In fragile and conflict-affected societies (FCAS), investment in peace, security and national reconciliation is the fundament to revive economies. By supporting local entrepreneurs and (M)SMEs, Cordaid is doing more than supporting local private sector development and creating jobs. It allows people to rebuilt trust and enhances social cohesion. Similarly, a healthy and accountable financial sector is a precondition for sustainable inclusive growth. This work contributes to Sustainable Development Goal 8.

Cordaid's aims are to promote local private sector development by supporting small and medium size enterprises, to increase income and employment opportunities for youth, and to contribute to a strengthened and more accountable financial sector in FCAS.

Our main intervention strategies supporting these aims are:

- providing resilient business development services that allow local young entrepreneurs (of which 60% are women) to access finance (loan and equity);
- providing access to finance with our Cordaid impact investment funds managed by Cordaid Investment Management (CIMBV);
- Advocating, in coalition with peers, for improved private sector development national policies. These policies are to be fair, transparent, accountable and responsive to the needs and capacities of the local market.

Humanitarian Aid

Cordaid's humanitarian aid is comprehensive, resilience building and forward looking. Our aims are basically twofold: to save lives, and to support communities to recover in such a way that their resilience is strengthened and they can cope better with future crises. This includes recovery of assets (like hazard proof housing), strengthening of community systems and structures (for example emergency preparedness), and supporting resilient livelihoods and services such as education in emergency settings.

When a crisis occurs and response is required, Cordaid - in close collaboration with other key humanitarian aid actors - provides emergency aid to ensure that basic human needs are met (food, water, non-food, shelter, protection).

Parallel to that, Cordaid focuses on effective recovery by applying a **Resilient Recovery** approach. This means we not only provide assets and help to re-establish services, but also strengthening the ability of communities to anticipate, adapt, respond to future crises to better cope with hazards and shocks. This includes strengthening of community voice to engage their government and other stakeholders in supporting their needs.

To secure sustainability and local ownership of humanitarian aid know how (interventions logic and implementation), Cordaid supports and strengthens local capacities to deliver humanitarian aid, and advocates for more effective humanitarian aid and emergency responses in general.

5. HOW WE ACHIEVE OUR GOALS: CORDAID'S WAYS OF WORKING



Photo Cordaid

Strengthening capacity of local communities and systems for a sustainable change, Burundi.

To achieve the necessary outcomes in all three domains (promoting equality and social inclusion; increasing resilience and strengthening the social contract between states and citizens), Cordaid opts for specific ways of working.

We strengthen the capacity of local organizations

Cordaid is committed to fragile contexts that are characterized by fluidity of contexts and varying levels of capacities. For Cordaid and our partners to be successful in program implementation, (joint) fund raising, as well as lobby and advocacy, local capacity needs to be strengthened.

Our capacity building focuses on two levels:

- civil society strengthening (leading to a strong, legitimate, representative and well-equipped civil society);
- organizational capacity strengthening (enhancing governance, financial and administrative standards, as well as fund raising and implementation skills).

Our NGO partners in the field are equals, also in fundraising. We closely collaborate with them in planning and implementing interventions, making results more sustainable.

We build partnerships



The challenges in our focus countries show that lasting solutions cannot be achieved without extensive collaboration with parties involved. We are

therefore fully aware that working in partnerships is essential and that how we engage with others and how others engage with us, will increasingly shape our brand, reputation, legitimacy and credibility in the sector.

Cordaid is currently broadening its partnership strategy from policy and advocacy partnerships, towards including fund raising and implementation partnerships. By building partnerships, we directly contribute to SDG 17.

We lobby and advocate

In fragile contexts, the social contract between citizens and the state is not functioning properly. A key Cordaid approach is to lobby and advocate on the basis of the collective needs, concerns and ambitions of citizens. To realize a constructive, evidence-based dialogue with local and national governments, we bring in international perspectives on globally agreed agendas. Cordaid serves as a linking pin and knowledge hub, connecting all relevant stakeholders and agenda's, from local and national to regional and global levels.

Our policy-advising lobby and advocacy is based on evidence, gathered through citizen engagement techniques and through service-delivery programs like RBF in healthcare, education or security & justice.



Water supply during the drought of 2016, Ethiopia.

Cordaid's lobby and advocacy work is constructively critical and dialogue-oriented, inclusive to all parties (private, public, non-profit) and in line with its firm belief that fragile contexts warrant a strict 'do no harm' approach.

We strengthen systems

Systems strengthening forms the bulk of Cordaid's work, whether it is risk reduction and community resilience of Result-Based Financing (RBF) in healthcare, security & justice and education.

Cordaid firmly believes in the transformational power of access to quality and relevant services to people. Well-functioning basic services are essential to the development of people and are needed to build and retain peace.

We do not support the building of parallel systems, but always strive to align and/or integrate activities and approaches in government policies. RBF methods have proven to be very relevant and effective to improve service delivery systems and thus, to Cordaid's mission. A priority for the coming years will be to expand the RBF methodology to other specializations and to other countries.

We provide loans and equity

Cordaid complements its grant-based programs with loans and equity investments since 1997. Cordaid Investment

Management BV (CIMBV) is the impact investment branch of Cordaid that manages a Cordaid investment portfolio of almost 80 Million Eur.

CIMBV manages several thematic investment funds: the Rural Agricultural Fund (RURAF), the Stability Impact Fund (SIF) and Stability Impact Fund Africa (SIFA) and the Health Investment Fund. All of our funds are designed to achieve maximum social impact and a sustainable financial return. The terms and conditions of the investments are aligned with local market conditions to prevent market distortion.

We provide emergency response

Cordaid provides needs-based humanitarian assistance to people affected by natural or man-made disasters or crises, with a particular attention to the most vulnerable people. Cordaid's humanitarian assistance complies with the principles of humanitarian aid - humanity, neutrality, independence and impartiality - and respects International Humanitarian Law.

Our humanitarian assistance consists of 3 types of interventions:

- emergency relief: short term, life-saving activities supporting the immediate needs of people. Services are provided in the sectors of: food & food security, shelter & non-food items, Water, Sanitation and Hygiene Promotion (WASH), protection mainstreaming, and cash based interventions.
- (resilient) recovery: Our experiences in recovery after major disasters in Indonesia, Pakistan, Haiti and the Philippines culminated in the innovative approach of 'resilient recovery': together with the communities involved, we assess the impact of disasters and address resilience gaps with all stakeholders. This breaks the cycle of repeated disasters and is the basis for contingency planning and the implementation of recovery activities.
- disaster preparedness: medium to long term activities in support of the above interventions.

We exchange knowledge and are a learning organisation

Cordaid wishes to be known and respected as an innovative and learning organisation that shares its knowledge and thus increases its effectiveness. Prerequisite for this, is a well-equipped and functional Centre of Excellence including thematic Communities of Experts that will support knowledge exchange and learning.

This Centre is pivotal in analyzing and innovating our policies and programming and increases the adaptability, relevance and sustainability of our interventions.

The Cordaid Centre of Excellence is a learning hub of dedicated Cordaid experts in the Head Office and Country Offices, active across thematic fields but with a firm focus on fragile states.



Quality Management System

To ensure the quality of Cordaid as an organization, a Quality Management System is in place. We are committed to meet a variety of external and internal quality standards, enabling the organization to perform in an efficient and transparent manner.

RESULT FRAMEWORK

WHY?

REDUCED FRAGILITY AND VULNERABILITY OF PEOPLE IN FRAGILE AND CONFLICT AFFECTED SOCIETIES



PROMOTE EQUALITY AND (SOCIAL) INCLUSION

INCREASE RESILIENCE (OF PEOPLE AND SYSTEMS)

STRENGTHEN THE SOCIAL CONTRACT BETWEEN GOVERNMENTS AND THEIR CITIZENS

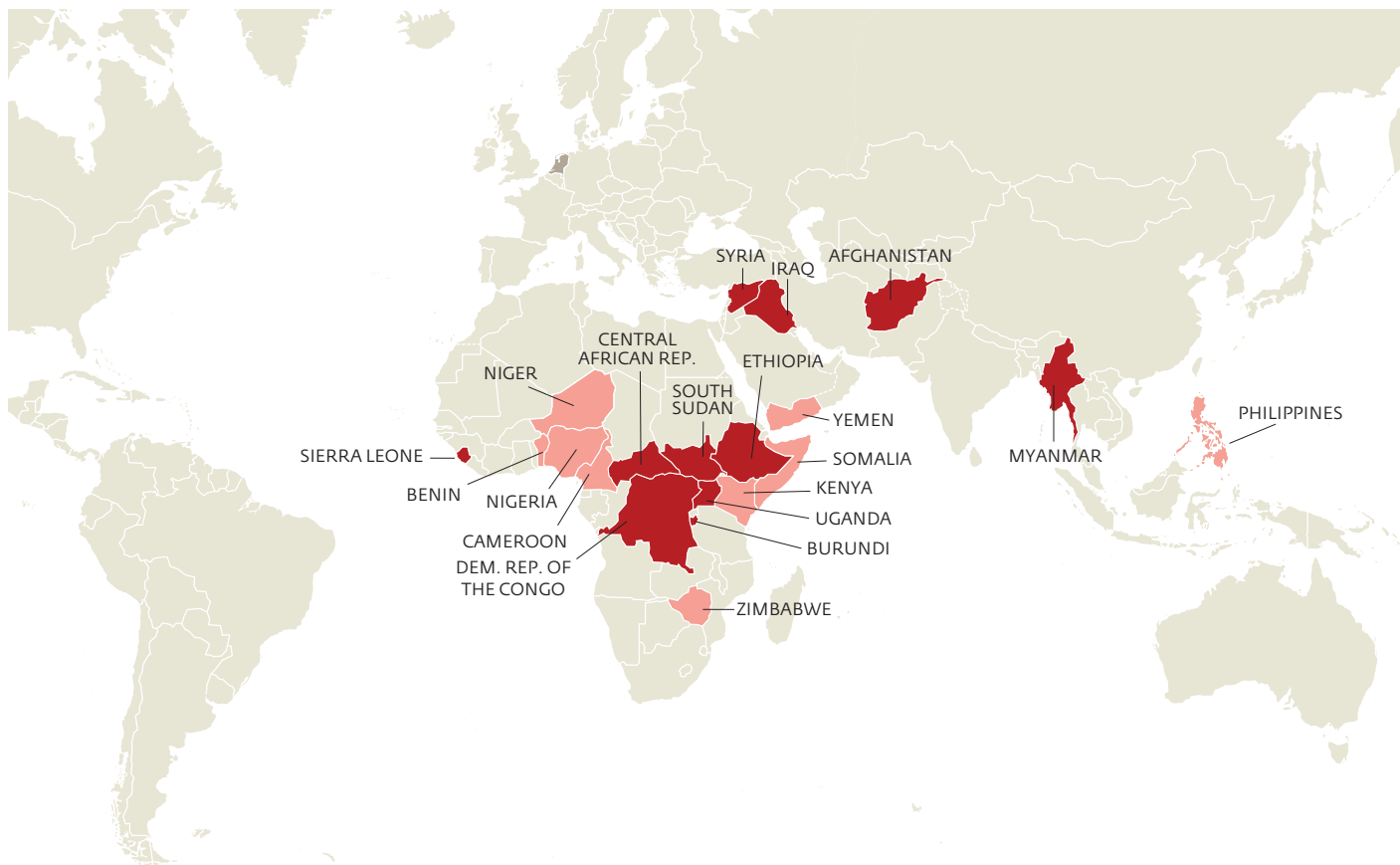
WHAT?

HUMANITARIAN AID Alleviate suffering & preserve human dignity	RESILIENCE Resilient community	SECURITY & JUSTICE Just, peaceful and inclusive societies	HEALTHCARE Universal Health Coverage	PRIVATE SECTOR DEVELOPMENT Inclusive Economic Development
Life-saving basic services provided	Increased Access to Disaster Risk Reduction Measures and Multistakeholder Structures	Strengthened responsiveness and quality of security and justice services	Increased Access to Quality Health Services	Strengthened Small & Medium Enterprises
Assets and basic services rehabilitated and people's resilience to future hazards strengthened	Strengthened disaster risk governance and policies to manage disaster risk	Improved responsiveness of Peacebuilding and Security processes, governance and policies	Increased Access to Quality SRH Services	Increased youth employment
			Strengthened Health Systems	Improved Responsible Financial System / Sector

HOW?

- STRENGTHENING CIVIL SOCIETY ORGANISATIONS & SMES**
- BUILDING PARTNERSHIPS**
- LOBBY AND ADVOCACY**
- SYSTEMS STRENGTHENING**
- PROVISION OF LOANS AND EQUITY**
- EMERGENCY RESPONSE**
- KNOWLEDGE EXCHANGE AND LEARNING**

6. WHERE WE WORK



- A countries: Integrated programming approach across thematic sectors
- B countries: Single thematic programming

Cordaid's country selection is based on the following criteria (including the weight they have):

- Level of fragility and vulnerability (based on OECD and EU INFORM scorings) (x3)
- Potential for (integrated) program implementation (x2)
- Cordaid implementation capacity (x2)
- Cordaid track record (x1)
- Potential for funding (x2)

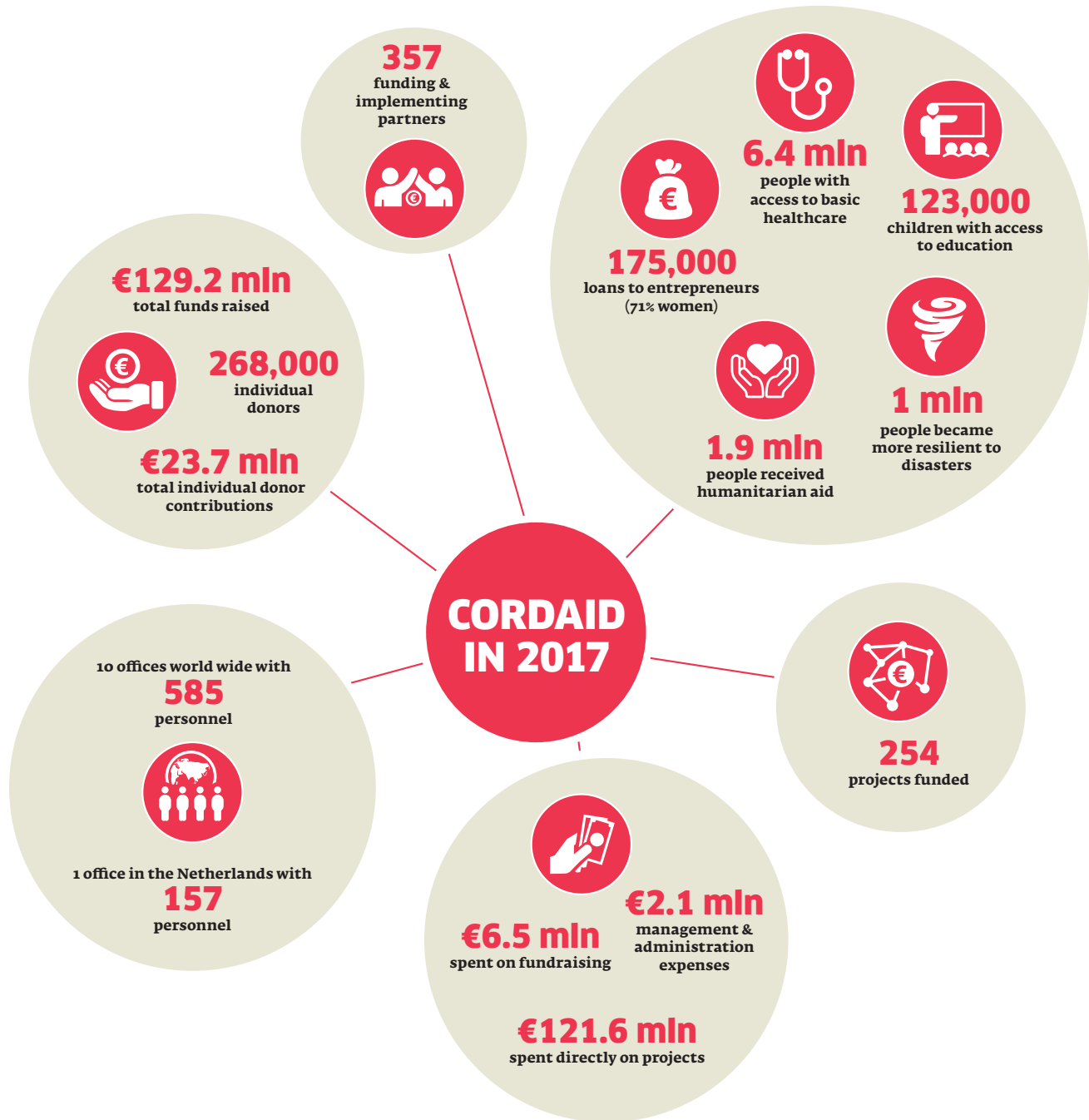
Applying these criteria has led to a selection of A, B and C countries where we believe we can pursue and materialize our mission of reducing fragility and the vulnerability of people.

A countries have the highest score. They are countries in which Cordaid wishes to invest its capacities, competencies and funds in a full-fledged manner, pursuing an integrated programming approach across its thematic sectors.

B countries are either countries in a more stable and secure environment, in which the government is able to deliver services at least to some extent and at least in some parts of the country. Or they are countries with very high fragility but a short Cordaid history. Cordaid's ambition in these countries is limited to single thematic programming.

In **C countries** (not shown on the map above) Cordaid limits its intervention to Technical Assistance. These are in general stable countries that in the past have experienced (acute) crises, be they man-made or caused by natural hazards, and/or where we have no history to speak of.

OVERVIEW RESULTS 2017



This is a multi-annual policy document. Amendments can occur after its publication.

Source : Annual report Cordaid 2017

ABOUT CORDAID

Cordaid works to end poverty and exclusion. We do this in the world's most fragile and conflict-affected areas as well as in the Netherlands. We engage local communities to rebuild trust and resilience and increase people's self-reliance. Our professionals provide humanitarian assistance and create opportunities to improve security, health-care and education and stimulate inclusive economic growth. We are supported by 273.000 private donors in the Netherlands and by a worldwide partner network.

OUR NETWORKS



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ACT.
SHARE.
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