Annual Report

What lies beneath?
A critical assessment of PPPs and their impact on sustainable development
By María José Romero

- Expensive
- Difficult to negotiate and implement
- Poor planning and project selection
- Limited accountability
- Mixed development outcomes
- Untransparent
- Risky

Financing for development:
Key challenges for policy makers
By Jesse Griffiths

- Challenge 1: Stem the loss of tax revenues
- Challenge 2: Reduce the risks of private investment and actively manage it to maximise benefits
- Challenge 3: Provide more and better international public resources
- Challenge 4: Reduce and resolve finance and debt crises

Annual Report 2015
Who we are and what we do

The European Network on Debt and Development (Eurodad) continues to play a vital role in European and global civil society initiatives on tax justice, effective aid, ending debt crises and publicly-backed private finance, as well as related economic and financial policy issues relating to the Global South and North.

In 2015, the network consisted of 46 non-governmental organisations (NGOs) in 20 European countries. This includes all the main European NGOs involved in development finance, and comprises large and small groups, as well as religious and other specialist networks and platforms. Member organisations are supported by the Eurodad secretariat, which is located in Brussels. Eurodad is also in continuous dialogue about policy developments and priorities with partner networks from the Global South.
Eurodad member organisations

Austria
Koo
Belgium
CNCD-11.11.11
11.11.11
Bulgaria
Development Research Center
Czech Republic
Ekumenicka akademie Praha
Glopolis
Denmark
Ibis
Europe
ActionAid International
ONE Campaign
Finland
KEPA
France
CCFD
Oxfam France
Vision du Monde (until June)
Germany
Erlassjahr
Kindernothilfe
WEED
Hungary
DemNet (from June)
Ireland
Debt and Development
Coalition Ireland
Trócaire
Italy
Re:Common
Luxembourg
Action Solidarité Tiers Monde
( until June)
Cercle de Coopération des ONG de développement
The Netherlands
Both ENDS
Cordaid
Oikos
SOMO – Centre for Research on Multinational Corporations
(from June)
Oxfam Novib
Norway
Norwegian Church Aid
Norwegian Forum for Development and Environment
Save the Children Norway
SLUG
Poland
Institute of Global Responsibility
Slovenia
Ekvilib Institute
Spain
Intermon – Oxfam
InspirAction
ODG – Observatori del Deute
en la Globalització
Sweden
Afrikagrupperna
Church of Sweden Aid
Diakonia
Forum Syd
Switzerland
Alliance Sud
Berne Declaration
United Kingdom
Christian Aid
Jubilee Debt Campaign
Jubilee Scotland
Oxfam GB
Save the Children UK
WaterAid
World Development Movement
Eurodad’s 2015-2019 strategy is the result of a year-long process of reflection, involving staff, board members, Eurodad members, key partners from the Global South and other allies. We reflected on successes and challenges during the past strategy period, and considered carefully the opportunities that the next five years could bring.

The next five years will undoubtedly be characterised by uncertainty and change: we need a strategy that allows us to be flexible, adaptable and poised to make use of new opportunities. Economic uncertainty will continue, with debt crises likely to become more severe and significant, as well as the possibility of a second financial crisis taking hold. Politically, the growing power of emerging markets will shift global political dynamics. However, international institutions will continue to be slow to reform, and will be increasingly out of sync with political and economic realities. Europe will become a smaller but still influential player in the global arena.

However, there is significant uncertainty about the future of the European Union (EU), with high unemployment and the crumbling social and economic model fuelling non-mainstream political movements. Meanwhile, the growing need to tackle the severe ecological challenges facing the planet will become ever more pressing.

Eurodad’s ambitious strategy is designed to respond to the enormous challenges and opportunities these trends present, while building on our past successes.
Our long-term vision

We want to see a world with:

• Economic justice for all – an end to relative poverty and to the concentration of wealth and power in the hands of a few.

• Fair, democratic, accountable and transparent governance – at local, national, regional and global levels where all countries have a say, and all people can exercise their right to participate.

• Finance that serves the people – and helps ensure human rights for all, and an environmentally sustainable planet. This means finance that is publicly regulated to meet social ends and to recognise environmental limits, as well as enhancing systems of redistribution to ensure economic justice.

Our purpose and focus

• Eurodad works for transformative yet specific changes to global and European policies, institutions, rules and structures to ensure a democratically controlled, environmentally sustainable financial and economic system that works to eradicate poverty and to ensure human rights for all.

• Our focus is on strengthening the power of a network of European civil society organisations (CSOs), working as part of a global movement, to push governments and powerful institutions to adopt transformative changes to the global economic and financial system.

Eurodad’s role in creating change

We help bridge long-term structural change with shorter-term transformative policy change ‘wins’ by:

• Getting the policy change demands right – ensuring that they are transformative yet detailed and specific.

• Building and supporting powerful coalitions for change.

• Having results-focussed strategies to deliver specific, transformative policy changes.

The key strengths of Eurodad

• Our deep and detailed understanding of the issues we work on.

• Our respected position with other allies and civil society networks, and our work with global and regional coalitions – in particular, our ability to develop joint strategies within our membership network, and our strong cooperation with allies from the Global South.

• Our good connections to policy-makers and other influencers.

• Our ability to develop results-focussed strategies and track progress to our goals.
Our 2015 policy highlights

In 2015, Eurodad:

- Saw our campaign for public country by country reporting (CBCR) bear fruit when the European Parliament agreed to propose this measure as part of the Shareholders’ Rights Directive. This measure promises to shine a light on where multinational companies make their profits and where they pay their taxes, making it much more difficult for multinationals to dodge taxes around the world.

- Coordinated the civil society campaign for a Global Tax Body during the Financing for Development (FfD) summit. 130 developing countries made it their top priority. The international movement for a representative decision-making forum was born.

- Saw the UN General Assembly adopt its first ever set of sovereign debt restructuring principles, which was an important victory in the campaign for a fair, rapid and transparent mechanism to resolve sovereign debt crises.

- Launched a groundbreaking report on Public Private Partnerships (PPPs), continuing to shape the global debate on publicly-backed private finance.

- Helped form a powerful coalition of members and allies that raise the alarm over the diversion of aid to fill domestic budget gaps caused by the refugee crisis.

We adopt a flexible approach to the role we play, ensuring we focus on what our most useful contribution can be – in any given situation – to making the desired transformative policy change happen, recognising the strengths of our members and partners. We prioritise cooperation with partners from the Global South, seeking to work in partnership whenever possible. We listen to and respect their priorities, and try to align ourselves to those.
Financial and economic risks for developing countries have been mounting, and 2016 could well be the year when these spill over into national, regional or even global crises. The economic headwinds against developing countries are strong, with 2015 witnessing a major outflow of private finance from developing countries and a collapse in many commodity prices, particularly hitting major oil producers such as Nigeria and Angola.

Eurodad has been warning of these risks for some time, and will continue to focus in 2016 on reducing the risks of private finance for developing countries, and on campaigning for the sovereign debt workout mechanism that is so urgently needed by countries that succumb to debt crises.

At the same time, the public pressure for major change continues to grow, particularly regarding the need to stop tax dodging by multinational companies and rich individuals. Eurodad will continue to campaign for change at all levels, focussing on changes to European regulations to force multinationals to publish their accounts on a country by country basis, and on the need for a fair, inclusive and transparent global body to amend global tax rules to prevent tax dodging.

Central to all our work will be building powerful coalitions for change, including supporting the alliance of CSOs that has raised the alarm over loopholes preventing an increasing amount of aid from flowing to developing countries. Instead resources are being used to fill domestic budget gaps and subsidise companies from donor countries.

**Eurodad’s objectives for 2016 include:**

- Achieving a full review of the practice of tying aid to using donor companies, as the first step towards ending this damaging practice.
- Seeing a binding regulation that effectively prevents tax avoidance by European companies, including public country by country reporting for all sectors.
- Starting a United Nations (UN) process that will plan the implementation of the UN’s 2015 Debt Restructuring Principles, leading to the fair and transparent debt workout procedure that is so urgently needed.
- Building a powerful coalition to campaign for proper accounting for PPPs to end the massive problem of hidden debts and lack of transparency.
2015 saw the launch of Eurodad’s ambitious new strategy for the period to 2019 – combining an inspiring vision with goals that derive from Eurodad’s considerable strengths and wealth of experience. By the end of this strategic period we aim to have achieved lasting change in some key European and global economic policies that currently block developing countries’ efforts to lift themselves out of poverty. I was particularly impressed by the thorough and participatory process that produced this strategy, led by our talented staff, involving Eurodad members and cementing important partnerships with core allies in the Global South.

The year saw many great successes across our policy, campaigns and communications work, which I am delighted to highlight. On the issue of tax justice, Eurodad not only became the hub for a broad Europe-wide movement called Tax Justice Europe, but we also led the global campaign at the UN Financing for Development (FfD) conference for an inclusive decision-making body. The campaign continues, but the highly effective inter-continental coordination demonstrates one of Eurodad’s major contributions to the global tax justice goal. The European Parliament’s decisive backing of public country by country reporting has also been an impressive win.

2015 was the year in which the UN adopted a set of sovereign debt restructuring principles. This was a decisive step in the Eurodad-led campaign for a global debt workout mechanism to make the system fairer, faster and far more orderly.

In May we held our biennial conference – this time in Copenhagen. I would like to thank our member and good friend IBIS for the warmth of their team’s welcome and their huge contribution to the success of the gathering. Around 100 participants from around the world came together to hear expert speakers debate the hot topics of the day and to strategise ahead of the crucial FfD summit in Addis Ababa in July.

We move forward with confidence into 2016, with objectives that are similarly ambitious, and ever more urgent as cracks in the global economic and financial systems grow.

On behalf of my fellow board members I would like to thank the Eurodad staff for their commitment, expertise and passion. Although the challenge we have set ourselves is ambitious, by working together with partners, members and other allies we can look forward to continued impact in 2016 and beyond.

Jenny Brown
Chair, Eurodad
In detail:
**Eurodad's work in 2015**
1. The European Parliament proposed public CBCR as part of the Shareholders’ Rights Directive. The Parliament also acted on several other issues that Eurodad and partners have campaigned for.

Following sustained advocacy, and high-profile media and campaign work, the European Parliament took on board several of Eurodad’s recommendations. These included public country by country reporting, meaning multinational corporations would have to publish in detail where they make their profits and where they pay their taxes. The Parliament proposed this as a measure to be included in the Shareholders’ Rights Directive – which would be binding for all EU Member States. This has moved to the stage at which all EU institutions – the Parliament, Commission and the leaders under the Council – discuss the proposal. Eurodad and partners continued a coordinated campaign towards the European Commission and EU Member States.

The European Parliament also agreed with a proposal – driven by Eurodad, members and allies – for the establishment of a global tax body to make representative decisions on international tax rules and to carry out an analysis of the impact of EU tax policies on developing countries.

The Parliament also agreed to introduce a directive on the protection of whistleblowers, and re-emphasised the need for public registries of the beneficial owners of companies and trusts, both issues Eurodad had actively promoted.

“Eurodad is a great network and a unique centre of expertise on development finance, private sector development, debt issues and tax justice. It is an essential partner in our efforts to connect the agendas and aspirations of local civil society organisations with policy-makers across the world.”

Wiert Wiertsema
Both ENDS, Netherlands
2. The tax justice movement in Europe was strengthened, as Eurodad coordinated a new strategy as the lead organisation of Tax Justice Europe. The third in a groundbreaking series of EU-wide reports was launched.

The mobilisation of tax justice organisations continued in 2015, and for the first time the members of Tax Justice Europe – the European arm of the Global Alliance on Tax Justice – adopted a joint strategy. Eurodad coordinated this strategy development process.

Through targeted outreach, Eurodad began working with a number of new allies in 2015, including trade unions, grassroots movements, private actors, academics, women's groups, opinion makers, journalists and decision-makers. These groups have become highly aware of Eurodad’s positions, and more are expressing openness or full agreement with our arguments.

The movement also worked effectively on key issues such as country by country reporting, and reacted to the Organisation for Economic Co-operation and Development (OECD)’s Base Erosion and Profit Shifting (BEPS) proposals, which received widespread media coverage and ensured critical voices from the tax justice movement were also heard. Towards the end of 2015, Eurodad also coordinated and published the third in a groundbreaking series of reports on tax policy and practice across 15 countries in the EU. Its launch led to more than 70 media articles in targeted outlets and is used across the continent in advocacy outreach to decision-makers.

3. Eurodad coordinated the international movement for a Global Tax Body. A new movement was born...

Ahead of the UN FfD summit in Addis Ababa in July 2015, Eurodad built strong support for the establishment of a Global Tax Body, which would give all countries an equal footing when tax rules are decided. This issue became the key negotiating point at the conference, dominating headlines, with Eurodad and allies galvanising supporters around actions, policy meetings and events. This mobilisation was an important reason why more than 130 developing countries that are members of G77 decided to make the Global Tax Body one of their top demands. The proposal also received support from academics, opinion makers, women’s groups, trade unions and dominated media coverage of the summit. More than 185,000 individuals signed an Avaaz petition co-authored by Eurodad supporting the Global Tax Body.

Although the Global Tax Body did not get adopted in Addis Ababa, the pressure remains high and the momentum built will continue in 2016, as developing countries, CSOs and other supporters continue to battle for a truly representative tax body.
1. **UN General Assembly adopted the first ever set of sovereign debt restructuring principles.**

In 2014 and 2015, the devastating effects of sovereign debt crises, and the inadequacies of the current international system to address them, hit the headlines. First Argentina was forced to default on its debt repayments after private enterprises known as ‘vulture funds’ bought up the country’s debt at low prices and then sued for full payment, presided over by the US court. In 2015, the Greek crisis dominated European news space as the country’s economy almost completely collapsed under the weight of its debt and the austerity measures imposed by the Troika. With debt crises also threatening several of the world’s poorest countries, the group of 77 developing countries (G77) took the initiative and secured a mandate for concrete action.

The UN General Assembly adopted “Basic Principles on Sovereign Debt Restructurings” in September 2015 – the first ever set of principles of this nature formally adopted by the world’s most representative international institution. The principles established that debt workouts must promote sustainable growth and respect human rights, and must be done in a transparent manner by impartial institutions.

This was the first time that the perspectives of debtor countries and developing countries were taken into account. It was also a key milestone in the road to rapid, fair resolution of sovereign debt crises – which is the only way to prevent the misery that such crises have caused in the past.

This was also the first time that a set of principles like this was developed within a transparent process open to all stakeholders, including civil society. Eurodad took the lead in coordinating CSO representation and input into the key UN committee negotiating these principles. Eurodad staff participated and intervened in all committee sessions, coordinating the joint CSO submission, and leading the Europe-wide campaign calling on European governments to engage constructively with the committee.

Since adoption, Eurodad has promoted the principles, for instance at a Eurodad-organised event at the International Monetary Fund (IMF)/World Bank Annual Meetings in October, featuring Nobel laureate Joseph Stiglitz and European civil society activists, and during interactions with European governments from Greece to Germany.

Eurodad continues to pursue the implementation of these principles, advocating for the next key stage, which is to see them transformed into a binding mechanism, respected by debtors and creditors alike.

In 2015, UNCTAD pioneered a new approach to the resolution of debt crises, entitled the new “Roadmap and Guide for Sovereign Debt Workouts”. This new ‘toolbox’ starts with a set of principles that debtors and creditors should follow in debt crisis management. Then it outlines a 17-step procedure for sovereign debt workouts, and finally suggests founding new Sovereign Debt Workout Institutions to support such processes.

The Roadmap and Guide were designed through a two-year UNCTAD expert group process, in which staff from Eurodad and from Eurodad member organisations played lead roles.

This outcome is important because it establishes an innovative guide that debtors can follow, including steps through which they can exclude illegal and illegitimate debts. Although these steps are non-binding, the roadmap has strengthened the push for a future binding framework.

Eurodad continues to help promote the Roadmap. In 2015, this included a packed event at the European Parliament co-organised with the UN and three parliamentary groupings and which attracted EU media.

“As well as producing high-quality analysis and reports, Eurodad plays a central, anchoring, role in the European civil society struggle for global economic justice.”

Penny Davies
Diakonia, Sweden
Effective aid

In 2015, Eurodad:

• Helped form a powerful coalition of members and allies that raise the alarm over the diversion of aid to fill domestic budget gaps caused by the refugee crisis.

• Supported members’ campaigns about aid cuts.

• Revamped its strategy to focus on the increasing danger of misuse of aid to subsidise companies in donor countries.

1. Eurodad members and partners formed a coalition to ensure aid helps the poor.

Eurodad, along with several of our members, formed an advocacy and campaigning coalition to ensure that Overseas Development Assistance (ODA or ‘aid’) reaches the poorest people in the poorest countries. The initial impetus was to address bad practices by donors in using ODA to fill domestic budget gaps by dramatically increasing the amount of aid spent at home on integrating refugees. As a result, many European countries have become the largest recipients of their own aid. While such expenditure is important, it should clearly not be counted as aid, as it does not flow to developing countries.

The coalition planned a campaign for 2016 focused on mobilising the public through joint campaigning, and bringing pressure to bear on the OECD’s Development Assistance Committee (DAC), which decides the rules on what can be counted as aid. The campaign will build up to big decisions that are set to be taken by the DAC in 2016, including decisions on counting in-donor refugee costs as aid, with the clear message that aid should be focused on helping the poorest countries.

2. We supported members’ campaigns against aid cuts.

2015 witnessed a disturbing trend of European governments proposing significant cuts to aid, particularly in Finland, Norway, Denmark and the Netherlands. Eurodad supported members in developing multinational coalitions around Europe to make the case for more and better aid. There have been some achievements, such as in Norway, but the environment remains quite challenging and this work will continue throughout 2016.
3. Eurodad highlighted the misuse of aid to subsidise donor companies.

Much aid is still ‘tied’ to the condition that all supplies are procured from firms in the donor countries. Aid tying increases costs by 15% to 30% and shows that donor countries are prioritising support for their own companies over poverty reduction. This issue has always been at the centre of improving the quality and quantity of aid that actually flows to developing countries. However, it is set to take centre stage as donors ramp up the proportion of their aid that supports private sector initiatives.

Major changes to aid reporting rules that will incentivise such expenditure are expected early in 2016, and hence it is timely that Eurodad has re-prioritised the ending of aid tying in its new strategy, and will launch a new work programme in this area in 2016.

"Our work is significantly strengthened by being part of a larger European network. Because we can draw on Eurodad’s experts, we can expand the breadth of what we cover without sacrificing the depth of analysis. Because Eurodad supports us to work together with like-minded agencies, we can come together in solidarity in a way which is very powerful. Eurodad has enormous value when it comes to information sharing, collective learning, coordinated action and working in solidarity. This coordinated action is an integral part of influencing decision making at EU level.”

Maeve Bateman
Debt and Development Coalition Ireland
1. Eurodad launched a groundbreaking report on PPPs and shaped the global debate on publicly-backed private finance.

In 2015, governments and development institutions continued to rely heavily on using public funds to ‘leverage’ private finance, particularly through PPPs and other methods, commonly called ‘blended finance’. These often led to poor development outcomes, lacked democratic accountability and transparency, and increased the risks of sovereign debt.

Eurodad continued to play a central role in shaping civil society groups’ work – and the wider global debate – in this area. Ahead of the FfD summit in July, Eurodad released a groundbreaking report on PPPs called What lies beneath, produced in collaboration with sister networks Afrodad and Latindadd. Ahead of the summit, our timely message was picked up by several influential media outlets, such as Reuters, and it was quoted subsequently in several reports by think tanks and international agencies such as the Overseas Development Institute, the UN Special Rapporteur on the Right to Education, and a working paper published by the UN Department of Economic and Social Affairs (UN DESA).

Eurodad also provided sophisticated analysis on transparency and accountability, and on monitoring and evaluation systems used by ever expanding development finance institutions (DFIs). Eurodad reported on the G20 agenda on the private financing of infrastructure. Our work on these issues strengthened a collective agenda for change.

"Eurodad is highly valued by Ekvilib. Not only the network in itself, which is important for sharing information and creating common strategies and goals, but also the high level of expertise and knowledge in the secretariat. As a Eurodad member for several years we are proud of its achievements in 2015 and we look forward to being a part of the work in 2016."

Ales Kranjc Kuslan
Ekvilib Institute, Slovenia
2. There was global recognition for the problems associated with blended finance and PPPs.

In 2015, intense advocacy led the European Parliament to include Eurodad’s main concerns in a key resolution on Financing for Development. At the global level, many developing countries also voiced their concerns in relation to blended finance mechanisms and PPPs, particularly in the run-up to the crucial UN Summit in July. This resulted in several references to PPPs in the outcome document and a commitment to follow up on guidelines for the use of PPPs in an ‘inclusive, open and transparent’ manner, which Eurodad will continue to pursue in 2016.

The Parliament’s resolution also helped keep up the pressure on the European Commission for a greater development focus in its ambition to ‘blend’ more public resources with private finance.

3. We put pressure on European governments and multilateral institutions on their publicly-backed lending to the private sector.

In 2015, Eurodad continued to hold European governments and multilateral institutions to account on their policies and practices when lending to the private sector. Eurodad and its partner civil society groups pressured the World Bank Group on its policy on PPPs, which resulted in the opening of a public consultation on the framework for disclosure in PPPs prepared by the Group for the G20.

Eurodad and members also participated in the review of the European Investment Bank (EIB)’s transparency policy. Although CSOs did not get all their demands met, they did raise awareness of controversial aspects of the policy among Member State representatives within the Bank. In addition, during the public consultation, the European Ombudsman’s representative supported CSO concerns, by calling for greater transparency in the Bank’s operation and decision-making.

Members and partners also continued to advocate for responsible taxation policies among DFIs. A resolution adopted by the European Parliament in April 2015 echoed CSO concerns and called on the EIB to ‘establish a new responsible taxation policy’ that includes country by country reporting and the identification of the beneficial owners of business. This issue was also discussed with several European DFIs. As a result, DFIs from Denmark and the Netherlands are actively working to improve their policies – we can expect concrete changes to be announced in 2016.
Seven reports and briefings were produced and widely distributed to key decision makers and allies, as well as 35 blogs, 42 news pieces and 22 press releases, all of which were published on our website and disseminated through our social media channels. Our social media outreach continued to increase in 2015, with over 2,700 Twitter followers and about 1,200 Facebook likes by the end of the year. The Eurodad website was visited almost 80,000 times.

Our articles were regularly cross-posted on other widely-read platforms such as the European Centre for Development Policy Management’s (ECDPM) GREAT Insights magazine and Heinrich Böll Stiftung’s G20 and BRICS Update E-Newsletter. They were also communicated directly to CSO partners and decision-makers through our biweekly newsletter Development Finance Watch.

We also developed our media outreach in 2015 at the EU and global levels, securing more than 900 media mentions. We achieved this by strengthening our relationships with key journalists and providing timely reactions to policy moments with comprehensive media packages. This hugely increased our reach and impact. For example, when we and our members produced a prompt reaction to the OECD’s release of the BEPS package, our analysis was covered by key targets like Bloomberg and the Financial Times, prompting responses by policymakers.

Many of our reports also provoked widespread media coverage. In July, when we released a report on PPPs, it was covered by the Reuters Foundation and The Guardian, ahead of the Ffd summit. In November, Eurodad worked with our partner organisations across the EU to launch the annual ‘Stop Tax Dodging’ joint report, titled Fifty Shades of Tax Dodging, which was covered by more than 70 media platforms in targeted countries.

Eurodad also led several campaign actions throughout the year. Through our tax justice work, we organised stunts calling for the protection of whistleblowers in front of the Luxembourg embassy and the European Commission in Copenhagen and Brussels respectively, as well as actions advocating for a global tax body. We produced English and French language campaign films, which helped communicate our key asks.

In collaboration with members and partners, Eurodad also facilitated the organisation of a petition calling for the cancellation of Greek debt and the creation of UN rules for sovereign debt restructuring, which reached over 100,000 signatures. We handed over the petition to the head of the Eurogroup working group in November, producing a short video to raise awareness about the issue. All of these activities helped to communicate complex issues to the public and influence decision-makers at the EU level and globally.
Eurodad reports 2015

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Reduce the risks of private investment and actively manage it to maximise benefits
Challenge 3:
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What lies beneath?
Expensive
Difficult to negotiate and implement
Mixed development outcomes
Untransparent
Poor planning and project selection
Limited accountability
Risky

Financing for development:

Five Shades of Tax Dodging
The EU’s role in supporting an unjust global tax system
2015
Staff and board members 2015

Alessandra Garda
Grants Officer

Bodo Ellmers
Policy and Advocacy Manager

Christian Hallum
Senior Policy Analyst (until September 2015)

Dominique Monti
Volunteer

Hernan Cortés Saenz
Policy Analyst

Iuliana Feticu
Finance, Accounting and HR Officer

Jeroen Kwakkenbos
Policy and Advocacy Manager

Jerónimo Ruiz Victoria
Grants, Finance and Events Officer

Jesse Griffiths
Director

Julia Ravenscroft
Communications Manager

Justyna Różańska
Grants, Finance and Office Assistant (until May 2015)

Lotta Staffans
Senior Policy Analyst (from November 2015)

Maria José Romero
Policy and Advocacy Manager

Mathieu Vervynckt
Policy and Advocacy Analyst

Tiago Stichelmans
Policy and Networking Analyst

Tove Maria Ryding
Policy and Advocacy Manager

Xavier Lalanne
Grants, Finance & Office Manager

Zala Zbogar
Communications Assistant (from June 2015)

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<tr>
<th>Board member</th>
<th>Organisation</th>
<th>Country</th>
<th>Role</th>
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<tr>
<td>Alison Holder (from May)</td>
<td>Oxfam GB</td>
<td>United Kingdom</td>
<td>Staff Liaison</td>
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<td>Anna Thomas</td>
<td>ActionAid International</td>
<td>United Kingdom</td>
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<td>Antonio Gambini</td>
<td>CNCD-11.11.11</td>
<td>Belgium</td>
<td>Treasurer</td>
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<tr>
<td>Emma Seery (until May)</td>
<td>Oxfam GB</td>
<td>United Kingdom</td>
<td>Chair</td>
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<tr>
<td>Éva Bördös</td>
<td>DemNet</td>
<td>Hungary</td>
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<td>Gina Ekholm (until May)</td>
<td>SLUG</td>
<td>Norway</td>
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<tr>
<td>Jenny Brown</td>
<td>Christian Aid</td>
<td>United Kingdom</td>
<td>Chair (from May 2015)*</td>
</tr>
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<td>Jiří Čáslavka</td>
<td>Glopolis</td>
<td>Czech Republic</td>
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<td>Kjetil Abildsnes</td>
<td>Norwegian Church Aid</td>
<td>Norway</td>
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<tr>
<td>Maren Hemsett (from May 2015)</td>
<td>SLUG</td>
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<td>Mark Herkenrath</td>
<td>Alliance Sud</td>
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<td>Netherlands</td>
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*previously Staff Liaison
Eurodad’s financial year begins on 1 January and ends on 31 December. The 2015 financial statements were audited by an external auditor, Saskia Luteijn Bedrijfsrevisor BV BVBA, in accordance with the financial reporting framework applicable in Belgium. The 2015 accounts will be available online on the National Bank of Belgium (http://www.bnb.be) website once they have been approved by the General Assembly of Members in June 2016. A copy of the Auditor’s report will also be available on Eurodad’s website.

Eurodad is grateful to all its network members and to other funders who have made it possible to carry out the work presented in this report. They are listed below.

The amount of income earned during 2015 that was not spent amounted to €59,129, which will go towards increasing the organisation’s funds. It is Eurodad’s policy to continue building up its reserves until it holds six months’ operational costs in reserve.

All amounts presented in the tables and charts that follow are in Euros and have been rounded to the closest unit.

Change of accounting methods

From the end of financial year 2014, we changed our accounting methods in order to improve the financial monitoring of projects and reflect the full financial volume managed by Eurodad.

The breakdown of advances paid to partners, advances received from donors and amounts payable to partners is now done through creditors’ and debtors’ accounts. In previous financial years this was recorded through accruals. A consequence of recording advances to project partners as advances and their financial reports as invoices that settle such advances is that, when partners provide their own share of co-funding to a project, that share is recorded as income to Eurodad, while the full amount of support to partners is recorded as expenditure.

These new accounting methods also allow us to now clearly show the volume of partner support disbursed by Eurodad, which in 2015 amounts to €409,672.
## Balance sheet

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<th>2015</th>
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<td>Fixed assets</td>
<td>5,356</td>
<td>9,020</td>
<td>3,463</td>
</tr>
<tr>
<td>Current assets</td>
<td>1,324,344</td>
<td>1,234,381</td>
<td>1,088,625</td>
</tr>
<tr>
<td>Advances to partners</td>
<td>51,576</td>
<td>10,200</td>
<td></td>
</tr>
<tr>
<td>Donors receivable</td>
<td>226,354</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>1,041,230</td>
<td>1,081,618</td>
<td>848,130</td>
</tr>
<tr>
<td>Other current assets</td>
<td>5,184</td>
<td>142,564</td>
<td>240,494</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>1,329,700</td>
<td>1,243,401</td>
<td>1,092,087</td>
</tr>
<tr>
<td>Association funds (1)</td>
<td>107,075</td>
<td>107,075</td>
<td>107,075</td>
</tr>
<tr>
<td>Accumulated results &amp; reserves</td>
<td>621,850</td>
<td>562,721</td>
<td>473,387</td>
</tr>
<tr>
<td>Social reserves (2)</td>
<td>333,000</td>
<td>266,151</td>
<td>150,837</td>
</tr>
<tr>
<td>Accumulated results (3)</td>
<td>148,850</td>
<td>156,570</td>
<td>292,550</td>
</tr>
<tr>
<td>Flexible reserve (4)</td>
<td>140,000</td>
<td>140,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Provision for potential audit issues (5)</td>
<td>30,253</td>
<td>30,253</td>
<td>35,506</td>
</tr>
<tr>
<td>Debts</td>
<td>569,621</td>
<td>447,854</td>
<td>67,237</td>
</tr>
<tr>
<td>Commercial debts (6)</td>
<td>25,282</td>
<td>42,054</td>
<td>23,333</td>
</tr>
<tr>
<td>Social debts &amp; VAT payable (6)</td>
<td>83,869</td>
<td>78,353</td>
<td>43,904</td>
</tr>
<tr>
<td>Partners payable</td>
<td>111,680</td>
<td>100,584</td>
<td></td>
</tr>
<tr>
<td>Advances from donors</td>
<td>348,790</td>
<td>226,864</td>
<td></td>
</tr>
<tr>
<td><strong>Accrued expenses (7) and deferred income (8)</strong></td>
<td>901</td>
<td>95,498</td>
<td>408,883</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>1,329,700</td>
<td>1,243,401</td>
<td>1,092,087</td>
</tr>
</tbody>
</table>

(1) Startup capital – Can only be used in case of dissolution of Eurodad.
(2) Reserves for staff obligations (salaries, social contributions, holiday pay for notice period) in case Eurodad needs to dissolve.
(3) Other reserves – Can be allocated by Board decision.
(4) Flexible reserve – Can be used by Management to compensate for shortfalls should the fundraising target for the year not be met.
(5) It is Eurodad’s policy to provide 1% of income related to projects that would need to be audited in case of audit issues.
(6) Invoices paid after 31 December such as 13th month salaries, charges, and taxes.
(7) Expenses of the financial year for which invoices have not yet been received at closure.
(8) Funds received in this financial year that apply to activities delivered in the following financial year.
### Income

<table>
<thead>
<tr>
<th>Income</th>
<th>2015</th>
<th>%</th>
<th>2014</th>
<th>%</th>
<th>2013</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted income</td>
<td>196,993</td>
<td>10%</td>
<td>182,233</td>
<td>15%</td>
<td>209,580</td>
<td>17%</td>
</tr>
<tr>
<td>Members' contributions</td>
<td>171,751</td>
<td>9%</td>
<td>171,212</td>
<td>14%</td>
<td>170,382</td>
<td>14%</td>
</tr>
<tr>
<td>(International) conference fees</td>
<td>25,242</td>
<td>1%</td>
<td>821</td>
<td>0%</td>
<td>39,198</td>
<td>3%</td>
</tr>
<tr>
<td>Consultancy fees</td>
<td>-</td>
<td>0%</td>
<td>10,200</td>
<td>1%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Income from grants</td>
<td>1,507,651</td>
<td>77%</td>
<td>1,048,581</td>
<td>85%</td>
<td>993,498</td>
<td>82%</td>
</tr>
<tr>
<td>Public (European Commission)</td>
<td>682,116</td>
<td>35%</td>
<td>304,485</td>
<td>25%</td>
<td>309,704</td>
<td>26%</td>
</tr>
<tr>
<td>Private (Bill and Melinda Gates Foundation)</td>
<td>283,157</td>
<td>15%</td>
<td>309,046</td>
<td>25%</td>
<td>257,852</td>
<td>21%</td>
</tr>
<tr>
<td>Financial Transparency Coalition (ex. FITF)</td>
<td>195,538</td>
<td>10%</td>
<td>194,596</td>
<td>16%</td>
<td>160,374</td>
<td>13%</td>
</tr>
<tr>
<td>Public (Norad)</td>
<td>136,765</td>
<td>7%</td>
<td>112,013</td>
<td>9%</td>
<td>207,809</td>
<td>17%</td>
</tr>
<tr>
<td>Private (C.S. Mott Foundation)</td>
<td>43,195</td>
<td>2%</td>
<td>45,419</td>
<td>4%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Brot für die Welt (ex. EED)</td>
<td>79,298</td>
<td>4%</td>
<td>39,112</td>
<td>3%</td>
<td>55,739</td>
<td>5%</td>
</tr>
<tr>
<td>Public (Danida through IBIS)</td>
<td>8,279</td>
<td>0%</td>
<td>20,566</td>
<td>2%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other smaller grants</td>
<td>79,303</td>
<td>4%</td>
<td>18,077</td>
<td>1%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Cost recovery from third parties</td>
<td>6,310</td>
<td>0%</td>
<td>5,267</td>
<td>0%</td>
<td>2,020</td>
<td>0%</td>
</tr>
<tr>
<td>Co-funding from project partners</td>
<td>86,304</td>
<td>4%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subtotal operational income</td>
<td>1,797,257</td>
<td>92%</td>
<td>1,230,815</td>
<td>100%</td>
<td>1,203,078</td>
<td>100%</td>
</tr>
<tr>
<td>Financial income</td>
<td>151,040</td>
<td>8%</td>
<td>657</td>
<td>0%</td>
<td>1,953</td>
<td>0%</td>
</tr>
<tr>
<td>Total income</td>
<td>1,948,298</td>
<td>100%</td>
<td>1,231,472</td>
<td>100%</td>
<td>1,205,031</td>
<td>100%</td>
</tr>
</tbody>
</table>
## Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>%</th>
<th>2014</th>
<th>%</th>
<th>2013</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resources</td>
<td>996,945</td>
<td>53%</td>
<td>826,571</td>
<td>72%</td>
<td>669,795</td>
<td>60%</td>
</tr>
<tr>
<td>Publications &amp; outputs</td>
<td>91,804</td>
<td>5%</td>
<td>75,158</td>
<td>7%</td>
<td>81,664</td>
<td>8%</td>
</tr>
<tr>
<td>Meetings</td>
<td>24,223</td>
<td>1%</td>
<td>7,665</td>
<td>1%</td>
<td>38,191</td>
<td>4%</td>
</tr>
<tr>
<td>Partner support (1)</td>
<td>409,672</td>
<td>22%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>133,218</td>
<td>7%</td>
<td>67,749</td>
<td>6%</td>
<td>128,467</td>
<td>12%</td>
</tr>
<tr>
<td>Equipment &amp; running costs</td>
<td>208,257</td>
<td>11%</td>
<td>163,236</td>
<td>14%</td>
<td>106,712</td>
<td>10%</td>
</tr>
<tr>
<td>Depreciations, provisions &amp; other costs</td>
<td>3,663</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
<td>16,173</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Subtotal operational expenses</strong></td>
<td><strong>1,867,782</strong></td>
<td><strong>99%</strong></td>
<td><strong>1,140,328</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,021,002</strong></td>
<td><strong>95%</strong></td>
</tr>
<tr>
<td>Financial expenses</td>
<td>21,387</td>
<td>1%</td>
<td>1,811</td>
<td>0%</td>
<td>53,067</td>
<td>5%</td>
</tr>
<tr>
<td>Exceptional expenses</td>
<td>0%</td>
<td></td>
<td>0%</td>
<td></td>
<td>610</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>1,889,169</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,142,139</strong></td>
<td><strong>100%</strong></td>
<td><strong>1,074,679</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th></th>
<th>2014</th>
<th></th>
<th>2013</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total income</td>
<td>1,948,298</td>
<td></td>
<td>1,231,472</td>
<td></td>
<td>1,205,031</td>
<td></td>
</tr>
<tr>
<td>Total expenditure</td>
<td>1,889,169</td>
<td></td>
<td>1,142,139</td>
<td></td>
<td>1,074,679</td>
<td></td>
</tr>
<tr>
<td>Result</td>
<td>59,129</td>
<td></td>
<td>89,333</td>
<td></td>
<td>130,352</td>
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</tr>
</tbody>
</table>

(1) Thanks to new accounting methods implemented at the end of 2014, partner support (e.g. joint projects and grants with Eurodad in the lead) is now clearly shown in Eurodad’s accounts.
## Member contributions over €1,000

<table>
<thead>
<tr>
<th>Organization</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ibis</td>
<td>36,710</td>
<td>26,710</td>
<td>6,710</td>
</tr>
<tr>
<td>Oxfam Novib</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Oxfam GB</td>
<td>14,037</td>
<td>12,703</td>
<td>11,947</td>
</tr>
<tr>
<td>Christian Aid</td>
<td>14,037</td>
<td>12,557</td>
<td>11,947</td>
</tr>
<tr>
<td>Action Aid</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Cordaid</td>
<td>5,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Save The Children UK</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Diakonia</td>
<td>9,400</td>
<td>9,400</td>
<td>5,000</td>
</tr>
<tr>
<td>11.11.11</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Church Of Sweden</td>
<td>6,500</td>
<td>6,500</td>
<td>6,500</td>
</tr>
<tr>
<td>Norwegian Church Aid</td>
<td>5,889</td>
<td>6,074</td>
<td>6,312</td>
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<tr>
<td>CCFD</td>
<td>7,500</td>
<td>7,500</td>
<td>6,000</td>
</tr>
<tr>
<td>Trocaire</td>
<td>2,500</td>
<td>2,500</td>
<td>5,000</td>
</tr>
<tr>
<td>Alliance Sud</td>
<td>7,500</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Both Ends</td>
<td>5,000</td>
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<td>5,000</td>
</tr>
<tr>
<td>CNCD-11.11.11</td>
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<td>8,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Norwegian Forum for Development and Environment</td>
<td>3,500</td>
<td>5,000</td>
<td>5,000</td>
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<tr>
<td>One</td>
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<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Kepa</td>
<td>3,700</td>
<td>3,700</td>
<td>3,700</td>
</tr>
<tr>
<td>Intermon Oxfam</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Cercle Des Ong</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
</tr>
<tr>
<td>Koo Austria</td>
<td>2,500</td>
<td>2,000</td>
<td>1,500</td>
</tr>
<tr>
<td>Forum Syd</td>
<td>1,400</td>
<td>1,400</td>
<td>1,400</td>
</tr>
</tbody>
</table>