

OUR PARTNER WORK



Their projects. Our support.

Broederlijk Delen does not set up any projects of its own in the South. Nor do we open large offices to coordinate projects. We only support existing local organisations. This is a conscious choice; we are of the opinion that you cannot stimulate development from the outside. Development comes from within. We firmly believe that we do not have to put our own projects in place in the South. What we need to do is support the plans made by the people in the South themselves. Local organisations are the most familiar with the situation on the ground, and they have co-workers who speak the local languages. The initiatives that they themselves develop offer the best chances of achieving lasting change, because they are tailored to the local situation and are supported by the local population.

Which projects?



Projects should always benefit a specific target group. We support partner organisations that dedicate themselves to rural communities in general, or more specifically to small-scale farmers, indigenous populations, women, children and the young. The projects focus on economic development and/or defending the rights and interests of these target groups. In some countries, they may also concentrate on human rights in

general. Broederlijk Delen does not actively provide emergency aid. However, we do have a small emergency fund, used in exceptional circumstances, to assist partner organisations that have been hit by disaster and have requested help. Additionally, we do not work in every region of each country. In Congo, for example, we only work in the Kasai and Katanga regions. Choices have to be made in order to achieve the best results possible on the ground.

Funding

Broederlijk Delen has about 15 million Euro annually to support the projects of the people and groups in the South. About half of this money comes from donations and funds received from all manner of group actions. We call this our own fundraising. The other half comes from grants, mainly received from the federal government. 50% therefore comes from our own resources and 50% is co-financed by the government. This proportion is no coincidence. It is a conscious policy choice. Such a large proportion of our own resources ensures our independence. With our own resources, Broederlijk Delen is, for example, able to support small or new initiatives. Due to administrative requirements, these often do not qualify for government grants.

How are the resources divided up?

At the beginning of the year, the available funds are divided according to certain distribution codes between Africa, Asia and Latin-America, and then between the twenty countries in which Broederlijk Delen is currently active. A budget is prepared for each country, with a specific amount allocated to each project and some set aside for new initiatives. Projects are generally supported on a yearly basis. Long-term support is possible, but always in yearly instalments. As for the federal government grants, a three-year system is now in place. There is also a per country, per project and per year budget. (Overseas) development workers are also included in this budget. A development co-worker or overseas development worker works temporarily with the partner organisation and passes on his/her knowledge to its members. He/she never holds a management position and stays with the organisation for a maximum of six years. An example of such an (overseas) development worker would be an organic engineer who is familiar with agricultural methods that members of the partner organisations could use, but do not know about. At the moment, 33 partner organisations have an (overseas) development worker.

Who decides how the resources are allocated?



The International Programmes Commission is responsible for allocating the resources. This Commission includes both Broederlijk Delen co-workers and expert volunteers. The Commission meets nine times a year. At the beginning of the year, it decides on the budget and how the resources will be distributed. At another meeting, country-specific policies are determined, separate projects are discussed, and the final allocations are determined. New projects are always discussed by the Commission, and in all cases the Commission makes the final decision on financing.

Preparation and follow up

Broederlijk Delen's International Programmes Department monitors the implementation of what has been decided by the International Programmes Commission. The Department's work is predominantly split by continent and region. A region is either a single country, or a group of smaller countries. In Brussels, each region is overseen by a Programme Officer. Programme Officers are co-workers who work in Brussels and are responsible for a group of partner organisations in a particular region (group of countries and partner organisations). At least once a year, they visit the partner organisations they look after. They carefully monitor the finances, operations and planning of each partner organisation. Locally, a BD local representative oversees the operations of the partner organisations in the

region. BD local representatives are co-workers of Broederlijk Delen who are sent to the South for a limited period (maximum 4 years). They act as a link between our partner organisations and Broederlijk Delen's head office in Brussels. They provide guidance to our partner organisations on the ground to help them achieve their initiatives. They have no authority over the partner's financing. They visit each project for which they are responsible several times a year.

We enter into a contract with each partner organisation. Our partner organisations have to present an annual report which includes detailed proposals and detailed financial reporting. This report will decide whether they will receive a new allocation. Programme officers and BD local representatives regularly visit the partner organisations and target groups to check that they are doing a good job. We ask third parties (local consultants) to make evaluations and the subsidized projects are also subject to inspections by the government. Aside from this business element, there is also a human aspect. We aim to create relationships with our partner organisations' co-workers that are open and based on mutual trust. This is welcomed by the partner organisations, and consequently they think Broederlijk Delen is different to other donors. As a result, we are heavily involved in our partner organisations' work and we are quickly advised if there are any problems.

How to find good partner organisations

Finding good partner organisations is essential for Broederlijk Delen. A coherent approach to our work is very important. Our partner organisations have to fit in with the country policies and also have to get along well with each other. Programme officers and BD local representatives are well acquainted with the local situation. We come into contact with new organisations either through existing partner organisations, or else we ourselves look for new partner organisations that could make an additional contribution to our programme in a country. If they fit in well with us and our other partner organisations we enter negotiations on a possible collaboration. Candidates are usually visited several times before we decide to set up a partnership agreement. Or alternatively, we perform a thorough analysis. The stakes are high, so we never rush in. We don't ask our partner organisations to be perfect right from the start, but they have to be doing a good job, and to be putting their heart and soul into working with the poor. During the first two years, the financial support for new partner organisations is always limited. If it turns out to be a sound collaboration, support can be increased. Deploying (overseas) development workers can also be a way of supporting our partner organisations.

Who receives the funds in the South?



The funds go directly to existing local organisations in the South. These are social organisations that are structured as non-profit organisations. Funds are not given to individuals, nor are they transferred to companies or governments. The money goes to social organisations which share our own inspirations and our attitude of solidarity. They are mostly local

NGOs, but also include movements and grassroots organisations. We support both small local organisations and larger national organisations. We call them partners or partner organisations. We support the projects put forward by our partner organisations and aim to look for partners with whom we can form a lasting and fruitful relationship over several years..

What do our partner organisations spend their money on?

Partner organisations never receive money just like that. They always receive financial support for a specific project aimed at supporting specific target groups. In order to receive funding, they need to present a formal proposal with a detailed overview of the budget needed. The proposal is then negotiated until we reach an agreement. Most of the resources go directly into field work. Our partner organisations support the target groups by organising training, by developing organisations, improving agricultural production and commercialization, setting up other economic initiatives, providing micro-credits, defending interests and facilitating collaboration between social organisations and with the authorities. The results must always be rooted into the social structure of the local population. This is the only way to guarantee lasting change is achieved. A small portion of the funds go towards managing of the partner organisations. These management costs are limited as much as possible.

What else does Broederlijk Delen's International Programmes Department do?

As mentioned above, Broederlijk Delen supports the people in the South's own projects. This support can either be financial or can also consist in sending (overseas) development workers to support our partner organisations. These (overseas) development workers do not lead the projects, but just become part of the partner organisation's team. We also help partner organisations with methodological programmes and tools such as the 'financial health check' (questionnaire that provides a better insight into the partner organisations' financial management). Partner organisations and target groups are often situated in remote areas. For this reason, we also try to overcome their isolation. If a farmers' organisation in Rwanda wants to start growing organic pineapple, we can put it in contact with a Ugandan group that already has some experience in this field. Or if we see, for instance, that partner organisations in Bolivia, Ecuador and Peru are all taking action against the uncontrolled mining of minerals by foreign companies, then we bring them together in order to develop an effective joint strategy. We also send overseas development workers out to promote this type of networking. In this way we promote mutual learning and cooperation. This is where we have a truly important role to play, since we have an extensive network of contacts. By using these combined forces we are successful in improving the results both of individual organisations and of the organisations as a whole. Aside from financial support and the deployment of overseas development workers, combining these forces is one of the core responsibilities of the International Programmes Department.