



**ANNUAL REPORT
NEDWORC FOUNDATION
2019**

May 2020

Nedworc Foundation was established by- and for independent development consultants, with the mission to support and strengthen expertise and experience in international development cooperation.

Nedworc Foundation focuses on facilitating a regular employment base for experts in a manner that guarantees optimal control over their own work as an independent consultant.

Abbreviations

CV	Curriculum Vitae
cWF	cooperative WaterFocus
EKN	Embassy of the Kingdom of the Netherlands
EC	European Commission
EU	European Union
JPO	Junior Professional Officer
NGO	Non-Governmental Organisation
MoFA	Ministry of Foreign Affairs
NWF	Nedworc Foundation
NWP	Netherlands Water Partnership
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency)
SDG	Sustainable Development Goals
SVF	Shared Value Foundation
UN	United Nations
WASH	Water, Sanitation and Hygiene
YEP	Young Expert Programme
YPF	Young Professionals Fund

Background

The Nedwoc Foundation (NWF) is a non-profit organization established in 1986, to render support services to independent consultants working in the fields of international development cooperation. It was formed on the initiative of a group of experts involved in Dutch bilateral development programmes whom initially organised themselves in an Association. The aim of the Association then was to create a modality ensuring professional independence and a strong mission driven focus. NWF does so by permanently deploying between 70-80 experts in a wide array of sectors and on numerous themes in developing countries. The Association focuses primarily on developing expertise, addressing policy issues and providing insight into the labour market for members. Although non-profit by nature, both organisations, the Foundation as well as the Association, are independent of subsidies as all activities are carried out in a financially self-sustaining manner. Although the Association and the Foundation were both created in 1986 by the same group of professionals, today they are two separate and independent organisations but who work together on a regular basis.

Independent Consultants

The Nedwoc Foundation renders professional support services to independent consultants in a manner that ensures adequate social insurance, handling of their tax liabilities, and other services that allow them to focus their attention on the content of their work rather than on the financial, administrative and legal aspects of their contracts. Though the experts are formally employed by NWF, they remain independent not only in terms of each of them individually deciding which assignments to take on, and what conditions they are willing to accept, but also financially independent from the other NWF employees. In their assignments the experts are in the lead (as individual or as a small team) so as to allow freedom of work acquisition in their own network of contacts and full focus on the interests of the client.

The services rendered by NWF include the handling of all administrative and financial aspects of the contract with the client wishing to engage the services of specific expert(s). However, NWF is not a consultancy firm, as it is primarily up to each expert to generate his/her own work. Advice is given to experts on fees and other contract conditions, and they are supported technically on how to prepare successful tender bids. Over the last few years, clients have started requesting for certain types of expertise for which experts from our networks and databases are selected and proposed. This includes the database of the Nedwoc Association, which has some 350 registered members active in the field of international cooperation.

Institutional Partnerships and Framework contracts

Another group of activities involves institutional arrangements where NWF is engaged to administer programmes and projects for a partner organisation. In these cases NWF management and bureau staff acquires and implements the contract. In these cases it is also possible that NWF employs- and seconds staff to the organisation of the client. In all assignments the final legal responsibility for implementation and contract compliance lies with NWF.

Young Professionals

A separate component of activity arises from NWF's own small Young Professionals Fund (YPF). It was established to help university graduates to build up experience in fieldwork of development projects, as a stepping-stone towards a career in international development cooperation.

1 ACTIVITIES IMPLEMENTED IN 2019

1.1 Facilitation of Independent Experts

The international development sector continuously changes as per the needs of countries and population groups and whereby the Sustainable Development Goals (SDG) are often in the lead.

NWF and its employees have been able to maintain their position in terms of assignments and growing expertise and experience. Again the total number of experts employed and number of assignments has increased and so has the financial turn-over of NWF. Especially in the Netherlands, the ongoing changes in labour legislation make organisations more hesitant to employ freelance workers, thus making collaboration with NWF more attractive for both experts and organisations.

Table 1 shows the number of experts employed per calendar year and the number of assignments they have been implementing and for how many different clients.

Table 1: Trend in Experts Employed and Assignments Implemented

	2019	2018	2017	2016	2015	2014
Number of experts employed	117	108	96	98	86	84
Number of assignments implemented	251	228	196	194	189	172
Number of different clients	105	109	107	106	109	108

The totals include an increasing number of junior experts who are working abroad for 1-2 years employed by Dutch organisations in countries in development or in transition with co-funding from the Netherlands Water Partnership's Young Expert Programme (NWP-YEP). In addition there is the Young Talent Pool programme, funded by the Netherlands Government, facilitating young experts to work in various Embassies of the Kingdom of the Netherlands (EKN).

The experts are employees of one of the three Nedworc Foundations STIP, Lang and PAS, the differences of which are described in the following text box.

Types of Employment and Duration of Assignment

The duration of assignments varies from several days up to five years. NWF has three types of employment contracts, each under a separate foundation:

- "STIP" - Nedworc Foundation STIP with employment contracts of limited duration for experts with assignments with a (continuous) duration of less than 2 years and who do not wish to participate in the collective pension scheme: "Pensioen fonds Zorg en Welzijn".
- "Lang" - Nedworc Foundation Lang (Long term) offers employment contracts of unlimited duration with assignments of more than 2 consecutive years and whom do not wish to participate in the collective pension scheme.
- "PAS" - Nedworc Foundation PAS with employment contracts of both limited and unlimited duration for experts who participate in the collective pension scheme "Pensioen Fonds Zorg en Welzijn".

The overarching NWF Foundation bureau operates and accounts to each of the subsidiary foundations on the basis of a permanent management contract.

In table 2 the distribution of the employees' contracts over STIP, Lang and PAS is shown:

Table 2: Number of Employees per Foundation

Number of employees per Foundation	2019	2018	2017	2016
NWF-STIP	88	85	79	80
NWF-Lang	19	16	9	7
NWF-PAS	10	7	7	8
TOTALS	117	108	95	96

The increase in the number of NWF STIP employees can largely be attributed to the increased number of new employees.

Most employees have more than one assignment per year. Table 3 below shows the distribution of the assignments over the three foundations:

Table 3: Number of Assignments per Foundation

Number of employees per Foundation	2019	2018	2017	2016
NWF-STIP	170	161	158	151
NWF-Lang	58	21	17	23
NWF-PAS	23	46	19	17
TOTALS	251	228	194	191

Duration of Assignments

During 2019 NWF employed 26 experts with long(er) term full-time contracts for project implementation abroad. Besides senior positions (often teamleaders) there was also an increase in the number of young experts with co-funding from NWP YEP. The number of employees on assignments with a duration between continuous input of 3-6 months remained stable at seven.

The remaining employees worked on short(er) term assignments with an average of 5-25 working days per assignment, depending on the nature of the assignment. A typical consulting assignment consists of preparatory and reporting work in the Netherlands, and fieldwork in the country concerned. Longer term contracts with part-time work are also quite common, especially amongst the experts working on WASTE assignments.

Fields of Expertise

The assignments continued to cover a wide variety of fields of expertise including water and sanitation, (public) health, financing mechanisms -including micro- and public finance-, value chain development, education, food and nutrition security, energy, sexual and reproductive health and rights, agriculture, horticulture, animal husbandry, natural resource management, environment and climate change, small and mid-size enterprise development, tax reform, land reform, legal advice, human rights, humanitarian aid, fragile states etc..

Within and across sectors, many assignments deal with institutional development at different levels as well as different phases of developmental processes are addressed including planning,

mid-term reviews and evaluations and cover a.o. gender and inclusivity. Interim managers and/or medior experts, mostly with Netherlands based NGO's were also more frequent in 2019.

The relative shares of the main focus areas of each of the assignments in 2019, 2018 and 2017 are shown in table 4 below. It depends a bit where the emphasis of each assignment is for it to be categorised as shown in the table. However, WASTE projects, in which a substantial number of NWF employees is involved, often have technical a Water, Sanitation and Hygiene (WASH) component but also deal with the financial as well as the socio-cultural aspects of waste processing and management. The figures for 2019 do not indicate major shifts in the type of assignments executed, though all aspects of food and nutrition security remain important areas for which expertise is sought, just like for most other activities addressing SDG's.

Table 4: Type of Assignments Implemented

	2019		2018		2017	
	#	%	#	%	#	%
Agriculture, Livestock, Fisheries, Rural Development, Natural Resource Man., Climate change and environment	70	28	64	28	37	19
Water, Sanitation and Infrastructure	44	17	41	18	50	25
Economics, Business and Value Chain Development	62	25	49	22	34	17
Institutional, Social, Gender and Health development	56	22	62	27	55	28
Other	19	8	12	5	21	11
TOTALS	251	100	228	100	196	100

The number of "economics, business and value chain development" assignments increased a bit, whereas the number of "institutional, social, gender and health development" assignments saw a slight reduction, though in this category the average duration appears to have been longer. In the "other" category, the number of assignment dealing with statistical (big) data analysis grew substantial.

Age and Gender

For quite some time the international development experts sector seemed to be greying with an average age of 52.4 years among the NWF employees. However, with the YEP financing opportunities, more younger experts are getting a chance to gain hands-on field experience. On the other hand the number of experts whom continue to do shorter term assignments after they have reached the official pension-age is also growing, with even 14% of the employees over the age of 67. The latter mostly do so because of the demand for senior expertise and the preference of many experts to pursue the work they believe in and enjoy. In the following table an overview is given of the age and gender groups of the 2019 NWF employees. The .group of employees aged between 56-67 is still the biggest and with more men than women, but the groups below 46 is growing and now stands at 40% of the total. In these groups the number of women is also higher than men.

Table 5: Age and Gender NWF Employees 2019

Age group	# F	# M	Total	% F	% M	Total
- 30	13	2	15	24	3	13
31 – 45	13	12	25	24	19	21
46 - 55	5	7	12	9	11	10
56 - 67	19	30	49	35	48	42
> 67	4	12	16	7	19	14
TOTALS	54	63	117	100	100	100
Percentage (%)	46	54	100			
Average Age (years)			52.4			

Client base for NWF consultants in 2019

Some 40% of the NWF clients are based outside the Netherlands, and of which some 80% within the European Union. In 2019 the NWF employees served a total of 105 different clients from:

- Public Sector
- International Funding Institutions
- UN Agencies
- Private Organisations
- Civil Society Organisations
- Research and Knowledge Institutions

In annex 1 an overview is given of the clients that Nedworc has had or is still having contracts over the last three years.

1.2 NWF Partnership & Framework Contracts

NWF continuously looks for (in)formal partnerships with likeminded organisations for mutual benefits. In 2013 NWF co-founded the cooperative WaterFocus (cWF), uniting the forces of some 45 independent (entrepreneurial) professionals in the water sector. Together the members form an organisation combining high levels of knowledge and experience with flexibility and innovative thinking.

However, and despite many initiatives by the cWF board to change that, the members do not know each other very well and do not really seem to understand and/or willing that a cooperative is about "give and take" and "sow and harvest". There has been a core group of some 10-15 active and dedicated members whom have been putting time and energy in cWF but the majority of the members remains passive and appear to await for assignment opportunities to be presented to them.

Also, it has proven to be very difficult to enter into the international market without having a local presence. E.g. the EKN Mozambique requested to express our interest and tender for a framework contract which was to render Integrated Water Resources Management goods and services. cWF in consortium with NWF, MetaMeta and Antea Belgium prepared proposal but ended last, mostly due to the lack of a local office, a broad network of local partners and projects implemented in the past.

In the Netherlands, cWF was selected as a preferred supplier to several Water Boards but unfortunately that has not resulted in many assignments yet. The competition is fierce and tariffs are generally low.

NWF is responsible for the accounts and administration of the cooperative, and the NWF Director is an ex-officio Board member in the cooperative. In 2019 the Bola Bondeh WASH project in Ghana was stopped by the RVO, despite the fact that the inception phase was approved. The RVO was of, and in cWF consortium's view incorrect, opinion that the Ghanaian Government did not meet its co-funding obligations.

In 2020, there will be further discussions on the future of cWF.

In 2016 NWF created partnerships with two other organisations; WASTE¹ and the Shared Value Foundation² (SVF). In 2019 NWF employed 16 experts working on WASTE assignments, and also implements the accounting and administration for WASTE. In 2020 there will be a joint evaluation of the cooperation between NWF and WASTE.

The Shared Value Foundation (SVF) became less active, and its board decided to no longer outsource the financial administration. The engagement of (young) experts will continue and in 2019 three NWF employees worked on SVF assignments.

In addition to the above, NWF has also successfully tendered for larger contracts and was awarded the following (framework) contracts.

Management of the Multilateral Junior Professional Officer (JPO) Programme (2016-2024)

NWF has also successfully tendered for the next phase (Jan 2020-Dec 2024) of the management of the Multilateral Junior Professional Officer (JPO) Programme” for the Netherlands Ministry of Foreign Affairs (MoFA). The main objective of the programme is to give young recent graduates with Dutch nationality, as well as from a selected number of developing countries, the opportunity to gain international work experience with some 16 multilateral organisations engaged in international cooperation. The organisations receiving most positions are UNDESA, UNHCR, WHO, FAO, UNFPA and UNICEF.

The JPO's are under contract with the multilateral organisations concerned, but NWF is involved in the recruitment and selection, the monitoring of the JPO's performance and responsible for the financial and administrative handling of the programme. During the second quarter, a Call for Tender was issued by MoFA for the contract period January 2020 – December 2024. After an assessment of the Letters of Interest, SNW came out as the only qualified party and was the contract awarded in November 2020. This contract provides a very solid financial base for SNW's coming years as it generates close to 40% of NWF' s annual operational budget.

The annual budget is 9 M €, though in November 2018 an additional amount of 2 M € was made available after the Nedworc Association in consultation with NWF had lobbied for extra funds through a member of the Dutch parliament.

¹ **WASTE:** "We are here to build sustainable sanitation and solid waste systems in developing countries that contribute to clean environments, healthy and happy lives. To do this work we connect and work together with different stakeholders in the service and value chain; we mobilise finance; and we grow business. Connecting the entire waste and sanitation chain allows us to build profitable markets and change the entire system from within. Our job is done, when the systems are sustained and can scale up on their own.

² **Shared Value Foundation:** "is a non-profit organisation working in developing countries and aims to contribute to the creation of Shared Value, a business concept that seeks opportunity for businesses to solve societal problems. Through our global network of experienced young development geographers at Utrecht University, we aim to assist businesses and other organisations that (want to) work in developing countries by providing in-depth local research to gain a clear insight in the local context and (future) impact of the investment or intervention."

The 2019 JPO management plan and budget was hence prepared with the extra funds available and in 2019 more than 60 new positions were identified and filled, each for a 3-year period. This caused substantial more work for NWF than in a normal year (20-30 new positions) but could be handled without any problem.

Framework contract Evaluation of Netherlands Enterprise Agency (RVO) 2016-2020

In addition to the above, NWF also executes a "Framework contract Evaluation of Netherlands Enterprise Agency (RVO) programmes and projects" in cooperation with two German organisations; Particip GmbH and University of Mannheim. When the framework contract was awarded the expectations of larger numbers of assignments (120/annum as per Call) to be given out were high, but in reality and so far the RVO only issued 8 requests for assignments, of which 2 in 2019 on which NWF did not apply as the calls were not considered feasible .

1.3 NWF's Young Professionals Fund

Through its engagement in the JPO Programme, NWF observed that chances for young graduates to make the first steps towards a career in international development cooperation have become very limited. For every position there are often 25 or more qualified candidates applying. For this reason NWF established a Young Professionals Fund from its own surplus resources. Through this facility it helps young graduates to identify and finance temporary positions in existing development projects. During a clearly demarcated assignment, under the guidance and responsibility of a senior (NWF) consultant, they can build up experience contributing towards enhancing their CV and their ability and chances to develop their international career by exposing them to the large NWF network.

Till 2018 already 8 young people were able to make a successful start (Bangladesh, Ethiopia, Guiné Conakry, Indonesia, Sudan, Somalia) whereas in 2019 one young professional was supported to gain experience in Haiti. Finding suitable assignments with adequate supervision has proven to be a challenge.

2. ORGANISATION AND GOVERNANCE

2.1 Nedworc Foundation Office

The permanent office staff of the NWF bureau in Bunnik consists of four persons, each of them with many years of experience in their field of the NEDWORC operations.

For the implementation of the Dutch Ministry of Foreign Affairs funded multilateral JPO programme the management staff was supported by Ms. Ir. Alida Laureense whom, after having been involved in the programme for nearly 10 years, retired by the end of 2019. Furthermore Ms. Ir. Marjo Vervoorn started to assist NWF on a regular basis with acquisition activities and to act as a back-up for the front office tasks of the director and with effect of 01 January 2020 to take over the tasks from Ms. Laureense.

See Table 6 for the 2019 NWF Bureau Staffing and Board

Table 6: NWF Bureau Staffing and Board

Position	Name
Management staff	
Director (CEO)	Ir. Rolf H.M. Posthouwer
Head Accounts & Admin.	Mr. Fred de Vries BA
Secretary	Ms. E.J. Angelique Boer
Accounts officer	Ms. Sylvia Hamming
Board of Directors	
Chairman	Drs. Ing. Joost de la Rive Box
Treasurer	Ton van der Krabben MBA
Secretary	Ms. Drs. Marije Boomsma
General member (since 19 dec 2019)	Ms. Drs. Ellen Mangnus

2.2 Board of Directors

The NWF Board of Directors consisted most of 2019 of three persons, as shown above in table 6. In December 2019 Ms. Ellen Mangnus joined the board as a fourth general member. The board members execute their functions on a voluntary basis and meet in principle four times a year. Within the board arrangements have been made to avoid conflicts of interest.

The same persons are also Board members of the subsidiary foundations PAS, Lang and STIP, for specific groups of employees. The Board operates on the basis of a Governance Policy framework, regulating tasks and responsibilities, board-proceedings, division of work with management and rotation of membership. For the foundations "good governance" is defined not only in terms of constitutional responsibilities, but also on the needs and interests of the independent consultants who have entrusted their assignments to NWF.

2.3 Annual Employee Meeting

On the 18th December the annual Employee meeting ("Werknemersoverleg") was held in Bunnik. During the meeting the employees present (30) were informed about the latest developments in the field of employment rules and regulations, legislation, social security, taxation etc.

Joost de la Rive Box presented the outcome of the employee satisfaction survey conducted in May 2019. The overall conclusion was that the employees had a high appreciation for the services rendered to them. The main recommendations were:

- Improve upon the website, with more and better information on the services and facilities Nedworc offers. This was taken on board and the development of a whole new website was started towards the end of the year and which is to be ready early 2020.
- Improve on the networking capacity on LinkedIn: development of a LinkedIn group, especially for employees, to be moderated by NWF together with some active members; request all employees who have a LinkedIn account to mention NWF
- Enhance and promote NWFs platform facility for joint (team) acquisition
- Look (again) into the synergy opportunities between NWF and the Nedworc Association (also see 2.4).

For more information please refer to the "Tevedenheidsonderzoek Werknemers Nedworc".

2.4 Collaboration with NEDWORC Association and its Members.

Independent consultants in development are keenly aware of the need to stay up to date in their knowledge, and to keep track of developments in related disciplines and fields of expertise. This aspect of professionalism is strongly supported by the Nedworc Association, where international development cooperation professionals meet and organise thematic events. Regular contacts exist, for instance when the Director of the Foundation gives presentations for professionals starting an independent career (starter groups), helps with member efforts to participate in tender proposals, and meetings between the two Boards.

3. FINANCE AND ACCOUNTING

Throughout its 33 years of operations NWF has been able to be financially self-sustainable, without external subsidies or institutional favours (that are not unusual in this market segment). Total turnover in terms of contract value amounted in 2019 to 5.5 M €. (5.0 M € in 2018).

In the subsidiary foundations PAS, Lang and STIP for the three groups of employees, the NWF internal charge for its management is by definition matching the service fee negotiated with the individual consultants. Hence the costs and revenues must balance over the longer term. Net revenues or deficits for the totality of operations are accounted for in the parent organisation NWF.

For NWF the JPO Programme management is an important source of income as the management fee constitutes app. 40% of its operational budget. Though this management fee increases every year, as it is linked to the Dutch inflation, the percentual contribution towards the overall NWF income shows a relative decrease. The reason is the increase in handling fees due to larger number of assignments of the NWF employees.

The year 2019 showed a positive operational result, NWF maintained it's strong financial position. NWF is audited annually by external accountants and has always received a clean bill of health.

4. EXPECTATIONS AND TARGET FOR 2020

As a service provider to individuals and organisations in the international cooperation sector, Nedworc Foundation aims to follow and anticipate on the dynamics in the market, with a keen eye for new opportunities that arise.

The main target is of a qualitative nature: to continue making a meaningful contribution to international development cooperation and poverty alleviation through facilitation of individuals and organisations active in this field. The growth of Nedworc is not a goal per sé, but there's no reason to expect the steady development that has been experienced over the last few years not to continue.

The reorganisations in the Dutch and international NGO/MFO sector have resulted in many international development cooperation experts no longer having a permanent employment contract. A similar trend is seen in the private and government sectors, whereby organisations minimise their permanent staffing positions to a core level with external expertise being brought in, when and where needed. Not only is this minimizing their financial risks that go with the uncertainties of the present funding systems of projects and programmes, but also allows for the deployment of the best possible expertise.

NWF will continue to respond to the need for qualified and experienced inputs by offering assistance with the recruitment, selection and contracting of suitable experts. Towards independent experts, the NWF services will be continuously enhanced including the professional support on the content of proposals and assignments, advice on professional fees and secondary contract conditions, as well as the offering of a platform for joint procurement.

The modus operandi of NWF, with optimal social security for its employees, and the high degree of flexibility offered by the deployment of the experts as well as the use of the income generated by the individual employee is- and remains unique and attractive for both experts and organisations.

Within the context of augmenting the NWF scope of operations, it is foreseen that services to existing partners, especially WASTE, will be expanded and that more institutional collaboration partners will be identified and framework contracts concluded.

Per 01 January 2020 the rules and legislation of the labour market in the Netherlands will change substantially but which is expected to be beneficial for NWF.

New assignments are expected in particular from:

- Private sector development initiatives; e.g. by RVO - Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency)
- EU/EC framework contracts (Brussels, Regions, Country representative offices). NWF usually does EU assignments as sub-contractor for larger consortia with representative offices in Brussels.
- UN organisations; assignments for individual experts, usually based on their own acquisition and personal contacts
- Foreign clients (NGOs, Consultancy, Private sector), usually through individual experts.

In terms of fields of expertise no major shifts are expected. Many assignments will be geared towards contributing to the SDG's.

All in all, the expectations for 2020 are positive, whereby new opportunities will be pursued.

Annex 1: Parties engaged in each market segment over last 5 years

Public Sector

- Dutch Ministry of Foreign Affairs
- Dutch Ministry of Infrastructure and Water Management
- Dutch Waterboards
- Hogeschool Arnhem Nijmegen
- Hogeschool Larenstein
- Royal Netherlands Embassies (Ethiopia, Ghana, Mozambique, Mali)
- Netherlands Enterprise Agency (RVO)
- Belgian Technical Cooperation (BTC)
- Gesellschaft für Internationale Zusammenarbeit (GIZ)

International Funding Institutions

- World Bank (WB)
- Asian Development Bank (AsDB)
- European Union/Commission (EU/EC)
- European Bank for Reconstruction and Development (EBRD)

UN Agencies

- FAO
- IFAD
- UNDP
- ILO
- UNESCO
- UNOPS
- WFP

Private Organisations

- Adama
- Aeres
- African vory
- Agreco
- AgriProFocus
- Antea
- Aqua4All
- BoPInc
- CEFÉ International
- Delta
- Delphy
- Ecorys
- Edburgh Consultants
- Enclude
- Eptisa
- ERBS
- Fair and Sustainable Consulting
- Female Health Company
- Femconsult
- Finnish Consulting Group
- GFA
- Giraf Consult
- GITEC
- GOPA/AFC
- Heineken
- Jasmine Bee
- KPMG UK
- Landell Mills
- MDF Training & Consultancy
- MetaMeta
- Microvision Luxembourg
- MindDistrict
- Mott MacDonald
- Novus Consulting
- NRPB st Maarten
- NAREE Consulting
- One to Watch
- Palladium UK
- Particip
- PEM Consult
- Ramboll
- Royal Haskoning/DHV
- Royal Tropical Institute
- S-For-S
- Tauw
- Varieties International
- cooperative WaterFocus
- Vitens Evides International
- VNG International
- WASTE
- Witteveen en Bos

Civil Society Organisations

- Agriterra
- Care
- Caritas
- CEE BankWatch
- CKM
- Cordaid
- Edukans
- GAIN
- HIVOS
- ICCO
- International Medical Corps US
- International Red Cross (ICR)
- International Union for Conservation of Nature (IUCN)
- Kinderpostzegels
- MAX Foundation
- Misereor
- Oikos
- Kinderpostzegels
- Liliane Fonds
- Mama Cash
- Max Foundation
- Misereor
- Oikos
- Oxfam Novib
- PAX
- People in Need
- Rutgers Foundation
- Shared Value Foundation
- Save the Children
- Simavi
- SNV
- SOS Kinderdorpen
- VNG International
- WASTE
- WEMOS
- WO=MEN
- World Wide Fund for Nature (WWF)

Research and Knowledge Institutions

- AfricaRice
- Deltares
- van Hall Larenstein
- Radboud University
- TU Delft
- Wageningen University and Research Centre/CDI