



Cooperating on quality

A photograph of a person's hands holding a book, overlaid with a green circular graphic. The image is in a monochromatic green color scheme. The hands are positioned as if presenting the book, and the green graphic consists of several overlapping, semi-transparent circles that create a sense of depth and movement.

SHORTENED 2007 ANNUAL REPORT

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Preface

Wealth is unequally distributed in the world. The differences between rich and poor have only increased in the last few decades. Demographers say that the world population will increase by about three billion in the next forty years, to about nine billion people. The population will mainly increase in the South. Poverty is the cause of many problems, such as poor health, bad housing, poor education, migration and wars. Stable societies are needed to reduce poverty structurally. Strong civic organisations – civil society – are indispensable for a stable society. Long and often laborious processes are required to create these strong organisations.

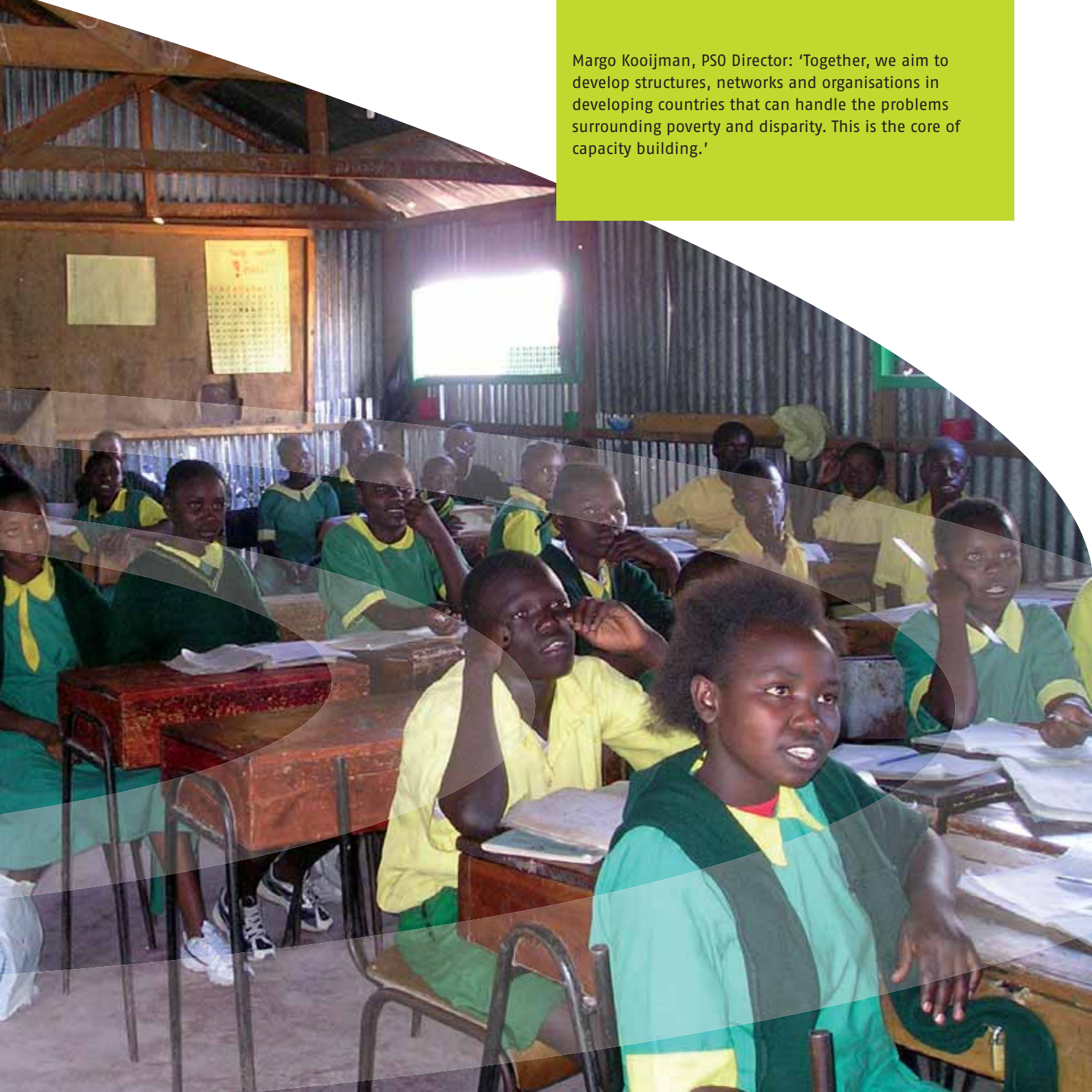
PSO tries to contribute to the capacity building of the civil society in the South. It does this together with the members by carrying out projects and programmes that are aimed at strengthening the capacity of local partners. In addition, PSO assigns hundreds of experts to developing countries. PSO is an association of approximately fifty Dutch private and professional organisations in the field of development cooperation. We receive many membership applications every year. We can only admit three new members a year. In 2007, we welcomed the following new members: Theatre Embassy, Simavi and the ETC Foundation.

As the brand-new chairman, I am very impressed with the level of knowledge and experience at PSO and the members in the field of capacity building available within PSO and its member organisations. From an association solely aimed at assignments in developing countries, PSO has developed into a unique knowledge centre for capacity building in the last twenty years. Capacity building is a difficult concept for outsiders. This annual report gives very clear examples of what it means in practice. Every single one of them useful projects or assignments. PSO strongly focuses on quality. Quality criteria have been developed for this reason. The application of these quality criteria has priority in this policy period (2007–2010), as well as the stimulation of innovation. PSO deploys different tools for this, such as learning-by-doing trajectories with member organisations, collective learning projects, strategic financing and special programmes. All this is possible because of the nearly € 28 million subsidy from the Ministry of Foreign Affairs.

I would like to finish with the conclusion that as the Netherlands we can be very proud of the knowledge, experience and efforts of many in the field of development cooperation. PSO is a small, but precious link in it. Making this more visible is very much worthwhile!

Marnix van Rij, Chairman

Margo Kooijman, PSO Director: 'Together, we aim to develop structures, networks and organisations in developing countries that can handle the problems surrounding poverty and disparity. This is the core of capacity building.'



Introduction

Poverty is one of the major problems in the world. Millions of people have to live on less than one dollar a day. PSO's efforts are aimed at reducing this poverty structurally. We do this together with the members who have joined our Association. They are non-governmental, professional Dutch organisations who are active in the field of development cooperation.

They each have their own expertise and areas of attention, but they also have one thing in common: they want to contribute to the capacity building of their partner organisations in the South and the networks and structures surrounding these organisations. Those partners are different civic organisations, such as trade unions, women's organisations or coffee farmer cooperatives.

It is PSO's mission to strengthen exactly these civic organisations in developing countries. We do this because the PSO members, civic organisations in the Netherlands themselves, have the social basis for this mission. However, when intervening we must remember that government and business also play their part. Which is why it is always important to know a lot about the context in which we intervene.

The PSO members focus on (networks of) organisations in civic society, because they have a crucial role in developing countries. Civic organisations can provide balance in the force field of population, business and government. A strong, independent and diverse civic society is important for a stable, fair development of societies in the South.

PSO's aim is for the local organisations in civil society to be increasingly capable of reducing poverty and disparity themselves. We do this by equipping individuals, building powerful organisations and strengthening the joint networks of those organisations.

Jointly working on quality

Capacity building is an art in itself. Strengthening the capacity of organisations, networks and structures in the South requires a specific attitude, knowledge and insight. It is a great challenge to dovetail into the ongoing local processes. Consequently, PSO has opted for focusing on the quality of the deployment of our member organisations in the policy period from 2007 up to and including 2010.

PSO uses a number of quality criteria to determine whether the intended support of a local organisation could lead to a more effective organisation.

PSO Quality Criteria

- A thorough analysis of the problem the organisation wants to tackle, of the context and of other relevant actors;
- A clear analysis of the strengths and weaknesses of the organisation in relation to the objective the organisation wants to achieve for the target group;
- The local organisation is involved in the strengthening process. From the first plan to the last evaluation. It considers itself the owner of the problem and of the solution;
- The partner organisation and the member organisation make maximum use of local capacity;
- A set of activities customised for the situation is deployed, such as exchange, coaching and training;
- The organisation's approach is logical, realistic and thorough and comprises a sound risk analysis;
- There is coordination and harmonisation with other stakeholders and the deployment of donors is coordinated;
- Strengthening the organisation is permanent.

With these quality criteria, PSO strives towards well-prepared interventions of the members, which are embedded in local structures. We also want member organisations' work to

match the partner organisations' development stage, that they focus more strongly on the results of their support and ensure that their efforts produce the desired result, i.e. capacity with the partner organisations. In addition, we argue for the sustainability of their activities. Learning in and from practice is central to this.

Learning according to PSO

PSO considers learning to be crucial in the quality improvement process. Improvement is achieved by carefully considering practice and by learning from it. These improvements, in turn, are applied in practice. Our members do not do this individually. PSO's added value is that our members also learn from each other's experiences and that they use this new knowledge and these insights in their activities. In order to do so, PSO collects the experiences, best practices and excellent experiences from the member organisations' practice and shares these with other member organisations and stakeholders. In addition, we want to ensure that member organisations stay up to date on new insights and trends in the field of capacity development. In brief, the Association wants to be a platform for joint reflection on capacity development.

Innovative approach

We also see innovation as an important tool to work on capacity building effectively and sustainably. This is why innovation is one of PSO's spearheads in the period up to 2010. PSO wants to stimulate member organisations to actively look for new approaches, models and methods for capacity building. For member organisations, this includes looking for new insights, new (geographic) working areas or new target groups, such as migrants. To stimulate innovation, PSO uses several instruments, such as financing, documenting and collective activities. A special instrument is the Innovation

Sharing excellent experiences at Solidaridad

Solidaridad cooperates with all sorts of small producer organisations that grow and trade coffee, cotton, tea and cacao. These small organisations often have difficulty surviving in the world market, but only little is known about the way in which this group of organisations can be strengthened. It is clear, however, that producer organisations make little use of good experiences from practice and of knowledge gained from similar organisations to strengthen their position. Because of that, Solidaridad, Green Development Organization, Agrofair Assistance and Development and UNDP/SGP developed a project focusing on the systematic documentation of these excellent experiences. If the experiences have been recorded in an accessible manner, other organisations can learn from those experiences and they need not reinvent the wheel. PSO partially financed this project. The project runs from October 2007 to October 2009. The partners in the project are producer organisations in Latin-America, Africa and Asia. Eight experiences were documented.

In the second phase of the project, which is financed by the Innovation Fund, the focus is on actively sharing the documented experiences. An informative website was developed in the first phase: www.progresonetwork.org. The challenge is now to interest sufficient people and organisations, so that the website is used as a platform, a virtual meeting place for the producer organisations, NGOs and other stakeholders. Such a platform can lead to forming groups, within which people learn together and from each other. For example by having online discussions or following online training. The second phase is also used to look for even more experiences. A number of interesting experiences qualify for a prize and will be documented extensively.

Fund, which was created especially to finance innovative projects. Solidaridad is one of the examples (see box on page 6).

PSO deploys various tools for building capacity in a professional manner:

- **Learning by doing trajectories with member organisations.** These are trajectories in which learning issues and development objectives for an individual member organisation are central. Together, PSO and the member organisation record in what areas the member organisation wants to continue to develop and improve its capacity-strengthening activities in the South.
- **Collective learning activities.** PSO offers demand-oriented activities that anticipate a joint demand from PSO members, such as collective learning trajectories and fund-raising research. In addition, supply-oriented activities aimed at spotting trends and exploring their importance for the members, the so-called events. Finally, PSO supports networks, exchange projects with a specific theme.
- **Strategic financing.** PSO finances capacity building programmes and projects of its member organisations in seventy countries. These are programmes and projects in which the member organisations consciously work on capacity building and, by doing so, on their learning issues and development objectives. Experiences are gained and improvements become visible.
- **Special programmes and special areas for attention.** PSO has two programmes for financing the assignment of special target groups. The Youth Zone programme is intended to allow young people from the North and the South to gain experience with capacity building. The Cross Over programme was established to allow migrants to play a part in the capacity building activities in their region of

origin. Besides these special target groups, PSO also has special areas for attention, such as humanitarian aid in fragile states and gender parity. PSO aims to compile a clever mix of all existing tools for these areas.

- **Services for assignments.** Every year, PSO takes care of the assignment of hundreds of Dutch and international experts. They are deployed with southern partners for the capacity-strengthening activities of Dutch (member) organisations.

In the remainder of the report you will be able to read what we have achieved in all of these areas in 2007.



Learning by doing trajectories

PSO stimulates member organisations to continuously improve the way in which they strengthen their partner organisations in the South. The learning by doing trajectory was developed and implemented in 2007 to achieve this. This is one of PSO's important instruments to shape this quality improvement.

Together with an individual member organisation PSO critically examines the strong points in a member organisation's working method, its weaker points and its chances to improve the quality. Based on this analysis, the member organisation sets a development objective and links this to a plan of action. The member organisation enters into an agreement with PSO, describing this development objective and the plan of action. It also describes how PSO contributes to the plan of action. For example with advice, analyses or collective learning trajectories. The advances in quality made by the organisations this way contribute to strengthening the partner organisations in the South in such a way that they become active and effective players in their own local context.

Quality over quantity

The advantage of the learning-by-doing trajectory starts at the moment of the first interview and not only when the agreement is entered into or when it is executed. This is an important learning point for working with the new instrument learning-by-doing trajectory. The coordination within the

own organisation, with the partner organisation and with PSO requires a lot of time. PSO attaches great value to this process and chooses to put energy into the quality of the agreements and the process to achieve them. This has led to a downward adjustment of the ambition for the number of agreements to be entered into in the year 2007. In 2007, PSO talked to 28 member organisations about how they are strengthening their partners and about their potential development objectives. A considerable number of these organisations has set a development objective. PSO entered into an agreement with two member organisations at the end of 2007. The others will follow in 2008. Tear is one of the organisations with which an agreement has been entered into (see box).

Tear strengthens partner relations

Tear wants to strengthen the quality of the relations with partners through the learn-work trajectory. Prior to rounding off the learn-work trajectory, Tear already decided to maintain cooperative relations with fewer partners than before. A thorough analysis of the remaining relations is in keeping with this earlier choice. Tear wants to allow the future capacity building interventions of the organisation to dovetail into the results of this analysis. The organisation hopes that this will eventually lead to strong organisations that can handle the fight against poverty.

Collective learning activities



Member organisations must keep abreast of new insights and trends in the area of capacity development. It is of equal importance to collect the experiences from the member organisations' practice and to share them with other member organisations and stakeholders. As a knowledge centre, PSO bridges the gap between theory and practice, between policy and implementation.

A wide range of activities is aimed at joint learning and sharing knowledge and experiences with regard to the quality of capacity development. PSO distinguishes:

- Demand-oriented activities that anticipate a joint demand from PSO members, such as collective learning trajectories and fund-raising research. In 2007, for example, a learn-work trajectory was performed exploring effective partnerships in humanitarian aid. The collective learning trajectories are discussed in more detail in this abbreviated annual report;
- Supply-oriented activities aimed at spotting trends and exploring the importance for the members, the so-called events. In March, PSO organised a workshop about Humanitarian Accountability Partnership (HAP), together with the Ministry of Foreign Affairs. This meeting has ensured that the topic 'accountability to target groups' now has a firm place on the agenda;
- Support of dynamic (often virtual) exchange projects with a specific theme: networks. In 2007, for instance, PSO set up a network for supporting the virtual cooperation between development organisations and their partners together with the member organisation International Institute for Communication and Development.

Collective learning trajectories

In collective learning trajectories, member organisations are given the chance to compare their own experiences

and problems from daily practice with the experiences of other member organisations. The quality of these meetings is enriched by the involvement of external experts with a refreshing perspective or proven expertise and through innovative methods. The acquired insights are subsequently applied by the participants in their work and they propagate them in their own organisation. The content of a collective learning trajectory and the methods used are not just an effective method for strengthening the capacity of member organisations: many collective learning trajectories inspire

participants to design their capacity development with their partners more consciously. This works both ways and member organisations can share their experiences with partner organisations better.

This year, eight collective learning trajectories were organised, Learning in organisations was one of them. PSO offered the member organisations tools to improve their own learning capacity. After a kick-off workshop in February, PSO organised six sessions in 2007. At the last session in December, the

Learning in organisations in practice

Different members of the Oxfam Novib project team Knowledge Infrastructure with and between Counterparts participated in sessions of the learning trajectory Learning in Organisations. Nicole Metz was one of them:

'As a team, we gained more insight and knowledge about learning as an organisation. This is very useful for our project to stimulate our partner organisations' learning. I shared a number of articles about systematically looking at the learning organisation with partner organisations in South Africa. In discussions within our team I also notice that we regularly refer to insights from the learning trajectory.'

On behalf of ICCO, Angelica Senders participated in the learning trajectory Learning in Organisations:
'I have experienced the learning trajectory as very positive.

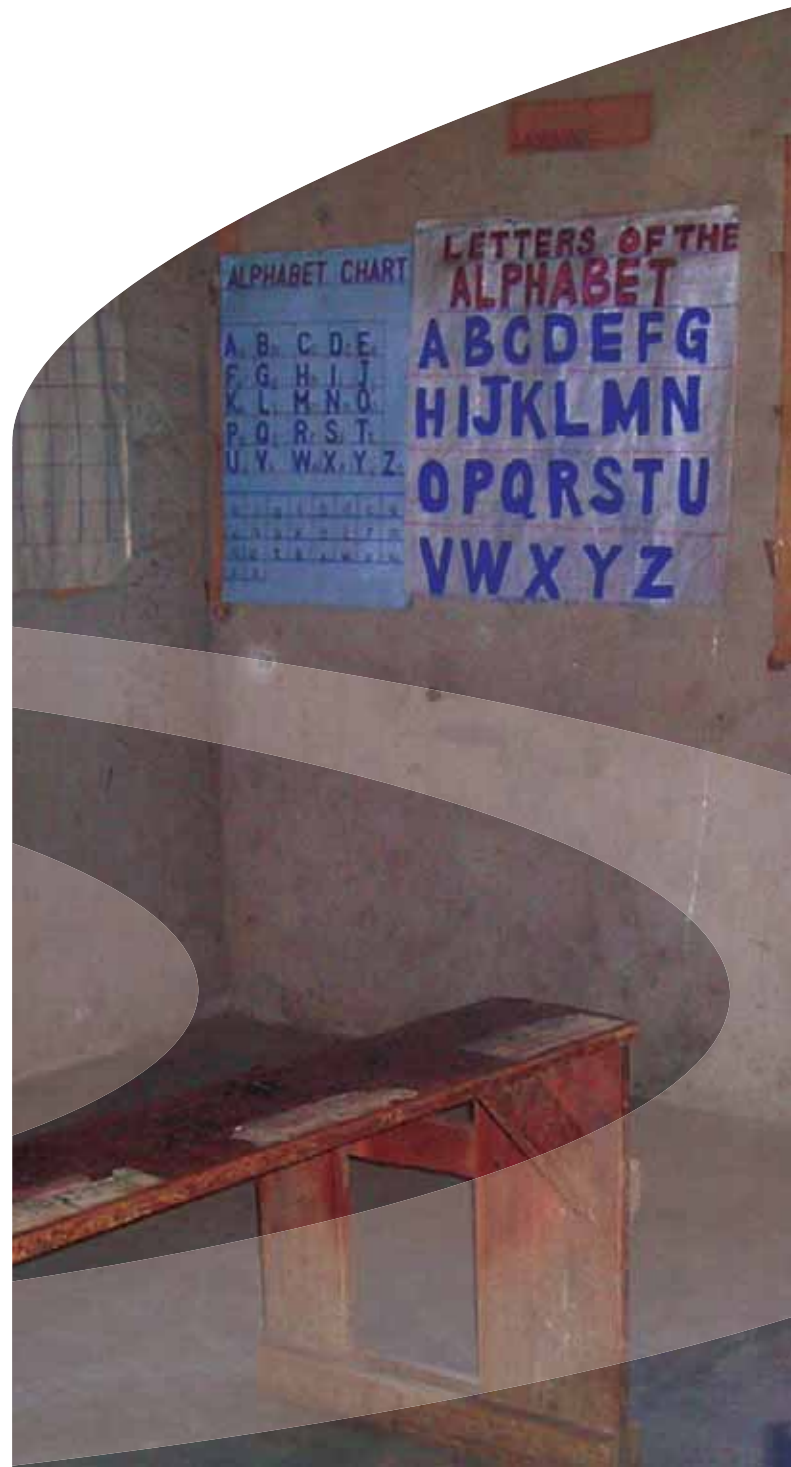
We wanted to shape learning in our department, but we did not really know how. The theoretical frameworks offered have assisted me in clarifying my ideas with regard to internal organisation learning. We became familiar with describing the 'learning landscape' of an organisation, with which you can map out how an organisation learns. This taught us to see how we learn at ICCO and where we were going wrong. Strong, reflection-stimulating methods were used in the sessions, which we can also use at ICCO. In 2008, we will experiment with different working methods that lay a link between working, learning and quality improvement. The learning trajectory has given this a strong impulse.'

people involved were given the opportunity to share their experiences with other member organisations. The self-evaluation instrument provided by expert Bruce Britton, for instance, was used by a number of member organisations to adapt their own learning strategy. A virtual learning environment was used in the trajectory, a so-called Wiki on Internet. The participants formed a network, which also remained operational after the collective learning trajectory had ended. Read about the experiences of two participants in the learning trajectory Learning in organisations in the box on page 11.

The other learning trajectories concerned:

- Civil society, power and participation
- Capacity building
- Balancing between financing and advising
- Training as an instrument for capacity building
- Innovation
- Water and sanitation
- Humanitarian aid

A total of 408 people participated in the collective learning trajectories. They were from 36 member organisations. The sessions also attracted participants of 34 non-member organisations.



Strategic financing

Higher proceeds for fruit and vegetable producers in Burkina Faso

Between 2004 and 2007, member organisation ICCO executed a programme aimed at strengthening its partner organisation l'Union Fruitière et Maraîchère du Burkina UFMB from Burkina Faso. PSO partially financed this programme. The UFMB is an umbrella organisation with twenty members, fruit and vegetable producers from the provinces of Kenegoudougou and Comoe in Burkina Faso. A total of about two thousand producers are affiliated with the organisation.

UFMB's most important product is mango. Because production outnumbered local and regional demand, the need for export to Europe grew, resulting in higher income security. UFMB had to be supported to set up these export flows, to ensure higher income for the members and to help them improve their socio-economic development.

This was aimed at strengthening the internal business processes and realising the production objectives. A number of components were crucial in this: strengthening the planning capacity, the structure of the organisation and the financial department and improving the management and strategy systems. The most important instrument in the programme was the engagement of a business consultant, supplemented by training sessions.

At the beginning of the programme, UFMB's commercial activities were merged in the new enterprise Fruiteq.

Fruiteq was incorporated into West Africa Fair Fruits Ltd, the sole shareholder. During the 2005 harvest campaign, a full reorganisation appeared to be necessary due to a number of problems in the areas of quality, transport and personnel costs. A new team was deployed, which became responsible for the 2006 harvest campaign.

The reorganisation became a success, mainly because of a good approach to human resource management and organisation reinforcement. The new staff's management and technical skills were improved by training. At organisation level, the purchase system, quality monitoring, accounting and financial management were improved. The reorganisation has led to a considerably improved financial result, more efficient business operations and a fair trade bonus for the farmers. With this, an important contribution was made to the programme objective.

PSO strategically financed this project under the multi-annual agreement with ICCO. PSO's advice was adopted as early as in the approval phase. After a short extension of the programme with PSO financing, ICCO itself is continuing the financing due to the achieved results.

Red Cross Mongolia can help more people

The Netherlands Red Cross executed a capacity building project in Mongolia from 2004 to 2007. The Red Cross in Mongolia consists of 38 departments with a total of 720 local centres, in which a large number of volunteers is active. The organisation mainly focuses on social programmes, such as care for the elderly, food aid, health care education and support of weaker people in society. They are also active in the field of disaster relief.

Strengthening two provincial departments was central to the programme. This was done with training sessions, workshops and exchange with other departments, in China for instance. The Netherlands Red Cross, financed by PSO, fulfilled a crucial role as the regional coordinator of the programme.

Important results were achieved in the field of human resource development. The volunteers' knowledge of management was improved. Staff and volunteers were trained in the field of image reinforcement and fund raising. This resulted in a very considerable increase in the number of donors. Both individuals and companies. This in turn led to financial sustainability for the organisation. The management staff have also invested in a number of skills, such as writing reports, computer skills and English language knowledge. This has enabled the provincial departments to carry out donor programmes that were previously not within reach. The departments have also improved their consultation structures and work processes. Due to this, the staff is better equipped to coach the increased number of volunteers.

All these changes have improved the organisation's image. With the surroundings, the target group and the donors. This initiated the cooperation with a number of donor organisations. The process of capacity strengthening has also had positive consequences for the ultimate target group, because the Red Cross has been able to help more people due to the increased funds.

Each year, PSO has a considerable amount to spend on concrete, capacity-strengthening activities: in 2007 this was € 20.6 million. This financing is deployed strategically. PSO finances high-quality programmes and projects for member organisations, which produce experiences that can be learned from or where improved working methods can be applied. In 2007, a total of 125 new programmes and projects were started. There were a total of 375 running programmes and projects.

PSO systematically monitors the activities it finances. Each year, the quality of the requests is analysed, interim reports are assessed and finalised programmes are evaluated. We do this in order to complete the learning cycle of execution, reflection, learning lessons and applying the lessons in practice as smoothly as possible. This results in improved capacity building in practice.

One of the most important results of the analyses is that in capacity building it is crucial to work at all three levels of capacity building, i.e. investing in Human Resources Development, organisational development and institutional development. UFMB's practice shows how HRD and organisational development meet (see box on page 13).

PSO also financed a Red Cross programme in Mongolia. The objective of that programme was strengthening two provincial Red Cross departments. To achieve this, the organisations' effectiveness, efficiency and financial sustainability were improved.



Special programmes. Cross Over

An occupational therapist in Vietnam

In 2007, Lan Ha Thi Chi worked as an occupational therapist in Phu Yen Rehabilitation Hospital for a few months. She was assigned there by the Medical Committee Netherlands-Vietnam, an independent organisation that has provided support to healthcare in Vietnam since 1968. The project's aim was increasing the knowledge and skills of local hospital staff in the field of occupational therapy. How did she experience this work as a Dutch woman from a Vietnamese background?

Lan: 'I needed three weeks to map out the work culture, the work level and activities. And to become fairly fluent in the Vietnamese language again. I really started seeing progress after a few weeks. At the beginning, my colleagues were reserved. They were not very quick to give their opinion or talk about what they did and did not know in their field. But this initial resistance disappeared very quickly and very soon they took more initiative. I did benefit from my Vietnamese background. Phu Yen is a disadvantaged province, very poor and conservative. Knowledge of Vietnamese culture and customs is required to be able to 'survive' here.'

PSO is extending its approach of capacity building to other target groups. This is why PSO has started Cross Over, the programme enabling migrants to strengthen local organisations in their country of origin. Their cultural background and language knowledge are to their advantage. They can gain experience in the development cooperation sector, with which they can enrich the sector in the Netherlands or elsewhere.

Both member organisations and migrant organisations can submit applications for the Cross Over programme. Various migrant organisations submitted a total of 31 applications and financing was possible for six projects. The PSO members focus less and less on the assignment of experts, but more on the strengthening of local expertise. This also had consequences for Cross Over, because there were not many applications from members. Which is why the programme only still focuses on the member organisations that use assignment as a tool for capacity strengthening. A total of five members submitted a total of seven applications.

In the box you can read about one of the assigned experts' experiences.

In 2007, a study was performed into cultural diversity in the Dutch development sector. Most PSO members appeared not to have a policy that is specifically aimed at cultural diversity, but the majority of the members does indicate to be interested in this. PSO will therefore develop a collective learning trajectory on the theme of cultural diversity in 2008.

Special programmes. Youth Zone

Youth Zone is a special PSO target group programme aimed at young people. They are assigned by the members. The programme wants to ensure a more prominent position for young people in capacity building processes, with a view to poverty reduction in the South. Partly because young people's open-mindedness gives them a different view on capacity building, partly because the sector is also ageing and new influx of specialists is sorely needed. The programme focuses on the personal and professional development of young people. The current programme will run until 2011. In the past year, twelve member organisations made use of the programme and, through them, 22 young people who were starting out and 30 junior experts set to work.

The quality of the programme receives constant attention. After a pilot in 2006, an evaluation was held in 2007 exploring the options of having the young professionals virtually supported by an e-coach. The conclusion is that e-coaching is an effective and efficient instrument that meets the need for support and coaching of junior experts during their assignment. This is why e-coaching is added to the Youth Zone programme as a coaching form in 2008.

In addition, the programme participation by young people in the South received increasing emphasis in 2007. The capacity strengthening of the partner organisations is also more and more central. PSO developed dedicated policy in 2007 to support those developments, the Southern Youth Zone programme. This will start at the beginning of 2008.

Read about the experiences of a participant who worked in India for a few months (see box).

Looking outside the box

Annemarie Bonnema was in Madras, India, in 2007 through Youth Zone. She worked as a trainer for a microfinancing organisation. Annemarie: 'I developed business training sessions, in the field of marketing for example, for our organisation's employees. They, in turn, pass on the knowledge to our female customers who receive training every week when they come to pay back part of their loan. I have learnt a lot about life in another culture and also a lot about self-respect, how important it is to be well aware of where you stand, exactly because things are less obvious. I became very aware of the fact that culture is only an acquired way of associating with each other, a sort of non-verbal language. Working in another culture enriches and makes you more creative; it teaches you to look out of the box. I have also developed professionally. The great thing about this PSO assignment is that you are not held accountable for particular targets, so I felt I had the space to be versatile. I worked on an internal education programme for instance. You are really given the chance to see where your qualities lie.'

After her assignment, Annemarie Bonnema became an Investment Manager with a new private fund for development cooperation.

Capacity building and gender



In cooperation with the member organisations, PSO supports the strengthening of the partner organisations in the South. PSO's intention is to advance equality between men and women and to effectively reach both men and women with activities.

At a meeting in November, PSO exchanged ideas with a number of member organisations and gender experts about the subject. PSO subsequently formulated a number of criteria that project and programme applications must meet from March 2008. Where necessary, PSO will support the members in formulating the applications. For example: which gender aspects play a part in the problem analysis and how? Which gender aspects play a part in the organisation analysis? What choices were made to advance equal opportunities and rights between men and women?

The intention is to make gender visible in the Association and to learn about gender and capacity building in the Association. The programmes and projects may not contain any negative effects for women. In 2008, a number of projects will be analysed and problems identified as a basis for the learning activities.

Services for postings

One of PSO's tasks is the support of development worker postings. They may be assigned by member organisations or by third parties, who pay for the services. PSO develops operational regulations, takes care of the medical and pension insurance policies and meets other statutory obligations on behalf of the assigning organisation. In 2007, these services were rendered for a total of 807 postings.

In 2007, PSO's operational regulations were updated, so that they are even more in line with daily practice. Allowances were adapted for assigned experts, the insurance package was extended and some facilities were abolished or updated. The basic assumption here was monitoring or reducing the costs related to the postings.

The administrative burden of both the members and the PSO office has been reduced this year. An advanced application module was developed, due to which data only have to be filled in once. Both members and the PSO office work with this system. A calculation module was designed for PSO customers, with which members can make a good estimate of the cost of an assignment and extend their management instruments.

In addition, organisations and development experts were informed extensively on relevant fiscal aspects, pension legislation and labour law matters. In addition, attention was given to the practical translation of the HIV/AIDS policy in PSO's operational regulations.

Quality was centre stage in the relationships between suppliers and PSO. In 2007, focus was also on the evaluation of suppliers' services and their pricing.

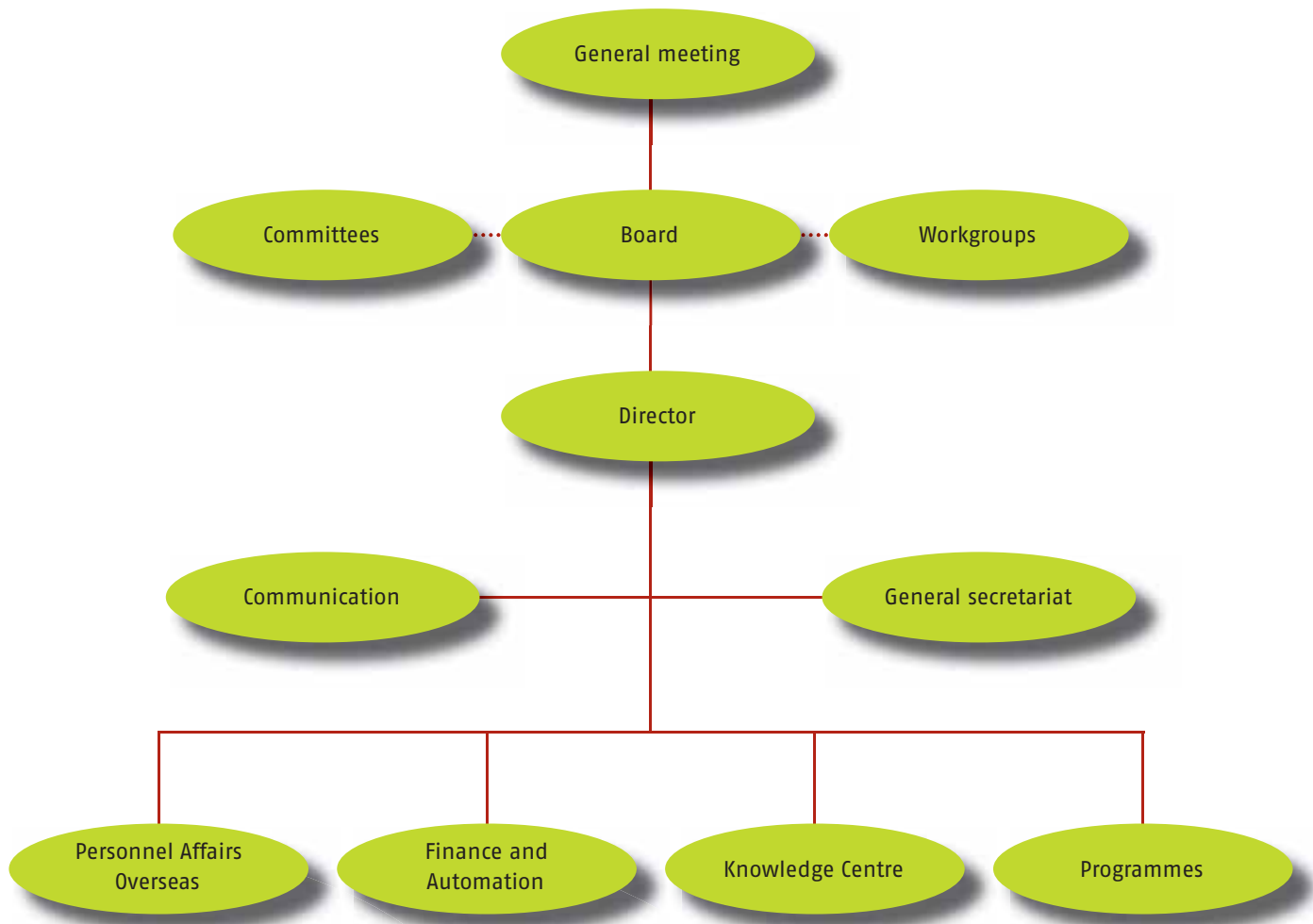


Facts & figures 2007

- In 2007, PSO consisted of 46 non-governmental, professional Dutch development organisations.
- In 2007, three new organisations joined: Theatre Embassy, Simavi and the ETC Foundation.
- Two learning by doing trajectories were rounded off, the new PSO instrument for working on quality improvement with the member organisations.
- There were eight collective learning trajectories running, PSO's instrument for the exchange of experiences between members. They covered the subjects learning in organisations; capacity building; balancing; training as an instrument for capacity building; civil society, power and participation; innovation; water and sanitation facilities; and humanitarian aid.
- A total of 408 people from 36 member organisations participated in the collective learning trajectory sessions. The sessions also attracted participants from 34 non-member organisations.
- This year, 125 new project and programme applications were received by PSO.
- PSO financed a total of 375 programmes and projects of member organisations in 70 countries.
- In 2007, PSO supported the assignment of 293 Dutch experts with PSO financing, of 363 experts through the members and of 151 experts through other organisations.
- These experts included 78 young professionals and 3 migrants.
- PSO received almost € 28 million from the Ministry of Foreign Affairs for its activities this financial year.
- PSO received € 150,000 for the Sport and Development Cooperation programme from the Ministry of Health, Welfare and Sports.
- The PSO office in The Hague employed 38 people.
- In February 2007, PSO's International Advisory Board convened for the first time. This is an international group of five experts in the field of capacity building that advises PSO.
- Piet Bukman left the post of PSO's interim chairman. Marnix van Rij joined the six-member board as the new chairman.



Organisation chart



List of member organisations 31st of December 2007

Agriterra
Aim for human rights
AMREF Flying Doctors Nederland
Both ENDS
CARE Nederland
Centraal Missie Commissariaat (CMC)
Cordaid
Dorcas Aid International
Edukans
ETC Foundation
Fair Trade Original
Free Voice
Gereformeerde Zendingbond (GZB)
HealthNet TPO
HIVOS
Interkerkelijke organisatie voor Ontwikkelingssamenwerking (ICCO)
International Institute for Communication and Development (IICD)
IKV Pax Christi
Interserve Nederland
Kerkinactie
Mama Cash
Medisch Comité Nederland-Vietnam
Missionarissen van Mill Hill Nederland
Nederlands instituut voor Zuidelijk Afrika
Nederlandse Stichting voor Leprabestrijding (NSL)
Nederlandse Rode Kruis
Netherlands Institute for Multiparty Democracy (NIMD)
NOC*NSF
Oxfam Novib
SIMAVI
Social TRade Organisation (STRO)
Solidaridad
Stichting Kinderpostzegels Nederland
Stichting Milieukontakt Oost-Europa
Stichting VSO-Nederland

Stichting WEMOS
Stichting Woord en Daad
Tear
Terre des Hommes
Theatre Embassy
Transnationals Information Exchange (TIE)
WAR Child Nederland
World Vision
Zending Gereformeerde Gemeenten (ZGG)
ZOA-Vluchtelingen zorg
Zeister Zendingsgenootschap (ZZG)

List of Board members on the 31st of December 2007

M. van Rij, Chairman
B. van Boven, Treasurer
D. Faber
L. Geut
K. Schilte
D. Vermeer

Colophon

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