

Stronger Together

Policy Plan 2011-2015



Dark & Light

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Mission statement, aims and core values

1.1 Mission statement & Aims

Our vision is that good eye care should be available to everyone and that therefore no person will become blind by preventable causes. In addition, we look forward to a world where persons with disabilities are not marginalised, but fully participate in society. We believe that every human being is precious in God's eyes. Therefore, we can not stand by idly where people are treated in an unjust way.

It is our mission to support local organisations in developing countries which are committed to improving eye care as well as acceptance and inclusion of persons with disabilities in society.

1.2 Core values and starting points

1.2.1 Values

- All human beings are created in the image of God and persons with a disability are certainly no exception. All have received their talents from God which they can develop.
- Our passion is to combat injustice in the world.
- Dark & Light offers support to developing countries regardless of faith, ethnicity or gender .
- Excluding persons with a disability leads to poverty. Therefore, our work is focused on reaching the poorest of the poor.
- We cooperate with professional local partners in developing countries.
- We start from local capacity and want to help local organisations to strengthen their capacity.
- The programmes that we support are sustainable, directed towards self-sufficiency and rooted in society.
- We strive for transparency and maximum quality of our services.

1.2.2 Principles

The source of inspiration at the basis of this assignment is the revelation of God. The foundation would like to participate actively in God's major work in and for humanity and is guided by principles of mercifulness and justice. The Biblical mandate to mercifulness and justice puts the dignity of mankind into the centre. This Christian social thinking of human dignity and solidarity are the most important pillars of our work as a Christian development organisation.

The foundation strives for coherence between projects which are contributing structurally to the improvement of independence of people with a (visual) disability.

Our activities are aimed at removing or mitigating situations where people live with hardly any human dignity. This way, room can be created for self-development and independent action.

Promoting the equal position of women also receives increasing attention in our programmes. In discussions with partner organisations, we explicitly talk about the meaning of unequal power relations between men and women, related to the options our partner organisations have to change it.

2 Analysis of the current situation

2.1 Trends in the sector of development cooperation

In recent years, the self-evidence of development cooperation has disappeared. Meanwhile, 1,2 billion people have to live on less than one dollar a day. Even if we achieve the Millennium Development Goals - which is increasingly unlikely, due to the economic crisis - we will still live in a world where hundreds of millions of people are confronted with extreme poverty and exclusion from society.

Populist attacks to burn down the sector are receiving a wider consent than we would like it to get. The answer of the development sector is not sufficient at the moment. Although the sector is doing a lot of good work, it is poorly capable to prove that.

2.2 WRR advice

The Scientific Council for Government Policy (WRR) delivered a written advice on development cooperation to the Dutch government in January 2010.

Recommendations regarding the entire sector and also of importance to Dark & Light are:

- The WRR suggests that it is not the volume of aid that should continue to be the topic of discussion (the 0,7 %), but rather the quality;
- Knowledge management needs to have a much bigger role in Dutch development aid.
- The WRR suggests establishing a Dutch government agency for development aid, separate from the embassies and the Ministry of Foreign Affairs.
- More specialisation and increased professionalism of Dutch development NGOs is required for their sustainability, especially when the subsidy framework (MFS-II) will come to an end.
- Sustainable development can only be achieved if the focus is more on 'global public goods', such as climate, biodiversity and security, and the relationships between those.
- To operate more efficiently and effectively, the number of countries that the Dutch government has a development relationship with should be reduced to 10, in consultation with other EU countries (to prevent "donor darlings" and "- orphans"). Also, the Dutch should move away from healthcare and education and specialise in sectors they have comparatively more knowledge of, such as agriculture or water management.

2.3 Situation of people with a disability worldwide

Worldwide there are about 650 million people with a disability. 80 % of them live in developing countries . Most people with a disability have a lack of access to services of the government or NGOs and they belong to the most vulnerable groups in society:

- In the poorest areas of the world 10-20% of the people have a disability (according to WHO)
- 90% of the children with a disability are not going to school
- People with a disability are more likely to be infected by HIV/Aids because they have less access to information and treatment.
- This group of people is more at risk of (sexual) abuse.
- People with a disability have less possibilities to earn their own income and they often belong to the poorest of the poorest.

People with a disability are often excluded from development processes. They are dealing with a vicious circle: a disability leads to exclusion which leads to poverty which leads to even

more exclusion. They are often poorly capable to stand up for their rights at governments and therefore, they participate less in society.

Attention for the rights of people with a disability is increasing at international institutions like the United Nations, the World Bank and the EU. The UN Convention for the Rights of Persons with Disabilities (UNCRPD) has certainly contributed to this trend.

2.3.1 Seizing opportunities and reducing threats

The main links of strengths/weaknesses with opportunities/threats are:

- We want to seize opportunities within the ICCO Alliance, EU Cord and PSO and therefore we have to use our developed expertise (strength) and improve in lobby & advocacy (weakness).
- We want to seize opportunities with critical and important donors by means of our strength in transparency and quality.
- We want to counteract the threat of competition by means of the strengths 'quality' and 'concrete product'. Therefore, we need to work on the current weaknesses in supporters, branding and marketing. We need to develop a clear profile (target group and approach of Dark & Light).
- We want to reduce the threat of (suddenly changing) public opinion by remaining transparent and watching quality continuously.

3 Strategy

The main strategy for the coming years remains: supporting the eradication of avoidable blindness and the inclusion of people with a disability in society by strengthening (networks of) organisations.

The inclusion of blind people and people with low vision - and in a broader sense people with a disability - is aiming ultimately at participation of this target group in society. More specifically, we are aiming at access to governmental services and access to development programmes. The most important sectors are education, food security and economic development, healthcare and HIV/Aids. Within healthcare, the most important pillar remains eye care. We are focusing on improvement of access to eye care and integration of eye care in wider healthcare programmes. In addition to these sectors we want to pay extra attention to the accessibility of people with a disability in cases of disaster response and disaster risk reduction.

The in 2010 developed Theory of Change (Inclusive society) is seen as our umbrella vision on inclusion and the role of Dark & Light in relation to other actors. See also the picture below.

Last years we have developed policies on eye care, rehabilitation, education, partnership, capacity building, sustainability, the rights based approach, Institutional donor relations and other themes.

New policy documents are being developed in the fields of prevention of abuse and gender.

We will write new country policy on the basis of the current and newly developed policies. We will differentiate the extent of involvement in countries more:

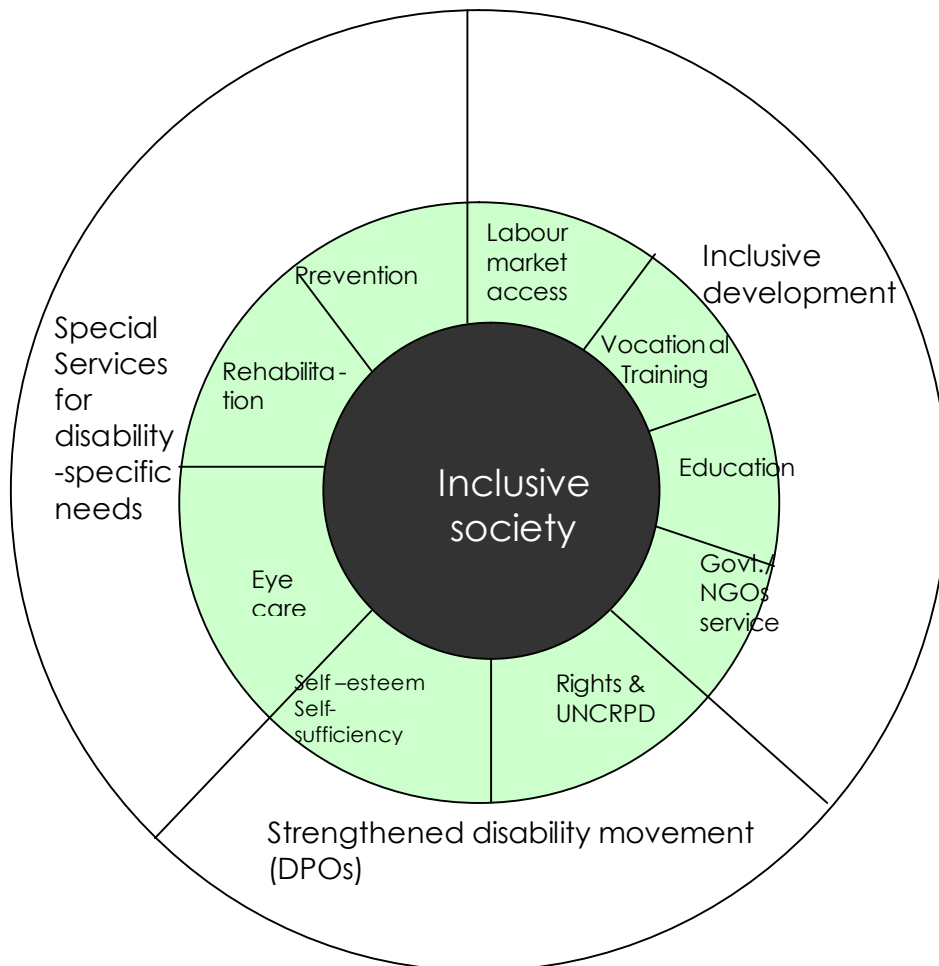
per country we will make a choice:

- to develop a program where Dark & Light has the lead
- to contribute to a larger program as a partner and sponsor
- to support a single strategic partner

With the third option, a strategic partner might be a training institute in eye care or a training institute focused on inclusion (mainstreaming) of disability. Our most important task in this latter field is not being a donor, but an advisor to organisations which do not (yet) have attention for people with a disability. Such training institutes can also be partner within a larger programme (first and second option).

In addition to roles of donor and trainer/ advisor, we see a role as broker and lobbyist. As a broker, we are aiming at linking organisations and sharing of knowledge and information. As a lobbyist, we are in particular supporting networks like DCDD and IDDC in the Netherlands, Europe and the countries we are actively involved in.

Cooperation with the government, with universities and with the business sector will be developed further.



In addition to the cooperation in the South, we remain active in alliances in the Netherlands and in Europe. The attention will shift to continued utilisation rather than to extending networks. The most important networks are the ICCO alliance, DCDD, IDDC, EU-Cord, PSO and Light for the World.

In Europe, we will offer training and advice to other NGOs to make their programmes accessible to people with a disability. That way, we can indirectly reach a larger target group.

The local partner organisations are the ones carrying out the work. We will have continuous attention to capacity strengthening of partners. This will be focused on specific themes (e.g., the rights-based approach) as well as on organisational development and strengthening of partnerships with other actors.

Through implementation of the developed plan 'Institutional donor relations', the capacity of partners in this field will be increased and we will support partners to raise (in cooperation with Dark & Light) funds.

Dark & Light's first priority is not to increase financial means (although we do incorporate an increase), but rather quality in the programmes and services and sustainable impact for our target group.

To give further shape to the private fundraising, we will need to work hard to increase the branding of Dark & Light. We will focus - next to the equity funds - on private donors, schools and companies. Through public relations, the focus on the participation of our target group in society and a wide cooperation will be communicated to the donors.

This strategy has been developed further in the next chapters.

4 Strategic planning of projects and programmes

4.1 Sectoral Policy

The policy documents eye care, education, rehabilitation, work and income, lobby, HIV/Aids and sustainability have been developed during the previous years. In the next period, the policy on Education will be updated. New policy will be written on the themes of low vision, gender and prevention of abuse.

2010	Policy Education updated
2011	Policy Gender developed
2012	Policy Low Vision developed
2012	Prevention of abuse developed (in cooperation with LftW)
2013	Training of partners in the field of prevention of abuse

4.2 Research and knowledge development

New policy is being written in the field of research and knowledge development.

2011	Policy in the field of research and knowledge development developed
2012	The English Dark & Light website is updated based on the new policy plan (extranet or wiki)
2012	Start of research to impact of mainstreaming disability
2013	At least 5 case studies or articles are being published annually on the Dark & Light website

4.3 Inclusion of persons with disability in development programmes of third parties

In 2009 a pilot project mainstreaming disability has started in India en Ethiopia. In 2010, a Mainstreaming of Disability Policy has been written. In the current policy period this policy will be carried out, with support of PSO.

We will offer training and advice to other NGOs within the networks of PSO and EU-Cord (activity in the Netherlands or Europe). In addition we will support other NGOs to make their programmes accessible to people with a disability. To facilitate this, we will have to look for training institutes for Disability & Development, support those and, in case they do not exist, assist in their establishment. We will start this in the countries where we are active ourselves and in a later phase, we will extend to other countries (depending on the demand). As much as possible, we will link these training institutes to partners of other NGOs, without intermediary tasks for Dark & Light. Where necessary, we will act as advisor or process guide. We will finance our advice services and training partly with funds of PSO and (institutional) donors and partly by passing the costs on to the receiving parties (European NGOs). We will assist the training institutes in the countries in becoming able to operate in a financially independent way in due course.

2011	Introducing inclusion of disabled people to members of PSO (and EU-Cord)
2012	Training disability resource persons within Europe
2012	International network of mainstreaming disability organisations being set up
2012	Services on mainstreaming disability offered in 4 countries
2013	Services on mainstreaming disability offered to 6 countries
2014	Services on mainstreaming disability offered to 8 countries

4.4 Lobby & Advocacy

In 2008, policy was developed in the field of Lobby and Advocacy. Advocacy is directed at two levels: the first level is advocacy in the Netherlands and Europe; the second level is advocacy in countries where we are working.

2011	An action plan is added to the policy on lobby & advocacy.
2011	We have started a new lobby trajectory (with measurable objectives) with at least one of our partners.
2012	At least one partner in disability mainstreaming incorporates the position of people with a disability into their lobby.
2013	At least 4 partners (in 4 countries) are actively working on policy influencing, supported by D&L
2014	Policy on lobby is evaluated and updated based on the experiences from lobby projects.

4.5 Sustainability

In 2009 Dark & Light has developed policy in the field of sustainability. This policy will be further developed in country policies. Within existing and future programmes, objectives will be formulated which focus on sustainability.

2010	All newly to be accepted projects contain an exit strategy.
2010	With RBI, TSDCBD and Mitra Netra, we have started trajectories for independence and phasing out of involvement of Dark & Light.
2011	Policy on sustainability is developed in the country policies and in partner's programmes. Concrete objectives on sustainability have been formulated. Partners are actively guided in improving sustainability.
2013	In at least three evaluations, institutional and financial sustainability has been investigated. On this basis, policy is adjusted.
2014	Policy on sustainability updated.

4.6 Capacity building

Dark & Light considers capacity building one of her core tasks. We can distinguish three levels:

1. Increasing knowledge and skills of staff.
2. Strengthening of organisations.
3. Strengthening of networks.

2010	Plan for individual learning trajectory, thematic learning trajectory mainstreaming disability and our input in thematic learning trajectory PME approved by PSO.
2011	Policy capacity building updated
2011	With at least 4 partners (from quick scan IF) and 4 partners (mainstreaming) a trajectory in organisational development has started.
2012	Lessons on capacity building of organisations and networks have been documented .

In the upcoming years, we will organise a number of seminars per theme or per country/region.

2011	Thematic workshop (rights-based approach).
20011-15	3 country seminars per year

4.7 Project support, Planning, monitoring and evaluation

2011-15	At least 1 impact evaluation per year.
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4.8 Country policy

During the past years policy has been developed on capacity building, sustainability, lobby, relations with institutional donors. We are working on policy on mainstreaming disability.

The contents of this developed policy will be translated into country policies.

We are going to work in a more programmatic way, i.e. based on context analysis, stimulating partners to work together with each other, with other organisations and with the government to contribute to a common set of objectives.

Context analyses will be carried out for the focus countries where we work, wherever possible in cooperation with Light for the World.

We aim at spending at least 50% of the budget in Africa. This may be feasible from 2012 onwards.

2010	Context analyses carried out for at least 6 countries.
2011	Country policies updated for at least 6 countries.
2012	Country policies updated for 4 other countries.
2012	Spending 50% of the budget in Africa

4.9 Country planning

Currently, we are active in 11 countries. We will differentiate more between the extent of involvement in countries:

- to develop a programme where Dark & Light has the lead
- to contribute to a larger program as a partner and donor
- to support a single strategic partner

Country	Involvement D&L	Support: Set up / Phase out	Development
Indonesia	Programme (D&L lead)	Continuation	2 key partners (eye care + education)
Philippines	1 strategic partner	Phase out	
Afghanistan	Programme (D&L lead)	Set up (MFS II)	
Pakistan	Contribution to larger programme (LFW lead)	Continuation (limited budget)	
Bangladesh	Programme (D&L lead)	Continuation (MFS)	
Nepal	1 strategic partner	Phase out (TSDCBD)	Set up mainstreaming
Cambodia	Programme (D&L lead)	Continuation	Set up education/ gradual independence eye care / rehab
Nigeria	Contribution to larger program (Netherlands Leprosy Relief)	Continuation (eye care)	Set up mainstreaming
Sudan	Programme (D&L lead)	Continuation (eye care and education)	Gradual set up (if situation remains stable)

Ethiopia	Contribution to programme	Continuation (eye care)	Inclusive education (MFS)
Tanzania	2 Strategic partners	Continuation (eye care)	Set up mainstreaming
Kenya, Uganda, Rwanda	1 strategic partner (per country)	No programme	Set up mainstreaming
Myanmar	1 strategic partner	Limited	Mainstreaming

During the past years, we reduced the number of partners in the countries where we work. We aim at keeping direct partner relations limited, but we do stimulate partners to work together with others in their country. Where possible we give a key partner the lead of a larger programme where several organisations work together.

4.10 Gender

2011	Policy document on gender developed.
2012	A research project is being carried out in the field of equal participation of women.
2013	At least in 3 projects the participation of women has been improved.

4.11 HIV/AIDS

2011	Partners have implemented policy on HIV/ Aids within their own organisation
2012	Lessons regarding mainstreaming disability in HIV/ Aids interventions have been documented.

4.12 Prevention of abuse

2011	Policy document on prevention of abuse has been developed.
2012	Key partners have been trained in prevention.
2013	Partners have developed policy on prevention of abuse.

5 Strategic cooperation with actors in the North

5.1 Introduction

The strategic cooperation has two components. One component in the North: cooperation in the field of knowledge development, lobby and (institutional) fundraising; and one component in the South: to encourage cooperation of our partners with partners of other organisations. This concerns integration of eye care into two primary healthcare programmes, integration of children with a disability into education and integration of people with a disability into regular development programmes and community development programmes.

5.2 Light for the World

At the end of 2010, the board has expressed its intention for closer cooperation with Light for the World. In 2011, we will continue to shape and give further substance to the cooperation with the Light for the World Confederation and to the possible change of the name of our foundation. The Confederation's objectives are reflected in the strategic plan of the Confederation. This policy plan of Dark & Light for 2011-2015 fits well within the strategic plan of the Confederation. In this policy period, the country lead concept will be continued for the four countries in which we are cooperating with Light for the World Austria: Sudan, Ethiopia, Pakistan and Nepal.

5.3 ICCO alliance

The society of Prisma is part of the ICCO alliance, together with, among others, Edukans and Global Ministries (Kerk in actie).

2010	Research results from context analyses Sudan, Cambodia, Bangladesh, Afghanistan, Indonesia give opportunities for further cooperation in these countries.
	Context analyses in non-D&L countries give information on disability in that country.
2010	ICCO has adopted eye care and education for PWDs as focus points for the alliance and for the new request for MFS, which needs to be written.
2011-15	In at least 5 countries (of which 1 non-D&L country) we have facilitated the alliance to enable inclusion of people with a disability.
2011-15	We have assisted Red een Kind (within the Woord & Daad alliance) to enable in at least 3 countries inclusion of people with a disability into their education, vocational training and employment programme.

5.4 DCDD/IDDC

2008-11	Active contribution to lobby of DCDD and IDDC (through EU-Cord and directly).
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5.5 European disability organisations

To strengthen our programmes and to increase the possibilities for institutional funds, it is important to strengthen the cooperation with other disability organisations which are actively involved in the field of eye care and disability.

Other cooperating partners are CBM, SSI, Handicap International, ADD and Leonard Cheshire. We meet the organisations at, among others, IDDC gatherings. If there are actual opportunities for cooperation, we will visit them separately. As our priority is the cooperation in regular (non disability-focused) programmes, we do not include a target for this here.

2011-14	Discussed potential cooperation with field offices of other NGOs.
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5.6 Universities and companies

2010	Cooperation with Athena Institute has been formalised.
2012	Collaboration in a developing country with at least one company (Base of the Pyramid, business Development, optic, other)

6 Fundraising and communication

6.1 Market development

Private individuals target group 45+

2011	Increase Private Individuals with 13% to € 938.000 by extra investment of € 70.000
2012	Increase Private Individuals with 13% to € 1059.000 by decrease drop out rate to 5%
2013	Increase Private Individuals with 13% to € 1194.000 .Authorisations ↓, increase online
2014	Increase Private Individuals with 13% to € 1345.000 .Authorisations ↓, increase online
2015	Increase Private Individuals with 13% to € 1532.000 .Authorisations ↓, increase online

Expanding service clubs

2011	Increase with 18% to € 59.000. Expanding mailing to other service clubs
2012	Increase with 19% to € 70.000. Intensive cooperation with 5 service clubs
2013	Increase with 20% to € 84.000. Intensive cooperation with 10 service clubs
2014	Increase with 19% to € 100.000. Intensive cooperation with 15 service clubs
2015	Stable € 100.000. Continuing cooperation with 15 service clubs

Exploring new companies

2011	Increase with 19% to € 89.000. Expanding cooperation with 5 companies
2012	Increase with 19% to € 106.000 . Expanding cooperation with 10 companies
2013	Increase with 19% to € 126.000 . Expanding cooperation with 15 companies
2014	Increase with 19% to € 150.000 . Expanding cooperation with 20 companies
2015	Stable € 150.000. Intensive cooperation with 20 companies

International equity funds

2011	Together with LFTW recruiting a programme coordinator for international equity funds (IEF). Revenues €150.000. Cooperation with 3 IEF
2012	Increase with 33% to € 200.000. Expanding cooperation to total of 4 IEF
2013	Increase with 33% to € 265.000. Expanding cooperation to total of 5 IEF
2014	Increase with 33% to € 350.000. Expanding cooperation to total of 7 IEF
2015	Increase with 29% to € 450.000. Expanding cooperation to total of 10 IEF

6.2 Consolidation strategy

Foundations

2011-2015	Increase of 2% to € 1.900.000. Personal approach. Prof. communication
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Optics business

2011-2015	Stable € 70.000. Effective communication/actions through digital media
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Churches

2011-2015	Increase with 3% per year to € 75.000. Maintaining active churches: 200
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7 Institutional donors

7.1 General

Dark & Light has made a few important choices. First of all, in principle Dark & Light is interested in reaching as many people with a disability as possible; in this respect financing is a means, and no objective in itself. If the objective can be achieved better by supporting local partners with applying at institutional donors than applying ourselves, Dark & Light will not fail to do so. Secondly, approaching institutional donors goes hand-in-hand with strengthening local partner organisations, so eventually the latter are able to establish direct relations with institutional donors themselves. Thirdly, institutional donors will be actively approached to look after the interests of Dark & Light's target group. Finally, when regular development organisations apply for funding at institutional donors, Dark & Light will bring in, wherever possible, its own expertise in the field of disability mainstreaming without limiting itself to the conventional sectors of healthcare, education, work & income.

7.2 Dutch Ministry of Foreign Affairs

Dark & Light as a Prisma member has actively participated in the preparations for the subsidy application of the ICCO Alliance for MFS-II. (MFS is the main subsidy channel of the Dutch Ministry of Foreign Affairs.)

2010	A KAP* subsidy has been approved with a local partner MFS-II application of the ICCO Alliance is being approved. MFS-I programme reporting and closing.
2011	Two KAP subsidy applications submitted by local partner(s), out of which one has been approved. MFS-II programme report is on time and complete.
2012	Three KAP subsidy applications submitted by local partner(s), out of which two have been approved. MFS-II programme report is on time and complete.
2013	Three KAP subsidy applications submitted by local partner(s), out of which two have been approved. MFS-II programme report is on time and complete.
2014	Three KAP subsidy applications submitted by local partner(s), out of which two have been approved. MFS-II programme report is on time and complete.
2015	Three KAP subsidy applications submitted by local partner(s), out of which two have been approved. MFS-II programme report is on time and complete.

* KAP=Kleine Ambassade Projecten (Small Embassy Projects)

7.3 European Commission

The subsidy channels of the European Commission, in particular within EuropeAid, offer opportunities for Dark & Light and our local partner organisations. However, this requires that local partners have sufficient capacity to comply with the high standards for project proposals and contract management.

Direct financing via Brussels is decreasing more and more, in favour of financing via the delegations in different countries. Wherever possible, we work together with local partner organisations, where we assume the role of partner in the project.

Dark & Light is able to submit applications for project proposals only, if Dark & Light has its own office in a particular country or if the project application concerns several countries. Due to the relatively high standards of the European Commission, we have to take extra staff into account to manage the projects under Dark & Light's responsibility and to manage the contracts and relationships well.

2010	Application submitted for € 800.000 for 4 years.
2011	1 funding application submitted as the direct applicant; 5 as partner. Funding approved for € 150.000 per year. Professional process documentation in projects where D&L acts as partner.
2012	1 funding application submitted as the direct applicant; 5 as partner. Funding approved for € 150.000 per year. Professional process documentation in projects where D&L acts as partner.
2013	1 funding application submitted as the direct applicant; 10 as partner. Funding approved for € 150.000 per year. Professional process documentation in projects where D&L acts as partner.
2014	1 funding application submitted as the direct applicant; 10 as partner. Funding approved for € 150.000 per year. Professional process documentation in projects where D&L acts as partner.
2015	1 funding application submitted as the direct applicant; 15 as partner. Funding approved for € 150.000 per year. Professional process documentation in projects where D&L acts as partner.

7.4 USAID

Until this moment, Dark & Light never applied for funds at USAID. However, we already have an IPVO registration. USAID has a large number of funding possibilities. Per 2011, these possibilities will be monitored systematically and applications for project support will be submitted in cooperation with local partners.

2011	1 funding application submitted as the direct applicant; 2 as partner.
2012	1 funding application submitted as the direct applicant; 2 as partner. Funding approved for USD 50.000 per year. Professional process documentation in projects where D&L acts as partner.
2013	1 funding application submitted as the direct applicant; 2 as partner. Funding approved for USD 50.000 per year. Professional process documentation in projects where D&L acts as partner.
2014	1 funding application submitted as the direct applicant; 2 as partner. Funding approved for USD 100.000 per year. Professional process documentation in projects where D&L acts as partner.
2015	1 funding application submitted as the direct applicant; 2 as partner. Funding approved for USD 100.000 per year. Professional process documentation in projects where D&L acts as partner.

7.5 Other institutional donors

There are many possibilities for local partner organisations to submit project proposals at multi-donor trust funds, pooled funds, embassies and UN organisations. During project visits, the programme coordinators will pay attention to this matter by, among others, visiting embassies and other donors.

In the countries where we assist the establishment of sustainable programmes with a strong partner, possibly with help of a consultant or expat, opportunities for recruitment lie with these institutional donors. Dark & Light is prepared to assist the local partner organisations to write proper project proposals and to advise in project and contract management.