

Moving forward together

Strategic plan 2026–2028



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To ensure the strategy is clear and accessible, we provide further clarification of several key terms. These terms are marked with an asterisk (★) and are explained in Appendix A: Glossary.



Foreword

We live in uncertain times fraught with significant challenges. War is once again being fought on Europe's doorstep, polarisation and populism are rampant, climate change poses a major challenge, democracies and human rights are under pressure, governments are failing, social media has its downsides, Africa is grappling with a population explosion, and the West is increasingly dependent on China.

The rough edges of the impact of globalisation are becoming sharper, causing people and countries to retreat into their own backyards with an emphasis on self-sufficiency, self-interest, and localisation. And locally, people can achieve a great deal. In responding to recent crises, local communities proved to be more flexible, innovative, and decisive than international organisations - with fewer resources.

Localisation is also high on the agenda in development cooperation; global challenges call for local solutions. Local communities are central to Wilde Ganzen

Foundation's approach. How can they gain more control over their own future? This calls for reflection on our working methods. As a donor, we should no longer be the party that determines how poverty, injustice, and exclusion are dealt with. A balanced power dynamic between donor and implementing partner is essential.

Wilde Ganzen Foundation is committed to a just and united world. We strengthen the initiatives of changemakers and their organisations to break the cycle of poverty and increase self-reliance, so that they can shape their own future through their own efforts. In doing so, we take as our starting point what already exists, what is possible, and what currently is happening. This generates positive momentum, builds self-confidence, harnesses talent, and accelerates change. Conversely, focusing on problems has a paralysing effect.

These global challenges are significant, but not new. In our previous strategic plan, we already adopted an approach that proved effective in responding to external

developments. This new strategic plan builds on the course we have set out earlier.

Our approach rests on three pillars. The first and central pillar is co-financing initiatives taken up by local organisations and their communities. We do this primarily in partnership with private development initiatives (PDIs), in which we make additional investments thanks to the new CivicFocus program. We also match locally raised funds, because when people invest themselves, they become co-owners, and their initiative is sustainably anchored. Furthermore, we focus on participatory giving, in which local communities themselves decide how our contributions are distributed and allocated.

As a second pillar, we invest in local organisations to strengthen their autonomy, resilience, inclusivity, and roots in local communities. The themes we focus on include participatory approaches, gender equity, local fundraising, and advocacy. Our training program, Change the Game Academy - originally launched to reduce local organisations' dependence on foreign aid - plays a key role in this effort.

In the third pillar, we encourage people and organisations to live and work as global citizens: equal, mutually dependent, and jointly responsible. In doing so, we focus on PDIs, government funders foundations, and individual donors. Drastic budget cuts reveal that many people no longer see the importance of development cooperation. Wilde Ganzen Foundation believes PDIs have a major role to play in inspiring a broad audience of citizens and policy makers to embrace international solidarity. Through the annual Wilde Week (Wild Week) campaign we put PDIs and their partners in the global South in the spotlight. We also promote global citizenship through the European program Connect for Global Change.

The practical choices and shifts we are making are based on our two unique characteristics: large-

scale collaboration with PDIs in the Netherlands and international thought leadership on local fundraising.

Shifts we are making:

- From central to local: shifting authority to the global South
- From one-time to multi-year: more long-term partnerships
- From isolated interventions to comprehensive capacity building
- From individual PDIs to a movement that creates awareness and raises its voice

We also increase our focus on:

- Children and young people: education remains one of the most effective investments. We are also expanding the Blue Ambition Fund, which focuses on youth employment, in response to the enormous youth unemployment and population explosion in Africa.
- Climate: the impact of climate change is currently felt across the globe, but has a devastating impact particularly on people living in poverty. Through its Change the Game Green training course, Wilde Ganzen Foundation focuses specifically on biodiversity, nature management and conservation.

With this strategic plan, we aim to further anchor our work locally - both in low and middle income countries and in the Netherlands - and we invest in global solidarity.

Kees de Jong
Director



The world around us

We live in times of profound change. All over the world, people are feeling the effects of rising tensions, economic uncertainty, and social shifts. At the same time, we are also seeing a growing movement of people taking responsibility, developing new forms of solidarity, and mobilizing local strength. It is precisely in this dynamic context that we want to stay on course, keeping an eye both on reality and on opportunities.

Polarisation and solidarity

In many parts of the world, the divide between and within countries, values, and people is widening. Tensions within and between power blocks are putting international cooperation under increasing pressure. The tendency to fall back on one's own values and interests—whether

national, ideological, or economic – is on the rise. At the same time, new forms of connecting are emerging precisely at the local level. Communities★ are joining forces and seeking solutions that work within their own [or local] context.

Shrinking democratic space

In both authoritarian and democratic societies, civil rights and freedoms are under pressure. Civil society organisations – our partners – are increasingly confronted with legislation, bureaucracy, and even intimidation – that challenges their work. Similarly, trust in governments is declining. People see that governments are failing to provide security, access to basic services such as clean drinking water, healthcare, quality education, and fair economic opportunities. Yet in that vacuum, something else is emerging: a powerful grassroots movement in which citizens are taking matters into their own hands and shaping the change they believe is necessary.



Climate change

The impact of climate change affects marginalized groups in particular - people who depend on the land for their livelihoods, such as small-scale farmers, pastoralists, and indigenous groups. At the same time, people living in urban slums are also severely affected by natural disasters. Poverty is on the rise, the struggle for scarce resources sometimes leads to violence, and we see an increase in migration to more liveable areas.

Young and on the move

The world's population continues to grow, especially in Africa, where the majority of people is under twenty. For many young people, there is little prospect of employment, education, or a stable income, while the cost of living is rising. This fuels social unrest and increases migratory pressure toward Europe, which itself is grappling with an aging population and labor shortages. At the same time, we see a strong desire among young people to get ahead and contribute to their communities. Targeted investments in education and employment can restore their sense of hope for the future.

Digital acceleration and new power dynamics

In a brief period of time, our world has undergone a monumental digital transformation. The line between the physical and online world is blurring. We are increasingly working, learning, and interacting with one another digitally. The rise of artificial intelligence adds a new dimension to this. Access to technology and data has now become crucial for development, the economy, and even democracy. But who has that access? Who is denied access? And who decides how data are used? This presents a challenge to combat digital inequality and harness technology for common good.

Gender equity

For many women and girls, the challenges described above are further exacerbated by the existing inequalities in power and opportunity that many face in their daily lives. They often play a lesser role in decision-making on issues that affect them and have less access to innovative knowhow and investments. Women's leadership is crucial to ensure that the perspectives of women and girls - and therefore their interests - are taken into account. The positive impact of doing so benefits society as a whole.

Between urgency and hope

While our world is complex, multifaceted, and constantly changing. It is also full of initiative[★], resilience and solidarity. We see it on a daily basis in the projects[★] we support: people who, despite everything, rise up, work together and create better conditions for their communities. We believe that real change begins with individual people, people who collaborate to strengthen their communities. Concretely. Locally. And with sustained impact.



Transitions and trends in development cooperation

Development cooperation

The concept of development aid emerged shortly after World War II when the world was divided into three parts: the First, Second, and Third World. That is, the wealthy West, the communist Eastern Bloc, and the Developing Countries. Through the Marshall Plan, large-scale modernisation projects were rolled out with limited success. This was followed by various approaches focused on independence, basic needs, structural adjustment, sustainable[★] development, and participation. The latter approach fostered the growth of civil society organisations.

Currently, the focus is primarily on decolonisation[★] and localization aimed at achieving a more equitable distribution of power and decision-making authority ("Shift the Power[★]"), to acknowledge and counter power imbalances and supremacist thinking in the current aid system, dating back to the colonial era (decolonisation).

Also more locally led, "bottom-up"[★] aid (locally-led development, localisation, local solutions to global challenges) are being promoted. Despite these good intentions, changing the aid system has proved quite difficult: vested interests are strong and patterns remain entrenched.

Local agility, innovation capacity, and resilience have proven to be indispensable for an adequate response to major global challenges, such as pandemics and the climate crisis. Local community organisations possess these qualities to a greater extent than governments, national organisations, and top-down international aid systems. That is why a bottom-up approach is fundamental to create lasting change and ownership. Strategies are far more effective and efficient when they draw on local knowledge, innovation, and initiative from the outset - particularly from communities[★] - so that local people and their organisations play a leading and decisive role in shaping their own change, narrative, and future.

Civil Society Organisations

In many low and middle-income countries, civil society organisations face two major challenges:

- **Shrinking civic space**

Governments are giving civil society organisations increasingly less space to make their voices heard and to carry out their work. Restrictive legislation is being introduced in response to concerns about terrorism, corruption, money laundering, dissent and privacy violations. In addition, governments in many countries label civil society organisations as ‘foreign agents’ if they receive funding or support from abroad. This undermines their legitimacy and credibility.

- **Dwindling donor budgets**

Globally, funding for development cooperation has declined significantly, particularly from government donors, with USAID - once one of the world’s largest development donors - having been largely dismantled. Many civil society organisations in the Global South are struggling to secure sufficient funding for their work. At the same time, they have little scope to develop into sustainable, resilient organisations. In addition, many donors award large grants that tend to go to large organisations, leaving very little funding for smaller community-based organisations at the end of the aid chain.

Despite these challenges, civil society remains vibrant and resilient. Recent challenges such as climate change and the war in Ukraine demonstrate that small-scale organisations and movements are often able to respond effectively at the local and grassroots levels. They are agile, innovative, resilient, and able to act quickly. That is why they deserve a central and prominent role in reshaping the aid system, helping to make it more efficient and effective.

The Netherlands

In the Netherlands, political and public support for development cooperation has declined. Development cooperation needs a new, positive and unifying narrative that resonates with people across Dutch society. As a result of severe budget cuts and the discontinuation of funding programmes, many development organisations are seeing their incomes decline, leaving their partner organisations in the Global South with fewer resources. At the same time, there is growing attention to basic services, local ownership[★], and citizen-led initiatives. This approach aligns well with Wilde Ganzen Foundations strategy.

The trends described make local resilience, small-scale approaches, participation, ownership, and civic engagement more important than ever. These principles are at the heart of our strategic choices for 2026–2028.



Who we are

Our vision

A world in which people living in poverty are empowered to improve their lives and shape their own futures through their own efforts.

Our mission

People living in poverty become more self-reliant in meeting their basic needs, while their organisations become less dependent on foreign aid – with support from Wilde Ganzen Foundation.

Through one's own efforts: addressing one's own challenges and shaping one's life by drawing on one's own talents, capabilities, and available resources, often in collaboration with others and with an emphasis on self-direction, self-reliance, and personal responsibility.

Our core values

Our work is guided by three core values:



Our story

Empowerment means recognising and trusting in what people themselves bring to the table: their talents, ideas, energy, and resources. That strength grows when communities work together and take the lead in creating the changes that matter to them.

Poverty, injustice, and exclusion often stand in the way of this. They limit people, take control out of their hands, and leave talent untapped. This creates barriers that prevent millions of people from reaching their full potential. Yet countless initiatives demonstrate that change is possible through small but courageous steps taken by people who believe in solidarity, equality and shared responsibility. We work alongside them - the visionaries and doers who make a difference.

We believe in practical, effective, and sustainable initiatives in education, healthcare, child welfare, food

security, water and sanitation, climate action and environmental protection. We believe that initiatives led by people themselves have the greatest potential to create lasting change.

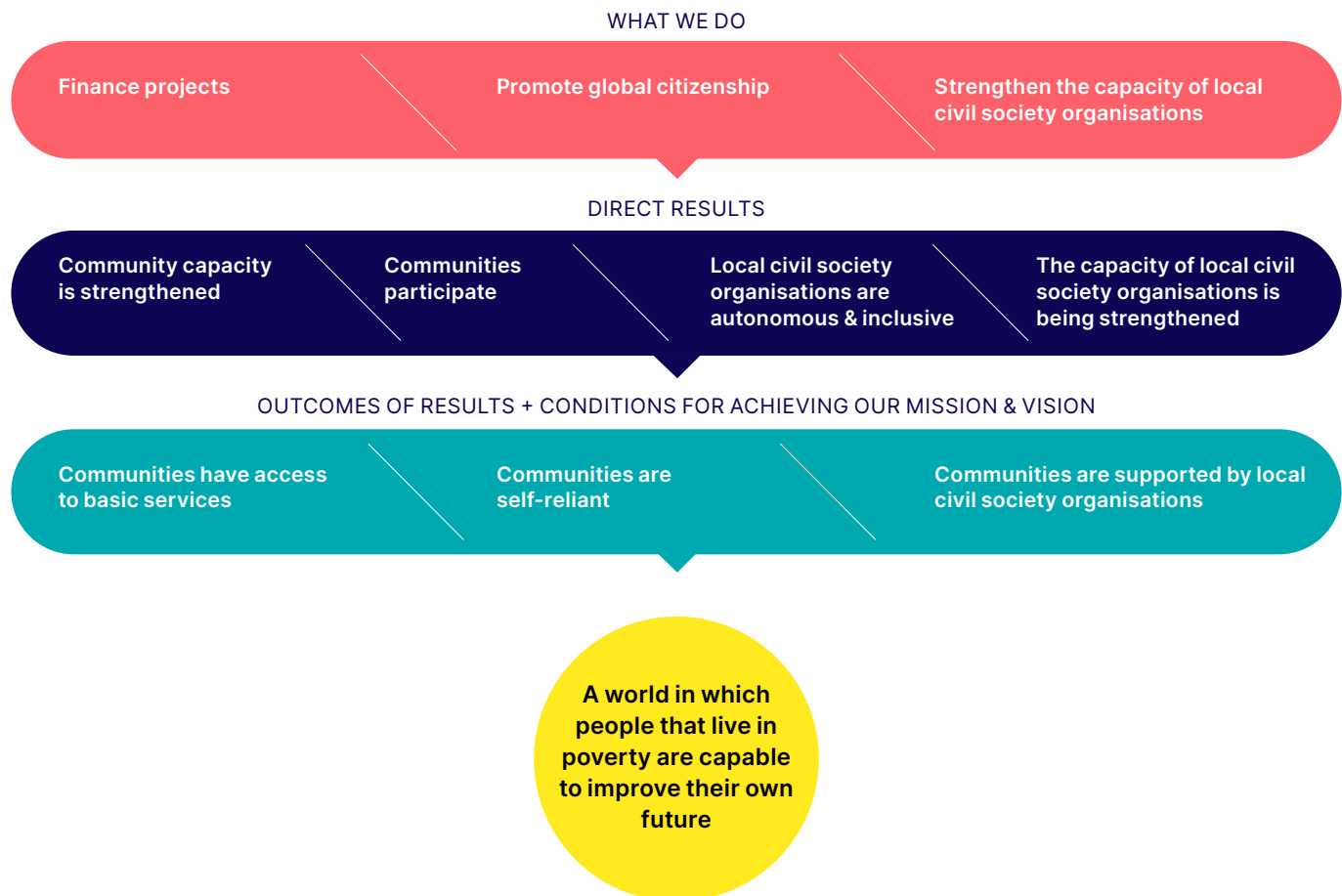
For us, this is what solidarity means: looking out for one another - even when we do not know each other - and doing so with equality, commitment and respect.

Wilde Ganzen Foundation is a movement of people who believe that things can be done differently. Who know that lasting change grows from within communities themselves, and who are committed to a world where every person matters.

We invite everyone to play a part: by sharing, supporting, listening or inspiring others to get involved.

Theory of Change

To help people move from poverty towards greater self-reliance[★], we need strategies that are described in our Theory of Change (ToC).



We believe that people and communities living in poverty can improve their own futures when they are self-reliant, have sustainable access to basic services and are supported by strong local civil society organisations.

- ① Self-reliance grows when communities play an active role in identifying solutions. We therefore fund small-scale and sustainable initiatives that are led by communities facing poverty, injustice and exclusion. This is the first pillar of our strategy.
- ② Local civil society organisations are more able to support communities when they can operate autonomously[★] and inclusively. That is why we invest in strengthening the capacity and autonomy[★] of local partner organisations[★], so that they can provide lasting support to the communities they serve. This is the second pillar of our second strategy.

- ③ We aim to inspire more people to act as global citizens: people who embrace equality, interdependence, and shared responsibility. In doing so, we strengthen both our own mission and build support for a more just and connected world. This is the third pillar of our strategy.

Our research agenda will examine how these strategic choices work in practice. A key element is our endowed chair at Radboud University Nijmegen, held by professor Sara Kinsbergen, focused on the role of citizens in sustainable development. Three research areas receive special attention there: the shift of power toward local communities and organisations; the nature of collaboration between “Southern” and “Northern” organisations (including PDIs) and its effect on local ownership; and the relationship between PDI and global citizenship.

Our approach

In 'Who we are', we set out our goal: to enable people and communities to improve their own futures through their own efforts. In 'Theory of Change', we explain the assumptions and mechanisms central to our Theory of Change (ToC). In Our approach, we outline the strategic choices we are making in light of the developments discussed in 'The world around us' and 'Transitions and trends in development cooperation', and explain how these choices translate into concrete approaches and into the movement we are making as an organisation.

Our decision-making framework

The world around us is changing rapidly. To stay on course, we must continually reassess where our contribution is most meaningful. After all, we cannot - and do not seek to - address every challenge ourselves nor is every role appropriate for an organisation of our size and nature. That is why we use a clear decision-making framework:

- When global developments call for local, small-scale, and community-led responses, we focus on strengthening local capacity.
- If the aid system continues to favour large, top-down funding flows, we focus on those parts of the system that are often least well served: local civil society organisations and community initiatives.
- When public trust in development cooperation and international solidarity declines, we see a clear role for Wilde Ganzen Foundation: in promoting global citizenship and engaging people, donors, and PDIs.

We focus on those areas where our contribution is most meaningful and where our distinctive strengths allow us to add the greatest value. Wilde Ganzen Foundation has particular strengths in two areas: collaboration with Private Development Initiatives (PDIs)* and local fundraising and resource mobilisation.

○ Our unique collaboration with Private Development Initiatives (PDIs):

These are initiatives led by Dutch citizens who work directly with local partner organisations to achieve tangible change. Their work is rooted not in large institutional structures, but in personal relationships, extensive knowledge, strong networks and the ability to connect people.

PDIs actively engage their supporters in their work, thereby helping to build support for international cooperation and global citizenship. In this way, they strengthen international solidarity among citizens in the Netherlands.

○ Our specialisation in local fundraising:

Local fundraising is a tangible expression of 'self-reliance' and strengthens local ownership and the long-term sustainability of initiatives. Together with four organisations in the global South, Wilde Ganzen Foundation initiated the Change the Game Academy (CtGA), an innovative alliance of eighteen partner organisations in the Global South that trains and coaches thousands of civil society organisations in local fundraising, and also provides training on topics such as mobilising local support, social accountability, and gender justice. CtGA contributes to the autonomy of local organisations and aligns closely with our vision of self-reliance.



Our three strategies

Our strategy is built around three pillars:

- ① Co-financing★ community-led initiatives
- ② Strengthening local civil society organisations
- ③ Promoting global citizenship

These three strategies respond directly to the trends identified in development cooperation, civil society and the Dutch context.

OUR VISION

A world in which people living in poverty are empowered to improve their lives and shape their own futures through their own efforts.

OUR MISSION

People that live in poverty become more self-reliant in meeting their basic needs, while their organisations become less dependent on foreign aid – with support from Wilde Ganzen.

STRATEGY 1

We co-finance initiatives by local partner organisations (LPOs) and communities that contribute to improving living conditions and strengthening self-reliance.

STRATEGY 2

Strengthen the autonomy, resilience, and inclusiveness of local civil society organisations so that they can continue to support their communities.

STRATEGY 3

Encourage people and organisations to act in line with the principles of global citizenship: equality, interdependence and shared responsibility for a more just and connected world.

Strategy 1: Co-financing community-led initiatives

This strategy forms the starting point of our approach: we co-finance initiatives by local partner organisations (LPOs) and communities that contribute to improving living conditions and strengthening self-reliance. This aligns with trends such as increasing local resilience, gaps in the provision of basic services by governments, and the need for local ownership.

We implement this through three complementary strategic pillars.

PDI co-funding

Together with PDIs, we co-fund practical, community-led initiatives by LPOs. These initiatives often focus on education, healthcare, child welfare, food security, water and sanitation, climate action, and environmental protection, as these are often the areas where local needs are greatest. The concrete results of these initiatives enable communities, LPOs, and PDIs to advocate more effectively with local and national decision-makers.

Match Funding★, and Incentives for Local Fundraising

We match funds raised locally by LPOs. When communities and LPOs raise funds locally for their initiatives, this helps strengthen local support, ownership, and sustainability. Wilde Ganzen Foundation encourages this through matching grants. In focus countries★, we provide matching incentives for local fundraising in collaboration with National Partner Organisations★ (NPOs).

Participatory grantmaking

For very small, local projects, we enable communities to decide for themselves how our contributions should be used. This reflects our commitment to localisation and community-led decision making. It increases ownership, legitimacy, and the sustainability of services. We are explicitly pursuing this strategy because it aligns with our scale, history, and unique collaboration with PDIs and LPOs, and because there is still considerable untapped potential in this area within the current aid system.

Strategy 2: Strengthening local Civil Society Organisations

The second strategy focuses on strengthening the autonomy, resilience, and inclusiveness of local civil society organisations so that they can continue to support their communities. This is our response to two major trends: shrinking civic space and the sharp decline in donor funding for organisations in the Global South.

We focus on four themes within capacity building:

Community Participation★

We support organisations in working with communities to identify their own needs, priorities and solutions in involving them throughout the design, implementation and evaluation of initiatives. Shared responsibility fosters ownership and lasting change.

Local fundraising

We train organisations to mobilise resources within their own context, including through the Change the Game Academy programme★. This enhances their financial resilience, local support, and independence.

Mobilising local support

We strengthen organisations' ability to make their voices heard, build alliances and engage with local and national governments, thereby helping to protect and expand civic space.

Gender equity

We encourage organisations to adopt gender-inclusive and, where possible, gender-transformative approaches so that women and men have an equal voice in decision-making and benefit equally from the results.

This is precisely where we choose to focus our efforts, because strong local organisations are essential to sustainable, locally led development—a role that larger international actors do not always fulfil.

Strategy 3: Promoting global citizenship

The third strategy focuses on encouraging people and organisations to act in line with the principles of global citizenship: equality, interdependence and shared responsibility for a more just and connected world. This responds to declining public support for development cooperation, rising populism, and increasing polarisation.

The principles of global citizenship are closely aligned with our core values and motivations. They are embedded in the way we work and reinforce our overall approach and strategy.

Wilde Ganzen Foundation core values	Principles of global citizenship
Human scale	Equality and mutual respect
Working together	Shared responsibility
Positively engagement	Interdependence and connection

At Wilde Ganzen Foundation, global citizenship starts with people. It begins with recognising their strengths, dignity, and ability to make a difference—for themselves and for others.

Global citizenship is rooted in the realisation that we are part of a larger whole that extends beyond the boundaries of our own communities and countries. We want more people to feel connected to –and take responsibility for– a just, inclusive and sustainable world. We also want more people to contribute their time, knowledge, networks and financial resources to development cooperation. At a time of declining public support, rising populism and increasing restrictions on civic space, fostering this engagement is more important than ever. We aim to strengthen global citizenship among all stakeholders, including citizens, donors, PDIs, LPOs, endowment funds, (I)NGOs, networks, and knowledge institutions.

We are committed to:

PDIs

Supporting and strengthening PDIs in their role as a bridge between local partner organisations and the Dutch public.

Foundations and donors

Encouraging donors and foundations to give and provide funding based on principles of equality and partnership.

Citizens

Broadening public engagement in the Netherlands and beyond through initiatives such as Connect for Global Change, *the Wilde Week*, and *CivicFocus*.★.

We are explicitly pursuing this strategy because our collaboration with PDIs, our communication strengths and programmes such as Connect for Global Change give us a credible and distinctive position.

Key strategic initiatives

Four key strategic initiatives are central to our strategy:

1 From centralised to decentralised

We transfer greater authority and responsibility to organisations in the Global South and ensure that capacity-building is delivered by local trainers and experts. Participatory grantmaking is also part of this approach: by placing decision-making in the hands of communities, we promote ownership.

2 From short-term to long-term partnerships

To contribute to sustainable development, we aim to build long-term, multi-year partnerships with our local partner organisations.

3 From isolated interventions to integrated support

We aim to offer local partner organisations a coherent package of capacity-building support that helps them become more resilient, autonomous, and self-reliant.

4 From individual foundations to a visible PDI movement

Through initiatives such as *Wilde Week* and the *CivicFocus* programme, we raise the visibility of PDIs work and strengthen collaboration among PDIs. In this way, we are building a broader movement for international solidarity.

In focus countries - countries where we have a large number of partners and concentrate our efforts - we are putting these strategic shifts into practice. We will use the outcomes of the ongoing localisation process (2025 and beyond) to further advance decentralisation, including by contracting coordinating partner organisations with greater decision-making authority. In non-focus countries, we continue to support initiatives without centralised capacity-building.

Further developments

In addition to the initiatives mentioned above, a number of other developments will also shape our direction:

- *Blue Ambition Fund*: We aim to promote the socio-economic self-reliance of young people through vocational education, entrepreneurship, and job creation. This thematic focus is growing significantly and is being further developed strategically, given the high unemployment rate and limited future prospects for many young people in the Global South. The expansion of this programme will primarily take place in Africa, where population growth is particularly rapid.
- We are temporarily increasing the grant percentage for initiatives by local partner organisations with PDI from 50% to 100% during *Wilde Week*, when their work is in the spotlight.
- We aim for significant growth in *Match Funding* and *Participatory Grantmaking*.
- We will continue to use the *Change the Game Academy* (CtGA) as a key platform for broader capacity-building efforts, such as mobilizing local support. We will gradually phase out our host role in CtGA and seek broader external funding for the Alliance.
- We are intensifying our focus on gender equity, youth, climate action, and nature conservation (including through CtGA Green).
- We are applying lessons learned from our concluded *Giving for Change* programme. For example, we are integrating *Communities of Practice* - local, regional, and thematic partnerships among civil society organisations - into CtGA and *match funding*. Through national, European, and international networks, we continue to advocate for localisation and equal partnerships.
- In Europe, we lead the *Connect for Global Change* programme (2024-2027) for global citizenship. Funded by the EU, the programme engages EU citizen - including young people - in sustainable development through approximately 550 small NGOs in 11 countries.

Appendix A: Glossary

- **Autonomously:** Capable of operating independently, making its own decisions, and sustaining its activities, supported by a sufficient financial base and with minimal dependence on foreign aid.
- **Bottom-up:** An approach in which change begins with local communities and organisations, rather than being imposed by external actors through a top-down approach
- **CivicFocus:** A new programme funded by the Dutch Ministry of Foreign Affairs that supports private development initiatives. It builds on their distinctive strengths: voluntary, small-scale and personal collaboration between Dutch citizens and local communities, with an emphasis on equality, sustainability, and public engagement.
- **Co-financing:** Co-financing means that Wilde Ganzen Foundation contributes part of a project's budget in addition to funds raised by the local partner organization (LPO) and/or the PDI. Together, these contributions make the project financially viable.
- **Community:** A group of people who come together around shared interests, goals or challenges and who work toward common solutions or improvements in their circumstances. A community may be defined geographically, socially, culturally or by other shared characteristics and is often involved in collective action and collaboration at the local or global level.
- **Community participation:** The active involvement of communities throughout all phases of an initiative - from identifying needs and designing solutions to implementation and evaluation - where their knowledge, needs, and choices guide the process.
- **Decolonisation:** Recognising and addressing colonial power imbalances, notions of superiority and Western dominance in aid and partnership relationships.
- **Focus Countries:** Countries in which Wilde Ganzen Foundation has a significant number of partners and concentrates its efforts to maximise impact and sustainability.
- **Initiative:** A plan, proposal or course of action intended to bring improvement, innovation or solutions to a specific challenge.
- **Local Partner Organisation (LPO):** A civil society organisation in a low- or middle-income country dedicated to improve basic services and living conditions within local communities.
- **Local ownership:** The ownership and responsibility that communities take for shaping, implementing, and sustaining their own initiatives.
- **Match Funding:** A funding mechanism for projects led by Local Partner Organisations (LPOs) that do not receive support from a Private Development Initiative in the Netherlands (PDI). Project proposals are assessed by the National Partner Organisation (NPO). The aim is to encourage civil society organisations to raise funds locally reduce their dependence on foreign aid and strengthen their capacity to engage with and influence local government.
- **National Partner Organisation (NPO):** A civil society organisation in a low- or middle-income country that works with Wilde Ganzen Foundation to strengthen local initiatives by supporting, implementing, and/or overseeing projects and programmes.
- **Private Development Initiative (PDI):** A civil society organisation that raises funds in the Netherlands or Belgium and works with Wilde Ganzen Foundation to support Local Partner Organisations (LPO)s and contribute to the success of development initiatives.
- **Programme:** A coherent set of related activities or initiatives designed to contribute to sustainable change by strengthening broader systems or structures that improve the living conditions of people living in poverty.
- **Project:** A temporary, goal-oriented initiative undertaken to achieve a specific result within a defined timeframe, using limited resources and in accordance with agreed quality standards.
- **Self-reliance:** The ability of people and communities to address their own challenges by drawing on local resources and talents with minimal external support.
- **Shift the Power:** An international movement that seeks to transform power, funding, and decision-making from international donors and large aid organisations to local communities and organisations in the Global South. Its aim is to promote more equitable partnerships, strengthen local ownership, and support sustainable locally led change.
- **Sustainable:** The extent to which the positive effects of a project or programme can be sustained over time.

Appendix B: Abbreviations

PDI

Private Development Initiative

LPO

Local Partner Organisation

NPO

National Partner Organisation

PGM

Participatory Grantmaking

ToC

Theory of Change

CtGA

Change the Game Academy

CtGA Green

Change the Game Academy Green

NGO

Non-governmental organisation

(I)NGO

(International) Non-governmental organisation

WGF

Wilde Ganzen Foundation

BAF

Blue Ambition Fund

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