

STRATEGIC PLAN 2021-2025

"TOGETHER REACHING THE UNREACHABLE"

Serving 50,000 unreached people by 2025

EXECUTIVE SUMMARY..... FOUT! BLADWIJZER NIET GEDEFINIEERD.

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1 Scope and purpose

HoverAid is an international federation of HoverAid organisations, coming together in partnership to meet urgent needs of communities unreached by other development and relief actors.

It is about the "next phase" of HoverAid's development to consolidate its capacity to reach out to 50,000 unreached people by 2025 with development and emergency programmes. Representatives from HoverAid UK, HoverAid Netherlands and HoverAid Madagascar have agreed on a united mission and approach that brings together the cumulative knowledge, expertise and resources of the current three members of the HoverAid family.

To coordinate the interactions between them and to streamline their strategies and objectives, a start was made to establish HoverAid International. HoverAid International has a coordinating role and has facilitated the mutual agreement on this strategic plan to provide a sound basis for timely generation, validation, delivery, and monitoring of the realisation of its strategic objectives for the HoverAid members.

The purpose of this strategic plan is to serve as a guiding framework for all the HoverAid members in their planning and implementation for the coming five years up to 2025. Therefore, this document is intended for the staff and board members of the HoverAid members, but may also be shared with other interested organisations and people. Monitoring of the achievement of objectives will be done by HoverAid International.

Other organisations are welcome to join the HoverAid federation provided they are committed to the core values, mission and vision of HoverAid as set forth in this strategic plan.

2 The HoverAid family

The HoverAid Trust (HoverAid UK) has a rich past that can be traced back to 1972 and the beginnings of hovercraft use for relief and development work. Spanning over 25 years, HoverAid UK has gained experience by preparing, equipping and commissioning expeditions to remote areas in countries as diverse as Papua New Guinea, Nicaragua, Zambia, Mozambique and Malawi. In 2006 and 2007 HoverAid UK dispatched two hovercraft to HoverAid Madagascar and provided technical expertise to its operations and maintenance. In addition, HoverAid UK has been able to increase its human resource capacity in order to enlarge its support base for aid and development work.

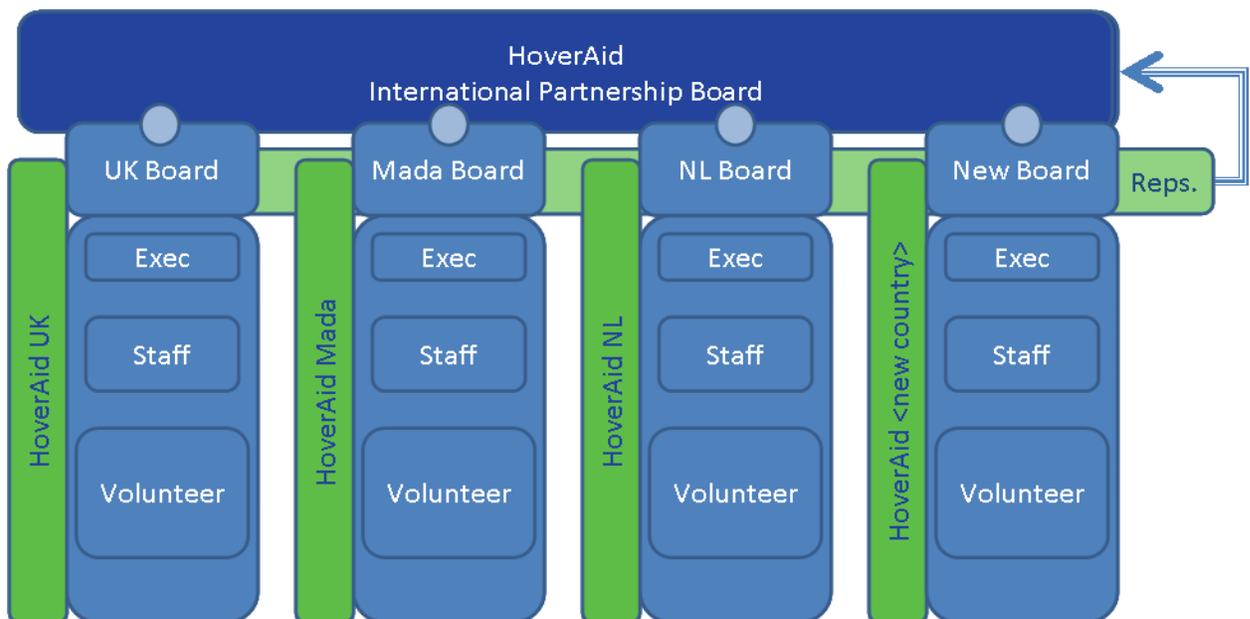
HoverAid Madagascar was established in 2006 and registered as a subsidiary of The HoverAid Trust (HoverAid UK). In Madagascar HoverAid operates three hovercraft mainly in the remote and inaccessible western part of the country. In 2017, the process to register a local NGO under the name of 'Eladrano' was completed. Currently, it has a supervisory board of Malagasy nationals in order to ensure that the organisation is truly embedded in the national society. The hovercraft provide access to remote areas of Madagascar for government agencies, Church and mission groups, and other relief and development agencies. The network of collaborating

medical providers in Madagascar has grown over the years. More and more NGO’s request for transport services by hovercraft and associated logistics facilities.

Stichting HoverAid Nederland (Foundation of HoverAid Netherlands) was created on request of HoverAid Madagascar, as a strategic partner to its management team and for fundraising purposes. Through its involvement HoverAid Netherlands brings in expertise in development and emergency programming, and in management. In 2019, HoverAid France was established as a third support-raising member of the family. Over the past years HoverAid Netherlands and France have increased their efforts in fundraising from private supporters, foundations, companies, and institutional donor agencies.

Altogether the HoverAid family forms a federal structure with an international partnership board, responsible for approval and monitoring of overall policy and procedures. It consists of members being national organisations with internal autonomy. Each full member organisation nominates one of its board members to be on the HoverAid International partnership board. Currently, the international partnership board consists of one representative from the board of HoverAid UK, one from HoverAid Netherlands, one from HoverAid France and one from HoverAid Madagascar.

All member organisations subscribe to a general mission, vision and core values and strategies (policy) and a set of commonly agreed procedures in finance, logistics, human resources management and development, transport, safety & security and assets. Membership can be as associate, candidate, subsidiary, and full membership and ensures appropriate voting rights. Membership level depends on the capacity and maturity of its operations and management. For example, a subsidiary in time could develop into becoming a full member. The central belief is that each HoverAid organisation should strive towards being managed and delivered indigenously by its own people.



3 Vision, mission and values

3.1 Vision

As elsewhere, inaccessible, remote rural communities in the developing world face many challenges. Communities with poor road or river access are at significantly higher risk of exclusion from social and economic services and hence are much more prone to experiencing extreme and chronic poverty. If a community is unable to make a decent living from its natural resources, provide healthcare for its people, and to provide education to its children, the opportunities for assisted self-development are severely limited.

Such remote communities often are prone to higher disaster risks both natural and man-made since they have less resources to cope with disasters and difficult access limits the assistance from outside the area.

Inspired by the Gospel of Jesus Christ, HoverAid's vision is a future where all people living in remote rural communities are able to have equitable access to basic services of good quality, such as health care, clean water, sanitation and education, to have a secure and stable livelihood. In summary, that are able to grow to their full holistic potential without losing their social, spiritual, moral and cultural values and strengths.

3.2 Mission

Hovercraft are used throughout the world as a method of specialised transport. Supported by a cushion of air, they are unique among all forms of transportation in their ability to travel over difficult wetland terrain to areas and communities that other forms of transport simply cannot reach or at high cost only.

HoverAid's mission is: **'reaching the unreachable'**.

1. By providing hovercraft and logistics support in order to promote and enable relief and development services to remote river and wetland communities as a means to offer cost effective access to partner organisations;
2. By challenging service providing agencies and donors to engage with the development agendas set by remote river and wetland communities;
3. By making the voices of these remote communities heard by the wider world as advocates of change among policy makers;
4. By assisting these communities to cope with any negative impact by exploitative industries onto their social and natural environment.

3.3 Values

- **Compassion:** Act in solidarity with goals and priorities of the target communities.
- **Responsibility:** Taking responsibility to start and continue to implementing programmes to the best of HoverAid's ability and in accordance with recognized international standards.
- **Respect:** Respect the indigenous knowledge, the dignity and identity of individuals and their culture, faith and values and promote non-discriminatory practices.

- **Equity:** All staff members working in HoverAid teams are treated equitably. The organisation aims at indigenisation of its teams including management positions and at having people of various nationalities serving in the same team.
- **Integrity:** Exercising and promoting integrity by fairness, impartiality and equity in all of the activities and in dealings with interested parties, community partners and the general public.
- **Transparency and accountability:** Being transparent and accountable in dealings with the government, community, donors and other interested parties, by conforming to local laws and regulations, and maintaining autonomy to work according to its mission and principles.

4 Key approach & strategic focus

In this chapter, the vision and mission of HoverAid is operationalised in a number of elements which are part of the key approach and strategic focus of the federation.

4.1 Key approach

- **Dedication:** HoverAid works in areas where other agencies cannot access by car, airplane or boat, to reach out to disadvantaged communities so far unreached by social economic services providers.
- **Core business:** The core business of HoverAid is to facilitate accessibility by using hovercraft, that will be at the disposal of other development partners and allow them to reach out to communities they can not access otherwise or at high costs only.
- **Lobby & Advocacy:** Where no other development partners are engaged, HoverAid may implement its own development programmes (the concept is termed Hover+Aid), whilst at the same time lobby other organisations to come over and work in the area and to take over Hover+Aid's initiatives.
- **Commitment:** HoverAid remains committed to work with certain communities until the situation has improved to minimum national standards or development partners have taken over the work of HoverAid.
- **Organisational sustainability:** HoverAid works towards a situation in which revenue from local development partners covers the costs for putting a hovercraft at their disposal.
- **Mutual help:** HoverAid International federation members make use of each other's strengths, and assist one another where needed.
- **Expanding support base:** Promoting the establishment of support raising offices in other countries. The concept of using hovercraft for development work is new and has not been used elsewhere in the world so far in an organised way. Most comparable are the "flying doctors", but in this case with hovercraft. Worldwide, there are currently no other organisations that have the same mission using hovercraft. As such, HoverAid has a comparative advantage to other development organisations.
- **Expanding action radius:** Promoting the establishment of operational HoverAid organisations in other countries where HoverAid can add value. HoverAid mainly focuses on those areas that are suitable for the use of hovercraft and where other vehicles can not be used or at high costs only. This is the case where large delta areas or broad river networks block the use of other means of transport as in Mozambique, Bangladesh and Zambia.

4.2 Countries where hovercraft would be of added value to relief and development

The following table gives an overview of developing countries where hovercraft would be of significant added value in larger deltas and remote coastal areas intersect by wide rivers:

AFRICA	ASIA	LATIN AMERICA
Mozambique (several deltas + Cahora Bassa lake)	Papua New Guinea	Guyanas
Zambia (eastern and western parts)	Philippines	Southern Mexico
Niger delta	Bangladesh	Belize
Western Madagascar		Nicaragua

4.3 Strategic focus

Four main pillars are identified that are crucial for a successful expansion of HoverAid’s operations over the next 4 years:

- I) to enlarge access of remote communities to life-changing interventions,
- II) to expand the supporter base,
- III) to further develop the institutional strengths, and
- IV) to engage in partnerships with complementary organisations.

These four strategic focus points are further elaborated in the next chapter.

5 Strategy implementation

5.1 Strategic Focus I: Enlarge access of communities to life-changing interventions

5.1.1 Strategic objective

By the end of 2025, a total of 50,000 people living in remote areas have gained access to basic services like health care, water, sanitation and education and to improved livelihood opportunities since 2006.

For comparison: By the end of 2020 HoverAid’s services have been put at the disposal of about 30,000 people in western Madagascar.

5.1.2 Results and outputs

Expected result 1:

Increased operational capacity of hovercraft and logistic equipment and staff providing safe and secure logistics services to relief and development providers reaching out to remote communities.

Indicators:

2022: 2 hovercraft are available for use for 50% of time.

2023: 3 hovercraft are available for use for 60% of time.

2024: 4 hovercraft are available for use for 65% of time.

2025: 4 hovercraft are available for use for 70% of time.

Expected result 2:

Increased number of people reached by other development organisations that make use of logistic services provided by HoverAid.

Indicators:

2022: 30,000 people reached by 2 development organisations during 2022.

2023: 35,000 people reached by 3 relief and development organisations during 2023.

2024: 40,000 people reached by 4 relief and development organisations during 2024.

2025: 50,000 people reached by 4 relief and development organisations during 2025.

Expected result 3:

Increased number of people reached with basic social services provided by Hover+Aid in health care and water and sanitation, where no other development partners are present (yet).

Indicators:

2022: 10,000 people reached with health care programmes, of which 5,000 reached with water and sanitation programmes

2023: 15,000 people reached with health care programmes, of which 10,000 with water and sanitation programmes

2024: 20,000 people reached with health care programmes, of which 10,000 people with water and sanitation programmes

2025: 25,000 people reached with health care programmes, of which 15,000 with water and sanitation programmes

5.1.3 Core activities

ER1 Increased hovercraft and camping & communication capacity

1.1 Apply Safety & Security policy at all times

1.2 Train new pilots with focus on nationals

1.3 Maintain quality standards in mobile garage

1.4 Maintain hovercraft and camping and communication equipment in good shape

1.5 Purchase new hovercraft and camping and communication equipment

ER2 Increased usage of HoverAid logistic services by other development agencies

2.1 Advocating for unreached communities by distributing baseline survey information

2.2 Creating and sustaining partnerships with governmental and development partners

2.3 Lobbying donor agencies to avail donor funding to unreached communities

ER3 Increased number of people assisted by Hover+Aid's own development programmes

3.1 Conducting more detailed baseline surveys in all Hover+Aid programme areas

3.2 Designing operations and exit strategy for all programme areas

3.3 Developing project proposals

3.4 Project implementation

3.5 Monitoring and reporting to donors and project communities

3.6 Impact evaluation and learning of all Hover+Aid interventions

5.1.4 Investments per year

Year	Description	Total (€)
2022	One hovercraft overhauled (1), HoverAid logistic support (2) and Hover+Aid programmes (3)	€ 30,000
2023	One hovercraft overhauled (1), HoverAid logistic support (2) and Hover+Aid programmes (3)	€ 45,000
2024	One new hovercraft (1), HoverAid logistic support (2) and Hover+Aid programmes (3)	€ 65,000
2025	One new hovercraft (1), HoverAid logistic support (2) and Hover+Aid programmes (3)	€ 85,000
	Total	€ 225,000

5.1.5 Risks and mitigation measures

Risks	Mitigation measures
- Political or economic situation in a member’s country deteriorates reducing opportunities to expand Hover+Aid programmes or to sign contracts with development partners.	- Spread risks and establish HoverAid operations in at least one other country as soon as feasible.
- Voluntary expatriates for senior management positions are difficult to find.	- Nationalise HoverAid country programme management as far and soon as possible, with a sound local embedding through a local board.
- Potential relief and development partners are reluctant to contract HoverAid due to perceived high costs per kg or hour of logistics support provided.	- Reduce costs per kg and per hour by economies of scale and by increasing capacity utilisation and cost efficiency of hovercraft.

5.2 Strategic Focus II: Expand the supporter base

5.2.1 Strategic objective

By the end of 2025, HoverAid International has established a brand as an organisation for and with committed ‘young and dynamic’ world citizens, and has a proven approach to connect them with unreached communities.

5.2.2 Results and outputs

Expected result 4:

45,000 people knowing about HoverAid and its mission in UK, the Netherlands, France, and Madagascar form HoverAid’s community of supporters (constituency), and are connected through communication and campaigns with people in remote communities.

For comparison: Up to the end of 2020, an estimated 30,000 people in UK, France and The Netherlands have become aware of the existence and mission of HoverAid.

Indicators:

2022: 30,000 people in Europe and Madagascar know about the mission of HoverAid

2023: 35,000 people in Europe and Madagascar know about the mission of HoverAid

2024: 40,000 people in Europe, Madagascar know about the mission of HoverAid

2025: 45,000 people in Europe, Madagascar, where HoverAid is operational know about the mission of HoverAid, of whom at least 10% is actively engaged in supporting HoverAid's mission.

Expected result 5:

Enlarged support portfolio via five HoverAid member organisations, being sufficient to support planned life-changing programmes to be implemented by Hover+Aid and for core logistics services using hovercraft in two countries. ¹

HoverAid UK, HoverAid NL, HoverAid France and HoverAid Madagascar obtain support from private supporters and through a variety of donors (<25% dependence on a single donor).

For comparison: In 2020, a total financial support of over 110,000 Euro was raised.

Indicators

2022: 120,000 Euro or more raised during the year of 2022.

2023: 125,000 Euro or more raised during the year of 2023.

2024: 130,000 Euro or more raised during the year of 2024.

2025: 140,000 Euro or more raised during the year of 2025.

In total, an amount of 515,000 Euro to be raised from supporters and from other development agencies using HoverAid's hovercraft and logistics services throughout the realisation of the four pillars of this Strategic Plan 2021-2025.

We would like to emphasise that, though without financial support HoverAid can not fulfil its mission, its work essentially depends on non-financial support like volunteering, in-kind contributions, prayer, ideas and relations.

5.2.3 Core activities**ER4 Increased connectivity & awareness**

4.0 Establish a PCF-department in all HoverAid organisations ²

4.1 Communicate needs of unreached communities and impact of HoverAid's operations using newsletters, project reports, short films, media reports, website

4.2 Present HoverAid on public events using (social) media coverage

4.3 Organise group travel to HoverAid operations and mobilise travellers as ambassadors

4.4 Set up more voluntary groups of 'young and dynamic' people to "share the story"

ER5 Increased support

5.1 Develop functional donor database to track commitments, contacts and preferences

5.2 Scale up efforts to approach trusts and foundations in Europe.

5.3 Build up a constituency of committed private supporters and volunteers

5.4 Increase / deepen relations with government agencies, embassies and donors in-country (where operations take place)

5.5 Increase number of relations and contracts with social service providers in-country

5.6 Contact companies, schools, service groups, churches, institutional donors for support.

¹ The aim is to use a maximum of 15% of income for support raising activities.

² PCF: Promotion, Campaigns and Fundraising

5.2.4 Investments per year

Year	Description	Total (€)
2022	Investment in awareness raising and support raising	€ 15,000
2023	Investment in awareness raising and support raising	€ 25,000
2024	Investment in awareness raising and support raising	€ 35,000
2025	Investment in awareness raising and support raising	€ 40,000
	Total	€ 115,000

5.2.5 Risks and mitigation measures

Risks	Mitigation measures
<ul style="list-style-type: none"> - Economic instability has a negative effect on the financial resources of donors, trusts and foundations. - Changes in public opinion regarding international cooperation may have a negative impact on willingness to support HoverAid 	<ul style="list-style-type: none"> - Prove that the added value of HoverAid is well worth being supported. - Diversify supporter groups without losing focus - Awareness raising to (potential) members of HoverAid’s constituency - ‘Do what you promise’ - Report in time ‘what you have achieved’.
<ul style="list-style-type: none"> - Changing policies of donors and governments 	<ul style="list-style-type: none"> - Establish a HoverAid support raising organisation in at least one other country. - Diversify donor portfolio
<ul style="list-style-type: none"> - As HoverAid is professionalising, more investments need to be done in programme support in all HoverAid organisations. Though essential, many supporters prefer not to support this. 	<ul style="list-style-type: none"> - HoverAid proposes to invest up to but not more than 15% of its income into direct programme support (programme management, monitoring, auditing and reporting) and less than 10% in raising support.

5.3 Strategic Focus III: Further develop institutional strengths

5.3.1 Strategic objective

By the end of 2025, the HoverAid federation - consisting of HoverAid UK, HoverAid France, HoverAid Netherlands, HoverAid Madagascar, - presents a blend of organisations with distinct roles and strengths that operate from one unity of vision, mission and strategic direction, with purposeful guidance by HoverAid International.

5.3.2 Results and outputs

Expected result 6:

All HoverAid members have further strengthened their institutional structure and systems, balanced with personal and collective engagement based on the vision and values of the federation.

HoverAid International has established a legal structure and is pro-actively facilitating cooperation between the various HoverAid members, steering corporate policy development

and monitoring the implementation of this Strategic Plan.

All HoverAid members establish planning, working, and reporting procedures that are based on quality norms generally adopted in the development sector. The resources management systems (administration) of all members (concerning finance, assets, HR, transport, and goods) have been adapted to changing needs. National boards and staff participate in in-country planning, monitoring, evaluation and learning. Internal and external audits are part of the quality systems in place at each member organisation.

Indicators:

2022:

- HoverAid International board is functioning as needed.
- HoverAid Mada has a Standard Operational Procedures (SOP) manual in place covering the five key areas of resources management including a costs/benefits-based bookkeeping system.
- HoverAid NL reorganises its reporting processes according to CBF guidelines incl. Code 650.
- HoverAid UK has identified UK-based quality criteria that will be used to reorganise its reporting and work processes.

2023:

- HoverAid has produced a consolidated annual report 2023 including a costs/benefits-based financial report.
- HoverAid Mada has maintained its legal status alongside the autonomous local NGO Eladrano.
- HoverAid UK reorganises its working and reporting processes according to identified quality criteria.

2024:

- HoverAid International has approved at least 2 new corporate policy papers, developed by the executive management of the HoverAid organisations (e.g. on safety & security and on social enterprise management).
- HoverAid Mada has a system of regular internal and external audits in place that proves to be effective in assessing the efficiency and effectiveness of its SOP.
- HoverAid NL develops its working procedures in line with ISO 9001:2008 norms.
- HoverAid UK has obtained a UK-based kitemark.

2025:

- HoverAid International has evaluated the level of success of the strategic plan by then and is coordinating the preparation of the next strategic plan.

5.3.3 Core activities

ER6 Improved strategy monitoring and policy development

- 6.1 Nominating representatives of national HoverAid on HoverAid International board
- 6.2 Organising regular (official) meetings to monitor strategy implementation
- 6.3 Approving annual consolidated report and plan of the HoverAid federation
- 6.4 Approving new policy papers
- 6.5 Evaluating the strategic plan and designing the plan for the next term.

5.3.4 Investments per year

Year	Description	Total (€)
2022	Strengthening internal quality control mechanisms (SOP) & creating new HoverAid members or associates	€ 5,000
2023	Strengthening internal quality control mechanisms (SOP) & creating new HoverAid members or associates	€ 5,000
2024	Strengthening internal quality control mechanisms (SOP) & creating new HoverAid members or associates	€ 5,000
2025	Strengthening internal quality control mechanisms (SOP) & creating new HoverAid members or associates	€ 5,000
	Total	€ 20,000

5.3.5 Risks and mitigation measures

Risks	Mitigation measures
- Established roles and responsibilities in the past may influence how the new strategy, structure and procedures are perceived. Some people may have difficulty letting go / accepting change.	- The result of the meetings with HoverAid representatives in 2008 on the future strategy and structure of HoverAid International and the federation was very clear and straight forward. However, the responsibilities and authority of the HoverAid International board vis-à-vis those of the individual HoverAid organisations should be clear: they should be sensitive to contributions made by staff without being diverted into different strategic directions.

5.4 ***Strategic Focus IV: Engage in partnerships with complementary organisations***

5.4.1 Strategic objective

HoverAid is working in cooperation with five organisations which have complementary mission and services adding value to the mission of HoverAid in serving remote communities.

5.4.2 Results and outputs

Expected result 8:

Established country programme partnerships with three operational organisations providing complementary services in two country programmes (Madagascar and a second country).

Indicators:

2022: MoU signed with MAF Madagascar on co-funding and implementing (parts of) HoverAid's and MAF's country programmes in Madagascar. Formal contacts developed between HoverAid Madagascar and Helimission Madagascar.

2023: MoU signed between HoverAid Madagascar and Helimission. Formal contacts made

between HoverAid Madagascar and Bushproof Madagascar.
 2024: MoU signed between HoverAid Madagascar and Bushproof.

5.4.3 Core activities

ER8 Operational country programme partnerships established with three operational organisations

- 8.1 Drafting and discussing an MoU with MAF Madagascar, Helimission Madagascar and Bushproof Madagascar on co-funding and co-implementation of joint programme in Madagascar with assistance from MAF Europe and HoverAid International.
- 8.2 During or after establishing an office in new country of operations, contacting an organisation with similar vision and values that provides complementary services.
- 8.3 Drafting and discussing a MoU with the organisation mentioned under 8.2 on co-funding and co-implementation of joint programme with assistance from MAF Europe and HoverAid International.
- 8.4 Organising regular meetings to monitor and evaluate cooperation on funding and implementing joint programmes.
- 8.5 Evaluating partnership and, if positive, designing a joint programme for next term.

5.4.4 Investments per year

Year	Description	Total (€)
2022	Travel to headquarters of (potential) international partner organisations / lodging of visitors of these organisations	€ 3,000
2023	Travel to headquarters of (potential) international partner organisations / lodging of visitors of these organisations	€ 3,000
2024	Travel to headquarters of (potential) international partner organisations / lodging of visitors of these organisations	€ 3,000
2025	Travel to headquarters of (potential) international partner organisations / lodging of visitors of these organisations	€ 3,000
	Total	€ 12,000

5.4.5 Risks and mitigation measures

Risks	Mitigation measures
- Potential partner organisations might differ on goals and strategy of cooperation	- Consider flexibility re. HoverAid’s strategic goals and approach in order to accommodate certain requirements of organisations with complementary mission and services.
- Financial or HR constraints arising during implementation of partnership MoU of one or both partners	- Adapt joint strategic goals and programme plans in order to accommodate shortage of funds and/or senior staff.

6 Planning, monitoring, evaluation & learning

The current strategic plan is developed as SMART³ as possible in order to allow for proper planning, monitoring, evaluation and learning. Monitoring of the progress of the strategic plan and to what extent it is being adhered to as a guiding framework for the annual business plans of the individual HoverAid members is a responsibility that lies with the HoverAid International board.

Per year HoverAid International will coordinate the preparation and approval of annual business plans by every HoverAid organisation including a detailed activity plan. It will prepare and publish a consolidated report including a summary of the core activities and resources used as reported by the various HoverAid organisations. A final evaluation of the current strategic plan will be done in 2025 and will serve as input for the next strategic plan 2026-2030.

NB: This is a draft version, still to be approved by HoverAid International Board.

³ SMART: Specific, Measurable, Achievable, Realistic, Timed

Summary of definitions of HoverAid

HoverAid		<ul style="list-style-type: none"> • Brand Identity of the HoverAid family • Institutional organic entity defined by norms and values of the constituent organisations, and the individuals therein. • Shortest summary of what we do • Can be used by each local organisation in promotions and publicity to refer to local activities and the international family as a whole.
HoverAid International		<ul style="list-style-type: none"> • High level strategic and coordinating forum • Guardian of brand, norms and values • Holder of key assets
The Hoveraid Trust		<ul style="list-style-type: none"> • Official organisation name in the UK • Registered charitable company limited by guarantee.
Stichting HoverAid Nederland		<ul style="list-style-type: none"> • Official organisation name in the Netherlands • Registered charitable foundation recorded in Handelsregister
HoverAid Madagascar		<ul style="list-style-type: none"> • Official organisation name in Madagascar • Registered Malagasy NGO as a subsidiary of the HoverAid Trust
Eladrano		<ul style="list-style-type: none"> • Malagasy NGO • Registered but new board members needed
HoverAid Int HA(Int)		<ul style="list-style-type: none"> • Harmonised name for HoverAid International • Not currently registered • Used where structural clarity is required eg funding bids, internal documents • Harmonised short version
HoverAid UK HA(UK)		<ul style="list-style-type: none"> • Harmonised name for The Hoveraid Trust • Not currently registered • Used where structural clarity is required eg funding bids, internal documents • Harmonised short version
HoverAid NL HA(NL)		<ul style="list-style-type: none"> • Harmonised name for Stichting Hoveraid Nederland • Not currently registered • Used where structural clarity is required eg funding bids, internal documents • Harmonised short version
HoverAid Mada HA(Mada)		<ul style="list-style-type: none"> • Harmonised name for HoverAid Madagascar • Not currently registered • Used where structural clarity is required eg funding bids, internal documents • Harmonised short version

