



VREDESEILANDEN vzw ANNUAL REPORT 2011



VREDESEILANDEN VZW

ANNUAL REPORT 2011

A better deal for farmers

Content

Introduction	3
1 2011 Highlights	5
2 Strategy of Vredeseilanden	7
3 Vredeseilanden and sustainability	13
4 Vredeseilanden in the South	21
5 Vredeseilanden in Belgium	45
6 Governance report of Vredeseilanden	51
7 The social balance of Vredeseilanden	55
8 Environmental policy of Vredeseilanden	61
9 Fundraising within Vredeseilanden	69
10 Vredeseilanden vzw – Financial annual report 2011	71



Vredeseilanden is an independent, pluralistic non-governmental organisation that wants to contribute to viable livelihoods of organised family farmers in South and North through sustainable agriculture. We support our partner organisations through 8 VredesEilanden Country Offices (VECOs). That is why, outside Belgium, the organisation is mainly known as VECO.



2011: FOCUS ON SUSTAINABILITY

Maria proudly points: “That is my house.” To me it looks more like a hut, with its clay walls, loose boards for a door and sandy patio. But as you come closer you notice a drain pipe leading from the roof of Maria and her husband Eusebio’s house to a large oil barrel. From that barrel a tube leads to the fields. “We used to have at least some rain every day during the rainy season”, Eusebio explains as we are walking along the tiny broccoli plants. “But the last couple of years we sometimes get a hefty shower of rain, followed by weeks of drought. The rain water in the barrel helps me to keep the plants alive during that drought.” Eusebio has punctured the tubes with holes at regular intervals, so that the water from the barrel is led straight to the plants. When finished, he drags the tubes to the next field.

The effects of climate change are among the major challenges for farmer families – and for Vredeseilanden, whose mission it is to improve the market position and related income for small farmers. Since we want those improvements to outlast our support we do not only stress the need for ecological sustainability, but for economic sustainability as well. Even farmer families in the most remote areas, such as Maria and Eusebio in the Honduran mountains, are increasingly relying on so-called ‘modern’ markets: supermarkets, catering, tourism and gastronomy. That is why Vredeseilanden has helped Maria, Eusebio and 300 other families in the ASOFAIL co-operative to create simple, yet effective mechanisms for quality management and marketing. The co-operative has since then landed a contract with the country’s largest supermarket chain. Read more on their story on page 28 of this annual report.

Measuring the long-term impact

In 2011, Vredeseilanden developed a method that will allow us to map the main weaknesses in the field of economic, social, ecological and institutional sustainability. This provided us fairly quickly with answers to questions such as: does our work strengthen existing local structures? Do both men and women earn more now? Have the farmers’ organisations been sufficiently equipped to acquire a good position in those modern markets? Etcetera. The results were rather surprising. Food security has proven to be high in those areas where we support farmers’ organisations and those organisations show great resilience (that is the extent to which they can counter setbacks). However, we have also noticed that their level of entrepreneurship leaves a lot to be desired, so we have our work cut out for us.

Improving our in-house sustainability performance

Sustainability is not just something we want to promote for our partner organisations. It was the key word during last year’s extensive renovation of Vredeseilanden’s head office. Thanks to the new heating system, rain water supply system, solar panels, intelligent lighting, bamboo flooring and many other measures our building is now among the most sustainable old premises in the city of Leuven.

Over the past few years we have also increasingly included sustainability in our reporting method. We are therefore proud to announce that last year’s annual report made it to the finals of the ‘Best Belgian Sustainability Report’ awards by Business & Society (www.bestbelgiansustainabilityreport.be). The present annual report is yet another step forward: last year’s report was drafted according to the GRI-C standard, while this report meets the (stricter) GRI-B standard.

Adapting to new evolutions

In order to fulfil our mission even better, Vredeseilanden initiated the creation of two spin-off organisations in 2011. On the one hand we aim to establish a service-providing limited partnership company that will help businesses to make their purchasing or catering policies more sustainable, among others. On the other hand we have developed a fund, named Kuota, which will invest in businesses founded by farmers’ organisations. Limited access to investment capital is one of the main obstacles for farmers with entrepreneurial spirit.

Since it has proven to be legally complicated to create these two new organisations from a not-for-profit organisation, we are not certain as to when they will become operational. However, we are convinced that similar initiatives are absolutely vital for the future of development cooperation. Many of the so-called 'developing countries' are growing rapidly, which provokes questions regarding financial transfers from North to South. That is why the role of Vredeseilanden also needs to change: we should strengthen our role as a 'facilitator' that offers farmers' organisations access to knowledge and information, to networks and capital, to businesses and political policies. We will move away from the North-South approach and will rather focus on the knowledge that hunger and poverty are global problems that require global solutions, which are sustainable in all of their dimensions.

Finally, I would like to thank all volunteers, generous donors, sympathizers and everyone who enabled Vredeseilanden in the past year to do a good job. You motivate us – and you contribute to a better life for those in the world who have a much harder time than we do.

Luuk Zonneveld, General Director Vredeseilanden



*David Leyssen, General Director of Kauri (on the left) and
Luuk Zonneveld, General Director of Vredeseilanden (on the right)*

SUSTAINABILITY REPORTING IN ACCORDANCE WITH GRI

This annual report has been drafted in accordance with GRI, Global Reporting Initiative, criteria. An increasing number of large companies and organisations worldwide commit to reporting in this sustainability framework and to describing their economic, social and environmental impact. www.globalreporting.org.

In 2010, GRI published its specific criteria for the NGO sector, with a special focus on the general public's growing demand for accountability and transparency on the use of public and private donations. Simultaneously, consistent with GRI's basic philosophy, NGOs are required to report on the positive and negative economic, social and environmental effects of their activities.

Vredeseilanden was one of the pioneers in Belgium to include the GRI criteria in its annual reports. In this report we introduce two novelties at once: for the first time we systematically report on the specific NGO criteria and we have included more indicators. An external consultant has helped us to clarify the indicators and has provided feedback. As a result we have now reached the B level for the first time (self-declared). As of next year we will try to have our annual report assessed by a GRI expert.

During the selection of the GRI indicators we adhered to the following principles: (1) Is the indicator relevant for the average readers of this annual report? Those are mainly our donors and volunteers in Flanders, Flemish organisations in whose Board of Directors Vredeseilanden is represented and companies throughout the world that cooperate with us. (2) Is it feasible to report on the indicator? Some environmental indicators are not easy to register for our regional offices in the South. (3) Do the indicators deal with aspects of our operations that we want to further explore and refine over the next few years?

The complete overview of all indicators has been included at the back of this report, in accordance with the GRI logic (page 95).

Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level B	Report on all criteria listed for Level B	Report on all criteria listed for Level B
	G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.

*Sector supplement in final version

SCOPE OF THIS REPORT

In this annual report we describe the activities of Vredeseilanden in Belgium and in the countries in the South where Vredeseilanden is active. Per chapter we clearly indicate which region the information refers to and how we wish to improve or expand our reports in the years to come. For example, this year we report for the first time on the environmental impact of our regional offices in the South (last year we only did so for the head office). Also for the first time, we systematically describe the social, economic and environmental impact of our programmes. Since measuring that impact has proven to be very labour-intensive and since adjustments take several years to actually generate results, we will not describe this impact every year.

2011 Highlights

- Farmers' organisations with entrepreneurial spirit that wish to operate in so-called 'modern markets' have to respond to changes and opportunities swiftly and flexibly. As a consequence Vredeseilanden needs to provide equally flexible financing for certain activities, beyond the scope of the multiannual programme. In June 2011, the General Assembly therefore decided to give a new purpose to the 'innovation fund', which had existed for years. Every year we will spend 200,000 EUR on the fund, that will be entirely financed with own equity.
- With adequate support family farming can provide a substantial contribution to the fight against hunger, the eradication of poverty and the care for our planet. That was the basic assumption of the "Farmer Effect" colloquium that Vredeseilanden organised in Museum M in October 2011 in Leuven, Belgium. The programme, the presentations and a report of the colloquium are to be found on our new English website www.veco-ngo.org.
- The core of Vredeseilanden's strategy is that our concrete support to farmers' organisations brings about large-scale changes, which is beautifully illustrated by our work regarding beans in Nicaragua. Vredeseilanden and the farmers' organisation UNAG were among the organisers of a so-called "Round Table" that was also attended by the authorities and businesses. Their joint decision was that the authorities would limit the import of beans for one month each year. That initiative has made the price for beans in their country more stable throughout the year. The results are a better price for farmers, a more stable price for consumers and a stable market for the industry and trade: everybody's happy.

A second example is to be found in the Congo. Vredeseilanden was one of the instigators of the creation of AgriCongo, a consortium of a dozen large Congolese farmers' organisations and some seven Belgian NGOs. Together they succeeded in focussing the new framework act for agriculture (that was approved by the Congolese Parliament in late 2011) on family agriculture instead of large-scale agriculture.

- We obtained the three-star 'Havelaar', an award presented by Max Havelaar to organisations and businesses that dedicate themselves to Fair Trade. They assess to what extent Fair Trade is part of the policy and culture of the organisation and whether there is sufficient external communication on the subject. And some of our partner organisations were also praised last year. CREPAIMASUL, a collective farmers' enterprise of cashew nut producers, was presented the award for best exporting company in Honduras.





A BETTER DEAL FOR FARMERS

A better life for farmer families. Giving farmers a place in the market that will offer them the chances that they deserve. That is Vredeseilanden's aim.

We all want tasty and reliable food on our plates. We want to take care of Mother Nature and of the future generations.

Farmers in the South as well as in Europe hope that their work on the land will earn them a sustainable income.

Vredeseilanden proves that those aspirations can perfectly coexist. Our sustainable agriculture programs show how good quality food can be produced and marketed with respect for nature and with a fair income for farmers.

And Vredeseilanden is not the only believer. Everybody now shares this point of view. The World Bank, the UN, scientists all over the world. The millions of farmer families worldwide can solve the food crisis and the hunger problem, and eradicate poverty (most of the poor people are farmers after all). And last but not least, family farms pay much more respect to our planet's ecological balance.

In this context Vredeseilanden wants to contribute to viable livelihoods and empowerment of organised family farmers.

- That is why Vredeseilanden consolidates their position in the agricultural chain, so that they take their future into their own hands and they are able to receive the price their product is worth.
- That is why Vredeseilanden approaches governments and companies to seek together how, through their policy, they can create win-win situations for farmer families.
- That is why Vredeseilanden encourages consumers to choose sustainable products, because everyone is part of the solution.

That is of course easier said than done, but how to start? That is what Vredeseilanden is now trying to find out. Together with our partners: farmers' organisations, companies, universities, governments. Our efforts are modest, but ambitious, because we have a long road ahead of us. Conducting market surveys, organising consultations, founding cooperatives, acquiring knowledge.

In the end, it is about so much more than freeing people from poverty. We are all involved. Solidarity is not just about helping people across the globe. Genuine solidarity requires a worldwide transition towards a sustainable economy, with a sustainable food production and consumption. That is why Vredeseilanden is promoting the daily consumption of sustainable products in Belgian schools, company restaurants, gyms, ...

Thanks to the commitment of thousands of volunteers and the choices made by engaged consumers, our actions speak louder than words.

THE STAKEHOLDERS OF VREDESEILANDEN

1) Partner organisations, their members and local communities

The members of our partner organisations are the final beneficiaries of the Vredeseilanden activities. In 2011 we gave support to 115 organisations in Africa, Latin America and Asia. This way, approximately 58,500 men and 93,000 women received direct support of Vredeseilanden.

Farmers' organisations are our most important stakeholders in the South. We support them in their economic development as well as in their activities to adapt their country's legislation. About 1/3 of our partner organisations are farmers' organisations. This, however, is only half of the story. In order to achieve our objectives we also cooperate, directly or indirectly, with other organisations like companies, governments, credit institutions, civil society organisations like NGOs, consumer organisations... These are essential to provide services and/or to create a good policy climate in order to allow farmers' organisations to achieve their goals.

We also try to motivate other organisations and governments to replicate successful experiences on a much larger scale so that multiple farmer families are also given the opportunity to lead a better life. We give special attention to innovation as well. In order to achieve this all, cooperation with other types of organisation is paramount.

In general we can break down our partner organisations into the following categories:

- Farmers' organisations
- Consumer organisations
- Information/study/research centres and networks
- Credit institutions
- Organisations that defend the interests of farmers' organisations on a regional or national level

Very often, minority groups are the weakest groups in society. Vredeseilanden does not choose its area of activities by ethnic criteria, but when minority groups are involved in the agricultural chain, we give extra attention to their empowerment. This is the case in for example Honduras (Lenca) and in DR Congo (WaMbuti pygmies).

With each one of our partner organisations we conclude a three year cooperation contract in which we specify their role in the programme, as it is described in the Chain Intervention Framework (CIF – see page 23). Aside from that we conclude a yearly funding contract with them, which is connected to an action plan for the respective year.

2) Donors

In the financial chapter and in the annex d you will find an overview of all our foreign and domestic donors (see page 92). Without the donors Vredeseilanden would not exist. We can break them down into the following categories:

- Governments
- Companies
- Organisations and NGOs
- Donations of private persons
- In-kind donors

3) Companies

Private enterprises are important partners in the accomplishment of the Vredeseilanden mission in the South as well as in Flanders. If we wish to reorganise the agricultural chains in order to give the farmers' organisations a stronger voice in their cooperation with other players within the chain, we have to involve companies in our activities. We believe that companies are a driving force for society and we believe that they can contribute to sustainable development.

Throughout the years – and we will continue investing in this – we have often taken the initiative to gather companies, NGOs and other actors such as governments and scientific institutions around one table. This can be done through Kauri (of which we are a co-founder) for example, but is also often done in a direct relation. We talk with companies, experiment and exchange knowledge about our and their role in the agricultural chain and family farming in general, here and in the South. According to Vredeseilanden companies have two leverage systems. On the one hand companies can research how they can buy sustainable raw materials and agricultural produce from family farms. On the other hand companies can invest in the development of sustainable family farming by, for example, providing credit within the chain, by concluding stable delivery contracts, by co-investing in farm cooperatives...

Nevertheless, we are not naive. We know that some companies window dress in many ways for convenience sake. Neither are we blind to the ideologies that some actors uphold. However, we especially want to look forward and set up innovative projects, including with the leaders of the corporate world who apply the principles of socially responsible entrepreneurship in their core activities.

4) Governments and politicians

Governments are responsible for the frameworks in which family farming can be developed: rural infrastructure, agricultural research and education as well as legislation. Legislation to protect, for example, farmland from speculation and (foreign) big investors, to limit monopolies of wholesalers and distributors etc. Good legislation can, however, also stimulate the development of farmers' organisations, or motivate banks to offer agricultural credits.

From our head office in Leuven we focus on lobbying towards governments on both local, national and regional levels in the South and Flemish, Belgian federal and European bodies. You can find more on this on page 49.

5) Academics and researchers

Knowledge institutions such as universities, colleges and research institutions do not only focus on research, knowledge building and dissemination, but also play an important role in (co-)innovation. By participating in networks with companies, governments and NGOs the knowledge institutions can have a better sense of the needs of society. Furthermore, such cooperation allows for a swifter application of new knowledge.

6) Belgian society

Volunteers

2011 was the year of volunteering and the perfect opportunity to give an extra reward to our core volunteers. Each year in January we take to the streets with about 12,000 volunteers to draw attention to and ask support for farmer families in the South. Next to that, there are many volunteers who, also in 2011, dedicated their time throughout the whole year to Vredeseilanden (translators, host families, volunteers who talk about Vredeseilanden in schools etc.). You can find the figures on page 60.

Vredeseilanden-supporters

Vredeseilanden has thousands of supporters who have a subscription to our newsletter or our facebook pages and thus stay informed about the Vredeseilanden activities. 5,400 people received a monthly electronic newsletter in their mailbox. We have over 2000 followers on facebook and more than 500 on Twitter. Last year 76,000 people visited our website. Our private donators obviously also form an important part of our grassroots: 8,644 people received a tax certificate. Besides that, there are people who participate in various sports events and support Vredeseilanden this way.

Youngsters

Secondary schools and youth associations are not only engaged in the campaign, they also achieved more sustainability within their organisation. By participating in different actions they made their commitment concrete (see page 48).

Two teachers visited Flemish primary schools to tell about the life and the problems of farmer families.

Partner organisations and their grassroots

Vredeseilanden is active in numerous collaborations and networks of organisations that also defend the interests of farmer families and/or plead for more sustainable family farming and consuming sustainable products.

We are, for example, co-initiator and member of the Civil Society Transition Network and The New Food Frontier, a network of 50 thinkers and doers from agricultural, horticultural and food companies, research groups, universities, government agencies, interest groups etc. (www.thenewfoodfrontier.be). We are also a member of the Climate Coalition.

Furthermore, Vredeseilanden is a member of the executive board of the following organisations:

- NGO-federation (previously Coprogram): Vredeseilanden is a member of the Executive Board, the Finance working group, the HRM working group, the Global education working group and the Administrative simplification working group
- 11.11.11: Vredeseilanden is a member of the Executive Board and other consultation structures
- Kauri: Vredeseilanden is a member of the General Assembly
- Alterfin: Vredeseilanden is chairman of the Executive Board and is a member of the credit committee
- Mo*: Vredeseilanden is a member of the Executive Board
- BioForum: Vredeseilanden is a member of the Executive Board
- Acord: Vredeseilanden is a member of the Executive Board
- FairTradeTowns: Vredeseilanden is a member of the steering committee
- Max Havelaar: Vredeseilanden is a member of the Executive Board
- Youkali: Vredeseilanden is a member of the Executive Board
- Coalition against Hunger: Vredeseilanden is a member of the steering committee
- Foodteams: Vredeseilanden is a member of the Executive Board and is interim chairman
- Banaba International North-South Cooperation of the Leuven University College: Vredeseilanden is a member of the steering committee
- Aware Consumption Network: Vredeseilanden is a member of the Executive Board

Belgian consumers

A consumer who buys sustainable products has an enormous impact on the policy and the practices of both farmers and companies in the food sector. Sustainable purchasing habits go beyond the conviction that products from sustainable family farming are the best option. Consumers want to purchase as functionally as possible. They prefer to buy as much as possible in one place. That is why sustainable agricultural chains face two challenges: facilitate sustainable purchases for the consumer and eliminate the barriers that obstruct this. That is why we are in the steering committee of the Fair Trade Towns (FairTradeGemeenten).

Commercial caterers and their customers

In our current Belgian society people eat out more and more. The out of home market for food represents 39% of the food market. Within this out of home market, meals in company canteens, school meals, meals in retirement homes and hospital stand for 35%, which means that this sector cannot be neglected. Together with commercial caterer chefs we try to offer their customers the most sustainable meals possible. You can find more on this on page 47.

Journalists

Vredeseilanden wants to be a reliable reference for journalists when it concerns topics that relate to sustainable agriculture and food.

7) Vredeseilanden staff

Naturally the Vredeseilanden staff is an important stakeholder as well. We provide our ex-staff members the opportunity to be a part of our General Assembly. See page 51.

In 2012 Vredeseilanden starts with a trajectory to shape a new policy plan for the six following years. In this framework we will also think about who our most important stakeholders are in order to achieve our mission in the coming years.

WHAT DOES SUSTAINABILITY MEAN WITHIN THE ACTIONS OF VREDESEILANDEN?

In 2007 Vredeseilanden sharpened its mission. Instead of focussing on food security, the focus shifted to market access for family farmers through the development of sustainable agricultural chains. Sustainability remained an essential part of our mission and strategies, however, during the past years we have noticed that we lacked clarity on how to define 'sustainability' in the context of a value chain development programme, how to make sustainability in its many dimensions actually happen and how to measure progress.

In practice, we developed a bias towards economic aspects of sustainability – how to link farmers and their organisations to markets, how to develop their entrepreneurial skills, how to increase their profits, and the like. Increasingly, we felt that we were side-lining equally important ecological and social aspects, such as how to intensify farming in ways that help preserve soil and water resources, how to help farmers cope with the threats posed by climate change, how to distribute value generated in the chain fairly, how to avoid jeopardizing food security, how to ensure that we always apply our precaution principle through our actions? And so on.

As we mentioned in our previous annual reports, we developed a number of tools to measure the environmental impact together with Ghent University in 2009. Those tools were tested in a few countries in 2010, refined and integrated in a global method to measure and follow up different sustainability aspects. Consequently we could start up a large scale trajectory in 2011 in the entire organisation on sustainability in all its aspects.

A year later we notice that we have indeed succeeded in bringing back the 'S' in its multiple dimensions into our SADC interventions (Sustainable Agricultural Chain Development). The entire organisation, from head office to the VECO country teams, and our partners and chain actors, worked hard to make this happen. We believe we have succeeded, and this in a very short time span, less than a year. A very important achievement is the fact that sustainability has been brought back into focus in the organisation, and that the staff and partners have been confronted in various debates with their limited knowledge of certain hot issues of sustainability (such as climate change). Also, we have developed a number of very interesting screening tools to measure sustainability and apply the conclusions almost immediately.

Naturally we have a number of challenges ahead of us: how do we keep the focus on sustainability in following years without such a large scale screening as this year? How can we sharpen and simplify the tools? How can we make sure that we actually adapt the practices where we did not score high enough? And, maybe most importantly ... how can we help our staff and partners to perceive these screenings as an essential part of their core tasks, and not some sort of extra burden? This is definitely a major challenge for the years to come.

Luuk Zonneveld, director Vredeseilanden

THE SUSTAINABILITY TRAJECTORY OF VREDESEILANDEN IN 2011

We decided to embark on what came to be known as our 'sustainability trajectory'. The objectives of this trajectory were to:

1. Clarify our views on sustainable agriculture and value chain development in the form of an explicit vision, and create the motivation to deal with sustainability and adopt common language and understanding of the vision throughout the organisation;
2. Put this vision into practice by screening all our value chain development interventions against it, using the tools that were tested last year.

In this chapter we mention the most important steps and conclusions. Partial aspects will be treated in other chapters. Readers of this annual report who are interested in the whole process, the methodology that we used and the detailed results per country and agricultural chain, can read all about it in a separate publication. We hope that it can inspire other organisations.

(www.vec-ngo.org/sustainabilityscreening)

1) Steps and parts

The sustainability trajectory that we travelled with the entire organisation, consisted of the following elements:

- vision development on sustainability with colleagues and partner organisations through an interactive 'road show' that was staged in every Vredeseilanden region.
- checking if our choices of sub-sectors¹ – made some years ago – were the 'right' ones in terms of their suitability to put our vision into practice, to perform the role of Vredeseilanden as described in our strategic framework, and to pursue our mission to contribute to a better life and well-being for small scale farmers.
- screening the interventions that Vredeseilanden carries out within the agricultural chain in a certain region to check the extent to which our interventions and their impacts are contributing to the development of *sustainable* livelihoods – sustainable in the many dimensions of the word – by family farmers, *at scale* and *lasting*.
- presenting the results of the screening at the General Council of October 2011 and debating on the adaptations in our interventions.
- workshops with our external stakeholders during the event 'The Farmer Effect' on 15 October 2011 in Leuven.

2) Methodology for screening the agricultural chain and Vredeseilanden interventions

Do the Vredeseilanden interventions contribute to sustainably improved livelihoods of farmer families in the South? Does our work lead to economic development in the long term, without damaging the environment, and in a way that is culturally and socially acceptable? Is the voice of the farmer families stronger and can they defend their interests vis-à-vis different institutions and organisations? In order to provide an answer to those questions, we developed a scoring sheet with 93 criteria covering 21 principles of sustainability across all 4 dimensions (ecological, social/cultural, economic, and institutional).

With this long list of criteria our staff set off. They were asked to collect data on the current situation for each agricultural chain (mostly based on the figures of 2010), but also to look at the potential for change in the near future. In order to make the analysis of the results usable and useful, we formed clusters of criteria and principles, viz. the following:

1 'Subsector' is the term that is used to refer to the different parts of the agricultural sector of a country. Generally this corresponds with a certain product. For example: maize in Uganda, beans in Nicaragua, but also 'safe vegetables' in Vietnam.

For the economic dimension:

- 1 Prospects for long-term income increases, taking into account the market potential of the product and feasibility for farmers
- 2 The farmer organisations as business entities

For the socio-cultural dimension:

- 3 Respect for people's cultural identity
- 4 Building (on) people's natural, physical, financial, human, social and political assets
- 5 Empowerment of farmers
- 6 Fairness – in terms of the sharing of risks, costs and benefits among chain actors, and job creation, wages and working conditions, etc.
- 7 Gender equality
- 8 Food security

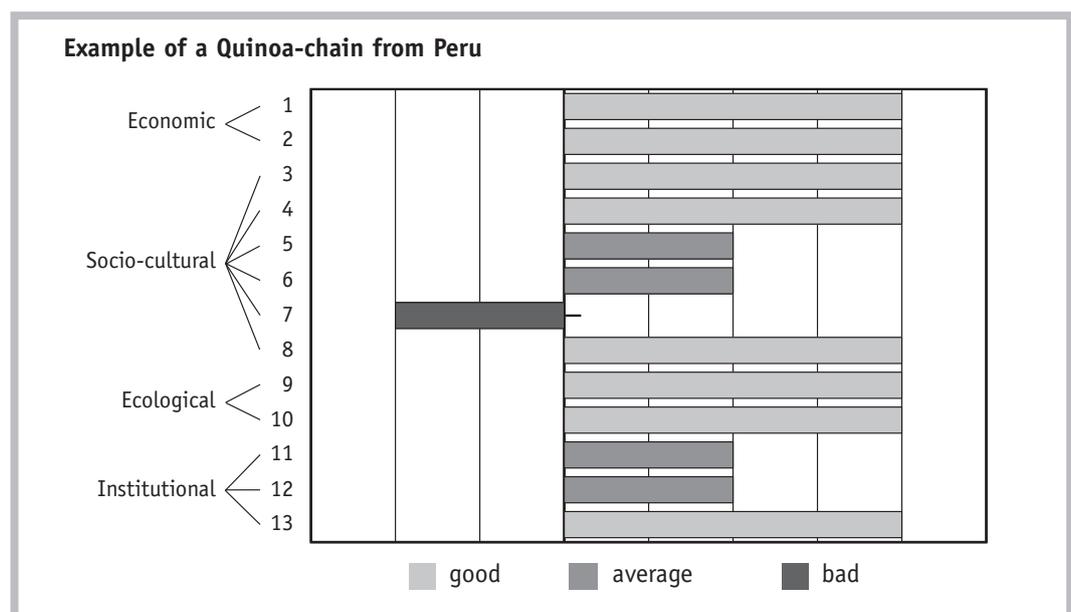
For the ecological dimension:

- 9 Conservation of the natural resource base (impact of the product's life cycle and an agro ecological approach)
- 10 Resilience to climate change

For the institutional dimension:

- 11 Linkages and platforms
- 12 The supporting environment (policies, services, infrastructure)
- 13 Political influence of the farmer organisations

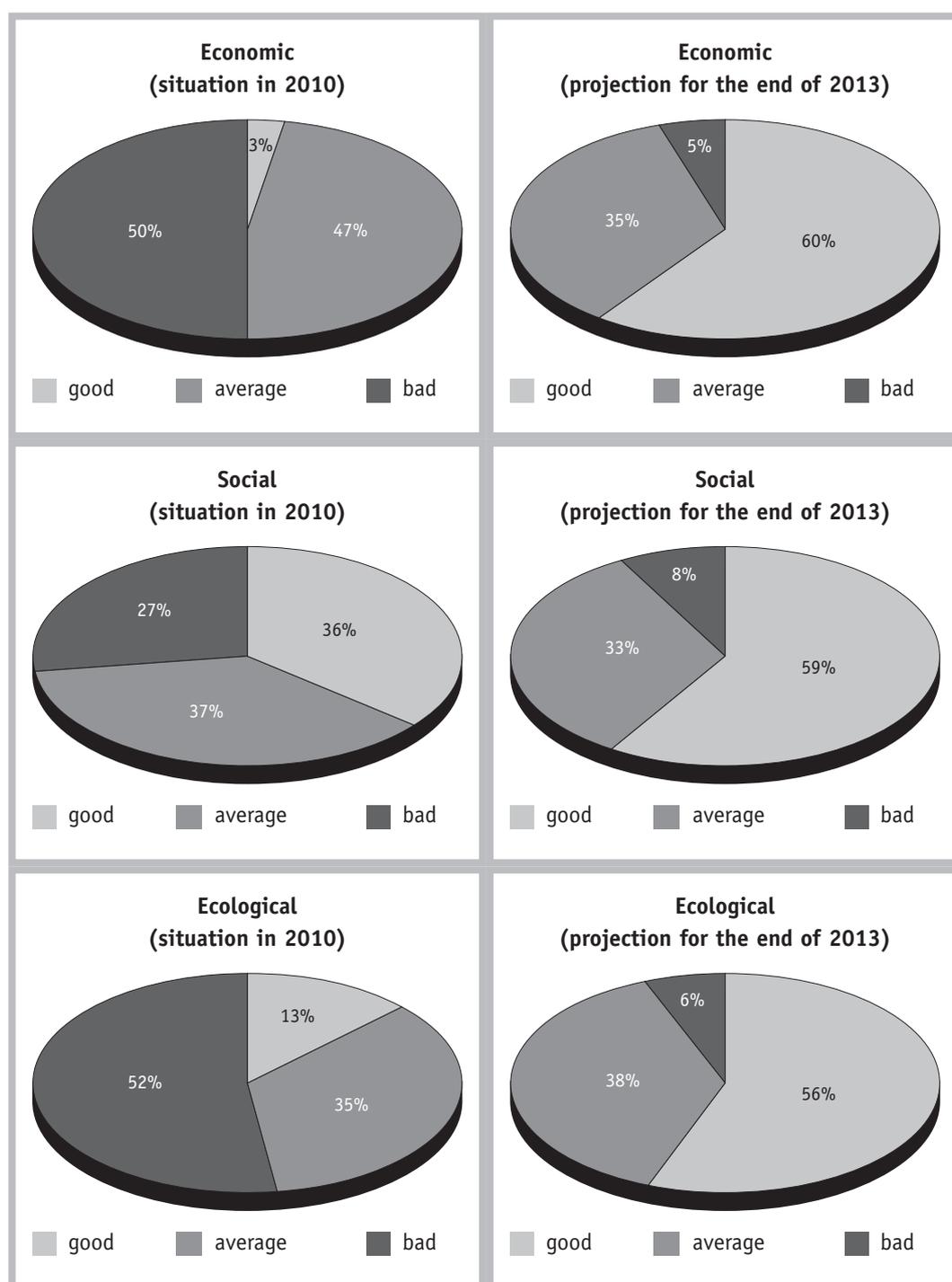
For every chain, the analysis was visualised in the form of a bar diagram with the 13 clusters per agricultural chain (see example below). This is certainly not an objective and scientific analysis, because the person that drew this diagram made his estimates based on the reports from the different regions. Some regions are more positive about the present and the future than others and since the reports are drafted by different people, there will always be a difference in the interpretation of a certain cluster. Nonetheless, these analyses and diagrams give a good overview of the hurdles and the benefits, which was our main objective: make all Vredeseilanden staff members and partners think about all sustainability aspects in their interventions and make it clear for everyone where they certainly need to adjust.

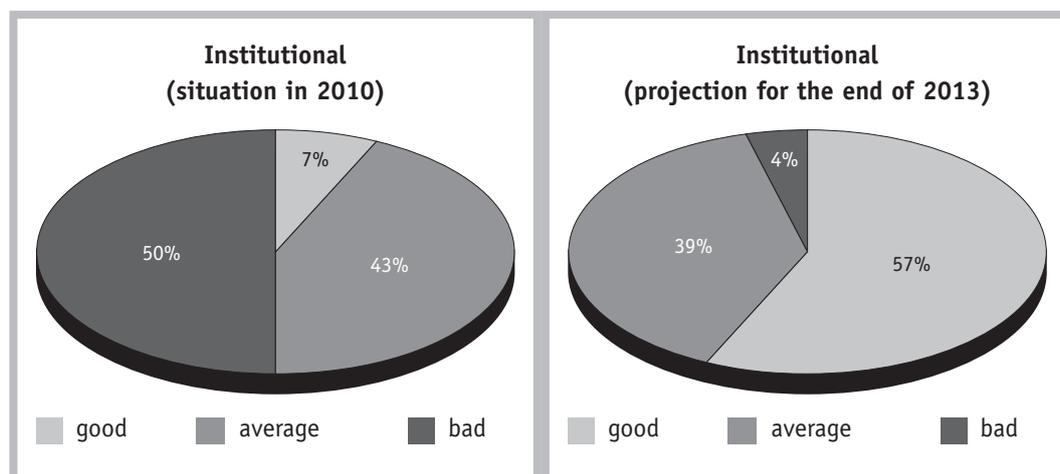


This bar chart was made in 2011 and shows a projection of the situation in 2013. If the activities in the quinoa chain would be executed as planned, it is clear that there would continue to be a problem in the man-women relations. Based on these conclusions our colleagues developed specific actions to improve this aspect.

3) Results of the screening of all agricultural chains

Up until now we analysed 34 of 39 'Vredeseilanden' agricultural chains. Afterwards we put together all these analyses of the different agricultural chains in all the countries to have an overview of the general situation with regard to sustainability. This can be seen on the pie charts below. The pie charts on the left give a general overview of the current situation (based on data from 2010), the pie charts on the right visualise the situation we expect to result from the interventions we have planned in the 2011-2013 programme. The percentages refer to screened agricultural chains that scored well, average or bad.

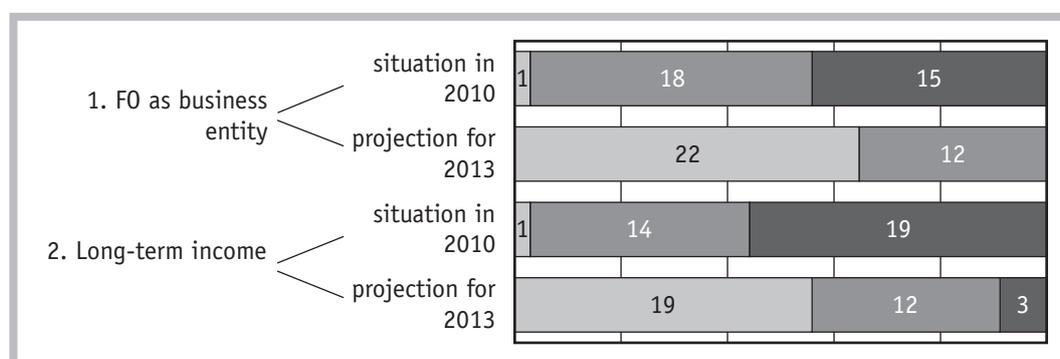




On every level the situation in 2010 (pie charts on the left) was quite problematic. The predictions for the end of 2013 (pie charts on the right) are – mainly – positive. These conclusions were discussed at the General Council of October 2011 and formed the basis to adjust certain programme activities. Therefore there is no guarantee that the situation in 2013 will be as predicted. A lot will depend on how well we implement our interventions, how true some of our assumptions will prove to be (for instance, assumptions about market potential and trends), how responsive chain actors and governments will be, and how well we monitor and continue to adjust our interventions.

Specific challenges and shortcomings could only be captured by breaking down the four dimensions into their various components (the 13 categories mentioned above), as visualized in the bar diagrams that follow over the next few pages. The figures in the bar charts indicate the number of agricultural chains.

Economic dimension



1. Income increase in the long term

The commodities on which we work all have market potential – high and growing demand from domestic and export markets. But current supply can't meet demand, either in terms of quantity or in terms of quality. We have, however, prepared many activities that will have to provide an answer to this, which is why colleagues' estimates predict a bright future.

2. Farmer organisations as business entities

Most farmer organisations score badly on internal governance and management, negotiating capacities and collective sales. Here the estimates for the future are also positive.

Social dimension

3. Respect for cultural identity

The selected commodities are major income earners, culturally well accepted by both producers and consumers. A point of attention though: in our drive to turn farmers and pastoralists into 'entrepreneurs', we risk overlooking the complex, multi-dimensional nature of human beings and could end up undermining their overall wellbeing.

4. Building (on) people's assets

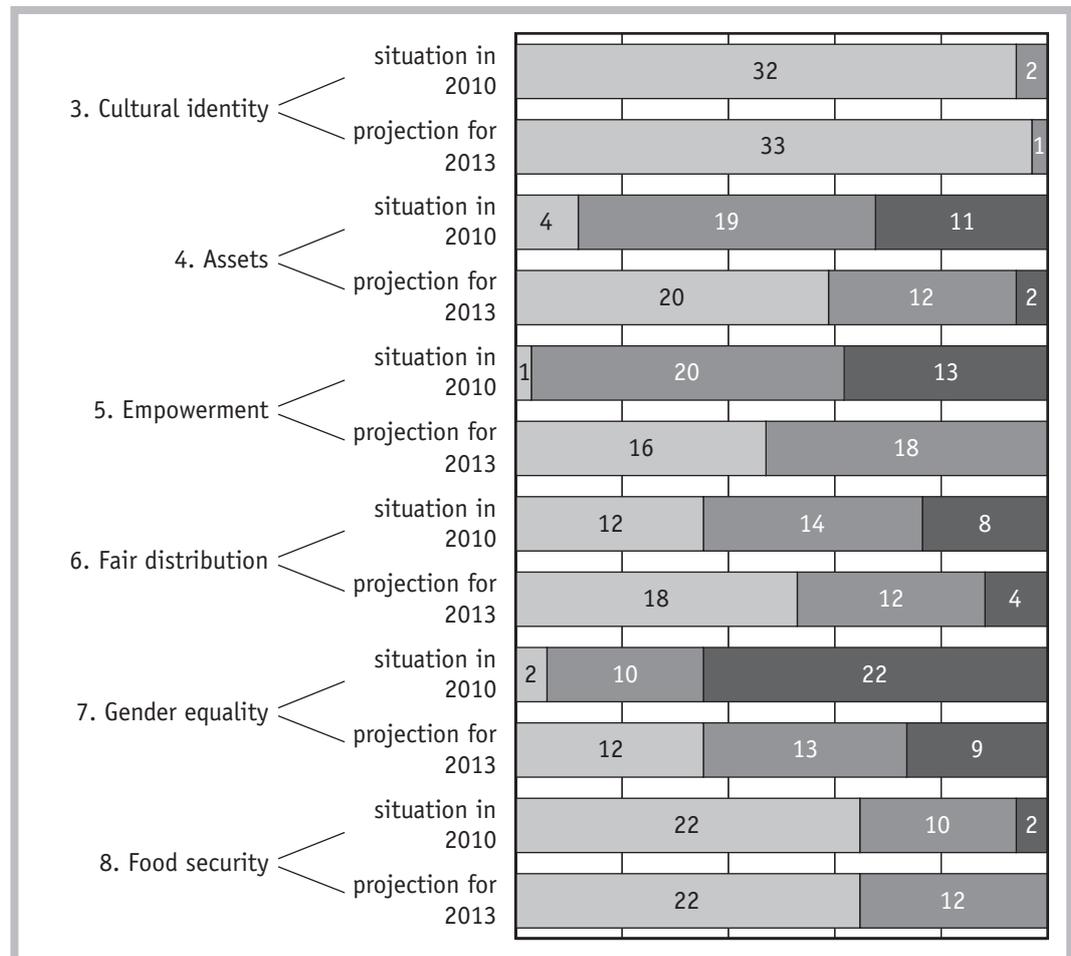
In general we succeed quite well in identifying the strengths and weaknesses of existing structures and in building on those for our interventions. We are still searching for strategies to counter the rural exodus of young people and we still do not succeed in involving the chronically ill (e.g. HIV/AIDS) in our activities.

5. Empowerment of farmers

Generally, farmers' organisations are still in a weak position. The multi-stakeholder platforms that Vredeseilanden created in order to stimulate more dialogue with other actors within the agricultural chain, are still quite fragile.

6. Fair distribution of risks, costs and profits between the different actors of the chain, creating new jobs, wages and working conditions, etc.

The distribution of the risks, costs and profits between the different chain actors remains a weak spot and mostly the farmers wind up on the losing end. We do see that an increasing number of farmers become members of the farmer organisations and that these organisations are more and more in contact with other chain actors.



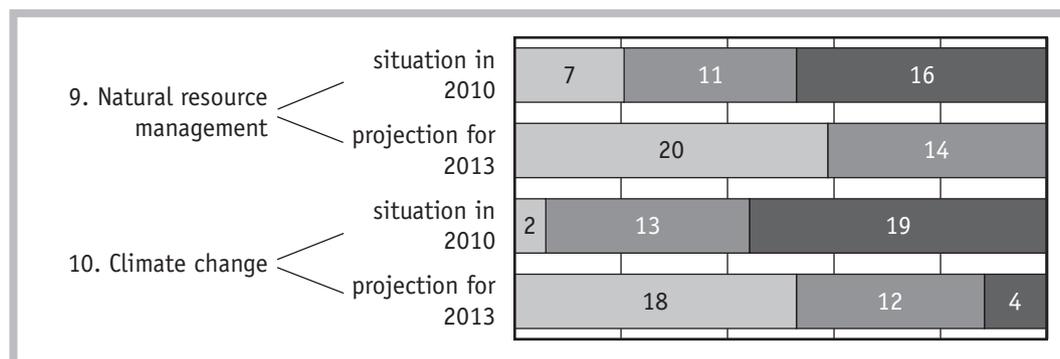
7. *Gender equality*

The situation varies strongly from one country and sub-sector to another, but the prevailing picture is one of persistent gender inequities related to access to/control over production resources, access to credit, fair sharing of revenue, and decision-making power in households and farmer organisations. Moreover, we find that women who, for example, become active in the processing of products because of our interventions even receive an additional task on top, which in some cases has negative consequences for their general well-being. Nonetheless, we also see a number of positive evolutions (see page 24). The following years we will spend special attention on making our interventions more gender friendly.

8. *Food security*

Most of the commodities that we support are food-cum-cash crops, we encourage farmers to continue growing staple crops and develop diverse income-generating activities, and we help them increase their income from cash crops through productivity increases, quality improvement and collective marketing and value addition. This strategy clearly works, which explains the positive result. We notice that the collective marketing systems of the farmer organisations do not show optimal results everywhere yet, causing the farmers to sell their products at low prices immediately after harvesting, and sometimes also sell their own food crops to pay off debts, etc. Furthermore we need to develop better strategies to boost farmers' resilience to price volatility, climate change, etc.

Ecological dimension



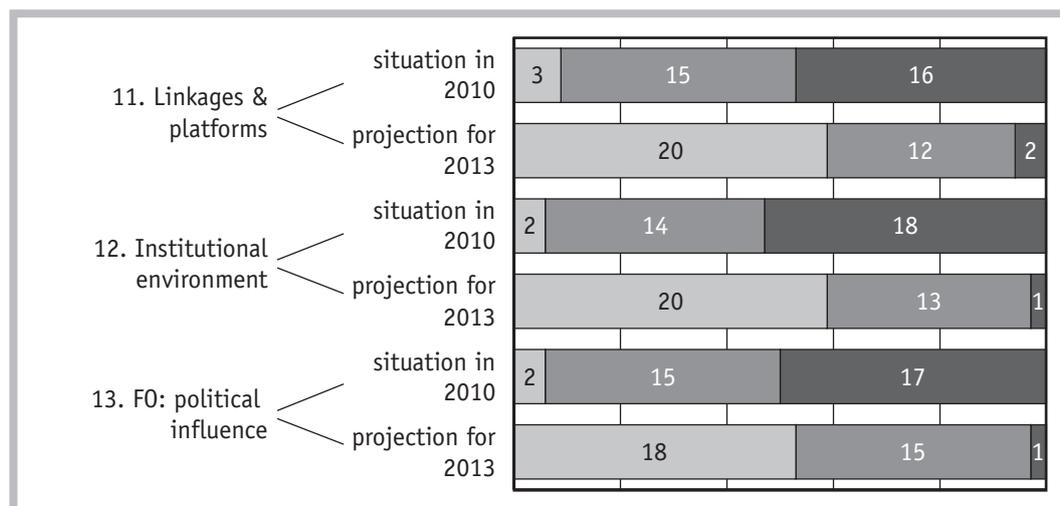
9. *Natural resource management*

Vredeseilanden promotes sustainable production increase (like crop rotation, planting multiple crops on the same field, promoting green fertilizers, etc.). In some cases the state supports these agro-ecological techniques, in other cases it resolutely chooses monoculture and large scale agriculture. In that case we need to invest strongly in advocacy.

10. *Resilience to deal with climate change*

We have already started to pilot and promote a wide range of climate change adaptation measures including drought-tolerant breeds and varieties, crop diversification, soil and water conservation practices, small-scale irrigation and so forth – as well as some measures that contribute to mitigation, such as fuel-efficient stoves and hydrogen tractors. But several gaps and challenges remain. We need a comprehensive action plan that sets specific accents per region. For example, we need to make much more considerations based on the predictions for the future: certain crops will not be able to grow in some regions within 10 years. If so, is it useful to invest in those commodities?

Institutional framework



11. *Linkages and platforms*

Existing linkages are mostly informal, farmer-trader linkages. We link farmers to other chain actors further down the chain and try to formalize these linkages, for instance, in the form of contracts. Platforms may exist, but often only at national, sub-sector level, and do not function well. Local-level platforms are under development, usually VECO-driven.

12. *Institutional environment (policy, services, infrastructure)*

With a few notable exceptions, most of the sub-sectors and chains that we work in continue to suffer from an environment that can hardly be called supportive. Rural infrastructure remains underdeveloped. Public services do not have enough means to support small farmers, private services are mainly non-existent, inaccessible or too expensive.

13. *Political influence of farmers' organisations*

We invest in the multi-faceted capacity building of these local farmer organisations, support their gradual aggregation and help them seek alliances with other organisations for advocacy on policy change – with a strong focus on credit for small-scale farmers and their organisations. The results are very different depending on the country.

All these insights will also serve as input for the strategic planning of a new six year plan (2013-2019). Please consult our website for detailed analyses and formats of the sustainability screening tools: www.veco-ngo.org/sustainabilityscreening.

INTRODUCTION

As from 2011 all programmes in the South are planned and monitored by means of the **Chain Intervention Framework (CIF)**. This framework clearly states for all our activities (interventions in the agricultural chain, but also lobbying and consumer actions) what the intervention is aiming at and how it hopes to achieve the expected results. This new working method ensures a standardized approach in all regions where Vredeseilanden is active. The CIFs serve as a basis for drafting the annual operational plans of partner organisations and Vredeseilanden. This system leads to a more active participation of the team and partner organisations in the programme development. An important advantage of the CIF is that the concrete changes in the chain are monitored as well as the way in which all stakeholders have contributed to those changes. Every six months an update of the **Chain Intervention Report (CIR)** is made for every chain and this provides the basis for the annual reporting. Specific gender, environmental or other sustainability aspects that are crucial within a specific chain and that can/must be dealt with in the programme, are now integrated into the CIF (i.e. they are automatically integrated in the planning and the monitoring).

The CIF has become an important component of the comprehensive **Planning, Learning and Accountability system (PLAs)** of Vredeseilanden, a monitoring and evaluation system that mainly aims at learning from successes and failures. The PLA system provides a framework for the systematic collection of data and the use of those data for continuous programme control. But the PLA particularly wants to do more than that. The objective is to stimulate critical reflection and to share views with colleagues, but also with external stakeholders. The PLA system is based upon a number of principles:

- *Utility*: the PLA system needs to be useful for the programme actors who produce and use the information.
- *Participation*: VECO wants to move away from the notion that Monitoring and Evaluation is 'done to the programme' towards engaging the programme team and partners in the design and implementation of the monitoring processes, to do Monitoring and Evaluation 'for the programme'. It fosters self-assessment and face to face interaction as an important sense-making approach.
- *Learning*: the main benefits of the PLA system should come from the insights obtained during the monitoring and learning process rather than from the results presented in the reports. The PLA process is aimed to generate new knowledge, support learning, plan and motivate future activities, and build M&E capacity and reflective thinking among the different people involved.
- *Focus on the process*: In line with OM, the PLA system aims to provide the programme with a continuous system for thinking holistically and strategically about how it intends to achieve results and therefore focuses on both the process and the results.
- *Feedback*: The PLA system should allow VECO to seek feedback on its interventions and performance from partner organisations and farmers, and VECO should commit itself to also provide feedback to those actors (two-way & downward accountability).
- *Multi-faceted*: The PLA system acknowledges that the different levels within VECO require different information and inputs. What is needed by adjusting planning and data collection correspondingly will improve the usefulness for every member within the organisation.
- *Systematic documentation*: VECO aims to invest in a relevant systematic documentation of the information obtained, lessons learned and decisions made during the monitoring and evaluation process. This should support better reflection and analysis as well as allow monitoring and evaluation findings to be more easily shared and communicated internally and externally.
- *Transparency*: the PLA system and related processes need to be open and honest. Transparency also means openness when communicating and sharing M&E findings (programmatic and financial) to our partner organisations and other stakeholders.
- *Realistic & pragmatic*: VECO aims to develop a PLA system and procedures which are realistic, (cost) effective, pragmatic and as simple as possible. This means reducing the burden of report writing for partners to a minimum, prioritise information needs, organise effective data collection

processes, etc. It also means linking insights obtained during events to planning and management processes and linking the input with its actual use.

Vredeseilanden developed the PLA system in 2008, but only in 2010 the first results were visible in the programme monitoring of the various offices. All components of the methodology, the CIFs and the CIRs were brought together in one internal website. In the coming years we also want to share this with external stakeholders.

Gender

With its programmes Vredeseilanden aims to achieve a positive effect on the position of women. We mainly focus on three questions. How can we ensure that women get a stronger position within a specific agricultural chain? How can we ensure that women can be involved in important decisions within the farmers' organisations? And how can we ensure that their income increases and that they can decide themselves how that money will be spent?

During the past year we tried to find a way to show whether the Vredeseilanden programme actually improves the wellbeing of women. We are one of the first NGOs that have a method allowing monitoring and adjusting the positive or negative effects of interventions in the agricultural chain on the position of women.

As stated on page 21 we certainly have not found the right way everywhere. Still we could observe some positive evolutions as well. Here are some examples of the concrete changes over the past year. Small investments may strongly reduce the work load of women. In Vietnam for example the farmers' groups built nets to cover their fields. Thus the work load of women was reduced by 30% (less need to water, less time needed to weed or for pest and disease control). We also observe that women play a more important role and are more involved in the (post harvest) product quality control and in the marketing of products (for example in Indonesia). In Benin we see that women who till a field of their own also can decide about the destination of the profits after sales. The same is true for the men: they keep the yield of the sale of products on their fields. In Burkina Faso there is much more consultation between men and women on receipts and expenditure. And we also observe that considerably more women take up a task in the processing of for example cooking bananas and cashew nuts in Nicaragua and Honduras. Everywhere where women are more active in the processing, we can observe a positive impact on the women's income. This is a very important fact for the families' food security: women spend more money on healthy food than men. Women also play a pioneering role with regard to communication, promotion and awareness raising about healthy food, for example for rice (Indonesia). For vegetables and cashew nuts (Honduras) and cooking bananas (Nicaragua) and peanuts (Indonesia) there are now more women who are active in the marketing of products. Also in Congo (rice) women are mainly in charge of marketing products in the retail trade.

The active contribution of women to the management of farmers' organisations has led to an increasing number of well-performing saving systems (Indonesia). In Vietnam the share of women in management positions in the tea chain has increased considerably thanks to the support of the Women's Union. In Tanzania 40% of executive positions in the commercial farmers' groups are held by women. The organisations dealing with fonio and sesame in West Africa have a majority of women in executive positions. In Honduras we collaborate specifically with a women's cooperative (cooking bananas) that is entirely managed and organised by women.

From pilot to structural change

On the following pages you will find information on the number of people we are reaching directly. However, this is only half of the story. An inherent component of our strategy consists in encouraging other organisations and authorities to duplicate our successful practices on a much larger scale, so that a multitude of farmer families also get the chance to live a better life.

Advocacy

Advocacy is an integral part of our programme and one of the three strategies to achieve our mission. As part of its advocacy work Vredeseilanden addresses authorities and companies, both in Europe and in the South, to explore together with them the opportunities they have to create chances for farmer families through their policies or activities. Vredeseilanden can impossibly achieve its advocacy objectives on its own. For that reason it works together with other organisations in all kinds of alliances and networks to carry out its advocacy activities.

The advocacy policy and topics are determined by the advocacy department. Vredeseilanden wants to base its advocacy work as much as possible on facts and experiences from its own work in the field ("evidence based advocacy", as this is called in jargon). The advocacy department at the head office therefore has close contacts with the people in charge of advocacy in our regional offices in the South.

In 2011 Vredeseilanden provided support to farmer families in agricultural chains of the following products:

Ecuador	coffee, bananas, vegetables
Peru	coffee, quinoa
Nicaragua	vegetables, beans, sugar, bananas
Honduras	vegetables, cashew nuts
Senegal	bananas, fonio, sesame, rice
Gambia	sesame
Benin	rice, cassava
Togo	maize
Burkina Faso	niébé, rice
Niger	rice
Uganda	peanuts, maize
Tanzania	cassava, onions, goats, sunflower
Congo	rice
Indonesië	cocoa, peanuts, organic rice, coffee
Vietnam	healthy vegetables, fresh tea



VECO ANDINO

In the Andean region the focus is on the culture of coffee and vegetables.

Our partners:

- Federación Regional de Asociaciones de Pequeños Cafetaleros del Sur (FAPECAFES)
- Federación de Asociaciones artesanales de Producción Cafetalera Ecológica de Manabí (FECAFEM)
- Chuya Mikuna
- Coordinadora Ecuatoriana de Pequeños Productores de Comercio Justo (CECJ)
- Corporación Ecuatoriana de Agricultores Biológicos (Probio)
- Asociación Nacional de Productores Ecológicos (ANPE)
- Junta Nacional de Café (JNC)
- Coopain
- Cooperativa Agraria Cafetalera Satipo
- Asociación Peruana de Consumidores y Usuarios (ASPEC)



With our programme we directly reached

1.255 men, 678 women





VECO MESOAMÉRICA

In Central America four products are at the centre: beans, sugar, vegetables and cashew nuts. In Honduras the coup and the subsequent commotion of 2010 still constituted a considerable impediment for the implementation of our programme in 2011. Due to the instability at government level and the strong division between civil society and farmers' organisations we have to work in very difficult circumstances.

The farmers' organisations try to keep playing their role, but they suffer a lot from the strong repression by the authorities.



Our partners in Nicaragua:

- **NICARAOCOOP**
- **UNAG national and regional**
- **COOPROCA**
- **CECOSORIDAD**
- **MAONIC**
- **PECOSOL**
- **LIDECONIC**
- **RNDC**
- **MAONIC**
- **UCASA**

Our partners in Honduras:

- **Conglomerado de Marañon**
- **RED COMAL**
- **FUNDER**
- **ETRASAMOT**
- **CREPAIMASUL**
- **ASOFAIL**
- **FEHPROH**

We also provide support to a Central American structure promoting the collaboration between various cooperative movements, farmers' organisations and processing companies. **PECOSOL** has 35 members in five countries. Nicarao coop, Red Comal, UNAG and some of our other partner organisations are a member of PECOSOL.

With our programme we directly reached

6.928 men, 1.414 women

Lenca farmer families in Honduras become entrepreneurs

Intibucá lies hidden between the mountain ranges. It is one of the three areas in Honduras that are amongst the best in the world for producing fruit and vegetables: fertile soils, much sun and rain and a long tradition of horticulture. Intibucá is inhabited by the Lenca, indigenous people who have not yet fully encountered 'the joys of development'. Lenca are short, stocky people, with weather-beaten faces due to the burning sun and the piercing wind. They live in villages of mud houses where food is always scarce and a corrugated iron roof is a sign of prosperity.

"In 1996 we decided that poverty should take an end and that we no longer had to produce only for ourselves, but also for the market. With the money that we would earn in that way, we would be able to send our children to school, pay the doctor and develop our cooperative into a solid organisation," says Fermín, speaking with sparkling, probing black eyes. Fermín is the president of Asofail, a cooperative of 300 Lenca families. "Very soon our ambition conflicted with reality. We did not really get much further than the local market. Moreover the people in Intibucá are too poor to buy a lot of fruit and vegetables. But then in 2010 we were introduced to Vredeseilanden. Thus our ambition got a new impetus: we developed a plan to go and sell our produce to the supermarkets in the cities."

Their target was Walmart, the biggest but also the most demanding supermarket company in Honduras.

Vredeseilanden helped the farmers to prepare themselves for the talks with the purchasers of Walmart and convinced the smooth operators of the company to sit around the table with the ASOFAIL delegation. They saw the good point of collaborating, because Walmart really is eagerly looking for fresh fruit and vegetables. Until then Walmart imported nearly all its horticultural products from Guatemala and the US. That is actually a shame, in a country where family farmers are producing fruit and vegetables of premium quality. But how to connect thousands of farmers with small parcels of land in hills that are so difficult to access with the world's largest supermarket chain that owes its success to the large-scale and stable supply of products of guaranteed quality?

In order to achieve this ASOFAIL and Vredeseilanden developed a business plan. A manager and two agricultural experts were appointed. And a sophisticated system was set up for the cultivation, quality control and supply to the central Walmart warehouse close to the capital Tegucigalpa.

"And thus one morning a truck pulled up," says Fermín, "and we loaded it with potatoes, broccoli, carrots and onions. Afterwards we were so nervous that we were not able to do anything. For we knew that if Walmart would not accept the first delivery, all our efforts would have been in vain. Late in the afternoon we finally got a telephone call: What a relief! Walmart was very satisfied. Can you imagine we had a party that night?"

In order not to be dependent on Walmart only, the farmers of ASOFAIL also offered their products to another supermarket chain. Since then there are also trucks of La Colonia pulling up a few times a week at the *almacén* of ASOFAIL.

"The supermarkets pay 15 to 20% more than we earn at the local market," says Santa Maria, vice-president of the cooperative. "But much more important is their commitment to buy large volumes every week, so that we can adapt our cultivation to that. This leads to a much higher income."

“What do we do with the extra money? First of all a part of it goes to the cooperative, so that it can develop a buffer for difficult times. We also pay an increasing amount of operational costs ourselves, so that after three years we will no longer need the support of Vredeseilanden. The remaining money is for the farmers.”

And what do the farmers do with the money? “Often the money is used first to allow the children to go to school for a longer time. And now we are at least able to pay for the doctor and for medicines. And many farmers also use the extra income to extend their production.”

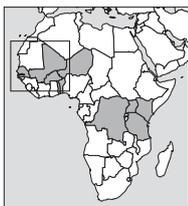
What are the main challenges for the future of ASOFAIL and its members?

“First of all the climate change. In former days there used to be some rain every day during the rainy season, but in recent years there are heavy downpours a few times per month and nothing for the rest of the time. We are looking how we can adapt ourselves in the best possible way – with banks, irrigation and other sowing seed.

Secondly there is a lack of working capital. If the farmers would have more money they would be able to invest in the expansion of their cultivation and the cooperative would be able to bridge the gap between the payment to the farmers when they come to deliver their produce and the payment by Walmart, 90 days after receipt of the fruit and vegetables.”

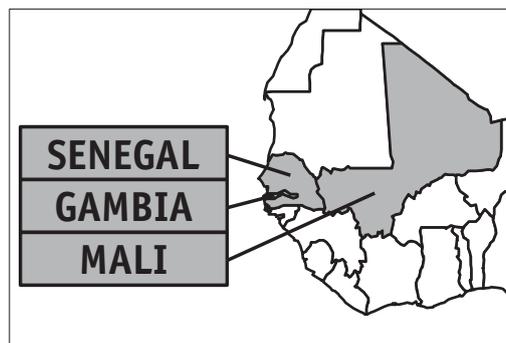
This is a story that is often heard in Nicaragua and Honduras: the farmers are able to produce (much) more, the market would eagerly buy the extra produce – but there is no capital to create a link between supply and demand. The farmers do not have the money and the banks do not want to lend because they do not trust the poor.





VECO WEST AFRICA (Senegal, Gambia, Mali)

*In West Africa Vredeseilanden operates from two offices. One of them is located in Dakar, the other in Cotonou. In the whole area we collaborate with the farmers' organisation **ROPPA** (*Réseau des Organisations Paysannes et de Producteurs en Afrique de l'Ouest*) for the advocacy work on rice. The rice group will get our support from 2012 onward.*



In Senegal and Gambia our activities revolve around three products: sesame, bananas and fonio (a local type of cereal). We have also started to collaborate with a farmers' organisation that specializes in rice.

Our partners in Senegal:

- **Association des Producteurs de la Vallée du Fleuve Gambie (APROVAG)**
- **Fédération des Unions des Groupements Associés du Niombato (UGAN)**
- **Union des Producteurs et Productrices de Fonio dans la Région de Sédhiou (URPROFOS)**
- **Union National de la Filière de Banane au Sénégal (UNAFIBS)**
- **Fédération des Producteurs de Riz du Bassin de l'Anambé (FEBROBA)**
- **FENPROSE**

In Gambia we work together with the **National Women Farmers in Agriculture (NAWFA)**, specifically with regard to sesame.

We also explored the possibilities for collaboration with farmers' organisations with activities in the cultivation of rice in Mali.

With our programme in two countries we directly reached	5.665 men, 53.665 women*
--	--------------------------

* NAWFA has 48.000 members.

First large contract of rice growers in Senegal fizzles out...

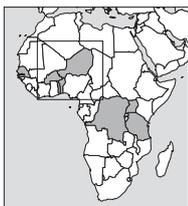
In 2011 Vredeseilanden became active in the rice chain and we concluded a first contract with la Fédération des Producteurs de Riz du Bassin de l'Anambé, in Senegal. FEPROBA is an organisation of 3,552 members (2,268 men and 1,284 women). In a first stage Vredeseilanden mainly wanted to support FEPROBA to increase the productivity in the fields of its members and also to improve the marketing of the rice.

In march 2011 staff members of Vredeseilanden and Durabilis met the person who is in charge of a company called SECOSEN (Société des Eaux de Consommation du Sénégal). They specialize in selling filtered water, but they were also interested in local rice (SECOSEN had gathered some experience with selling rice, in the north of Senegal). They immediately showed interest. Subsequently Vredeseilanden staff members and SECOSEN travelled to the Anambé region to talk with producers about possibilities to trade in rice. SECOSEN explained the conditions: a homogenous variety is essential, no foreign substances (like sand) must be present in the paddy rice, the humidity level must be about 15% and the processing should have a minimum yield of 60%.

The farmers examined the proposal and five months later VECO could witness how SECOSEN and FEPROBA signed a contract. At the end of the 'hivernage' FEPROBA will deliver 800 tons of paddy rice at the price of 110 FCFA/kg.

When the season was over and the moment of harvesting was approaching, FEPROBA delivered ... 0 kg rice to SECOSEN! What had happened? First of all only just more than half of the fields had been sown (264.5 instead of 450 hectares) because there was no water at the moment of planting. The maintenance and management of the irrigation channels and pumps is a task of the state, but the local civil servants had not done anything. Of the rice fields that had been sowed, another 113.4 hectares took fire. An accident? Deliberate arson? Nobody knows. The fields that had been cultivated in the end, had to count upon rainy weather, but precisely that year was very dry (300 mm rain in an area with an average of 900 mm rain per year). The little harvest that remained was not enough to comply with the contract with SECOSEN and moreover the quality was very poor (impurities, too low humidity, no full grains). The whole delivery turned out to be a disaster.

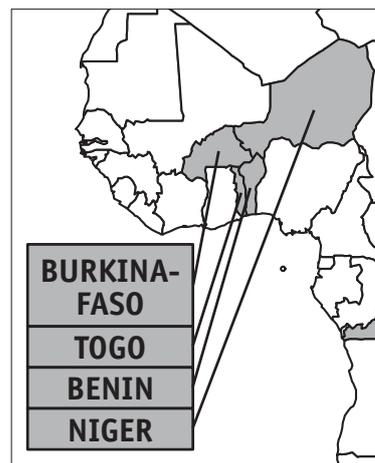
Meanwhile a number of producers of FEPROBA have met to discuss this case and to see how such things can be avoided. There has also been an evaluation meeting with all players involved in the project: Vredeseilanden, FAO, SODAGRI, SECOSEN and ASPRODEB. SECOSEN is still interested to conclude a new contract.



VECO WEST AFRICA (Benin, Burkina Faso, Niger, Togo)

In Benin our partners specialize mainly in rice and cassava.
Our partners:

- **Union des Riziculteurs du Centre (UNIRIZ-C)**
- **Conseil de Concertation des Riziculteurs du Bénin (CCR-B)**
- **Centre d'Information, de Recherche et d'Action pour la Promotion des Initiatives Paysannes (CIRAPIP)**
- **Centre d'Initiation et de Recherche-Action pour un Développement durable (CEIRAD)**
- **Ligue de Défense des Consommateurs du Bénin (LDCB)**
- **REPFED**



In the north of Togo our partner organisations are mainly active in the cultivation of maize.

- **Coordination Togolaise des Organisations Paysannes et des Producteurs Agricoles (CTOP)**
- **Organisation d'Appui à la Démocratie et au Développement Local (OADEL)**
- **UROPC-S**

In Burkina Faso our partner organisations specialize in the marketing of niébé, a popular local variety of beans. We also started a rice project.

- **UPPA Boulgou**
- **FEPAB**
- **La Confédération Paysanne du Faso (CPF)**
- **UNPRB**
- **CIRB**

With our partner in Niger we also work together on rice: **Plateforme Paysanne du Niger (PFPN)**.

With our programme in the four countries we directly reached	15.693 men, 14.294 women
---	--------------------------

West African farmers' leaders lobby European and African MPs

Since 2010 Vredeseilanden takes part in the EU-ACP Joint Parliamentary Assemblies (JPA) in alliance with SOS Faim, CFSI (France) and seven West African national farmers' platforms (the national farmers' organisations from Senegal, Mali, Burkina, Niger, Guinea, Togo and Benin). This biannual meeting gathers members of Parliament from Europe, Africa, the Caribbean and Pacific for a dialogue. It is a unique opportunity for farmers' leaders to enter into contact in an informal way with European and ACP MPs.

Vredeseilanden provided support for the participation of CTOP from Togo and PNOPPA from Benin to the JPA in May 2011 in Budapest and in November in Lomé (Togo). There they could present their concerns and policy proposals to their own MP's and also to European MPs. In preparation seven case studies were drafted in collaboration with the national farmers' organisations. They proved that support for family farming and the agricultural chains of family farmers actually have a positive effect on the standard of living of the farmer families. Next to debates and informal contacts with MPs. A field visit was organized in Togo with European Commissioner for Development, Andris Piegbals.

More precooked rice sold in Benin thanks to more professional processing

Maffon Elisabeth is my name. I live in Savalou, in the village of Daagadoho. I am the chair of a group of women dealing with precooking rice. My story tells which big steps we have made in recent years.

I started precooking rice myself in 2004. VECO organised the training. I participated and started precooking rice on a small scale and with very rudimentary means. I was able to precook and sell about 2.3 tons of the rice I had harvested on my fields. In 2006 our group received material to work in a more professional way: bowls, thermometers, scales, etc. We managed to slightly improve our quality, but only in 2010 did we take a big step forward: we decided to manually take the bad rice grains out of the rice and use a fine packaging. We were able to sell the sorted and precooked rice at 450 FCFA per kg. The sorted and packed precooked rice we sold at 500 FCFA per kg. In 2011 we created a hygienic site of 3 x 12 m where the paddy rice can dry in the sun, without any stones or impurities getting into it. Thus the rice does not contain any grains of sand anymore and my customers do appreciate that.

Since we are now working in a more careful and professional way, we have been able to attract new customers. There are some very fine names among our regular customers: hôpital BETHESA, hôpital St Luc, Label-Bénin and some restaurants and traders. This year (2011) we have sold 25 tons of rice. Last year we only sold 13.8 tons. Our profit margin remains more or less the same: at least 200 FCFA/kg for our precooked rice. This has had an important impact on our lives. I myself use the profits to pay the school fee of my children, even for the child of my husband who is studying at the university. I can ensure that everybody in the family has enough to eat and I can also give something to my parents who live in a village about 20 km away. Moreover I can help my husband to hire additional work force to work on the fields in the busy season. I can also buy extra paddy from other farmers, so that I can precook and sell more rice.

I do not deplore at all having started precooking my rice. At the moment I really run a small business. I have to pay women to get water and to pick out impurities of the rice. Sometimes it is not easy, because it is a time consuming job. But it is profitable. We also look beyond: several organisations (PAFIRIZ, IFDC) support us to set up a real processing unit in order to work on a larger scale. In the future I thus might be able to precook 300 kg of rice at a time.

Meanwhile I organise training courses for other women who want to start precooking their rice. I hope that VECO will continue to support us, especially to improve the packaging and the marketing of our product. I hope that we will get the opportunity again this year to visit several fairs in Benin and Burkina, to show our product to new customers. At the moment the demand is already very high and we cannot (yet) serve all potential customers.

In total VECO West Africa provides through UNIRIZ-C support to 38 groups of 'femmes étuveuses', women who received training, support and material to market their precooked rice in the best possible way.

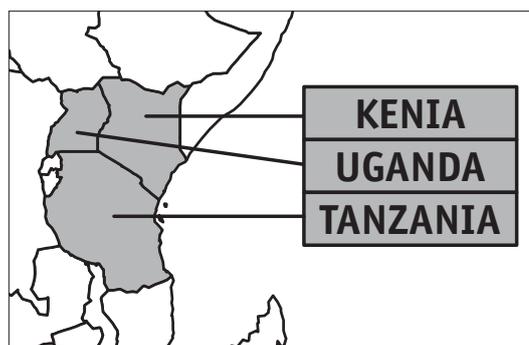


© Bernd Fink



VECO EAST AFRICA

Uganda, Tanzania and Kenya form one regional market. For that reason we have decided to increasingly harmonize our programmes for Uganda and Tanzania and to develop contacts with the national farmers' organisation from Kenya. There are also many products from Eastern Congo that reach the Ugandan market, and vice versa. The past two years we have tried to integrate our programme in the DR Congo into VECO East Africa, but the political context and the cultural differences appeared to be too complicated to be successful in our efforts. Therefore we developed a separate programme for Eastern Congo in 2011.



For the political activities in this area we work together with the **Eastern Africa Farmers' Federation (EAFF)**. They defend the interests of the farmer families in the East African region.

TANZANIA

In the northeastern part of Tanzania we support activities in the **Simanjiro district**. We focus on goat breeding and the cultivation of onions. Meanwhile 9 commercial farmer groups have been formed. Until last year we were also active in the Same district with tens of groups that specialized in chicken breeding, but as planned we have gradually reduced our support and the commercial farmer groups are now able to stand on their own.

Our partners in Simanjiro:

- **Simanjiro District Council**
- **Inyuat E Moipo**
- **Mwiwata Kilimanjaro Regional Network** and **Manyara Regional Network**

In the **Mkuranga district** we work together with 10 commercial farmer groups that have specialized in cassava (manioc). Our other partners in the Mkuranga district:

- **Mkuranga District Council (MDC)**
- **Mwiwata Mkuranga Regional Network**

In the **Chunya district** Vredeseilanden has supported for some years now the processing and marketing of sunflower oil. Meanwhile there exist 7 commercial farmers' groups. Our partners:

- **Chunya District Council**
- **Mwiwata Mbeya Regional Network**

For our political work at the national level in Tanzania we mainly work together with the **Network of Farmer Groups in Tanzania (Mwiwata)**, the Tanzanian national farmers' movement. They perform lobbying activities and next to that they mainly focus on the establishment of networks of farmer groups. They also provide training on various topics.

With our programme we directly reached

2.408 men, 1.967 women

UGANDA

In Uganda our partner organisations mainly focus on the marketing of peanuts and maize. In the most vulnerable districts we also pay extra attention to food security. In those areas we want to improve the cultivation of cassava and provide support to farmers who want to breed goats. For the advocacy work at the national level we worked together with the **Uganda National Farmers' Federation (UNFFE)**.

Our partners:

- **Kumi District Farmers Association**
- **Iganga District Farmers Association**
- **Tororo District Farmers Association**
- **Bugiri District Farmers Association**
- **Pallisa District Farmers Association**
- **Busia District Farmers Association**
- **Uganda Cooperative Alliance (UCA)**
- **Consent**

With our programme we directly reached

3.523 men, 3.825 women



Cooperatives are back again in Uganda

In the early 1970's cooperatives employed thousands of people in Uganda, but little by little the confidence in the cooperative system disappeared. Improper leadership, unprofessional management, political interference, etc. led to the collapse of many cooperative societies. This happened not only in Uganda but also in many other African countries. Yet cooperatives are still important structures that can bring prosperity, not only for farmers but for the whole economic development of a region. An individual farmer indeed can never achieve a firm negotiating position on his own.

The Uganda Cooperative Alliance and VECO developed a threefold model that can contribute to poverty reduction. The model promotes the cooperation between three kinds of bodies: rural producers' organisations on the countryside (*RPO*), savings and credit cooperatives (*SACCO*) and the area commercial enterprises (*ACE*).

The process is the following: the producers' organisations bring their products together, at the demand of the commercial enterprise. They get small loans from SACCO and the commercial enterprise looks for good markets. The latter also has a warehouse where all products are stored until a good wholesale buyer has been found. The system works more or less like the well-known "Warehouse Receipt System", in which farmers get a receipt upon delivery of their goods, with which they can ask an advance at a credit institution.

The three partners in this 'holy trinity' complement each other perfectly. SACCO provides funding for the producers' organisations and the commercial enterprise, which in their turn provide additional capital, new ideas and savings to the SACCOs. The commercial enterprise provides market information, inputs, training, etc. to the producers' organisations, which then group the producers who pay their membership fee and gather the produce of their members.

In 2011 53 regional producers' organisations were set up at village level as well as 9 area commercial enterprises (ACEs) in the area in Eastern Uganda where Vredeseilanden is operating. They are affiliated to the Uganda Cooperative Alliance, their red tape is fully in order, they are registered and recognized by the Ministry of Trade, Industry and Cooperatives. This has been an enormous achievement, and as a consequence the farmers are motivated to bring their products together so that as a group they can insist on higher prices.

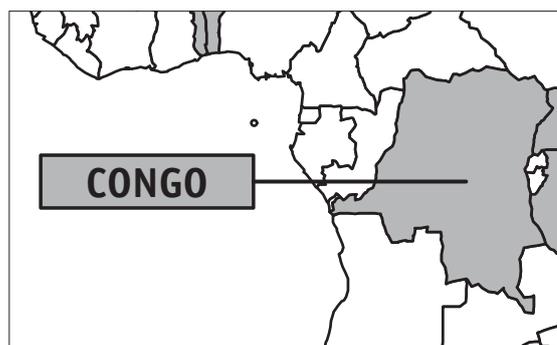




VECO DR CONGO

Northern Kivu

In Northern Kivu we concluded our successful Agricultural Intensification Program in April 2010. We received additional resources from the Belgian Fund for Food Security in order to continue our activities for another three years in the area to consolidate the existing dynamism. This programme started in December 2011.



Our partners:

- **Coopérative Centrale du Kivu (COOCENKI)**
- **Syndicat pour la Défense des Intérêts Paysans (SYDIP)**
- **Association des Producteurs de Vuhimba (APAV)**
- **Ligue des Organisations des Femmes Paysannes au Congo (LOFEPACO)**
- **Association des Paysans pour le Développement Rural (APADER)**
- **CACUDEKI**

Moreover we will support our partners in the next few years to professionalize their activities in the rice chain. Some 1,000 farmer families who are affiliated to the organisations mentioned above are involved in this programme.

With our programme we directly reached

1.769 men, 3.812 women

In two areas that have been badly hit by the consequences of the war we provide support to specific projects. We boost the agricultural production, repair rural roads and support farmers' organisations so that they can supply maize through the World Food Programme to refugees in the area.

The following partners collaborate in this project:

- **Coopérative Centrale du Kivu (COOCENKI)**
- **Syndicat pour la Défense des Intérêts Paysans (SYDIP)**
- **Ligue des Organisations des femmes Paysannes au Congo (LOFEPACO)**
- **Programme de Réhabilitation et de Protection des Pygmées (PREPPYG)**
- **SAPIN**
- **ACIAR, in Ituri**

With our programme we directly reached

11.130 men, 7.935 women

Southern Kivu

The ongoing war in Southern Kivu has caused massive deforestation: on some hills there is hardly a single tree left. And yet wood is essential for the majority of the population. Without wood it is just not possible to cook. Vredeseilanden set up a programme on sustainable energy together with IFDC and local partners. In the coming years thousands of trees will be planted. In the future they will provide an income for the farmer families and the necessary firewood for the area.

Our partners in Southern Kivu:

- **Comité Anti-Bwaki (CAB)**
- **Union Paysanne pour le Développement Intégré (UPDI)**
- **SARCAF**

With our programme we directly reached	3.654 people
---	--------------

Also in Southern Kivu we started a pilot with two cooperatives that specialize in the cultivation of rice: **COOPA** and **COOSOPRODA**.

With our programme we directly reached	465 men, 228 women
---	--------------------

Moreover **La Fédération des Organisations Paysannes au Congo (FOPAC)** played a key role in designing the first national framework law for agriculture (see text box).



In 2011 COOCENKI finished its hydropower station. That station will supply cheap and green energy to the engines of the maize mill. Hydropower is cheaper than diesel and therefore COOCENKI's maize meal will be better able to compete with imported maize meal.

Congo votes its first national framework law for agriculture

Butembo, 3 May 2011 – A text message with only capital letters and exclamation marks. A little bit later three enthusiastic telephone calls from Kinshasa: the Congolese Parliament has eventually voted the Agriculture Act! Upon closer consideration it is indeed striking that only in the second decade of the 21st Century a law is promulgated in Congo defining the general principles of the agricultural sector. 70 per cent of the population is depending on agriculture for a living. Since time immemorial agriculture has been the sector that has contributed most to the GDP – more than mining – and still there was no law on agriculture.

That is completely due to the perception of (male and female) farmers in the country. People think that somebody who is not on a company's payroll or who is not involved in trade, certainly must be unemployed. It has never occurred to the elite that the activities of their parents on the land have generated the resources that made it possible for them to go to school. In their view being a farmer is not a profession. They think farming is just something people do when they are not able to do anything else. From way back it has always been considered that people are farmer by default. As a consequence 640,000 tons of food have to be imported from abroad every year to feed Kinshasa and its periphery because the agricultural sector has been neglected. The new Agricultural Act is a first step to change the old perception. For the very first time the Act provides a definition of family farming. This means that for the very first time there is the recognition that family farming is the true cornerstone of the Congolese economy and that it also is a sector with a future.

Yet for a long time this had not been clear to everybody. There have been discussions about the bill for years. In the beginning these mainly dealt with what the high-ups of Congolese politics mean by agriculture: large-scale, mechanized plantations. It took quite some doing to open those people's eyes, so that they understood that it is family farming that provides most jobs and feeds most people in Congo.

The Act has achieved quite some positive points: the introduction of a register of arable land and the establishment of provincial and territorial agricultural advisory councils and a national fund for agricultural development. Furthermore each territorial entity will be obliged to provide for a budget for building and maintenance of access roads and other agricultural infrastructure, all agricultural inputs will be exempt from import duties and all agricultural products will be exempt from export duties and it has been determined that larger farms will need environmental impact studies.

But curiously, some important points have been omitted. The draft was first adopted in January by the Senate. Only much later the National Assembly did the same, which is actually the opposite way. And this has had its impact indeed, for the Chamber made quite some inroads on the Bill.

Thus stock breeding and fisheries were completely left out of the text. The omission of fishing could be understood, but if you know that the integration of stock breeding and arable farming must guarantee the conservation of the soil fertility, a separate (future) bill for stock breeding once again indicates that the first concern is not family farming, but ranching. With regard to the settlement of conflicts on land, the Senate had opted to use local land rights committees that could mediate with thorough knowledge of the local context before possibly taking the matter to court. But the Chamber did not agree and wanted the provincial advisory councils, that are a little bit more at a distance, to carry out the mediating mission. But thanks to the farmers' lobbying this competence was given back to the advisory councils of the decentralized territorial entities, even though the former name of 'comité foncier local' (land right committee) must not be used any longer. Other than that everything is referred to the new act on land rights (in preparation).

A detailed description of the process that led to the Agricultural Act would lead us too far. We have hardly ever seen such an Echernach procession. In principle the Act might have been voted in December. But then everything had to make way for the revision of the Constitution to have the president elected in a single round. And in April the screaming discussion on the electoral law threw another spanner in the works. How has it then been possible after all to pass the Bill? Because the farmers organised themselves politically!

For the first time in the history of Congo a lobbying cell of farmers' organisations descended on Kinshasa to follow the whole process from minute to minute. Many an MP wondered what those 'peasants' were doing all of a sudden in Parliament. But the farmers got the support of the Minister of Agriculture, who did urge them to prove their legitimacy and then accepted it without any problem. His policy adviser Paulin Osit indeed provided support to the cell all the time. So did Malembe Simplex of a service NGO, Forum des Amis de la Terre (Friends of the Earth). But the true heroes of this saga are without any doubt Paluku Mivimba of the federation FOPAC from Northern Kivu, Espérance Nzuzi Muaka of Fopako from Bas-Congo, Rosalie Biума of the female farmers' organisation Afriki in Kinshasa and Donatien Malonda of Repam. They left their families and their farms to see to it that the Members of Parliament would work on, so that the Act could still be approved during the current session. Otherwise everything would have been postponed for at least a year, considering the approaching elections of November.

On 3rd May followed the long-expected adoption in the national Parliament. President Kabila afterwards tried to put a stop to it, but after his re-election he did give his authorization. But has the battle been won now and is the future of family farming guaranteed? Hardly so. There are still tremendous challenges: first and foremost the provincial implementing orders must be elaborated in a well-considered way. If that is not the case, the Act will remain dead letter and that is of no use to anybody.

Moreover one must be on the alert for the related laws that are under preparation: the law on stock breeding, the land act, the law on sowing seed, etc. And not the least efforts are needed to harmonize the Agriculture Act with the legislation on mining, forestry, investments, water and energy, because there are many contradictions. And finally things should get serious with regard to the local elections that are now expected to take place in 2013. For if these are stashed away once again by presidential circles as happened in 2007, the decentralization will only be half-hearted. And that is against the spirit of the Agricultural Act. So the farmers' organisations still have some work to do.

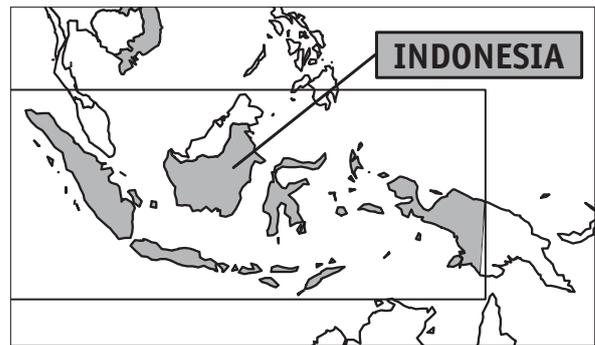
The lobbying cell was operational from early December until mid-January and from the end of March till the beginning of May. Without the cell there would be no act today, that much is clear. But it is also clear that the new legislative challenges for the farmers are still sky-high and that there is a huge need for permanent representation of the farmers' organisations in Kinshasa. AgriCongo, an alliance of seven Belgian NGOs, among which Vredeseilanden, has understood this. With the help of friendly donors like IFDC it has been possible to gather the resources for the lobbying cell. Now the challenge consists in enabling that permanent representation of farmers' organisations in a structural way so that the farmers' organisations have a permanent lever in the capital.

Ivan Godfroid



VECO INDONESIA

In Indonesia we gradually conclude more partnership agreements with farmers' organisations instead of local NGOs. Today we mainly focus on rice, peanuts, coffee and cocoa.



Our partners on the island Java, in the Boyolali district (rice):

- **Lembaga Studi Kemasyarakatan dan Bina Bakat (LSK-BB)**
- **Asosiasi Petani Padi Organik Boyolali (APPOLI)**

Our partners on the island Sulawesi (coffee and cocoa):

- **Yayasan Duta Pelayan Masyarakat (YDPM)**, in the Mamasa district
- **Yayasan Jaya Lestari Desa (JALESA)**, in the Toraja district
- **Asosiasi Petani Kopi Toraja (APKT)**, in the Toraja district
- **Yayasan Komunitas Indonesia (YAKOMI)**, in the Mamasa district
- **WASIAT**, in the Polman district
- **AMANAHAH**, in the West Sulawesi district

Our partners on the island Flores (coffee, cocoa and rice):

- **Jaringan Petani Wulang Gitang (JANTAN)**, Flores Timur
- **Delegasi Sosial (Delsos)**, in Manggarai
- **Yayasan Mitra Tani Mandiri Ngada (YMTM-Ngada)**, in Nagekeo
- **ATOM**, in Nagekeo
- **Lembaga Advokasi Masyarakat (LAPMAS)**, in Ngada
- **Yayasan Ayu Tani (YAT)**, Flores Timur
- **SIKAP**, Flores Timur
- **KCI**, in Manggarai
- **Permata**, in Manggarai

Our partners on West Timor (peanuts):

- **Yayasan An Feot Ana (YAFA)**, in the TTU district
- **Yayasan Mitra Tani Mandiri (YMTM)**, in the TTU district
- **Bituna**, in the TTU district

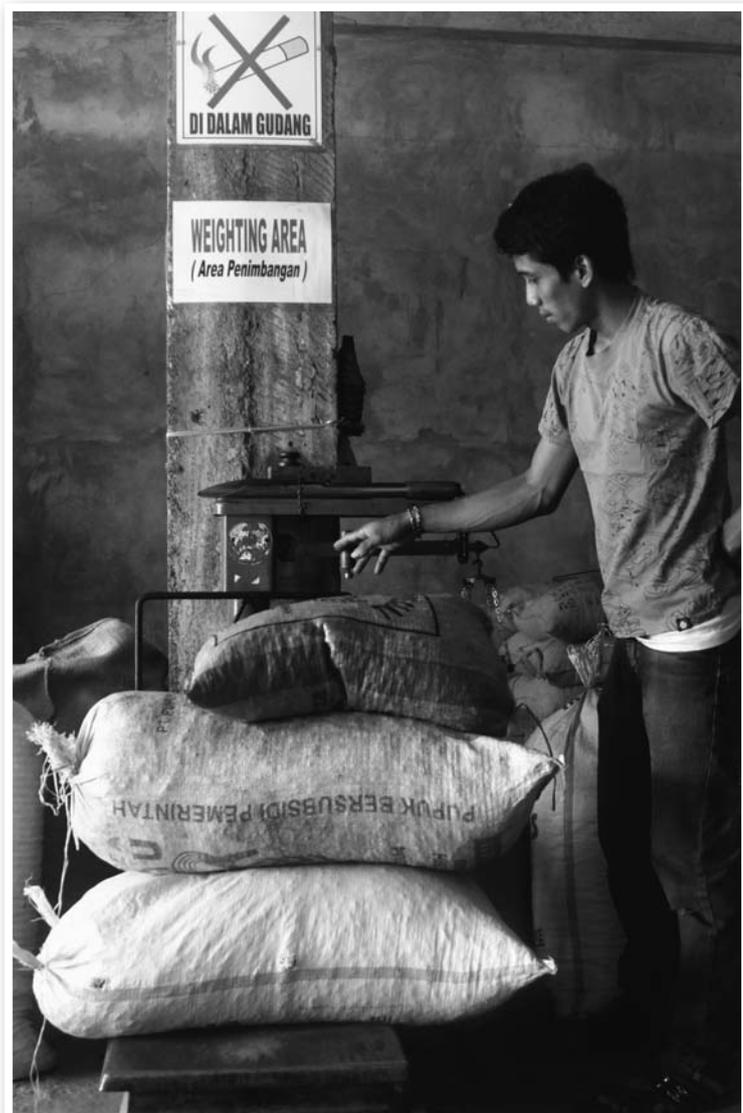
Vredeseilanden also closely collaborates with five private companies. These are **Mars** and **Armajaro** (for cocoa), **SBO** and **PT Bloom** (for rice) and **Indocom** (for coffee). They do not get any funding, but these processing companies offer interesting training opportunities and markets for the rice, cocoa and coffee farmers.

For the lobbying work and campaigns on organic farming and safe food we mainly work together with:

- **People's Coalition for Food Sovereignty – Koalisi Rakyat untuk Kedaulatan Pangan (KRKP)**
- **Aliansi Petani Indonesia (API)**, well-known for their struggle for land rights
- **Bali Consortium**, a consortium of consumers' associations on the island Bali, and **YLKI** and **PIB** for the *Healthy Food, Healthy Living* project that tries to reach young people
- **Solo Raya consortium**

With our programme we directly reached

7.602 men, 3.131 women



If one purchaser stops to purchase...

Since March 2011 the members of the farmers' organisation Jaringan Petani Wulanggitan (Jantan) in Wulanggitan, a sub-district of East Flores in Eastern Nusa Tenggara, can no longer sell their cocoa to PT Mars Indonesia. The loss of that contract clearly and painfully showed their dependence and obliged the farmers to review their marketing strategy.

In Indonesia companies usually buy dry cocoa from the farmers. But Mars had set up an experiment with Vredeseilanden and a farmers' organisation to buy wet cocoa that would later be fermented in a factory. The farmers sold their beans directly to PT Mars at a relatively high price. In the end the cost price appeared to be too high for PT Mars and by mutual agreement the partners decided not to continue the experiment.

Even though PT Mars had announced this in advance, the members of Jantan and Asosiasi Petani Kakao Nangapenda (Sikap) had not well prepared themselves to go and find other markets. Selling dry cocoa was no option at that moment: they had no driers to process the wet cocoa and not enough capital to build a processing unit. All of a sudden the farmers could no longer sell their beans at the favourable market price, but they had to sell at local traders... who paid a much lower price.

But they did not leave it at that. In August 2011 Vredeseilanden organised a study tour to the Philippines in which the leaders of Jantan and Sikap participated. In the Philippines they met colleague cocoa farmers and learnt how they take care of fermenting and drying their cocoa beans themselves with their own farmers' cooperatives. Not with large machines, but with cheap material that is locally available. By processing on their own books the farmers are also able to keep the created added value in their own companies.

The cocoa farmers from Jantan and Sikap hurried to put the lessons they had learnt into practice. Several large, local Indonesian processors now pay higher prices for their fermented cocoa beans. Vredeseilanden also started to set up training sessions about an internal control system for farmers. That system is necessary to meet the conditions of the Rainforest Alliance label, which the farmers would like to achieve in the first half of 2012. With that label it should be possible to further improve the market value of the fermented cocoa.

But purchasers come and go. Therefore Vredeseilanden has introduced the farmers to several other traders. Moreover Vredeseilanden trains the farmers to organise their collective marketing more strictly, so that they get a stronger negotiating position. The whole story shows how a commercial setback can create new opportunities, if only the farmers have the knowledge and the capacity to solve problems together.



VECO VIETNAM

In Phu Tho province we work together with tea growers. Our partners:

- Luong Son Tea Cooperative
- Phu Ha Tea Factory
- Yen Lap district Women's Union

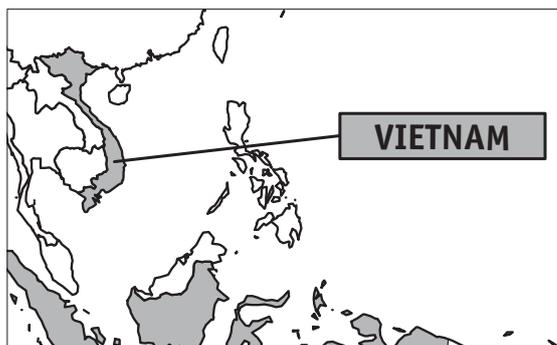
In the same province we also collaborate with vegetable growers in Viet Tri. Our partners:

- Tan Duc Safe Vegetable Cooperative
- Viet Tri City Women's Union
- Plant Protection Department of Phu Tho Province
- Phuthostas

The farmers who grow healthy vegetables in Lang Son also get our support. These are our partners:

- Na Chuong Safe Vegetable Cooperative
- Plant Protection Department of Lang Son Province
- Langsonstas

At the national level we work together with **Vietnam Standards and Consumer Protection Association (VINASTAS)**, **Centre for Agrarian Systems Research and Development (CASRAD)** and from next year also with the **Institute of Policy and Strategy for Agriculture and Rural Development (IPSARD)**.



With our programme we directly reached

284 men, 702 women



Vredeseilanden in Belgium

CAMPAIGN

When we invest in farmer families in the South, the effect is broader than merely a better income. The well-known Belgian photographer Jimmy Kets visited rice farmer Léontine Batcho in Benin. Her story was at the centre of our campaign.



© Jimmy Kets

“Selling rice at the market and returning to your family with a nice amount of money in your pocket. That's a farmer effect.”

On the 13th, 14th and 15th of January some 12,000 Vredeseilanden volunteers took to the streets again. By selling gadgets they asked the people of Belgium to invest in farmer families in the whole world, since the effect is much broader than merely a better income: there is more and more varied food, children go to school, houses are built, and there is time to relax, ... Those are all “Farmer Effects”, an investment in the future that generates a return in many ways.



MORE AND MORE PEOPLE GO FOR SUSTAINABLE FOOD

If we really want to give farmer families in the South any chance of a liveable income, then we need to drastically change the way in which we consume in the North. Fortunately, more and more consumers choose to buy sustainable food products.

The sales of fair trade products are still increasing, with a 10% growth in 2011 (*figures: Max Havelaar*). The overall expenses for organic products in Belgium amounted to 435 million EUR in 2011, i.e. a 3% increase. That growth was less significant than the previous years but there was a growth, despite the shrinking consumer market. Last year, 89% of the households in our country bought organic products (*figures: GFK*).

FairTradeTowns

One of the positive incentives to change the way in which we consume is the international campaign FairTradeTowns. From the onset Vredeseilanden added a 6th criterion in order to promote local sustainable consumption and it continues to play an active role in the campaign. By the end of 2011, the region of Flanders boasted no fewer than 113 FairTradeTowns (116 in Belgium) and the same number of towns and municipalities are making efforts to obtain that title. Worldwide there are now 1,070 members, with the first North American, Asian and African Fair Trade Towns. Together with 9 other towns throughout the world Bilzen and Kontich symbolically coined themselves as the '1,000th' FairTradeTown. Since October, the province of Antwerp is Belgium's first Fair Trade Province.

Mass caterers move towards sustainable catering

We can consume more sustainably at home, as well as outdoors. A couple of years ago Vredeseilanden initiated a guidance trajectory for mass caterers in government institutions. Since then we have cooperated with the staff canteens in the cities of Ghent and Antwerp and in the Flemish Administration to help them integrate more sustainable products and processes in their daily activities. We specifically chose government institutions because of their example function. In a later stage we started up pilot projects in other sectors that might inspire similar mass caterers. In 2011 we worked with the Sint-Lucas College in Ghent and with the Hoge Rielen resort.

In collaboration with Leefmilieu Brussel (Environment Brussels) we provided intensive guidance for the staff canteen at Toyota TME in Evere. Despite the negative results at Toyota, due to the tsunami in March 2011, they managed to bring about some drastic changes. The range of fresh vegetables and vegetarian dishes was expanded, local and seasonal produce and fair trade products were promoted and, following a thorough analysis of the waste produced, measures were taken to prevent food wastage and to reduce the amount of waste. Meat consumption has dropped by 20% and only sustainable fish is purchased.

Your Choice: for fair trade, organic and local food

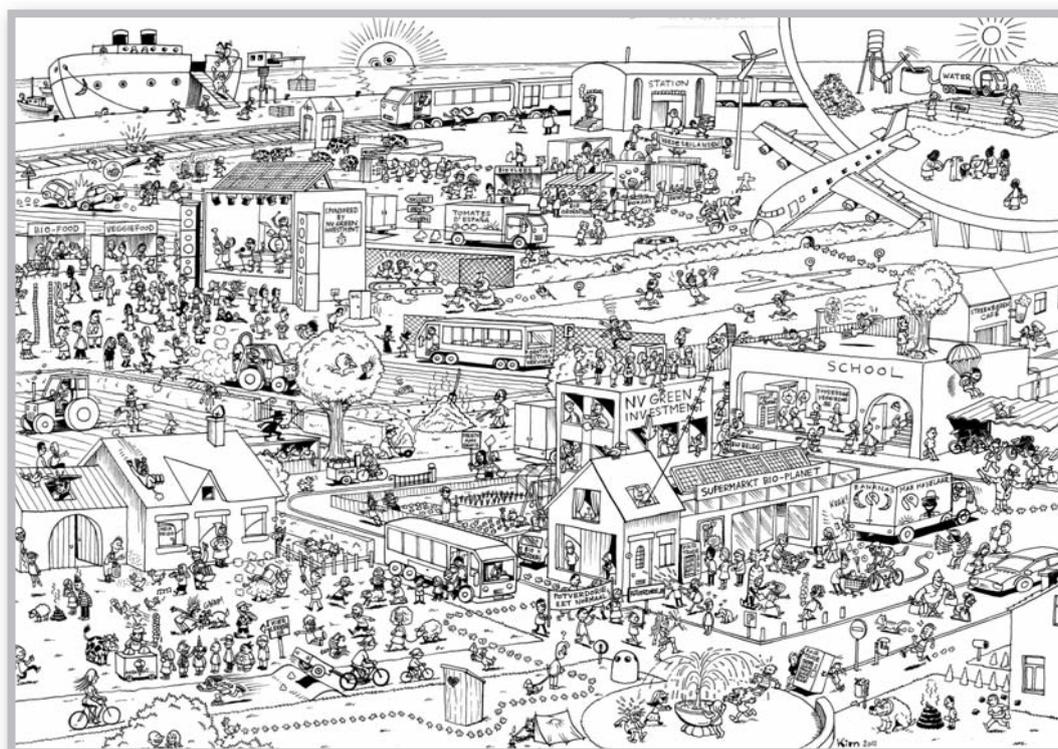
Thanks to Vredeseilanden's support and inspired by the pilot projects in mass canteens ever more companies and institutions switch to sustainable food. Unfortunately, it is not always easy to find the appropriate suppliers, which is why Vredeseilanden organised "Your Choice", a suppliers' exhibition for fair trade, organic and local products in 2011, aimed at large-scale consumers. Buyers and chefs from local authorities, government institutions and companies were welcomed at the Ateliers des Tanneurs in Brussels on May 5, where they could taste the delicacies that over 50 suppliers had to offer.

Potverdorie, eet normaal! (Darn it, eat normally!)

With its action 'Potverdorie, eet normaal' (Darn it, eat normally) Vredeseilanden encouraged young people to change their attitude towards food and to reduce their carbon footprint. More and more schools commit to consuming more sustainable food and to making a difference for the planet and for the farmers who produce our food.

63 teachers ordered our information and inspiration package to use in their schools. All the schools that Vredeseilanden visited during the school year also received the information package, which was wrapped in a lunch box. That lunch box contains some sample lessons, useful tips to introduce sustainable food inside the school walls and a so-called search poster. Teachers can use that poster to unveil the systems behind the food chain. This way pupils can discover what is sustainable and what is not.

The action 'Potverdorie, eet normaal' is also part of the FairTradeTown campaign.



ADVOCACY

The absence of a Belgian government did not stop us ...

2011 was the year of the longest government formation ever, but it was also the year that saw a new food crisis, which culminated in a famine in the Horn of Africa. Food markets remain extremely volatile. So even in the absence of a government we continued to fight for balanced agricultural markets with right prices for producers. Together with the Coalition Against Hunger and several Members of Parliament Vredeseilanden organised a hearing in the Belgian Federal Parliament in February 2011. The subject was "Possible solutions for the new food crisis?" and professor Olivier De Schutter, UN Special Rapporteur on the Right to Food was one of the speakers. The room where the hearing was held was crowded and in the following months Members of Parliament prepared a number of draft resolutions (on the food crisis, land grabbing and food speculation). Vredeseilanden provided the necessary input, based on the views of farmers' organisations on those topics. On October 16, World Food Day, Vredeseilanden and the Coalition Against Hunger submitted a joint position paper regarding the food crisis which contained several policy proposals to Members of Parliament, the administration and the department for development cooperation. Those proposals were discussed in Parliament during a debate on October 19.

By the end of December, a new government was finally formed and Mr. Paul Magnette was appointed Secretary for Development Cooperation. In his policy note he confirmed that the problem of volatile food prices will remain a priority, that by 2015 he aims to spend 15 % of the budget on agriculture and food security and that the support to family farming will be central. We will certainly remind him of those promises ...

The private sector can support family farming

In 2011, Vredeseilanden also brought the subject of cooperation with the private sector to the Coalition Against Hunger and organised a round table debate "How can the private sector strengthen family farming in the South?" in the Belgian Federal Parliament on September 22. The objective was to map a number of initiatives taken by (Belgian) private actors or in collaboration with private actors to support family farming in the South and to come up with joint proposals on how private actors can cooperate with family farming organisations and how the Belgian government and NGOs can encourage those initiatives and trace possibilities for synergies. It led to a constructive dialogue with an exchange of experiences and opportunities for informal contacts.

AgriCongo

In 2011, the alliance AgriCongo, a collaboration of seven Belgian NGOs that support the structuring and political work of the farmers' organisations in the Congo, initiated a synergy project: in six provinces 24 workshops will be organised on priority themes in order to present policy issues from the grassroots level. Policy recommendations on the land issue, agricultural financing, rural infrastructure works and the national Agricultural Act. That Agricultural Act was approved in May 2011, with the input of a lobbying cell of farmers' organisations in Kinshasa that was established by AgriCongo. Furthermore AgriCongo initiated and financed the survey book "Dynamics of the farmers' organisations in DR Congo", a unique book that opened many people's eyes on farmers' dynamics, both in the Congo and in Belgium. In June, the book was presented in the Belgian Senate during the launch of AgriCongo.

Towards a new European Common Agricultural Policy

Vredeseilanden also participated in numerous working groups to sketch the outlines for the revised European Common Agricultural Policy 2014-2020. Together with European organisations Vredeseilanden defended several position papers that show the way towards a sustainable European policy for agriculture and food – without negative effects for developing countries. These and other documents were debated during several conferences at the European Parliament.

On February 3, 2011, the European Parliament in Brussels hosted a conference on the future of our farms and our food. Vredeseilanden was one of the organisers of this very successful conference. Several top speakers presented their views on the present and the future. What is clear is that change is possible and that the solutions are at hand (and have been for years). The next step is the debate on the legal texts for the future European agricultural policy by the European Council and Parliament. Vredeseilanden will continue to monitor this process closely and maintain the pressure.

The New Food Frontier

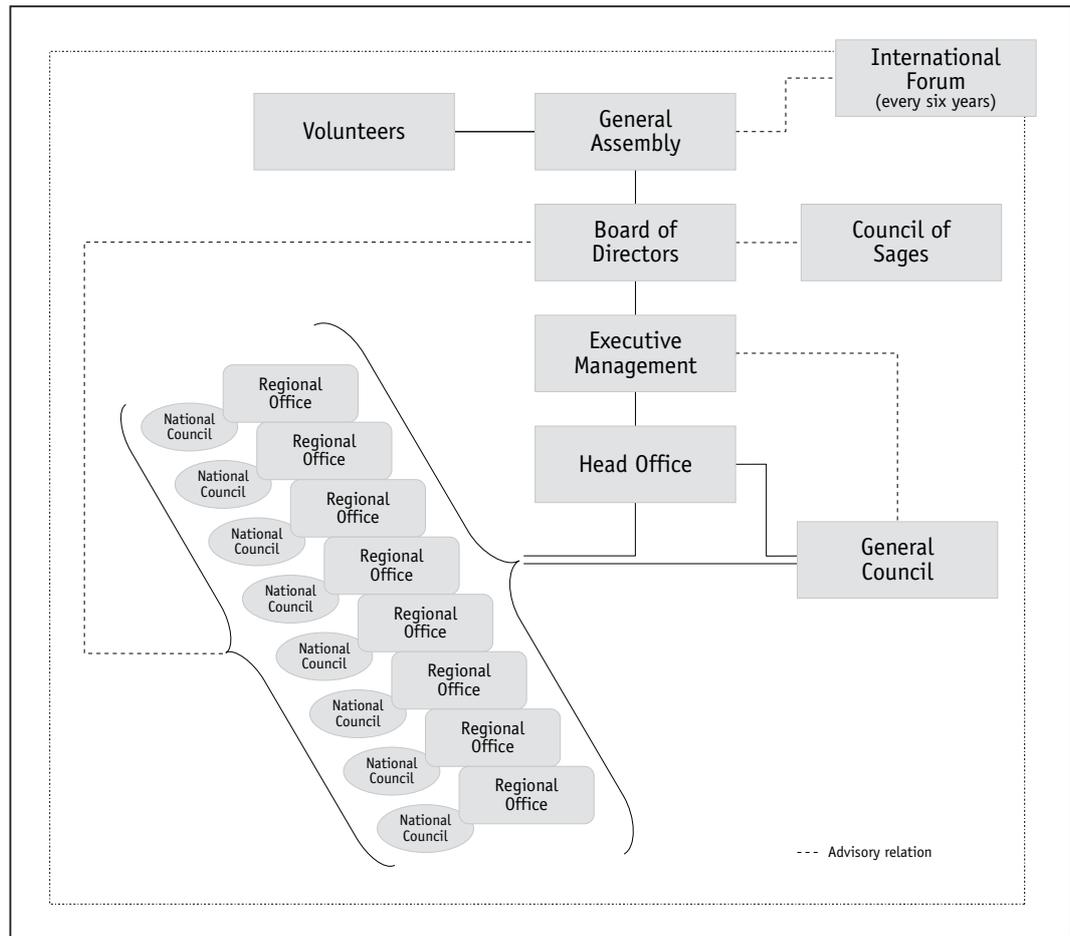
The Belgian agriculture and food system is facing a large number of challenges: scarcity of natural resources, energy and water, the climate problem, the increasing capital-intensive nature of Flemish agriculture, the link between food and health, ... to name but a few. How will the agriculture and food system find future-oriented solutions to the challenges ahead? Each country and each region – including the Flemish region – will need to play its own trump cards. In order to contribute to the change that is needed for the agrofood complex we have outlined a transition process for the Flemish context. Such a process goes through several stages: from a system analysis and the development of a vision to the creation of transition paths and experiments and to the follow-up and anchoring of the insights and experiences. In 2011, 'The New Food Frontier' lifted off, a group of 50 carefully selected people who, based on the analysis, will develop some concrete and daring visions for a future sustainable agro-food system for the region of Flanders.

Vredeseilanden in the media

Last year, three opinion pieces written by Vredeseilanden were published on Belgian news websites and in newspapers. Because of the G20 Food Summit journalists contacted Vredeseilanden and articles were written on the new framework act for agriculture in the DR Congo and on the famine in East Africa. The definition of views on current topics or the launch of ad hoc campaigns throughout the year are the responsibility of a steering group, with members from the different departments in our head office, who meet every week. As mentioned before we want our media and advocacy activities to be based on facts and experiences from our own work in the field. That is why the steering group is in close contact with the advocacy staff in our regional offices in the South.

THE PEOPLE BEHIND VREDESEILANDEN

The organisational structure of Vredeseilanden vzw



In 2011 we developed the programme in the DR Congo into a separate regional programme (see page 37), thus slightly changing the organisational structure. There was also one small change in the organisation chart of the head office. The South programme is now directed by one manager, whereas there used to be a manager for Africa and one manager for Latin America/Asia. Due to this the Executive Management was reduced from 5 to 4 members. On the following pages you will find a survey of the various bodies and their competences.

General Assembly

The General Assembly is composed of 77 representatives for our main stakeholders. They can be volunteers, experts from different organisations or private companies, members of the Board and former staff members. There are 49 male and 28 female members, 5 of them of foreign origin. In 2011 2 new members joined the General Assembly and 5 members left. Membership is valid for an indefinite period. Everybody can apply to become a member of our General Assembly. His/her application is presented at the next General Assembly. The Articles of Association stipulate that current staff members of Vredeseilanden cannot be a member of the General Assembly. The list of the current members can be retrieved at Vredeseilanden or can be consulted on our (Dutch) website www.vredeseilanden.be/over-vredeseilanden/de-mensen/algemene-vergadering.

The General Assembly is the supreme body of the organisation. It appoints the Board and ratifies the annual accounts and the annual report. Within the general Assembly there is a Financial Commission that thoroughly studies the financial reports in preparation of each General Assembly. In 2011 the General Assembly mainly focused on the establishment of VECO Consultancy and Kuota, an

investment fund for enterprises of family farmers. These two spin-offs should offer Vredeseilanden more tools to achieve its mission. The General Assembly looked into the question whether these tools provide the best answers to the evolutions in society and in the world of development cooperation. Moreover the General Assembly also monitored the impact of our South programme and ratified a recast of the 'Rules and Regulations'. These explicitly state how we determine and evaluate the qualifications and the expertise of our administrative bodies.

Board

Members: Magda Aelvoet, Leen Bas, Patricia Grobben, Marleen Iterbeke, Roosmarijn Smits, Annelies Van Raemdonck, Lieven Denys, Alfons Vaes, André Van Melkebeek. In the course of 2010 Jan Van Eechoute resigned from the General Assembly.

President of the Board: Alfons Vaes.

You will find a detailed presentation of the members of the Board at:
www.vredeseilanden.be/over-vredeseilanden/de-mensen/raad-van-bestuur.

Within the Board there is an Audit Committee. In 2011, the Audit Committee carried out a management audit in the Senegal regional office and performed a risk analysis at the head office in Leuven and the regional office in Ecuador. An external consultant was commissioned to design an EFQM-linked risk model with the aim of systematically mainstreaming the precautionary principle across all policy decisions.

On the basis of a questionnaire, we identified a series of risks for the head office and regional office: the organisation's lack of name recognition outside its field has a negative impact on fundraising, causes delays in processing dossiers and too little flexibility in the programme, etc. A number of targeted measures will be deployed to address these issues. The risk management system goes beyond just the risk of fraud or corruption. Personnel risks, financial risks, communication risks, management and policy will also be looked at.

In 2011, we uncovered a case of corruption in the East Africa regional office where a staff member was operating a fuel card fraud. Legal steps were taken immediately, the police were called in, and half the lost funds were recovered. The other half will be claimed back through the courts. The regional office's procedures were carefully scrutinised and examined for vulnerability to fraud. KPMG's audit scrutinised this particularly closely.

The Board is responsible for the organisation's general management and strategy-setting. The Board's decisions are based on certain core values: sustainability, international cooperation, inclusivity, innovation, etc. The Board monitors the organisation's sustainability performance through both practical decisions (e.g., sustainable remodelling of the office building) and programme options for financial and organisational sustainability.

The Board delegates the operational responsibilities to the Executive Management of the organisation. The President and all other Board members are volunteers. They receive no payment for their mandate and neither have an executive function within the organisation. The members of the Executive Management are on the Vredeseilanden payroll.

The Board has integrated the principles of good governance into its Articles of Association and Rules and Regulations. The latter were revised in 2011. The Board based itself upon the text 'Goede praktijken en aanbevelingen voor het besturen van Social Profit organisaties' (Good Practices and Recommendations for the Management of Social Profit Organisations) of the King Baudouin Foundation. Clauses were included with regard to the necessary competences, procedures for avoiding conflicts of interests, decision making methods, evaluation procedures, ...

Members of the Board are involved in certain operational working groups (e.g., the working group currently drafting the new strategic plan for the next six years). Also – in addition to the Executive Management – staff members are regularly invited to meetings of the Board to discuss their work. This leads to a direct information flow from Vredeseilanden staff to the Board.

Council of Sages

The Council of Sages consists of certain people who have made a special contribution to Vredeseilanden (former Board members, Vredeseilanden pioneers, etc). They are appointed by the Board and meet once a year. The Council embodies the organisation's history and advises the Board, primarily on matters relating to the values and objectives of our association (such as its mission and vision). In September, the Council of Sages met to examine the rapid changes within the development sector and the steps towards renewal Vredeseilanden is developing in order to meet these new challenges.

Executive Management

Luuk Zonneveld: General manager; Marianne Vergeyle: Manager Internal Services; Roos Peirsegeale: Programme Manager South; Lieve Vercauteren: Programme Manager North.

The Executive Management operates as a collectively-responsible body and meets fortnightly. The EFQM management framework was put forward as a quality model by the Flemish NGO Federation. In 2011, the Executive Management carried out an EFQM self-assessment and produced a list of actions for improvement. In 2012, these will be submitted for validation to B-best in order to obtain a C2E (Committed to Excellence) certificate.

EFQM

"Excellent organisations achieve their mission and move towards their vision by planning and achieving a balanced set of results that meet and, where relevant, even surpass the expectations of their stakeholders in both the short and long term."

EFQM is an internationally recognised quality framework promoted by the NGO Federation (Coprogram's new name) and Acodev as a quality model for the NGO sector in Belgium. It is a model that links what an organisation does to the results it delivers. EFQM is aimed at stimulating an organisation's growth and development; it is an "improvement-oriented" model. The focus is on achieving balanced and good results that meet the expectations of all stakeholders of an organisation: target groups (partner organisations and family farmers in both North and South), employees, society and key stakeholders (members of General Assembly and Board, volunteers, private and public donors). EFQM is based on a self-assessment that leads to the definition of 3 improvement projects. These are carried out within 6 to 9 months after the drafting of the Action Plan. After validation by B-best, a "Committed to Excellence" certificate is acquired. At the end of 2011, the Executive Management gave its approval to the action plans for the three improvement projects. We therefore hope to be awarded the certificate at the end of 2012.

Staff of the head office

The list of staff members of Vredeseilanden can be found at the Vredeseilanden website. There are 169 people working at Vredeseilanden, divided among the head office in Leuven and the regional offices in the South.

Staff of the regional offices

The regional managers are Amidou Diallo: Togo/Benin/Burkina Faso/Niger; Rose Adokorach: East Africa and Congo; Rogier Eijkens: Indonesia; Roos De Witte: Central America; Hanneke Renckens: Andean region; Eduardo Sabio: Vietnam; Ibrahim Ouedraogo: Senegal/Gambia. We have started recruitment of a regional manager for the Eastern Congo region.

General Council and workshops

The General Council is an advisory body whose main responsibility is to support policy-making. It consists of the regional managers, the members of Executive Management and head office department heads. The General Council discusses the implementation of decisions taken by the Board or Executive Management. The Council also discusses about strategies and goals. The aim is always consensus-building.

The staff members of the regional offices and head office came together for discussions during the January and October 2011 General Council meetings. In January, Veco Reps teamed up with volunteers to campaign in Flanders. It was an engaging experience for all parties. The theme of the General Council was the detailed examination of various programme points. The members discussed the outcomes of the sustainability screening and set up a solid follow-up approach.

Over the year, Planning, Learning and Accountability workshops were held in Uganda and Nicaragua, a rice workshop in Indonesia and an EFQM workshop in Ecuador.

Regional/National Councils and International Forum

Each regional office of Vredeseilanden gets the support of an advisory board. These Regional (or National) Councils consist of 6 to 8 relevant persons who meet at least once a year on a voluntary basis. They give their views on the social developments in a given country/region, advise on and discuss the programme and the programme reporting and implementation, future challenges, etc., and formulate recommendations on how Vredeseilanden can improve its programmes, including on sustainability in all its aspects.

The International Forum is the international emanation of these advisory boards. Once every 5 to 6 years, a diverse group of people from the South and Flanders come together: members of Regional/National Councils, our partners in cooperation, volunteers, members of the Board, staff members and other relevant stakeholders of Vredeseilanden. The aim is to assess the rollout of Vredeseilanden's strategy over the past 5 to 6 years and to frame a strategy proposal for the 6 years ahead.

An overview of the organisation's values and principles, as well as a detailed description of the composition and competences of the various bodies can be found in Vredeseilanden's Rules and Regulations. These can be requested from: info@vredeseilanden.be.

SUSTAINABLE PERSONNEL MANAGEMENT

Vredeseilanden focuses on employee-centred sustainable personnel management. This means managing the employees and their talents, abilities and energy in a sustainable way, much as sustainability globally means using resources without depleting them for future generations, or, even better, much like a cradle-to-cradle approach aiming for resource use to yield new resources or enable resource self-renewal. This is our approach to the resources that are our team members, with their energy, potentials, skills, talents, commitment and dedication. Far from wanting to use them up, we want them to regenerate and replenish themselves on an ongoing basis within our organisation.

We want team members to collaborate on the basis of their talent and 'enthusiasm', adding value by working to their strengths. If all parties are doing what they do best, the work done gels more easily in an empowering setting, and all energies will flow. In such a team, everyone knows their own strengths and those of their teammates.

The renovated office spaces stimulate cooperation and create a better setting for informal and formal exchanges, cross-fertilisation of ideas and moods.

Introduction

Everything starts upon recruitment of a new staff member. Every new staff member receives an induction binder with information on all aspects of working for Vredeseilanden: the mission, historical background, information sheets on the organisation's themes, practical information about ordering sandwiches for lunch, ... An induction programme is developed for the first 1 to 2 weeks, during which the new staff member can talk to colleagues who give explanation about their department, their functioning, and the theme they are working on. A good induction ensures that a new staff member quickly feels at home in the organisation and that he/she can fairly easily settle into the new job.

In 2011 we organised induction for 3 new staff members of the head office as well as for 1 BTC junior.

Career and development

Constant attention is paid to every staff member's personal development throughout their career at Vredeseilanden. Annual performance interviews are conducted with every staff member and at the end of the year there is also an evaluation interview. During those interviews general and job-related skills also get a lot of attention as well as the targets for the coming year. The interviewer and interviewee always check whether training might be needed to develop or improve specific skills or to achieve the annual target.

Vredeseilanden keeps making efforts to continuously offer its employees at all levels in the North and in the South, both individually and collectively, the opportunity to develop themselves. Vredeseilanden wants to be a flexible organisation, where people adapt themselves to new ideas and long-term objectives of the organisation and where mutual learning is stimulated. Therefore "learning" is explicitly included as an objective in the strategic plan of Vredeseilanden.

In 2011, Vredeseilanden spent some EUR 43,000 on training, education and workshops both for head office staff and employees from the South. Executives, relevant programme staff and administrative staff have access to training courses.

Most of the courses are grouped into the following themes:

- management and leadership
- language classes
- sustainable agriculture
- fundraising

In 2011, a total of 1,121 hours of (formal and informal) training were given at the head office. On average, each person received 22.88 hours' training.

In addition to the formal training sessions, briefings on various topics are regularly organised for all staff members over the course of the year. In 2011, 16 briefings were given, covering the new trends in the programmes in the South and in Belgium, the annual goals, the annual campaign, progress with the remodelling of Vredeseilanden's office building, projects and management decisions, etc.

Well-being

Vredeseilanden makes efforts to guarantee the well-being at work of its employees.

We strive for a healthy work-family balance. Employees can work flexible hours depending on their personal needs. They are entitled to take parental leave, time credit and a career break.

A few years ago we recruited an internal prevention advisor at the head office who focuses on safety and protection of the employees' health at work, psychosocial pressure due to work, ergonomics, hygiene, ... As part of the remodelling of Vredeseilanden's office building, we called in an ergonomics expert and we paid attention to light, temperature and the general working environment.

We strive for equality in all areas. The organisation operates no age, gender, nationality, religion, or other discrimination. The standing employment conditions explicitly state that the terms of employment at Vredeseilanden apply to all employees. The personnel manager is responsible for ensuring that discrimination does not occur. Staff members are notified of this fact during training and induction. Non-discrimination is the guiding principle including in hiring, programme-setting and choosing partner organisations.

Whenever a staff member feels he gets an unequal treatment or is the victim of unwanted acts, ... he or she can contact one of the two mediators appointed at the head office or the mediator in the regional office. The mediators receive the complaints of the victims, give advice, offer shelter, offer help and assistance to the victim and try to mediate. The identities of the mediators are communicated via the standing employment conditions that are given to every new head office or regional office employee.

Last year, no complaints were filed with the mediators. In the South, mediators also act as prevention advisors. The standing employment conditions also provide measures for the prevention of TB, HIV/AIDS, etc.

The organisation prides itself on its openness and acceptance of constructive criticism voiced through the usual channels of meetings, briefings and discussions. Complaints and comments can also be discussed or raised in the performance and evaluation interviews.

In 2011, there were 250 sick days in total. This fairly high amount is mainly due to a number of prolonged absences because of operations, protracted recovery of an injury, ... There were also two industrial accidents in 2011, causing a limited temporary inability to work.

As we did in previous years, Vredeseilanden invested in informal moments, like an annual staff outing, a Christmas party, a farewell celebration upon retirement, team activities... In the South too personnel events are organised, for example, teambuilding activities, New Year parties, ...

On the occasion of the remodelling of the Vredeseilanden office building, all head office employees moved offices twice in 2011. This was a big challenge to all staff, but thanks to the great commitment and willingness from all employees it all went very smoothly.

Social consultation

Vredeseilanden employs less than 50 employees at the head office and is therefore not obliged to establish a Works Council or a Trade Union Representation.

Two official staff representatives have been appointed on behalf of the personnel meeting, one of whom is a union representative. The staff representatives organise the personnel meetings. In 2011, two personnel meetings were organised.

Policy

The personnel manager draws up HR policy and determines the daily management. The Board validates policy documents, and management decisions are validated by the Executive Management. In 2011, the general HR policy was adapted to the local and regional context and put into Rules and Regulations in a number of countries (Indonesia, Senegal, Central America, West Africa, and Vietnam). The standing employment conditions for head office staff were updated.

SOCIAL BALANCE (as at 31/12/2011)

This section contains figures and explanations about the Vredeseilanden headcount (situation as at 31/12/2011).

The figures for the head office were collated from statistics and reports from the computerized payroll program. The figures for the South were taken from the audit reports.

Headcount

For some years now we have been focussing on recruiting more local people. This trend continues. By the end of 2011, we expressly chose to hire a local collaborator for the job of Vredeseilanden Representative in the DR Congo. In 2011, 66% of the Vredeseilanden staff members in the South were composed of local collaborators. Also within the group of expatriates, there is a trend to hire more expats from the South (people of non-European origin).

In Belgium, all employees are hired under permanent contracts, apart from the very few circumstances where a temporary assignment is to be carried out, when a fixed-term contract or project-specific contract is made.

In the South, it is not unusual to award fixed-term contracts that can be repeatedly extended.

number of staff members ¹				
	Head office	South		Total
		Expatriates	Local collaborators	
2007	45	17 (8,8%)	130 ²	192
2008	51	15 (8,8%)	103	169
2009	49	14 (8,3%)	105	168
2010	48	12 (6,9%)	113	173
2011	49	9 (5,3%)	111	169

number of full-time equivalents ²				
	Head office	South		Total
		Expatriates	Local collaborators	
2007	36,96	17	130	183,96
2008	42,59	15	103	160,59
2009	41,14	14	105	160,14
2010	39,69	12	113	164,69
2011	40,62	9	109,5	159,12

Staff turnover²

In 2011, the number of new hires and leaving staff in Belgium was slightly higher than last year due to recruitments for temporary assignments. In the summer, a student was employed on a holiday job to update the database. 1 person took early retirement in late 2011.

2 expatriate contracts ended and were replaced not by a new expat but by a local staff member. 1 expatriate was recruited for the programme in the DR Congo.

	Head office	South	
		Expatriates	Local collaborators
IN	9	1	18
OUT	8	3	20

1 From 2012 onwards, this information will be sorted by age and gender. This has not yet been done for 2011.

2 From 2012 onwards, this information will be sorted by age and gender. This has not yet been done for 2011.

Gender balance

At the *head office* Vredeseilanden employs far more women than men: 60%.

Women are also well-represented at executive and managerial level. Six of the eight managerial functions are taken up by women.

There is much more part-time employment among women. In 2011, four men were working on a part-time basis, against twenty women. Part-time employees receive the same extralegal benefits as full-time employees. No distinction is made.

All head office employees fall under the scope of the Collective Labour Agreements of the Joint Committee 329.01. This is the Joint Committee for the Socio-Cultural Sector, to which belongs the subsector of development cooperation.

The gender ration among the *expatriates* is currently out of balance. In 2011, there were two women working as expatriate, against seven men.

More men than women are employed as *local collaborators* in the South: 62%. There are 68 men and 43 women.

Men and women get a 100% equal pay. This means that men and women receive the same wage if they hold the same function. This applies to the head office, the expatriates and the local collaborators in the South.

Wage multiplier and extralegal benefits

Also with regard to extralegal benefits, there is full equality between men and women and between workers on permanent and fixed-term contracts.

The head office staff are awarded luncheon vouchers, group insurance, health insurance and reimbursed travel expenses.

In the South, extralegal benefits include health insurance, life insurance, pension, 13th month bonus, extra leave, travel allowance, etc.

The head office operates a decent wage multiplier of 1 to 3, i.e. the highest wage equals 3 times the lowest wage. The trade union recommended decent wage multiplier is 1 to 4.

There is no performance bonus or other bonus system, including in the South.

Rejuvenation

The average age of the staff at the head office is 37 years. We strongly focussed on rejuvenation, both upon recruiting new staff members and by working with trainees. Trainees offer innovation and rejuvenation to the organisation. They bring in new ideas, visions, working methods and topical and up-to-date knowledge. Trainees can also provide an academic input as a supplement to the knowledge of the field. Moreover trainees form a good base for recruitment to find new staff members. Working with trainees provides the opportunity to make young people grow and develop within the organisation or the North-South sector. We provide traineeships at the head office and in the South. In 2011, we had trainees within the HR department, the movement team and the communications department.

Since 2009, Vredeseilanden is also involved in the junior programme of BTC (Belgian Technical Cooperation). This programme offers young people the opportunity to acquire initial working experience in development cooperation. These young people work for minimum 1 year and maximum 2 years in a BTC project or a Belgian NGO programme. In 2011, three BTC juniors started in Senegal, Vietnam and Ecuador. Early 2012, another junior left for Uganda.

Volunteers

Vredeseilanden does not work with volunteers for professional tasks at the head office. Each year in January some 12,000 volunteers hit the streets to ask for attention and support for farmer families in the South. And next to that many volunteers dedicated themselves to Vredeseilanden in the course of the year 2011:

- 351 core volunteers acted as Vredeseilanden's ambassadors in their communities. Six of them went on an exposure trip to Benin.
- Six young people went on a trip to Benin and provided entertainment in secondary schools; two volunteers provided entertainment in primary schools; seven youngsters went on a trip to Uganda and convinced youth associations to participate in the annual campaign.
- Nine volunteers helped with translation, editing and lay-out work.
- Five families hosted guests from the South.

STRIVING FOR A SMALLER ECOLOGICAL FOOTPRINT

1) Environmental performance head office

The past few years Vredeseilanden's head office strongly focussed on some aspects of its environmental policy: minimising the consumption of water, gas and electricity; strongly encouraging the use of public transport; using eco-friendly detergents, increasing the share of fair trade and organic products in our catering. In 2011, we remodelled our whole office building in the Blijde Inkomstraat into a sustainable office. Also while remodelling of the office building in Ecuador we took into account various sustainability measures.

a) *Renovation of the head office*

We opted for renovation on environmental grounds: it takes up less open space, generates less waste and incurs less costs in terms of raw materials and energy. It was also the best option financially. There were two aims to the renovation: firstly, to make the office more sustainable, and secondly, to encourage working relations through office landscaping. We wanted to keep pace with the latest innovations in sustainability for office buildings.

We chose an energy-efficient design offering the greatest possible surface area as a workspace. Removing corridors and walls enables all available space to be used. In that way, better use is made of daylight as well. The existing space was furnished as efficiently as possible with limited materials (long table-style desks, compact group storage rather than individual wall cabinets).

A total of 60 desk spaces have been fitted-out for a permanent staff of 49 people. This leaves sufficient space to accommodate colleagues from the South, trainees, temporary workers. We can also go further and allow freelance/flex workers to "hot-desk" for a small fee.

See also <http://www.bardoffice.com/>

The building was first strengthened and built on a strong structure. Part of the roof was renovated, and solar panels were fitted. This was not initially planned, but a partnership with Solarinvestments cvba saw them investing in the installation of the panels and associated distribution boxes (value, approximately 52,000 Euros) in exchange for the revenue from the energy certificates. We will still pay for half of the electricity consumption (1,200 Euros per year) for the first 10 years, but after that, no further payments will need to be made.

The skylights were replaced and 3 were added. The roof and attic walls were insulated with 18 cm of mineral wool. In terms of insulation, we are striving for an E60 energy rating. The Flemish Decree imposes energy standards for homes. E100 is the current energy standard. Nowadays, however, all new homes outperform that standard, averaging an E89 rating. The economic optimum is E60. This means that an E60-rated property provides the best possible ratio between insulation investments, energy savings and return-on-investment.

Additionally, we opted for heat recovery ventilation. The heating is controlled by a high efficiency condensing gas boiler.

The analysis and implementation of Vredeseilanden's new heating and air-conditioning system resulted in a set-up that meets ECO-KLIMA engineering standards, i.e. the energy generated on-demand in the condensing boiler at the heart of the installation can be transferred to one or more energy users (landscape offices – meeting rooms – toilets and kitchen – individual offices) via the necessary control equipment.

On the energy front, we opted for solar power and chose to limit the use of mains electricity. For most workstations, old computers were replaced with energy-efficient devices. For information, all newly-purchased ICT equipment is Energy Star compliant <http://www.eu-energystar.org/en/index.html>.

We also went with highly energy-efficient sensor-activated lighting. ETAP guided us through the process and helped look into ways of achieving the most energy-efficient solution. The lighting uses an automatic-adjustment daylight harvesting system, meaning that lights will either not come on or give low-level illumination in strong daylight. In addition, motion-sensors ensure that unoccupied offices are not lit.

A 7,500 litre rainwater tank was installed in the garden. The rainwater collected is used to flush the toilets. Mains water is still used, but only for making hot drinks, and the drinking fountains are connected to tap water. The toilets are fitted with water saving flush handles and the shower is fitted with a water-saving shower head.

Bamboo was chosen for the flooring. One of the greatest threats to mankind is undoubtedly the unchecked exploitation of Earth's natural resources. Hardwood and the tropical woods are some of these precious resources. Bamboo offers a sensible alternative, not being a tree but a type of fast-growing grass that resembles wood. In the growing season, giant bamboo grows 30 cm to 50 cm per day and can eventually grow to anywhere from 15 to 30 metres tall, with a girth of 13.78 inches or more. The bamboo in the Vredeseilanden offices was shipped by sea from China.

Opening up the office space has stimulated spontaneous circulation, exchanges and cooperation. Employees can easily switch desks, as there is sufficient room for flexibility thanks to the free workstations. Colleagues from the South, interns and temporary workers can easily find an office space to work in. The flexible ICT and telecommunications infrastructure supports this way of working. The physical work space is less of a consideration thanks to workspace virtualization and telecommunications. Work in the office, at home or abroad increasingly flow together. This new network and telephony system was donated by Cisco Systems.

Departments such as the personnel department or the financial department which inherently process large amounts of confidential data, still have separate offices. Each floor has a small room equipped for small meetings or conference calls. There is a closed-off "quiet" office space on the 3rd floor for colleagues who need to do work which requires a high level of concentration or complete silence.

Sustainable work also takes commuting into account. Working from home is of course always possible. 95% of staff uses public transport or cycle to work, so it is important for the offices to be close to the station (10 minutes), and to have shower facilities.

b) *Environmental performance*

Vredeseilanden is committed to measuring CO₂ emissions and working to bring them down in the future. The data below refer to the activities of the Vredeseilanden head office.

Some data is distorted by the remodelling. No figures are available for energy consumption at the temporary offices occupied during remodelling because the costs were included in the rent. The figures for 2011 are therefore not really comparable with those for 2010.

Results in 2010 Results in 2011

PAPER [GRI EN1]

Total purchase of A4 paper per annum (number of sheets)	180,000.00	97,500.00
Total purchase of A4 paper per person per annum (number of sheets)	3,750.00	1,989.80
Share of recycled A4 paper compared to white paper	100%	100%
Total purchase of A4 paper per annum for mailings (number of sheets)	1,057,853	1,046,902

The bulk of purchased paper is used for mailings with information to sympathizers. We try to limit this. The general use of paper drops and we want to continue this trend.

OFFICE SUPPLIES [GRI EN2]

Amount of eco-friendly supplies compared to the total	75%	50%
---	-----	-----

In 2011 we made the choice to first use the stock of office supplies before purchasing anything new. Often there was no ecological alternative for the purchased material.

FOOD PRODUCTS

Amount of food products purchased carrying an Organic and/or Fair Trade label	97%	90%
---	-----	-----

*If a food product with organic or fair trade label is available, that product is preferred over others.
Also when purchasing products for events, a lot of attention was paid to the consumption of organic and fair trade products last year.*

MAINTENANCE PRODUCTS [GRI EN2]

Amount of eco-friendly maintenance products bought compared to total purchases	85%	88%
--	-----	-----

*All purchased maintenance products are from the brand Ecover, except for products that don't offer ecological alternatives.
We keep an eye on new ecological alternatives to replace other products.*

WATER [GRI EN8]

Annual consumption in m ³	149	—
m ³ /person/year	3.10	—

ENERGY [GRI EN3]

Electricity: green power kwh/person/year	620	272*
Heating gj gas/person/year	1,707	830*

Vredeseilanden makes use of green power.

** Consumption of energy is considerably lower because of the renovation. The consumption on the temporary location is unknown because the energy costs were included in the rent.*

WASTE [GRI EN22]

Amount of non-recyclable waste per person per year (in kg)	7	6
Amount of PMD waste per person per year (in kg)	1.0	1.1
Amount of paper waste per person per year (in m ³)	0.8	1.5
Amount of compostable waste per person per year (in kg)	15.0	17.6
Amount of drinking bottles purchased with returnable deposit compared to total amount of bottles purchased	95%	95%

Our paper waste this year was exceptionally high because we had cleaned our archives before the renovation of the head office. Next year, paper waste will be lower.

MOBILITY [GRI EN29]

Work-related trips: proportion of public transport	46%	51%
Commuting: proportion of km travelled by train, bus, bike or on foot	94.32%	93.57%
Plane trips: km per annum	639,664	722,910
Conversion of plane trips in CO ₂ emissions: kg of CO ₂ emissions per year	237,800	247,345
Carbon offset	5,408.81	6,469.58

There is a 'work bike' available for all employees.

More and more employees use public transport travelling to work.

This positive trend is also noticeable on business travels.

A lot of our travels from North to South and vice versa enabled incredible exchange of knowledge, but increased our CO₂ emissions.

Vredeseilanden engages to compensates CO₂ emissions through carbon offset gifts. The emission of each flight is converted into a sum of money.

2) Environmental performance of offices in the South

While the organisation was undergoing the sustainability development process (see page 16), we also invested heavily in raising the awareness of our colleagues in the South. This was done using a 'road show', with facts and figures to demonstrate the planet's vulnerability and to prompt discussion. As part of the road show, questions were asked about what individuals could do towards greening their working and personal environments.



Some offices switched to energy-saving light bulbs, others developed a policy on the use of air-conditioning. Yet, we find that the colleagues in the South have a different take on the approach to environmental sustainability. The use of a 4x4, a (too) cool working space, etc., are status symbols and are culturally difficult to change. Sometimes, safety may play a role in the choice of a car. Getting these issues out into the open is an important first step.

Some indicators, such as waste, are difficult to summarise in figures. Most regional offices obviously have paper waste, organic waste, and so on. Waste collection usually happens daily in the informal sector, and as much waste as possible is recycled. This is done independently of the official channels.

As part of this annual report, a baseline was set for the first time for all regional offices, so we have a starting point for measuring a number of environmental indicators. The tables are on the following pages. A request was also made to slate the objectives for 2012. What are we willing to invest in to increase sustainability of the local environment? Some offices use this as a tool to implement further sustainability; other offices have not answered this question in the survey. Whatever else, the goals have not been set especially high, and the offices in the South are taking modest steps towards greater environmental sustainability.

Moreover, some figures cannot readily be compared because it is unclear on what information the regional offices are basing their calculations as regards, for instance, measuring water consumption. We must work with them to further fine-tune this in the next annual report.

3) Indirect environmental impact

Vredeseilanden's indirect environmental impact is mainly the result of the activities in the South programme. As stated in chapter 3 we made great efforts in 2011 to measure various aspects of sustainability, such as the environmental impact of our programmes. The results are stated on page 21.

	VECO West Africa - Cotonou		VECO Andino		VECO Mesoamérica	
	2011	Target 2012	2011	Target 2012	2011	Target 2012
Paper						
Number of sheets A4 paper	33,800	34,300	23,000	25,000	36,500	32,500
Number of sheets of recycled paper	0	0	3,000 (13%)	5,000 (15%)	0	0
Office supplies						
Toners	15	15	9	12	35	27
Recycled toners	0	0	0	3	1	0
Food products						
Amount for food products (in EUR)			1,435	1,700	1,062	775
Amount for food products with organic and fair trade label (in EUR)			391 (27%)	600 (35%)	593 (76%)	700 (90%)
Maintenance products						
Amount for maintenance products (in EUR)	528	414	470	550	507	500
Amount for eco-friendly maintenance products (in EUR)	50 (9.5%)	67 (16%)	0	300 (55%)	0	0
Water						
Annual consumption in m ³ per person	24.26	24.26	46.86	48	720	
Use of rain water	no	no	no	no		
Energy						
Petrol/diesel per year per person (in liter)	531	360	52.29	38	958	800
Electricity per year per person (in kwh)	486	464	1,000	950	1,068	900
Energy savings per year per person	yes	idem	energy-saving bulbs	energy-efficient computers	energy-saving bulbs energy-efficient computers	energy-saving bulbs energy-efficient computers
Waste						
Waste per person per year (per kg)	0.5	0.2	46.86	48	29.47	29.4
Waste collection	yes	yes	yes	yes	yes	yes
Recycling	no	no	paper	paper	yes	yes
Mobility						
Work related trips: plane trips	6	0	180	200	6	3
car (in km)	45,500	33,500			43,183	
public transport (routes)	22	22			24	
Commuting						
car	0	0	5	7	6	6
public transport	0	0	1	2	4	4
bicycle/on foot	4	4	2	2	0	0

Paper: In Africa, Vietnam and Indonesia there is hardly or no recycled paper. In the Andean region recycled paper is available, but the cost price is 39% higher than for non-recycled paper. For 2012 an increase in paper consumption is expected due to the increasing number of staff members. In Mesoamérica a pack of paper costs 4.50 \$, recycled paper costs 90\$.

Office supplies: The quality of recycled toners is very bad in the South. Therefore we chose not to use them. In 2012, the Dakar office will share the office and printer with another NGO and therefore it can be expected that more toners will be needed. In the DR Congo they will switch to re-filling toners in 2012. In Vietnam they use a system of toner re-filling.

Maintenance products: Often local soaps are used, but these do not have an eco-friendly label. The office in Dakar works with a cleaning company, which does not use eco-friendly products. Some offices really do not understand what the objective of labelling cleaning products is.

VECO West Africa - Dakar		VECO Congo		VECO Indonesia		VECO Vietnam		VECO East Africa	
2011	Target 2012	2011	Target 2012	2011	Target 2012	2011	Target 2012	2011	Target 2012
40,000	30,000	45,000	15,500	108,000	108,000	15,000	15,000	99,500	80,000
0	0	0	0	0	0	0	0	0	0
11	15	91	41	39	40	0	0	58	50
0	0	0	0	0	0	10	10	0	0
222,58		850	950	6,681		219	219	1,157	1,157
0	20%	850 (100%)	950 (100%)			21 (10%)	42 (20%)	0	0
0	0	33	20	266		73	73	676	600
0	0	0	0	0		36.5	36.5	111 (16.5%)	120 (20%)
580	550	86	86	51		35	35	352	412
yes	yes	no	no	yes		no	no	no	no
969		654	455	190		59	54	1,556	1,450
1,347				1,482		130	117	212	200
energy-saving bulbs energy- efficient computers		no	energy-saving bulbs	yes		no	energy-saving bulbs energy- efficient computers	no	energy-saving bulbs
		3	2					1.5	1.2
		yes	yes	yes		yes	yes	yes	yes
		yes	yes	yes		yes	yes	no	no
		45		126		18	45	64	60
		34,007		59,270		31,500	34,007	76,000	76,000
		20		0		20	46	72	80
5	5	6	7					8	8
2	3	4	3					21	20
3	2	4	4					4	5

Food products: There are considerable differences between the various offices. Some offices do not provide any drinks or snacks for their staff. They only provide catering on festive occasions or during team events. Other offices do provide coffee, tea and snacks every day. In Latin America organic and fair trade products are better known; in Africa it is hardly possible to buy labelled food. In Vietnam people are not familiar either with certified or labelled food. The office in Dakar wants to try and offer fair trade labelled tea and coffee in 2012. In Cotonou non-certified organic products are sold. In de DR Congo it is only possible to buy 'organic' products because the farmers have no access to pesticides or chemical manure.

Energy: In 2011 there were particularly many electricity breakdowns in Senegal. Therefore the diesel generator had to be used much more than usually. During the first three months of 2012 the use went down by 30% already. In the offices in Uganda and Tanzania no energy-saving bulbs or energy-efficient computers are used yet. It is the intention to work on this in 2012. In Vietnam there is no car and only motorcycles are used. Therefore the diesel consumption is very low.

Mobility: In the Andean region the area where the programme is implemented is at least 520 km away from the regional office. For that reason plane trips are necessary for all programme visits. In Indonesia the number of plane trips is very high as well. In both offices the programme area is far away from the office. The office itself has a central position, so that it is easy to travel to all programme areas.

A STORY IN MOVEMENT

Some years ago Vredeseilanden decided to invest more in fundraising in order to structurally increase the revenues from private donors, foundations, NGOs and companies. In that way we want to become considerably less dependent in the medium term on the subsidies of the Belgian federal government. The head of the fundraising department drafted a long-range plan that was ratified by the Board, the Executive Management and the fundraising team. The head of the fundraising department establishes the annual action plan together with the head office coordinator (member of the Executive Management). Every two months they also meet with a feedback group to follow up results and actions, but also to develop new ideas, inspired by discussions with external stakeholders and by study work.

Vredeseilanden has a very faithful group of donors. We are incredibly grateful to them for their continued support to our work. We cherish and inform these people on a regular basis about our activities. For without them Vredeseilanden would not exist. Our annual campaign weekend is a yearly highlight. Even though the revenues slightly decreased again in 2011, this weekend in January remains very important to put Vredeseilanden on the map and to give the farmer families in the South a voice. Yet we can observe a shift to actions at other moments than the campaign weekend: singing, playing football, cycling... People more and more use their talents for the benefit of Vredeseilanden. We also see that more people decide not to ask for presents on special occasions (birthday, birth of a baby, retirement, ...) but make a donation to Vredeseilanden.

In recent years we have tried to convince a new group of people to support Vredeseilanden financially via sport events. The 'Loop naar Afrika' ('Run to Africa' – 20 km through Brussels) has been a real success for many years now. Nearly 1,600 people ran in the Vredeseilanden team and collected not less than 133,307 EUR. Next to that we also participated for the second time in 'Dwars door Hasselt' (run through Hasselt). 121 runners wore a Vredeseilanden shirt while running 5, 10 or 15 km.

In 2011 there were two editions of the Senegal Classic: a mountain bike adventure from Dakar to Tambacounda, along the way partner organisations of Vredeseilanden are visited. The participants have to collect at least 3,000 EUR through sponsorship. 62 people participated and collected a total of 265,914.22 EUR sponsoring money from their friends and acquaintances. The ride itself was an intense, unforgettable experience. You can find a report with pictures and more information on www.vredeseilandenclassics.be.



© Kris Pannecoucke

In October 2011 Vredeseilanden organised together with P.A.R.T.S., the dancing school of Anne Teresa De Keersmaeker, and her troupe Rosas, for the first time a fundraising dinner at the studios of the dancing academy. P.A.R.T.S., Rosas and Vredeseilanden offered a view into two at first sight completely different worlds. 120 guests could discover that both have a lot of ideas in common: agriculture, the Earth, human beings, health, and attention for what we eat.



The past few years we also focussed on funding for our activities from all kinds of foundations and local governments. We built stronger cooperation ties between the coordinators of our South programme, the file managers and local authorities. We achieved quite some success¹.

Bequests have become an important source of revenue for many NGOs. In the previous years Vredeseilanden too could count upon the trust of some people wanting to donate their inheritance for the support of farmer families in the South. In 2011 we received some smaller bequests and we kept on informing people about that possibility through notary publics and personal conversations.

We guarantee the privacy of our donors. Vredeseilanden uses the personal data only for administrative objectives and to inform the donors about our activities. Personal data are not transmitted to other organisations, institutions or companies. Everybody has at any time the right to have a look at these data, have them changed or removed. In 2011 we did not receive any complaints.

Moreover Vredeseilanden wants to communicate in a clear and transparent way with all its donors about the way in which the collected money is spent. At our website we answer a number of frequently asked questions – www.vredeseilanden.be/faq. Furthermore Vredeseilanden participates in the following initiatives on transparency and accountability:



The Vereniging voor Ethiek in de Fondsenwerving (Foundation for Ethics in Fundraising) guarantees the moral quality of the fundraising and the transparency of the accounts. This code also includes the right to information. This implies that donors, collaborators and staff members are at least once per year informed about what is done with the acquired funds. This annual report meets these expectations. We are obliged to establish a file for the VEF every year. The rating is published on their website.



Donor Info is a database with objective information and the audited figures of aid organisations.



Ngo-openboek is a database on and of the Belgian NGOs. The website shows how money from donations and subsidies is spent.



The project Filantropie.be is an initiative of the King Baudouin Foundation. The website wants to be an indispensable crossroads for the social profit stakeholders, contribute to the transparency of the sector and encourage exchanges between stakeholders.

¹ You will find the complete list in the Annex e.

INTRODUCTION

With the present annual report we submit a complete financial overview of the entire Vredeseilanden group. It allows us to provide a correct and full picture of all our activities of the Leuven head office, as well as of our various regional overseas offices. Vredeseilanden is and remains one of the few NGOs that is able to present such consolidated figures.

Integrating the figures is a complex procedure since it requires all countries to report to the head office in a uniform manner, according to the valid Belgian standards which can differ considerably from the accounting standards valid in the different regions. This report is then verified by the head office's financial department. All offices are then visited by local auditors of the international audit firm KPMG who draw up a report on their findings. Eventually, after the head office has also undergone a thorough audit, the supervisory board of Vredeseilanden, consisting of Clybouw Bedrijfs-revisoren and KPMG, draws up a final report, following a critical review of all of the reports of the various offices.

The financial report consists of 3 parts: the profit and loss account, the balance sheet and the statutory auditor's report. The profit and loss account gives an overview of all of the expenses and revenues of the organisation during one year. The balance sheet is an overview of all assets and liabilities of Vredeseilanden as per the last day of the year included in the reporting. The statutory auditor's report is an independent opinion about our internal monitoring mechanisms and about the correctness of the figures mentioned.

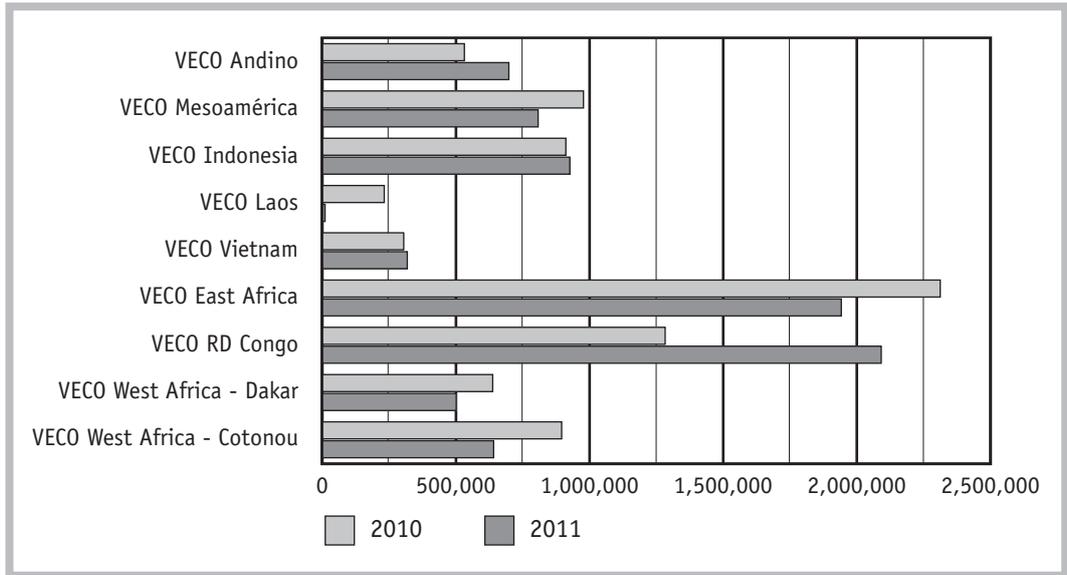
Apart from a consolidated balance sheet and profit and loss account of the entire Vredeseilanden organisation, we also give a detailed description of the head office's profit and loss account.

In order to report correctly to the general public and our various donors, Vredeseilanden has analytical accounting at the head office which breaks up expenses and revenues into 2 different levels: the level of the divisions and the level of the donors. The expenses and revenues for our regional offices are at least split up per donor.

In 2011 no government body imposed sanctions or fines for not having respected certain rules and regulations or for having violated environmental legislation.

After closing the financial year 2011, we can once again say that Vredeseilanden is a financially sound organisation which can face the future with confidence.

Expenses per VECO region (in 1,000 euro)



As mentioned in our previous annual report, we closed down our office in Laos at the end of 2010. Our programme was partly taken over by a local NGO, founded by the wife of our former representative. In 2011, we raised 15,000 euro to kick-start the new NGO.



1. PROFIT AND LOSS ACCOUNT

1.1. Head office analytical profit and loss account

Contrary to the figures of the consolidated profit and loss account, we break down the head office costs per department. The advantage is that we can clearly indicate how much was effectively spent on the operations of each department and – more specifically – on overhead, fundraising and meeting our targets.

Our 2011 budget assumed a loss of 203,000 EUR: an amount that is slightly less than what we planned to spend on the investment and innovation fund*. After balancing these two funds, we would finally have a slightly positive result. As you can see on the following page, the innovation fund spent, however, 54% less than provided, and the investment fund spent 66 % less. This is the main reason why the head office closed with a loss of only 43,619 EUR, which is far less than planned. If we offset the expenses for the investment and innovation fund, we close the 2011 financial year with a positive result of 60,107 EUR.

Regarding the **expenses**, we notice that the overhead costs are higher than budgeted. This is exclusively due to the overspending on the personnel department. The main cause is a considerable increase of the provisions for holiday pay and of a number of non-budgeted expenses for staff training, especially in the South. As was done in previous years, these expenses are settled for the very last time in the investment fund.

The fundraising expenses are much lower than budgeted. This is mainly due to the fact that 2 provincial coordinators left the organisation or passed on to another job in 2011 and have not been replaced immediately. This is furthermore due to the fact that a larger part than planned of the purchased campaign material was not sold and has been transferred to next year. This substantially cuts down the costs.

In the North, we note that far less was spent than budgeted. Consequently we are left with a considerable balance on the DGD – North programme which we passed on to 2012.

In the South, the expenses are well on track for a first programme year. Only Vietnam (-26%), Uganda (-24%) and Central America (-17%) spent considerably less than budgeted.

Regarding the **revenues**, we noticed that in 2011 there was a rise in funding for the projects of the Belgian Fund for Food security (BFVZ) because a first payment for the 2 newly approved projects was already deposited into our account in December 2011. These payments have been almost entirely passed on to 2012.

The payments coming from NGOs, foundations and non-profit organisations are way behind what was budgeted. This is of course due to the economic crisis, especially for the Dutch NGOs. We will try to make up for this lost ground in the next few years but it will remain a constant concern and it will not be easy in the current circumstances.

We have been far too ambitious in 2011 when it comes to private funding. Although we managed to improve on the result of 2010, we remained way under the amount budgeted for 2011 due to several reasons: the campaign was a disappointment, the biggest part of the proceeds from the Senegal Classics in January 2011 were already paid into our account in 2010, the budgeted bequest did not come through and the 2nd payment of the Zuiddag/South Day for Uganda was late.

* The investment and innovation funds are two funds that are part of our capital and reserves. As a consequence, they are not part of our normal operations (cf. page 82).

The 2011 result compared to the 2011 budget and the 2010 result

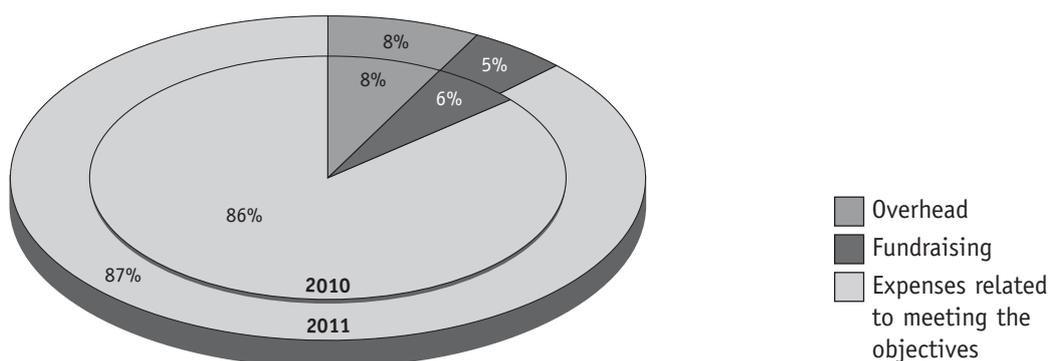
EXPENSES	RESULT 2010	BUDGET 2011	RESULT 2011	BUDGET/RES 11
OVERHEAD				
Direction and executive bodies	265,403	252,886	252,145	0%
Preparation costs Kuota and VECO Consultancy		25,000	4,356	-83%
HR	207,698	127,741	191,623	50%
Finances	364,128	353,681	351,139	-1%
Secretariat	144,231	167,943	165,631	-1%
External Relations	48,109	46,615	42,241	-9%
TOTAL OVERHEAD	1,029,569	973,867	1,007,336	3%
FUNDRAISING				
Fundraising	798,922	745,360	630,331	-15%
TOTAL FUNDRAISING	798,922	745,360	630,331	-15%
PROGRAMMES				
NORTH PROGRAMME				
North Programme	435,637	529,142	463,909	-12%
Awareness raising and education	355,277	355,533	381,728	7%
Communication	371,665	460,492	390,593	-15%
TOTAL NORTH PROGRAMME	1,162,579	1,345,167	1,236,231	-8%
COORDINATION OF PROGRAMME EXPERTISE				
Advocacy	556,326	442,345	337,240	-24%
SACD (Sustainable Agricultural Chains Development)	119,251	212,670	165,993	-22%
PLA (Planning, Learning and Accountability)	128,697	142,956	100,069	-30%
TOTAL COORDINATION OF PROGRAMME EXPERTISE	804,274	797,971	603,302	-24%
SOUTH PROGRAMME				
Programme management	308,224	532,689	444,092	-17%
Innovation Fund		200,000	91,853	-54%
Expatriates	791,051	699,791	659,093	-6%
COUNTRIES				
West Africa – Cotonou	895,423	582,158	640,909	10%
West Africa – Dakar	637,396	583,601	500,872	-14%
DR Congo	1,282,785	2,395,642	2,091,320	-13%
East Africa	2,312,141	2,136,307	1,941,788	-9%
	<i>Tanzania</i>	<i>1,106,208</i>	<i>1,025,446</i>	<i>-7%</i>
	<i>Uganda</i>	<i>1,030,099</i>	<i>916,343</i>	<i>-11%</i>
Vietnam	304,473	417,364	317,837	-24%
Laos	231,587	0	10,349	
Indonesia	911,088	1,071,380	925,966	-14%
Central America	977,094	784,410	807,427	3%
Andes	531,358	988,241	697,853	-29%
Transferred to countries but not expended yet			222,976	
TOTAL COUNTRIES	8,083,345	8,959,103	8,157,297	-9%
GENERAL TOTAL SOUTH PROGRAMME	9,182,620	10,391,582	9,352,335	-10%
GENERAL TOTAL EXPENSES	12,977,964	14,253,947	12,829,334	-10%

REVENUES	RESULT 2010	BUDGET 2011	RESULT 2011	BUDGET/RES 11
GOVERNMENT SUBSIDIES				
EU				
Project financing	17,496	21,000	25,041	19%
Transfer to next year			-7,625	
DGD				
North component	1,102,387	1,147,009	1,147,009	0%
Balance North component	-245,207		-139,347	
South component	4,707,434	5,020,854	5,020,854	0%
Transfer balance previous year	893,775			
Balance North component			-113,798	
Subsidies for overhead costs DGD	318,959	338,616	318,961	-6%
BSF programmes in the North	0	10,000	10,000	0%
BFS programmes in the South	1,102,121	1,117,764	1,504,181	35%
Balance BFS programmes			-407,629	
Synergy projects		111,772	339,840	204%
Balance Synergy Projects			-194,840	
Food Aid	572,000	879,944	879,944	0%
Balance Food Aid overseas		109,403		
PODDO	0		4,000	
Flemish Government – VAIS	47,502	166,483	133,826	-20%
PROVINCES				
West Flanders	41,290	40,000	43,836	10%
Limburg	8,000	8,000	8,000	0%
Antwerp	5,000	7,410	7,410	0%
East Flanders	0		3,000	
Flemish Brabant	70,866	60,000	67,104	12%
TOWNS AND CITIES	84,509	80,000	78,700	-2%
SALARY SUBSIDIES (Maribel, Gesco, DAC)	164,571	161,508	220,123	36%
Other subsidies (BIM, ...)	0	6,300	0	-100%
TOTAL GOVERNMENT SUBSIDIES	8,890,703	9,286,062	8,948,590	-4%
REVENUES FROM NGOs, FOUNDATIONS AND COMPANIES				
11.11.11	265,024	262,000	267,083	-7%
IFDC	645,809	837,920	612,832	-27%
FOUNDATIONS, VZWs AND NGOs	1,132,834	1,244,496	881,078	-29%
Received locally in the South		83,883		
COMPANIES	30,000	40,000	30,000	-25%
TOTAL REVENUES FROM NGOs, FOUNDATIONS AND COMPANIES	2,073,667	2,468,299	1,790,993	-27%
REVENUES FROM PRIVATE PERSONS				
EVENTS (Loop naar Afrika, Senegal Classic,...)	323,052	435,000	356,362	-18%
DONATIONS	721,991	755,000	723,173	-4%
PROSPECTIONS	34,530	55,000	22,551	-59%
LEGACIES		90,000	4,280	-95%
MAJOR DONORS PROGRAMME	65,607	80,000	111,890	40%
ZUIDDAG/SOUTH DAY FOUNDATION	35,550	80,000	46,105	-42%
CAMPAIGN	587,518	600,000	542,530	-10%
DIVERSE REVENUES FUNDRAISING	40,296		46,507	
TOTAL REVENUES FROM PRIVATE PERSONS	1,808,544	2,095,000	1,853,398	-12%
REVENUES FROM PROVISIONS OF SERVICE		71,375	22,954	-68%
FINANCIAL REVENUES				
INTERESTS	101,545	80,000	89,958	12%
DIVERSE REVENUES	142,817	50,000	79,823	60%
TOTAL FINANCIAL AND DIVERSE REVENUES	244,362	130,000	169,781	31%
TOTAL REVENUES	13,017,275	14,050,736	12,785,716	-9%
GENERAL RESULT	39,309	-203,211	-43,619	-79%

INVESTMENT FUND	Result 2010	Budget 2011	Result 2011	Budget/ Result 2011 in %
TOTAL EXPENSES	189,227	34,713	11,873	-66%
INNOVATION FUND				
TOTAL EXPENSES INNOVATION FUND	0	200,000	91,853	-54%
GEN. RES. AFTER CALCUL. INV.FUND AND INN.FUND	228,539	31,503	60,107	91%

Analysis of the expenses and revenues

◆ Breakdown of the expenses



	2010		Budget 2011		Conversion 2011	
Overhead	1,029,569	8%	973,867	7%	1,007,136	8%
Fundraising	798,922	6%	745,360	5%	630,331	5%
Meeting the objectives	11,149,475	86%	12,534,720	88%	11,191,867	87%
Total	12,977,964		14,253,947		12,829,334	

Overhead

Overhead costs are the general operation and personnel costs of the support services working at the head office (secretariat, personnel, finances and external relations), of the Executive Management and the managing bodies. Even though we spent more on overhead this year than budgeted, we still spent less than in 2010. We do continue to spend the same percentage of the total amount of expenses: 8%. We try to spend less than 10% on this. As a fundraising organisation, we are legally liable to keep this percentage under 20%.

Fundraising

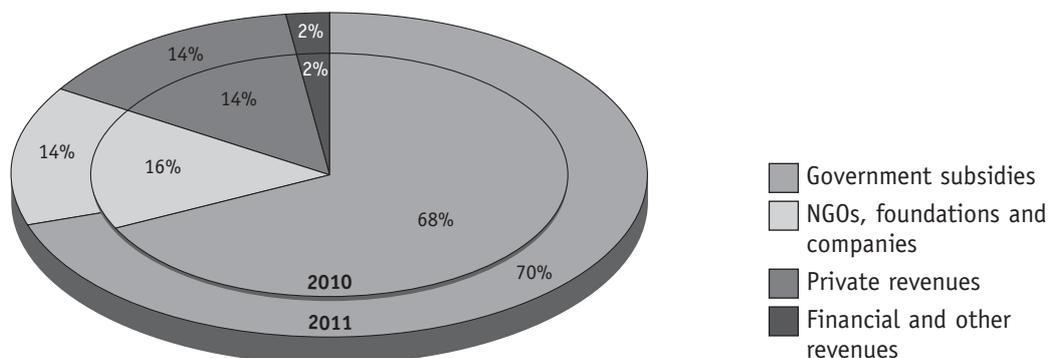
The fundraising expenses include the staff and operating costs for the campaign held in January and the fundraising costs throughout the year. As stated on page 73, these expenses are considerably lower this year, compared to the budget, as well as compared to last year's result.

Expenses related to meeting the objectives

This is the total amount of expenses, after deduction of overhead costs and expenses related to fundraising. These expenses relate to both our activities in the North and the South. Activities in the North are the expenses incurred under the North programme, including communication and awareness-raising, and the expenses regarding the coordination of the programme expertise. When we talk about activities in the South, we are naturally referring to money spent in the various countries, but also to expenses related to providing support for those activities in Belgium and the expenses for our expatriates in the South.

In 2011, these expenses are far less than budgeted, for the North and for the South programme. This is due to two main reasons: on the one hand the expenses for the North programme and for a number of regions in the South programme are behind schedule and the means available were not fully used but transferred to next year. On the other hand, there is an important backlog regarding the revenues of the NGOs, the foundations and the companies. Since we did not receive these revenues, we did not spend them either.

◆ Overview of revenues



Sources of funding	2010		Budget 2011		Conversion 2011	
Government subsidies	8,890,703	68%	9,286,062	66%	8,948,590	70%
NGOs, foundations & companies	2,073,667	16%	2,468,299	18%	1,790,993	14%
Private revenues	1,808,544	14%	2,095,000	15%	1,853,398	14%
Financial and other revenues	244,362	2%	201,375	1%	192,735	2%
Total	13,017,275		14,050,736		12,785,716	

Vredeseilanden has four major sources of funding, which are looked at in detail in the following paragraphs.

Government subsidies

This remains the main source of funding for Vredeseilanden. Although they are almost equal in comparison to last year in absolute numbers, the share of government subsidies in our total budget increases in comparison to last year, as well as in comparison to this year's budget. This is mainly due to the revenues of NGOs, foundations and companies which are far lower than expected. We continue to strive to get the proportion of government subsidies below 70 % in order to be less dependent. In 2009 and 2010 we met this goal but this year we remain at 70 %.

For the government subsidies, the Federal Directorate General for Development Cooperation (DGD – the former DGOS) remains by far the largest source of funding. Its funding mainly relates to programme funding and funding granted by the Belgian Fund for Food Security (BFVZ – the former Belgian Survival Fund), a subsidy for Congo on the basis of the budget line for humanitarian aid and a few smaller amounts on the budget line for synergy. In addition, we received employment subsidies (GESCO, DAC and lower social security payments (“Sociale Maribel”)) and subsidies from a number of local governments in Belgium (cf. appendix e). For these subsidies, we especially see a strong increase of the contributions of VAIS (Flemish Agency for International Cooperation). They are mainly intended for our programmes in Tanzania and for the awareness-raising in the North.

NGOs, foundations and companies

This item includes the payments received from a number of Belgian NGOs and foundations (of which 11.11.11 is the most important one), as well as payments received from a number of NGOs and foundations from other European countries and a contribution from 1 Belgian company (cf. appendix d).

In 2011 these revenues were 27 % below the budgeted amount. In other words, we face an important challenge in the next few years, especially since these revenues are mainly used to co-finance our programmes. The main reason for this decrease is certainly the crisis with the Dutch NGOs.

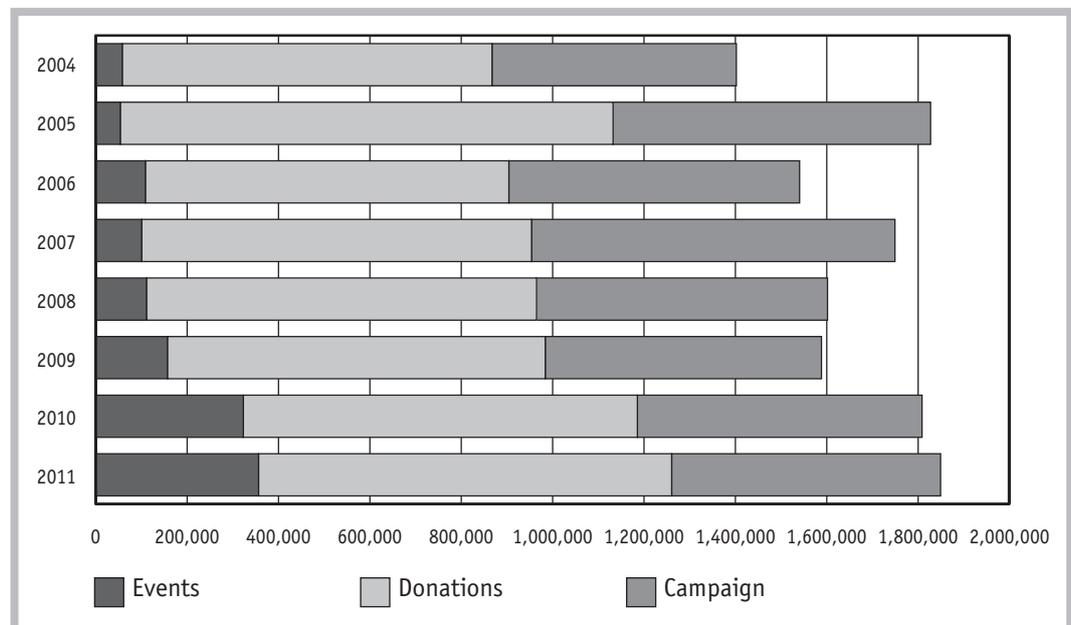
Private revenues

This is the third largest source of funding for Vredeseilanden. It mainly includes donations received throughout the year (fixed monthly bank transfers, donations following mailings,...) topped off with the proceeds from our annual campaign and events. When we think about events, we of course refer to the Run for Africa (20 km of Brussels), as well as the Senegal Classic and Dwars door Hasselt. We can also add the charity dinner organised together with P.A.R.T.S. Thanks to the maintained investments in all these events, we succeeded, after doubling the numbers last year, in growing once again with 10 %. Also the donations continue to grow for the 2nd year in a row.

Private revenues	2004	2005	2006	2007	2008	2009	2010	2011
Events	57,969	53,723	108,650	100,507	111,063	156,903	323,052	356,362
Donations	809,282	1,078,667	795,529	853,315	853,765	826,916	862,424	904,120
Campaign	534,862	694,854	636,336	795,466	636,808	604,611	623,068	588,635
Total	1,402,113	1,827,244	1,540,515	1,749,288	1,601,636	1,588,430	1,808,544	1,849,118
Legacies	0	2,657,355	402,178	53,099	232,161	20,000	0	4,280

Despite the difficult macro-economic situation, we are able to achieve a fairly good result with an increase of over 2 % compared to last year. This enables us to present the best result ever for fundraising.

Because of their exceptional and unpredictable nature, bequests are still mentioned separately. In 2011, we received two bequests and other bequest dossiers are being dealt with.



Financial and other revenues

It goes without saying that we do not spend every Euro that comes in the very next day. That is why we regularly invest surplus cash on the short term in completely risk-free instruments with a guaranteed interest rate. We moreover ensure that our investments are as ethical as possible. These proceeds account already several years for 2 % of our total revenues.

1.2. Consolidated profit and loss account (cf. annex a)

1.2.1. Expenses

Services and various goods (Section 61 accounts)

These are expenses related to the operations of both the head office and the country offices.

Salaries, social security contributions and pensions (Section 62 accounts)

These are the total wages costs of all staff members, including staff at the Leuven head office, the expatriates and local staff.

Amortizations and provisions (Section 63 accounts)

Amortizations are the depreciation of the investments in the current financial year. All investments in the country offices are fully amortised in the year of the purchase. Investments in the head office are amortised over various years, in accordance with the amortisation periods laid down by the Board of Directors.

This item includes a number of provisions for risks and costs. Most of these provisions are related to events taking place in our offices in the South.

Other operating expenses (Section 64 accounts)

The major component of this item is, regarding the country offices, the payments to the various partners in the South. For the head offices, these are direct payments to international networks.

1.2.2. Revenue

Operating income (Section 70-74 accounts)

In the consolidated profit and loss account, all of the organisation's ordinary revenues are included in this item. As of this year, we are making a distinction between 3 categories: "Subsidies", "Donations, bequests and membership fees" and "Other operating income". Most revenues intended for the countries are collected via the head office. A number of minor payments from foundations or subsidy providers are paid directly to the regional office, however, without passing through the head office. You can find more details about the revenues in chapter 1.1.

2. BALANCE SHEET

The Vredeseilanden balance sheet can be found in attachment b. The balance sheet contains 4 major categories, which will be briefly discussed below. This balance sheet refers to the head office, as well as to the regional offices in the South.

2.1. Fixed assets

Material Fixed Assets

For the head office, we mainly find the building in the Blijde Inkomststraat under this heading, which houses the Vredeseilanden offices. In addition, the material assets contain numerous small items, mainly IT equipment and furniture.

For the regional offices, this category is empty, as the office space is rented. Because of the applicable subsidy rules, the local investments are fully amortised in the year of purchase. For this reason, they do not occur in this summarised balance sheet.

Material fixed assets

The majority of this heading consists of our shares in Alterfin cvba, a cooperative company granting loans to micro-financing organisations and fair-trade companies. The annual dividend we receive as a result of this investment is always converted into extra shares.

Furthermore, we have our share in NewB cvba, a cooperative society that focuses on setting up a new cooperative bank in Belgium, and we have a number of pledges for lease contracts, mainly in the countries.

2.2. Current assets

Stocks

This item includes the stocks of campaign materials at the head office. The value of these stocks has increased considerably compared to last year since we bought campaign materials for several years on end in the South.

Financial investments and liquid assets

The majority of the investments and liquid assets are held in accounts at the Triodos Bank. This is the consequence of a decision by the Board of Directors to invest our resources as ethically as possible. For our daily transactions we continue to work with the major Belgian banks, however, because there is no real ethical alternative.

In the regional offices in the South there are at times also a lot of liquid assets present. Especially since 2011 was the first year of a brand-new three-year programme.

Accruals and deferrals

This item consists of a number of revenues for 2011 which we have not received yet on 31/12/11. The main part consists of a subsidy of the Province of Flemish Brabant that we have already paid to the South but that we have not received yet.

2.3. Equity

The equity of Vredeseilanden vzw consists of various parts. After closing the financial year 2009, a new division of the equity was used. We check the different items each year and we make the necessary adjustments.

Social Reserve

It goes without saying that our organisation needs to have a sufficiently large social fund to ensure that in times of grave crisis, we can let go of a large number of employees in an acceptable fashion. The amount of this social reserve has to be updated annually, at the closing of the financial year and appropriation of the result, on the basis of the actual staff costs of the previous year. The social fund was updated as per 31/12/2011.

Provision for material fixed assets

Our balance sheet includes a major material fixed assets. This fixed asset is our building in Leuven of which Vredeseilanden is the full owner. This building is essential for the organisation's operations. If we would not have these fixed assets, our operations would become significantly more difficult. It is therefore essential to cover these fixed assets with equity. Since the building's value has increased considerably after the investments made in 2011, the necessary coverage of the tangible assets rose as well, which was at the expense of the other reserves.

Working capital

Our organisation greatly depends on subsidies. It sometimes takes a while getting these subsidies paid. It is common that the government is some 3 months late in paying subsidies. This applies to both the DGD programme and the various cases of the BFVZ (Belgian Fund for Food security).

Vredeseilanden must be capable of continuing its activities during this period and to provide advances to cover, at least, staff and fixed costs. Moreover, the activities in the South should also continue as normally as possible during such a period. The South should not be the victim of the Belgian Government's payments being 3 months overdue.

Literature tells us that it is common for an organisation to ensure that it can survive for 12 weeks without revenues and to have working capital available during that period. As the payments from the Belgian government, as standard, are between 10 and 12 weeks overdue, a margin of 12 weeks may seem slightly limited, but as our campaign takes place in January, this rather limited margin is compensated for.

We may assume that the social fund is de facto available as working capital, but it is too small to cover the full 12 week period need for working capital. Therefore additional working capital is provided for.

Other dedicated funds

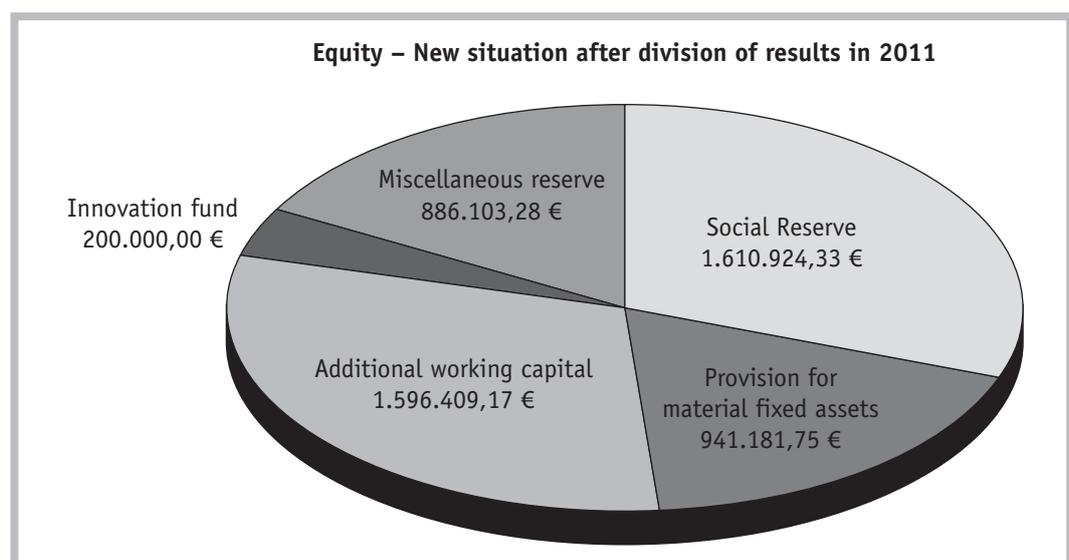
If necessary, for other specific situations, a dedicated fund may be set up. The investment fund is such an instrument. Currently, there is no need to create other similar dedicated funds.

Non-allocated equity

The difference between the current equity, the provision for the material fixed assets, the investment fund and the working capital is the non-allocated equity. It is a "miscellaneous reserve", available for the organisation to use. This other reserve changes considerably: the balance of the investment fund is now added but on the other hand, an important part of this other reserve is intended to cover the tangible assets.

Furthermore, some offices in the South have a small amount of equity. This equity results from various local proceeds (no subsidies) which have been accumulated in the past.

The equity looks as follows:



2.3.1. Innovation fund

Enterprising farmers' organisations that want to work in the so-called 'modern markets' must be able to quickly and flexibly respond to changes and opportunities. So Vredeseilanden must be able to finance certain activities which are not part of the long-term programme in an equally flexible way. Therefore, the General Assembly of June 2011 decided to give the existing "innovation fund" a new interpretation and to annually spend 200,000 EUR on it. This fund is entirely financed with equity. In 2011, we spent 91,853 EUR on innovative projects as from June onwards. In 2012, we strive for the full 200,000 EUR.

2.3.2. Investment fund

The investment fund is an important part of the considerable bequest that Vredeseilanden received a few years ago and that was set aside by the General Assembly for specific projects, actions and activities for which we do not immediately have financing and which must allow us to considerably improve the quality in our North and South programme. We annually present a budget to the General Assembly and we annually present the settlement of the accounts of the previous year. When closing the financial year 2011, the investment fund will be closed.

INVESTMENT FUND	Total budget in 2006	Balance available after 2010	Expenses 2011	Balance available on 31/12/11
Organisational Capacity Assessment	65,000	-2,101		-2,101
Competence development	180,000	147,628	11,873	135,755
Brand development				
Extra fundraising actions	747,500	191,398		191,398
Supermarket action	100,146	37,805		37,805
Major Donor programme		-86,517		-86,517
Culture (Youkali vzw)	100,000	17,500		17,500
Innovation project	100,000	78,915		78,915
South Studies	127,500	32,715		32,715
Structural adjustments South	217,500	-25,453		-25,453
Environmental actions		-10,000		-10,000
Development and supervision				
HR manuals RO		-82,093		-82,093
Not assigned	262,354	262,354		262,354
TOTAL EXPENSES	1,900,000	562,151	11,873	550,278

The amount spent in 2011 (11,873 EUR) is taken out of the capital and reserves after approval by the General Assembly. After approval by the General Assembly, the balance will also be added to the other reserve after closing the financial year 2011.

2.4. Provisions

This category includes a number of provisions for a number of social and fiscal disputes ongoing in a number of countries and, on the other hand, a major provision if subsidies need to be refunded to the Belgian federal government (DGD). The category of provisions has decreased slightly compared to last year. This year, we were able to take back a number of provisions for fiscal disputes in Ecuador and for bad debts in Tanzania. However, we did create a new provision for having underestimated social obligations in Congo and for theft in Uganda.

Furthermore, in numerous regions in the South there exist provisions to meet the local social requirements regarding ending contracts or pensions.

2.5. Creditors

If we compare the debts with the balance sheet total value, we notice that they are limited. The head office has an important debt to DGD.

This is the balance of the 2008-10 programme which was only claimed by DGD in the beginning of 2012. In May 2012, this debt was paid. Furthermore, there are some debts concerning suppliers and some debts concerning social security. In the different countries we can also find a few debts concerning suppliers or social security. Vredeseilanden does not have any current bank credits.

2.6. Accruals and deferrals

Here we find the subsidies which have not yet been spent on 31st December and that were therefore transferred to 2012. This mainly includes the funds of the BFVZ that arrived in December 2011, as well as the amounts of the DGD programme 2011-13 that have not been spent.

Appendix a: CONSOLIDATED PROFIT & LOSS ACCOUNT 2011

	INTEGRATED TOTAL	HEAD OFFICE	
	2011	2011	
Codes	Euro	Euro	
I Operating income			
D1. Subsidies			
D2. Membership fees, donations, bequests			
E. Other company revenues			
II Operating charges			
B. Services and diverse goods			
C. Remunerations, social security costs and pensions			
D. Depreciation of and other amounts written off on formation expenses, intangible and tangible fixed assets			
F. Increase (+); Decrease (-) in provisions for risks and charges			
G. Other operating charges			
III Operating profit (+)			
Operating loss (-)			
IV Financial income			
B. Income from current assets			
C. Other financial income			
V Financial charges			
C. Other financial charges			
VI Profit on ordinary activities (+)			
Loss on ordinary activities (-)			
VII Extraordinary income			
A. Extraordinary depreciation and other amounts written off on formation expenses, intangible and tangible assets			
B. Extraordinary amounts written off on financial fixed assets			
C. Extraordinary provisions			
D. Gain on disposal of fixed assets			
E. Other extraordinary costs			
VIII Extraordinary charges			
E. Other extraordinary charges			
IX Profit of the fiscal year (+)			
Loss of the fiscal year (-)			
<i>CTA to be incl. in fin. result (diff. average-closing rate on current year result)</i>			
<i>CTA to be incl. in fin. result (diff. average-closing rate on current year result)</i>			
<i>CTA to be incl. in fin. result (diff. average-closing rate on current year result)</i>			
Profit (+) / loss (-) of the fiscal year			

	INTEGRATED TOTAL	HEAD OFFICE	
	2011	2011	
Codes	Euro	Euro	
70/74	12,385,307	12,695,758	
73	10,487,995	10,816,135	
73	1,711,506	1,711,506	
74	185,807	168,118	
60/64	12,577,594	12,821,107	
61	3,253,502	1,476,768	
62	4,599,700	3,060,208	
630	197,338	92,890	
635/8	59,505	14,135	
640/8	4,467,549	8,177,105	
70/64	0	0	
64/70	-192,287	-125,349	
75	95,660	89,958	
751	89,958	89,958	
752/9	5,702	0	
65	14,173	7,928	
652/9	14,173	7,928	
70/65	-110,800	-43,319	
65/70	-110,800	-43,319	
76	28,742	0	
760	0		
761	0		
762	0		
763	3,015		
764/9	25,727		
66	5,014	0	
664/8	5,014		
70/66			
66/70	-87,073	-43,319	
	49,773	-299	
	-1,112		
	-2,666		
	-41,078	-43,619	

	BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
	2011	2011	2011	2011	2011	2011	2011	2011	2011
	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
	639,059	493,907	1,018,996	812,544	2,092,442	682,310	803,354	305,119	932,709
	637,422	493,907	1,018,523	810,629	2,088,789	678,565	802,505	305,078	927,334
	0	0	0	0	0	0	0	0	0
	1,638	0	473	1,915	3,653	3,745	849	42	5,375
	639,175	493,907	1,001,935	899,261	2,082,178	682,224	805,482	307,495	938,387
	238,499	162,629	464,892	205,593	202,289	112,607	95,749	74,573	219,902
	172,502	137,870	235,857	241,753	114,415	165,256	185,705	113,457	204,615
	3,949	4,283	8,422	35,679	43,757	2,137	1,783	913	3,524
	0	0	0	0	0	0	0	0	13,432
	224,226	189,124	292,765	416,236	1,721,717	402,224	522,245	118,551	496,914
	0	0	17,060	0	10,264	86	0	0	0
	-116	0	0	-86,717	0	0	-2,128	-2,376	-5,678
	116	0	0	0	0	1,269	1,539	2,779	0
	0	0	0	0	0	0	0	0	0
	116	0	0	0	0	1,269	1,539	2,779	0
	0	0	0	0	0	5,827	0	419	0
	0	0	0	0	0	5,827	0	419	0
	0	0	17,060	0	10,264	0	0	0	0
	0	0	0	-86,717	0	-4,472	-589	-15	-5,678
	0	0	2,075	26,651	0	0	0	15	0
			2,075	924				15	
				25,727		0			
	0	0	0	0	0	5,014	0	0	0
						5,014			
	0	0	19,135	0	10,264	0	0	0	0
	0	0	0	-60,066	0	-9,486	-589	0	-5,678
			-19,136	60,066	-6,611	9,486	589		5,678
			-3,188		-129	218	1,177		810
					0				
	0	0	-3,188	0	3,524	218	1,177	0	810

Appendix b: THE BALANCE AS OF 31/12/2011

ASSETS

FIXED ASSETS

III Tangible fixed assets

A. Land and buildings

1. In full property

B. Plant, machinery and equipment

1. In full property

C. Furniture and vehicles

1. In full property

IV Financial fixed assets

C. Other financial fixed assets

1. Shares

2. Receivables and guarantees in cash

CURRENT ASSETS

V Amounts receivable after more than one year

B. Other amounts receivable

VI Stocks and contracts in progress

A. Stocks

4. Goods purchased for resale

VII Amounts receivable within one year

A. Receivables

B. Other amounts receivable

VIII Investments

IX Cash at bank and in hand

X Deferred charges and accrued income

TOTAL ASSETS

	INTEGRATED TOTAL	HEAD OFFICE
	2011	2011
Codes	Euro	Euro
20/28	1,014,739.33	997,243.16
22/27	941,181.75	941,181.75
22	907,541.56	907,541.56
22/91	907,541.56	907,541.56
23	29,230.45	29,230.45
231	29,230.45	29,230.45
24	4,409.74	4,409.74
241	4,409.74	4,409.74
28	73,057.58	56,061.41
284/8	73,057.58	56,061.41
284	50,500.00	50,500.00
285/8	22,557.58	5,561.41
29/58	8,406,016.87	6,758,627.40
29	32,492.27	1,000.00
291	32,492.27	1,000.00
30	169,759.00	169,759.00
30/36	169,759.00	169,759.00
34	169,759.00	169,759.00
40/41	131,331.06	5,951.16
40		
41	131,331.06	5,951.16
50/53	5,398,144.21	5,328,830.70
54/58	2,367,809.79	1,101,247.93
490/1	306,480.54	151,838.61
20/58	9,420,256.20	7,755,870.56

	BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
	2011	2011	2011	2011	2011	2011	2011	2011	2011
	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
	15,229.41	1,696.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	15,299.41	1,696.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	15,299.41	1,696.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	15,299.41	1,696.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	98,369.24	99,795.36	78,788.83	300,958.14	170,299.51	122,534.07	390,341.30	154,448.05	285,149.93
	0.00	0.00	0.00	0.00	0.00	31,492.27	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	31,492.27	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	10,433.70	27,228.48	5,624.06	38,224.26	65,942.61	10,230.94	1,855.21	3,469.78	15,665.82
	10,433.70	27,228.48	5,624.06	38,224.26	65,942.61	10,230.94	1,855.21	3,469.78	15,665.82
	0.00	0.00	0.00	0.00	0.00	69,313.51	0.00	0.00	0.00
	87,935.54	72,566.88	60,975.32	240,252.46	104,356.90	11,497.35	300,830.15	148,760.39	239,386.87
	0.00	0.00	12,189.45	22,481.42	0.00	0.00	87,655.94	2,217.88	30,097.24
	113,668.65	101,492.12	78,788.83	300,958.14	170,299.51	122,534.07	390,341.30	154,448.05	285,149.93

LIABILITIES**EQUITY****I Funds**

A. Starting funds

IV Reserves**V Profit carried forward (+) / Loss carried forward (-)**

Result of the fiscal year head office

PROVISIONS**VII A. Provisions for liabilities and charges**

1. Pensions and similar obligations

4. Other risks and charges

B. Provisions for revocable donations and legacies**CREDITORS****VIII Amounts payable after more than one year**

A. Financial debtors

5. Other debts

B. Trade debtors

IX Amounts payable within one year

C. Trade debtors

1. Suppliers

E. Taxes, remuneration and social security

1. Taxes

2. Remuneration and social security

F. Other amounts payable

X Accrued charges and deferred income**TOTAL OF LIABILITIES**

	INTEGRATED TOTAL	HEAD OFFICE	
	2011	2011	
Codes	Euro	Euro	
10/15	5,234,618.53	5,009,211.45	
10	0.00	0.00	
100	0.00	0.00	
13	4,396,338.81	4,348,515.25	
140	879,357.60	704,314.89	
	-41,077.88	-43,618.69	
16	557,116.19	347,380.85	
160/5	427,526.36	217,791.02	
160	192,631.72	18,426.00	
163/5	234,894.64	199,365.02	
168	129,589.83	129,589.83	
17/49	3,628,521.47	2,399,278.26	
17	0.00	0.00	
170/4	0.00	0.00	
174	0.00	0.00	
175			
42/48	825,396.92	785,771.31	
44	121,319.87	137,060.91	
440/4	121,319.87	137,060.91	
45	447,158.54	413,503.34	
450/3	67,914.89	46,876.24	
454/9	379,243.65	366,627.10	
48	256,918.51	235,207.06	
492/3	2,803,124.55	1,613,506.95	
10/49	9,420,256.20	7,755,870.56	

	BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
	2011	2011	2011	2011	2011	2011	2011	2011	2011
	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
	14,982.11	12,708.68	63,665.51	0.00	5,750.39	9,520.04	51,747.26	1,429.31	65,603.78
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	22,086.12	0.00	0.00	12,069.78	13,667.66	0.00	0.00
	14,982.11	12,708.68	44,767.46	0.00	2,226.68	-2,767.42	36,902.24	1,429.31	64,793.65
		0.00	-3,188.07	0.00	3,523.71	217.68	1,177.36	0.00	810.13
	1,831.94	0.00	0.00	0.00	0.00	66,280.21	41,447.73	31,172.87	69,002.59
	1,831.94	0.00	0.00	0.00	0.00	66,280.21	41,447.73	31,172.87	69,002.59
	0.00	0.00	0.00	0.00	0.00	34,787.94	39,242.32	31,172.87	69,002.59
	1,831.94	0.00	0.00	0.00	0.00	31,492.77	2,205.41	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	96,854.59	88,783.44	15,123.32	300,958.14	164,549.12	46,733.82	297,146.31	121,845.87	150,543.56
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2,248.67	3,737.63	7,962.19	40,095.52	560.99	21,940.23	11,047.47	3,014.14	2,313.73
	0.00	0.00	7,962.19	19,673.71	0.00	99.52	5,196.07	2,308.70	2,313.73
	0.00	0.00	7,962.19	19,673.71	0.00	99.52	5,196.07	2,308.70	2,313.73
	2,248.67	3,737.63	0.00	20,421.81	47.58	642.67	5,851.40	705.44	0.00
	1,573.15	3,737.63	0.00	11,590.76	0.00	642.67	2,789.00	705.44	0.00
	675.52	0.00	0.00	8,831.05	47.58	0.00	3,062.40	0.00	0.00
	0.00	0.00	0.00	0.00	513.41	21,198.04	0.00	0.00	0.00
	94,605.92	85,045.81	7,161.13	260,862.62	163,988.13	24,793.59	286,098.84	118,831.73	148,229.83
	113,668.65	101,492.12	78,788.83	300,958.14	170,299.51	122,534.07	390,341.30	154,448.05	285,149.93

Appendix c: STATUTORY AUDITOR'S REPORT

The document below is only for information purposes, and it is not a legal translation of the original in Dutch. The original report of the Statutory Auditors can be asked for via info@vredeseilanden.be.

KPMG and Partners
Bourgetlaan 40
1130 Brussels

CLYBOUW Bedrijfsrevisoren
Oosterveldlaan 246
2610 Wilrijk (Antwerp)

REPORT OF THE STATUTORY AUDITORS TO THE GENERAL ASSEMBLY OF VREDESEILANDEN VZW ON THE ANNUAL ACCOUNTS OF THE FINANCIAL YEAR CLOSED ON 31ST DECEMBER 2011

As required by law and the articles of association, we report to you in the context of our appointment as the organisation's auditors. This report includes our opinion on the annual accounts and the required additional statements and explanations.

Statement on the annual accounts without reservations

We have audited the annual accounts of the Vredeseilanden VZW for the financial year closed on 31st December 2011, prepared in accordance with the accounting standards applicable in Belgium, with a balance sheet value of € 9,420,256 and with a profit-and-loss account that shows a loss for the financial year of € 41,078.

The organisation's executive committee is responsible for preparing the annual accounts. This responsibility includes: designing, implementing and maintaining an internal control on the preparation and fair presentation of the annual accounts so they are free from material misstatements, whether due to fraud or error; selecting and applying appropriate valuation rules; and making accounting estimates that are reasonable given the circumstances.

Our responsibility is to express an opinion about these annual accounts based on our audit. We conducted our audit in accordance with the legal requirements applicable in Belgium and with Belgian auditing standards, as issued by the "Instituut der Bedrijfsrevisoren". Those auditing standards require that we plan and perform the audit to obtain reasonable assurance about whether the annual accounts are free of material misstatements.

In accordance with these auditing standards, we have carried out procedures to obtain audit evidence about the amounts and explanations in the annual accounts. The selection of these procedures depends on our judgment, which includes an assessment of the risk that the annual accounts contain material misstatements, whether due to fraud or error. In making those risk assessments, we have considered the organisation's internal control on the preparation and fair presentation of the annual accounts, in order to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organisation's internal control. We have also evaluated the appropriateness of the valuation rules used and the reasonableness of the accounting estimates made by the organisation, as well as the presentation of the annual accounts taken as a whole. Finally, we have obtained from the executive committee and of the persons in charge of the organisation the explanations and information necessary for our audit. We believe that the audit evidence we have obtained provides a reasonable basis for our opinion.

*Report of the Statutory Auditors to the General Assembly of
Vredeseilanden VZW on the annual accounts of the financial year
closed on 31st December 2011*

In our opinion, the annual accounts closed on 31st December 2011 give a true view of the organisation's equity, financial position and results, in accordance with the accounting standards applicable in Belgium.

Additional statement and explanation

The organisation's executive committee is in charge of complying with the Act of 27th June 1921 regarding non-profit organisations, international non-profit organisations and foundations; as well as with the articles of association.

Our responsibility is to include in our report the following additional statements and explanations, which do not have any effect on our opinion about the annual accounts:

- Without prejudice to formal aspects of minor importance, the accounting has been done in accordance with the legal and administrative regulations applicable in Belgium.
- Although the executive committee has submitted an annual report, we are unable to make any statements thereon, since this does not form part of the statutory duty of the auditors of associations and foundations.
- As was the case in previous years, the transactions of local Vredeseilanden committees (i.e. in Flanders) have not been included in the organisation's accounts.
- We do not have to inform you of any transactions done or any decisions taken, which are in breach of the articles of association or of the Act of 27th June 1921 regarding non-profit organisations, international non-profit organisations and foundations.

Brussels, 11th June 2011

Supervisory Board

KPMG and Partners
represented by Luc Vleck
statutory auditor

Clybouw Bedrijfsrevisoren
represented by André Clybouw
statutory auditor

Appendix d: LIST OF DONORS*

Donor	Amount
DGD South	5.019.191
Belgian Fund for Food Security	1.223.039
DGD North	1.059.263
IFDC	727.628
Cordaid	575.000
DGD Synergy	339.840
11.11.11	267.083
Misereor	157.217
Vais	138.358
Towns and Communes	77.334
Zuiddag (South Day)	46.105
Gilles Foundation	45.242
Welthaus	45.000
Province West Flanders	43.836
King Baudouin Foundation	30.000
Fondation de France	28.500
BTC	25.510
EU	25.041
Talitha Koum	25.000
Leefmilieu Brussel – BIM	22.954
PSO	13.283
Province Flemish Brabant	12.500
Ommerstein Foundation	10.000
Poddo	10.000
Province Limburg	8.000
Province Antwerp	6.205
Coprogram	4.000
Fortis Foundation	4.000
SOS Faim	4.000
Ileia	3.627
Province East Flanders	3.000
Eandis	2.004
Netwerk Bewust Verbruiken	1.261

* This list contains all amounts that we received in our accounts in 2011. The total amounts therefore do not necessarily correspond to the total amounts in our profit and loss account, since some subsidies are destined for a previous or a following financial year.

Appendix e: LIST OF TOWNS*

Town	Amount
Aalst	3.669,50
Aartselaar	5.500,00
Antwerpen	5.000,00
Bierbeek	2.000,00
De Pinte	300,00
Diest	3.063,80
Eeklo	2.500,00
Genk	2.183,57
Grimbergen	4.854,00
Halle	6.092,37
Herent	100,00
Heusden Zolder	3.000,00
Holsbeek	1.200,00
Laarne	1.500,00
Lanaken	800,00
Lubbeek	1.571,42
Maasmechelen	2.026,50
Malle	2.000,00
Mechelen	1.700,00
Merelbeke	1.571,00
Mol	1.853,20
Mortsel	8.192,11
Nijlen	2.500,00
Oostende	4.500,00
Oud-Heverlee	1.900,00
Rotselaar	2.500,00
Schelle	168,50
Tessenderlo	1.500,00
Tienen	793,00
Wichelen	345,00
Zele	400,00
Zottegem	2.000,00
Zuienkerke	50,00

Appendix f: IN-KIND DONATIONS

We would like to thank everyone who sponsored, accompanied and supported the renovation of our head office:

- **Robin Von Winckelmann**, architect
- **Geert Moors**, main contractor
- **Christ'l Joris en Jan Vanderveken**, **Etap Lighting**, for our lighting system
- **Patrick Verret**, **Cisco Systems Belgium**, for equipping our office with IP communication
- **Antoine Meunier**, **Dimension Data**, for supporting the Cisco materiaal
- **Ine Schels**, **The Solarcompany**, for the solar panels
- **JDM Software**, for the free software and licences for the broadcasting system.

Boma Cleaning Products provides our head office for years now with all the necessary cleaning products.

As part of the Mobistar Charity Day, the marketing experts of **Mobistar** provided us with a full day of free advice about fundraising and communication.

The law firm **Eubelius** gave us expert legal advice in our lawsuit against M. Debels. They also supported us to set up Kuota, the new investment fund.

The communication agency **Boondoggle** supported us when developing our campaign and communication strategies in Flanders.

GRI 3.1 Content Index – NGO Sector Supplement – Application Level B

Application level B

Assured by: Muriel de Pauw

VRR: Vredeseilanden’s Rules and Regulations, to be found on www.vredeseilanden.be/missie (Flemish only)

Standard Disclosures Part 1: Profile disclosures

Profile disclosures	Description	Page	Reason for omission
1.	Strategy and analysis		
1.1	Statement from the Director	3, 15	
1.2	Description of key impacts, risks and opportunities	3-4, 18, 69, 73	
2.	Organisational profile		
2.1	Name of the organisation	front page	
2.2	Primary activities	9	
2.3	Operational structure of the organisation	51	
2.4	Location of the organisation’s headquarters	100	
2.5	Number and name of countries where the organisation operates	25	
2.6	Nature of ownership and legal form	100	
2.7	Target audience and affected stakeholders	10, 26-44	
2.8	Scale of the organisation (employees, volunteers, total income, scope and scale of activities)	58, 74, 25	
2.9	Significant changes during the reporting period regarding size, structure or ownership	/	No changes
2.10	Awards received during the reporting period	3, 7	
3.	Report parameters		
3.1	Reporting period	100	
3.2	Date of most recent previous report	100	
3.3	Reporting cycle	100	
3.4	Contact point for questions	100	
3.5	Process for defining report content	5	
3.6	Boundary of the report	6	
3.7	State any specific limitations on the scope or boundary of the report	6	
3.8	Basis for reporting on joint ventures and outsourced operations	10, 12	
3.9	Date measurement techniques and the bases of calculations	16, 58, 65	
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reason for such re-statements	/	No re-statements made
3.11	Significant changes from previous reporting periods in the scope, boundary or measurements methods applied in the report	6	
3.12	GRI content index	95	
3.13	Policy and current practice with regard to seeking external assurance for the report	5	
4.	Governance, commitments and engagement		
4.1	Governance structure of the organisation	51-53	
4.2	Indicate whether the Chair of the highest governance body is also an executive office	52	
4.3	Number of members of the highest governance body that are non-executive members	52	
4.4	Mechanisms for internal stakeholders and employees to provide recommendations to the highest governance body	51, 52, 54	
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives and the organisation’s performance	52, 59	
4.6	Processes in place for the highest governance body to ensure conflicts of interests are avoided	VRR 11	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body	VRR 11-12	

Profile disclosures	Description	Page	Reason for omission
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	VRR 4	
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles	VRR 6-12	
4.10	Processes for evaluating the highest governance body's own performance	VRR 10	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	15-16, 52	
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	52, 53, 70	
4.13	Memberships in associations, coalitions and alliance memberships, and/or national/international advocacy organisations	12	
4.14	List of stakeholder groups engaged by the organisation	10-13, 26-44	
4.15	Basis for identification and selection of stakeholders with whom to engage	10-13	The basis for the identification of stakeholders will be redefined in 2012, when developing the new policy plan
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	16, 51-54 VRR 5-8	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded	18-22	
Standard Disclosures Part 2: Disclosures on Management Approach (DMAs)			
DMAs	Description	Page	Remarks
DMA PE	Management Approach on Program Effectiveness	15-16, 23-25	
DMA EC	Management Approach on Economic Aspects	69-71, 76	
DMA EN	Management Approach on Environmental Aspects	61-62, 65	
DMA LA	Management Approach on Labour Aspects	55-57, 59	
DMA HR	Management Approach on Human Rights Aspects	56	
DMA SO	Disclosure on Management Approach on Society Aspects	25	
DMA PR	Disclosure on Management Approach on Product Responsibility	70	
Standard Disclosures Part 3: Performance Indicators			
Program effectiveness			
Indicator	Description	Page	Remarks
NG01	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs	23, 54	
NG02	Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies	23	
NG03	System for program monitoring, evaluation and learning, resulting changes to program and how they are communicated	16-22, 23	
NG04	Measures to integrate gender and diversity into program design and implementation and the monitoring, evaluation and learning cycle	10, 21, 23	
NG05	Process to formulate, communicate, implement and change advocacy positions and public awareness campaigns	25, 49-50	

Economic indicators			
Indicator	Description	Page	Remarks
NG07	Resource allocation	74, 76	
NG08	Sources of funding by category and five largest donors and monetary value of their contribution	77-78, 92	
EC1	Direct economic value generated and distributed by the organisation	84-85	
EC4	Significant financial support received from government	75, 77	
EC7	Procedures for local hiring and proportion of senior management hired from the local community	58	Proportion of locally hired senior management will be integrated in the next annual report
Environmental indicators			
Indicator	Description	Page	Remarks
EN1	Materials used by weight or volume	63, 66-67	
EN2	Percentage of materials used that are recycled input materials	63, 66-67	
EN3	Direct energy consumption by primary energy source	64, 66-67	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	61-62, 66-67	Initiatives of some offices in the South need to be clarified
EN8	Total water withdrawal by source	63, 66-67	
EN22	Total weight of waste by type and disposal method	63, 66-67	Data are not available for all offices in the South
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	71	
EN29	Significant environmental impacts of transporting members of the workforce	64, 66-67	
Labour indicators			
Indicator	Description	Page	Remarks
LA1	Total workforce, including volunteers, by employment type, employment contract and region	58, 60	Breakdown by employment type, employment contract and region will be integrated in the next annual report
LA2	Total number and rate of employee turnover by age group, gender and region	58	Data concerning offices in the South and the breakdown by age group, gender and region will be integrated in the next annual report
LA3	Benefits provided to full-time employees that are not provided to temporary or parttime employees	59	
NG09	Mechanisms for workforce feedback and complaints and their resolution	56	
LA4	Percentage of employees covered by collective bargaining agreements	59	
LA7	Rates of injury, occupational diseases, lost days and absenteeism and total number of work-related fatalities by region	56	Data concerning offices in the South will be integrated in the next annual report

Indicator	Description	Page	Remarks
LA8	Education, training, counselling, prevention and risk-control programs in place to assist workforce members, their families, volunteers or community members regarding serious diseases	56	
LA10	Average hours of training per year per employee by employee category	55	Data concerning offices in the South and the breakdown by employee category will be integrated in the next annual report
LA11	Programs for skill management and lifelong learning that support the continued employability of employees and assist them in managing career endings	55	
LA12	Percentage of employees receiving regular performance and career development reviews	55	
LA14	Ratio of basic-salary of men to women by employee category	59	
Human rights			
Indicator	Description	Page	Remarks
HR4	Total number of incidents of discrimination and actions taken	56	
Society			
Indicator	Description	Page	Remarks
S02	Percentage and total number of programs analyzed for risks related to corruption	52, 71	Is part of the KPMG-audits
S04	Actions taken in response to incidents of corruption	52	
S05	Public policy positions and participation in public policy development and lobbying	32, 39-40, 49-50	
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions	100	
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	71	
Product responsibility			
Indicator	Description	Page	Remarks
PR6	Programs for adherence to laws, standards and voluntary codes related to fundraising and marketing communications	70	
PR8	Total received complaints concerning violation of customer privacy and loss of customer data	70	



COLOPHON

For general questions on this annual report, please contact:

Nele Claeys
Head of the Communication Department
016/31 65 80
nele.claeys@vredeseilanden.be

For specific questions on the financial report, please contact:

Kris Goossenaerts
Head of the Finances Department
016/31 65 80
kris.goossenaerts@vredeseilanden.be

For questions related to the GRI indicators in this report, please contact

Muriel Depauw
Consultant
muriel_depauw@hotmail.com

Vredeseilanden vzw

Blijde Inkomststraat 50
3000 Leuven
www.vredeseilanden.be
info@vredeseilanden.be

Vredeseilanden is a Belgian independent, pluralistic non-governmental organisation. We are member of 11.11.11, the umbrella organisation of the Flemish North-South movement.

This report was published in June 2012 and treats the calendar year 2011. The previous report was on calendar year 2010. The reports are drawn up every year and discuss the global activities of Vredeseilanden in Belgium and overseas countries as mentioned on page 25, unless otherwise stated.



You have the right to information. This means that donors, employees en staff members are yearly informed about the destination of the collected funds for Vredeseilanden, in the form of this report.



vredeseilanden



© Tim De Weerd

Vredeseilanden vzw | Blijde Inkomststraat 50 | 3000 Leuven
Tel. 016-31 65 80 | info@vredeseilanden | www.vredeseilanden.be