



A better
deal for
farmers



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Vredeseilanden vzw Annual Report 2014

Vredeseilanden vzw

Annual Report 2014

A better deal for farmers

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Introduction

Towards sustainable development goals

It's a long time ago since I was last so impressed by a woman. And yet, I meet plenty of strong women in my life. However, meeting Amina Mohammed on April 1, 2015, was a highlight. This woman is Nigerian, mother of six and Special Representative to the United Nations for the Post 2015 targets.

Remember? In 2000 we all agreed that by 2015 we would ban extreme poverty and hunger from the world, drastically reduce child mortality, allow all children to attend primary school, fight ugly diseases like HIV/Aids... We notified politicians and the world that "Time is Running" and set up campaigns.

Admitted, there are some results. Fortunately. The number of extremely poor people was cut in half. Now, 18% of the world population lives in extreme poverty. But when we lay the fixed limit for 'extreme poverty' at two dollars per day instead of the current 1.25 dollars, then we are back to the 36% we wanted to cut in half in 2000. And let's admit: two dollars per day to feed your family, send your kids to school, travel, buy electricity,... it's still awfully little.

Also: 90% of the kids attend primary school, compared to 80% in 1990. And yet, still 58 million children don't go to school; especially in conflict areas the situation is harrowing. Almost as many girls as boys go to primary school: that is progress. However, nothing is said

about the quality of education. The decrease of maternal and child mortality was not achieved. There is improvement, though.

Amina Mohammed was appointed by Ban Ki Moon to put the sequel on the Millennium goals on the agenda of governments and NGOs. They are the 'Sustainable Development Goals'. Point of departure is that we are all together in the same tub. Poverty is a problem in North and South; the inequality between poor and rich increases everywhere; climate change affects us all – and all these problems hook into each other. We are living in a complex, globalised world. For this reason, Amina Mohammed calls for an integrated agenda: economic objectives

go hand in hand with environmental goals and social policy. Thereto, a framework of 17 objectives has been established. However, the overriding goal is that we must invest in a global world where there is prosperity and peace for everyone. Governments are essential but also other stakeholders need to show up: companies, academics, trade unions,... And we will have to collaborate in order to make the difference. I admit: her call sounded 100 times more powerful than what I can describe here.

It also sounded like music to my ears when she said: No Charity. We're done with the assistance logic, which is still too much reflected in the Millennium Goals. Of course we need financial resources to achieve a similar ambitious agenda, but those cannot come only from Development Cooperation. Trade, taxation, agriculture, foreign

affairs and economy are departments that will all have to contribute to those Sustainable Development Goals.

In fact, however, this is largely the same message as conveyed by Vredeseilanden. Three years ago we ourselves already wrote in an opinion article: "We don't need more or less Development Cooperation. We mainly need more cooperation for sustainable development. Not the financial transfer from North to South has to get the first spot, but solutions that bring prosperity within reach of everybody, within the boundaries of the planet." NGOs will have to reinvent themselves. So will Vredeseilanden. More than ever we will have to be a game maker in broader cooperations with governments, universities, farmers organisations and companies, to fix the problems in specific agricultural chains like rice, coffee, cocoa, but starting

from these experiences we also have to put positive pressure on all parties concerned, to achieve a faster progress than can be realized by Development Cooperation only.

At the end of her speech, Amina Mohammed made a call for us to take action. Everyone in his or her own way. By letting your voice be heard through social media, through NGOs, through who you are, what you do, what you consume. Think global, act local. What a woman.

I hope to meet you at one of your or my actions.



Marianne Vergeyle
director Vredeseilanden



Vredeseilanden is a Belgian NGO that enables and supports smallholder farmers to take up their role in rural poverty alleviation and to contribute to feeding a growing world population in a sustainable way. We support our partner organisations through 8 Vredeseilanden Country Offices (VECOs). That is why, outside Belgium, the organisation is mainly known as VECO. In this annual report, we use both.



About this report

This annual report covers the calendar year 2014 and was published on the Vredeseilanden website after approval by the General Assembly on June 13, 2015. Like every year, we combine our annual report with sustainability

reporting and we report on all the 15 countries where Vredeseilanden is active (in Belgium and in Africa, Latin-America and Asia - see list on page 15).

Sustainability reporting in accordance with the Global Reporting Initiative

For the sixth year in a row, 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)

Vredeseilanden was one of the NGO pioneers in Belgium to follow the GRI criteria in its annual report, and last year we were rewarded for that: our annual report 2013 won the award for the best Belgian Sustainability Report in, the category NGOs. The prize was awarded by the

Institute of Company Auditors.
(www.bestbelgiansustainabilityreport.be)

In our reporting we take into account the special GRI indicators for the NGO sector. That means focusing specifically on the public's growing demand for accountability and reporting in a transparent manner on how the public and private donations are spent. At the same time GRI's basic philosophy is maintained and NGOs are also required to report on the positive and negative impacts of their activities at the economic, social and environmental levels.

G4 and the involvement of our stakeholders

Two years ago we asked 20 people from our various stakeholder groups to give us feedback on our integrated annual report. In general, they reacted very positively and noted no major gaps. A number of people requested a better description of our programme strategy. Since last year we mention this extensively in our annual report.

This year we reported for the first time according to the G4 standard. However, we still haven't performed an exercise together with our shareholders to determine the most relevant aspects for Vredeseilanden about which we want to report in the coming years. We plan to do so for the General Assembly of June 2015, as our various stakeholder groups (see list on page 11) are represented there. The Specific Disclosures we retained in this annual

report were chosen with a representative group of colleagues from all departments and management of the head office, based on questions we had received from certain stakeholders in the course of this year, and based on existing projects and improvement tracks we had already defined, e.g. within our pathway around sustainability (see page 20).

As this is the first step towards a complete switch-over to the G4 standard for us, we did not seek external validation for this report and opted for the 'in accordance - core'. In GRI jargon this means that we will only report on core indicators and will treat at least one indicator per 'material' aspect. The complete list of GRI indicators is included at the end of this report (page 77).



Chapter 1: Highlights of 2014

THIS WAS 2014 ...

- The average age of farmers worldwide is shifting towards 60 years. If we want to guarantee the future of our food supply, then we must ensure that young people continue to see a future in agriculture. In our operations in the Andes and in Indonesia, young people have become important stakeholders. Also in Central America we pay more attention to the younger generations. *Read more on page 21.*
- Colleagues and representatives of partner organisations from West Africa participated in the international rice congress in Thailand. Afterwards, together with their Indonesian colleagues, they visited a Thai organisation of organic rice producers. *Read more on page 63.*
- Ecuador's Ministry of Foreign Trade sent a letter to thank the VECO team for its contribution to the national Fair Trade strategy. A special tax system is developed for organisations of small scale farmers, and getting access to credit is now easier for them.
- In Indonesia, VECO signed a Memorandum of Understanding with the Bank of East Nusa Tenggara (on the island of Flores). This Memorandum is a milestone in the operations of farmers' organisations: they have a far more easy access to credits for working capital now.
- On March 15, the coffee programme in East Congo was officially started, in the presence of the main donor: the Common Fund for Commodities. Objective of the entire programme? Boost the quality of the coffee and establish four new cooperations to serve the demanding export markets. One year later, one cooperation's coffee earns the top prize at the Taste of Harvest competition.
- VECO is internationally acknowledged for its expertise. In June we were invited by the Sustainable Food Lab to present the cooperation in the asparagus chain between REOPA, Colruyt Group, Noliko, Gandules and VECO on their conference in Peru. In October, VECO moderated a debate about inclusive trade relations on the WTO Public Forum in Geneva. *Read more on the asparagus case on page 29.*
- The Bill & Melinda Gates Foundation selected us to develop a new framework to measure the relationships between farmers' organisations and companies, by using the SenseMaker method. We tested the method in Indonesia and Senegal. *Read more on page 23.*
- After Senegal, Benin and Nicaragua, the fundraising event 'Vredes-eilanden Classics' found a new destination for its mountainbikers: the Indonesian island of Sulawesi. Sponsor money from (sportive) events constitutes an ever growing part of VECO's revenues. *Read more on page 53.*
- In Belgium we launched our new multi-year campaign *#SavetheFood* *ture*. In the first year we stressed the growing scarcity of resources in the agricultural sector. How can we safeguard the future of our food and of millions of farming families? With this story we toured around. Dominique Persoone, master chocolate maker was the ambassador of our campaign. *Read more on page 31.*
- VECO, Alterfin, the King Baudouin Foundation, Louvain Coopération, SIDI and The Flemish Farmers Union together with private investors cooperated in the constitution of Kampani, a new investment fund for producers' organisations in the South. With this new investment fund we wish to provide an answer to one of the major obstacles for progress of the agricultural sector in developing countries: the lack of growth capital. The Act of Constitution was signed on February 3, 2015. www.kampani.org.
- VECO will thoroughly change its organisational structure, in order to better fulfill its role. The members of the General Assembly decided on the transition towards a network organisation. *Read more on page 35.*
- And finally: our previous annual report won the "Award for Best Belgian Sustainability Report" in the category NGOs. What does the jury say? "It is an easily readable report that shows well the impact of the organisation's activities. The jury appreciates especially the way in which VECO reports on expenditure of the money received". www.bestbelgiansustainabilityreport.be



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Dominique Persoone, master chocolate maker was the ambassador of our campaign #SaveTheFoodture in Belgium.

Chapter 2: Vredeseilanden's strategy

Ensuring a better life for farming families. Decreasing poverty in rural areas. Contributing in a sustainable way in feeding a growing world population. That is the aim of the Belgian ngo Vredeseilanden.

- This is why Vredeseilanden supports farmers (m/f) all over the world to organise themselves better in strong commercial organisations that can supply the market demand.
- This is why we cooperate with various players from agricultural chains (seeds suppliers, wholesalers, processing companies, distributors, supermarkets and consumers) and we strengthen the position of the farmers' organisations in those agricultural chains, so that they can take their future in their own hands and obtain the price their product is worth.
- This is why Vredeseilanden goes to governments and companies, to look together how their policy can create opportunities for farming families.

However... how do you start with that? That is exactly what Vredeseilanden is investigating. Always with our different stakeholders: farmers' organisations, companies, research institutions and governments. Performing market studies, organising continuous consultation, sharpening the commercial capacities of farmers' organisations, building new knowledge, convincing governments and companies of the potential of small-scale farming,...

Not only in the Africa, Latin-America and Asia, but also in Belgium, cooperation and dialogue are pivotal. With leaders from businesses, civil



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society organisations and governments, with institutional kitchens all over the country, with inspiring people who think about a different economy. For it is not enough to be solidary by helping people elsewhere in the world. Real solidarity requires a worldwide transi-

tion to a sustainable economy, with a sustainable production and consumption of food.

Thanks to the efforts of thousands of volunteers and the choices of engaged consumers, these are not merely words.

1. Structural changes and pilot projects

Our new six-years programme started in 2014. In the new programme, the structural change we aim at in a certain region will be much more central in our approach. Structural change is:

- a change in the policy of a country or region, or of a major player;
- a sustainable change;
- a change that goes beyond a concrete project with a limited group of family farmers;
- a change that is important to multiple stakeholders.

Examples are: changing the purchasing policy of a certain company, making agricultural credit in a certain country more accessible or reviving the coffee sector in a region.

These agendas for structural change are paramount as a guide. The concrete work with farmers' organisations in the various agricultural chains are then 'pilot projects': innovative projects or examples that give us evidence to achieve structural change. We differentiate between two kinds of pilot projects, each with its own, specific approach.

- Governments are faced with enormous challenges to feed their growing city populations. VECO supports the development of efficient agricultural chains and market systems, whereby farmers' organisations can provide basic food for their region. The accent is on high volumes of a certain product, low transportation expenses and a constant supply.

- In recent years, customers attach much importance to high and uniform quality and safety standards, product availability throughout the year, sustainability, traceability,... so markets and companies constantly adapt and search for more cooperation with family farmers' organisations, especially for niche products. Vredeseilanden joins the search for win-win situations and tries to make modern markets 'inclusive' for farmers' organisations (see also page 22).

In the spring of 2013, each VECO region determined its agenda for structural change and associated pilot projects. In 2014 all regions drafted a concrete action plan to realize their structural changes.

2. Our stakeholders

Constant consultation and dialogue with our stakeholders are in Vredeseilanden's DNA. So who are the key stakeholders to achieve our mission together in the years ahead? You can find them listed below. Overall, we can state that flexible partnerships and ad hoc collaborations with our stakeholders are more necessary than ever. More and more flexibility is required to take advantage of the quickly changing world and suddenly emerging market opportunities for farmers' organisations.

2.1. Partner organisations, their members and local communities

Farmers' organisations are our main stakeholders in Africa, Latin-America and Asia. We support them both in their economic development and their activities to adapt legislation in their country. About two thirds of our partner organisations are farmers' organisations. In 2014 we supported directly 115 organisations in 13 countries in Africa, Latin America and Asia. About 46.000 men and almost 28.000 women are thus enjoying our direct support.

However, this is only half of the story. To realize our structural agendas we also cooperate – directly or indirectly – with other organisations: companies, governments, credit institutions, chambers of commerce, civil society organisations like NGOs, consumer organisations,... Some of them are financially supported by Vredeseilanden. With each of the partner organisations that receive money from us, we make a three-year cooperation agreement. This is described in the *Chain Intervention Framework* (CIF – see page 20). Apart from that, each year we elaborate a

financing contract, linked to the action plan for that year.

Wherever possible, we want to evolve towards a partnership based on exchanging knowledge, instead of a donor partnership. Therefore, in the new programme we will stress even more financing of specific interventions in an agricultural chain instead of funding the general operations of a farmers' organisation or NGO. Private players can be paid for very concrete activities to make their specific expertise available, e.g. to organise certain trainings in quality control.

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).

2.2. Donors

In the financial chapter and in the annex d you will find an overview of all our international and Belgian donors (see pages 74 and 75). Without the donors Vredeseilanden would not exist. We can break them down into the following categories:

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

2.3. Private companies

Private companies are important partners in the accomplishment of the

Vredeseilanden mission. 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 through networks for example but is also often done in a direct relation. We talk with companies, experiment and exchange knowledge about both our role and their role in the agricultural chain and family farming in general. 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 in their marketing. We know there is still a lot of greenwashing. 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.

2.4. 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 Africa, Latin-America, Asia and Europe.

2.5. 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.

2.6. Youth

The average age of farmers (f/m) worldwide is about 60 years. If we want our agriculture to have a future, we need to offer young people opportunities within the agricultural sector. In the past year, young people have become important stakeholders of our operations in the Andes region and in Indonesia. In the coming years we want to give this group also in other regions a voice, in a more explicit way.

In Belgium, Vredeseilanden has a long-standing tradition of cooperation with schools and youth associations. They

not only join our annual campaign but also create more sustainability in their operations. By joining the action “The question of 9 billion” they make their commitment more concrete. Apart from that, we also aim at individual young people who want to think with us about the future of our food system (see page 25).

2.7. Volunteers and Vredeseilanden-supporters in Belgium

Each year in January we take to the streets with about 8,000 volunteers to raise awareness on and ask support for farmer families in the world. Next to that, there are many volunteers who, also in 2014, dedicated their time throughout the whole year to Vredes-eilanden (translators, host families, volunteers who talk about Vredes-eilanden in schools etc.). You can find the figures on page 46.

On February 8, 2014, we brought together representatives of our various stakeholders in Belgium (civil society organizations, companies we work with, volunteers, GA members,...) at the Beursschouwburg in Brussels. Eight invited speakers told how Vredeseilanden inspired them during the past years to make their operations more sustainable or to adjust their practices in favour of small-scale farmers. We also presented the impact the Vredeseilanden programme had on farming families' lives, as well as the challenges for our operations in the future.



Vredeseilanden has thousands of supporters who have a subscription to our newsletter or our Facebook pages and thus stay informed about the Vredeseilanden activities. About 5,000 people received a monthly electronic newsletter in their mailbox. We have over 6,500 followers on Facebook and more than 1,500 on Twitter. Over 100,000 people visited our website last year. Our private donors obviously also form an important part of our social constituency. Besides that, there are people who participate in various fundraising events and support Vredeseilanden this way.

2.8. Belgian partner organisations and their supporters

Vredeseilanden is active in many organisations and networks of organisations that defend the interest of farmers' families and / or advocate for a more sustainable small-scale agriculture and the consumption of sustainable products.

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

- ngo-federation: 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
- Transition network Civil Society: Vredeseilanden is a member;
- The Shift (formerly Kauri and Business&Society): Vredeseilanden is a member of the General Assembly
- Alterfin: Vredeseilanden is chairman of the Executive Board
- 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 General Assembly
- FairTradeTowns: Vredeseilanden is a member of the steering committee
- Fair Trade Belgium: Vredeseilanden is a member of the Executive Board
- Coalition against Hunger: Vredeseilanden is a member of the steering committee
- Banaba International North-South Cooperation of the Leuven University College: Vredeseilanden is a member of the steering committee
- Network Sustainable Consumption: Vredeseilanden is a member of the Executive Board
- Entrepreneurs for Entrepreneurs: Vredeseilanden is member of the General Assembly
- New B: Vredeseilanden is member of the General Assembly
- Colibri Foundation for Education: Vredeseilanden is member of the Executive Board and is interim chairman
- Association for Ethical Fundraising: Vredeseilanden is member of the General Assembly
- Climate coalition: Vredeseilanden is a member.
- Kampani: Vredeseilanden is founder and a member of the Board of Directors.
- Sustainable Food Lab: Vredeseilanden is a member.
- Coalition for the Protection of African Genetic Heritage: Vredeseilanden is a member of the steering committee.

2.9. Institutional kitchens and their clients

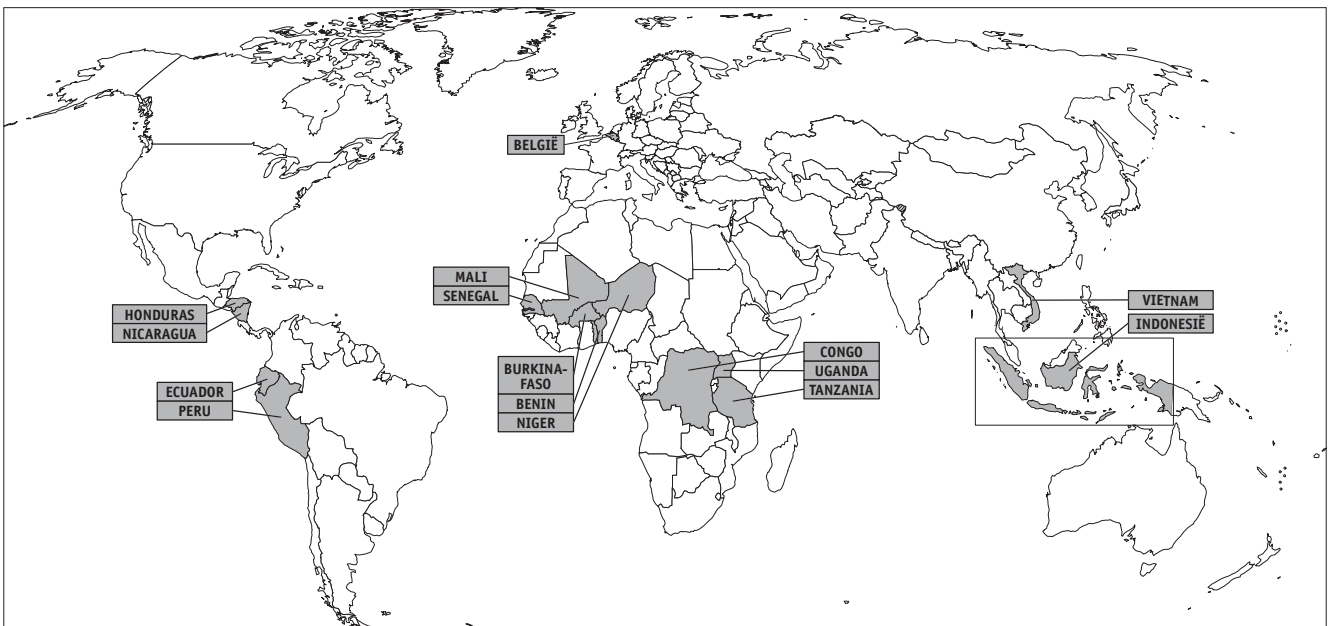
A consumer or chef who chooses sustainable food has an enormous influence on the policy and practice of farmers and companies in the food sector. In our current Belgian society people eat out more and more. The out of home market for food represents 39% of the food market. Within this out of home market, the social catering that is provided in closed communities (such as company canteens, school meals, meals in retirement homes and hospitals) stands for 35%, meaning that this sector cannot be neglected. Together with the stewards and chefs we try to offer their customers the most sustainable meals possible. We do this, on the one hand through coaching tracks tailored to the kitchens, and on the other hand through round tables. You can find more on this on page 27-28.

2.10. Journalists

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

2.11. Vredeseilanden staff

Naturally the Vredeseilanden staff is an important stakeholder as well. Regular internal briefings provide the flow of information and feedback to colleagues. We provide our ex-staff members the opportunity to be a part of our General Assembly. See page 51.



Chapter 3: South Programmes

1. Introduction

2014 was the first year of the new six-year programme cycle. In some

countries the Vredeseilanden team built entirely further on the previous programme; in other countries we took a new road with new partner

organisations. The table below gives an overview of the products that are central in our operations.

South and Central America	
Ecuador	coffee, tomatoes, palm hearts
Peru	coffee, asparagus
Nicaragua	vegetables, cocoa, corn
Honduras	vegetables, cocoa
Africa	
Senegal	rice, bananas, sesame, sesame oil
Benin	rice
Burkina Faso	rice, sesame
Niger	rice
uganda	vegetables, fruit, peanuts
Tanzania	rice, vegetables, fruit
DR Congo	rice, coffee
Asia	
Indonesia	organic rice, coffee, cocoa, cinnamon
Vietnam	rice, safe vegetables, tea

The list on the following pages contains an overview of all our partner organisations who received financing in 2014 and outlines their role in the overall programme. The bulk of those organisations – mainly farmers' organisations – execute interventions that allow them to reach their members directly. That in turn allows us to indicate precisely how many men and women are benefiting.

Nevertheless, this is only half the story. It is an inherent part of our strategy to encourage other organisations and governments to replicate successful experiences at a much larger scale and to achieve structural changes via lobby work, so that multiple farmer families also get the opportunity to lead a better life. For partner organisations that are involved in that policy work it is much more difficult to calculate how

many people benefit from their actions, which is why we chose not to mention any numbers. The same applies to organisations who try to raise consumers' awareness.

In 2014, Vredeseilanden supported directly 115 organisations in 13 countries in Africa, Latin America and Asia. Some 46,000 men and 28,000 women received Vredeseilanden's support.

Country	Region	Theme collaboration
Ecuador	Intag	coffee
Ecuador	Quito	coffee
Ecuador	Joya de las Sachas	vegetables
Ecuador	Tungurahua	vegetables
Ecuador	Suscal	vegetables
Ecuador	Atacames, Esmeraldas	cocoa
Ecuador	Esmeraldas	cocoa
Ecuador	Zamora Chinchipe	cocoa
Ecuador	national	coffee and policy
Ecuador	11 organisations around the country	policy on Fair Trade
Ecuador	national	policy
Peru	San Martin	coffee
Peru	Junin	coffee
Peru	San Martin	coffee
Peru	La Libertad, Ascope	asparagus
Peru	national	policy on coffee
Peru	national	sustainable agriculture
Peru	national	exchange
Nicaragua	Posoltega	bananas
Nicaragua	Waslala	cocoa
Nicaragua	Matiguas	cocoa
Nicaragua	national	policy
Nicaragua	Jalapa	corn
Nicaragua	Jinotega	vegetables
Nicaragua	Matagalpa	vegetables
Nicaragua	Managua	vegetables
Honduras	Copan	cocoa
Honduras	Olancho	cocoa
Honduras	national	research
Honduras	Intibucá	vegetables
Honduras	national	vegetables
Indonesia	Flores	cocoa
Indonesia	Sulawesi	cocoa
Indonesia	Sulawesi	coffee
Indonesia	Flores	coffee
Indonesia	Central Java	healthy rice
Indonesia	Flores	healthy rice
Indonesia	Kerinci	cinnamon
Indonesia	national	policy on rice
Indonesia	Solo, Denpasar and Jakarta City	promotion of local rice
Vietnam	Ha Nam province	healthy vegetables
Vietnam	Hao Binh province	healthy vegetables

Partner organisations	Target group (M)	Target group (F)
La Asociación Agro-artesanal de Caficultores Rio Intag (AACRI)	230	70
CONQUITO	103	21
Palmito Joya de las Sachas	84	16
Union of Agroecological Producer Organizations and Trade in Tungurahua (PACAT)	21	49
Chuya Mikuna	9	21
Asociación de Productores de Cacao Orgánico (APROCO)	337	113
Unión de Organizaciones de Productores de Cacao Arriba de Esmeraldas		
Asociación de Cafetaleros Ecológicos de Palanda y Chinchipe (APECAP)	1.260	540
Federación Regional de Asociaciones de Pequeños Cafetaleros del Sur (FAPECAFES)		
Coordinadora Ecuatoriana de Comercio Justo (CECJ)		
Corporación para la investigación, capacitación y apoyo técnico para el manejo sustentable de los ecosistemas tropicales		
Cooperativa Agraria Cafetalera Pangoa	533	117
Cooperativa Agraria Cafetalera Satipo	355	107
Oro Verde	892	158
La Red De Organizaciones Productivas Agropecuarias (REOPA)	55	11
Junta Nacional de Café (JNC)		
Consortio para el Desarrollo Sostenible de la Ecorregión Andina		
Alianza de Aprendizaje		
Cooperativa Multisectorial Ángela Delgado (COOPEMAD) en Cooperativa Multisectorial La Esperanza de Chiquimulapa (COOPEMUCHIQ)	5	55
CACAONICA	183	23
La Campesina	539	47
Mesa Nacional Cacao		
CCAJ	258	68
COOSMPROJIN	62	16
COPRAHOR	42	3
FIDER		
COAGRICSAL	270	79
APROSACAO	377	50
Fundación Hondureña de Investigación Agraria (FHIA)		
Asociation de familias agropecurias artesanales Intibucanas Lencas (ASOFAIL)	117	50
Consortio Agrocomercial de Honduras	339	98
Yayasan Ayu Tani (YAT), Jeringan Petani Wulang Gitang (JANTAN), Cacao Farmer Association Nangpenda (SIKAP), SIKKA Farmer Organisation	502	151
Yayasan Wahana Sukses Pertanian Terpandang (WASIAT), Pusat Koperasi Tani Kakao AMANAH, Farmer Cooperative Masagena, Cahaya Sehati	6.562	896
Yayasan Jaya Lestari Desa (JALESA), Perhimpunan Petani Kopi Toraja (PPKT), Benteng Alla	3.182	389
Delegasi Sosial (Delsos), Lembaga Advokasi Masyarakat (LAPMAS), Society community Watuata (PERMATA), Asosiasi Petani Kopi Manggarai (ASNIKOM), Farmers Ende coffee organisation, Semeru Yaya	3.024	892
Lembaga Studi Kemasyarakatan dan Bina Bakat (LSK-BB), Asosiasi Petani Padi Organik Boyolali (APPOLI), Organic Farmers Organisation Boyolali (APOB), LSKBB, P3LL	4.025	469
Yayasan Mitra Tani Mandiri Ngada (YMTM-Ngada), Assosiasi Petani Organik Mbay (ATOM), SIMPATIK	2.157	410
Cassia Coop	815	205
Aliansi Petani Indonesia (API)		
Indonesia Organic Association (AOI), Yayasan Lembaga Konsumen Indonesia (YLKI), Bali Youth Consortium (WAKAMKA, YAPSI)		
Trac Van Cooperative	1	20
Tan Lac Cooperative	6	22

Country	Region	Theme collaboration
Vietnam	Phu Tho	tea
Vietnam	national	policy on healthy vegetables
Vietnam	national	promotion of healthy vegetables
DR Congo	South Kivu	rice
DR Congo	North Kivu	rice
DR Congo	Norht Kivu, South Kivu, Ituri	coffee
DR Congo	North Kivu, South Kivu	policy
DR Congo	national	policy
Senegal	Tambacounda	bananas
Senegal	national	policy on bananas
Senegal	Velingara	rice
Senegal	Podor	rice
Senegal	Sokone	sesame
Senegal	national	policy on sesame
Senegal	national	policy on rice
Benin	Collines	rice
Benin	Collines	presteamed rice
Benin	national	policy on rice
Burkina Faso	Douna	rice
Burkina Faso	Douna	rice
Burkina Faso	national	rice
Burkina Faso	national	policy on rice
Burkina Faso	national	policy
Burkina Faso	Nyagologo	sesame
Mali	national	rice
Mali	national	rice
Niger	national	policy on rice
Niger	Gaya	rice
Tanzania	Simanjiro and Lower Moshi	sustainable agriculture
Tanzania	Moshi	rice
Tanzania	Kilimanjaro, Moshi	passion fruit and other fruits
Tanzania	national	fruit and vegetables
Uganda	Bugiri, Pallisa	peanuts
Uganda	Doho	rice
Uganda	East Uganda	fruit and vegetables
Uganda	national	policy
TOTAL		

Partner organisations	Target group (M)	Target group (F)
Luong Son Tea Cooperative	76	172
Centre for Environment and Community Assets Development (CECAD)		
Vietnam Standards and Consumer Association (VINASTAS)		
COOPABA, CCOOSOPROA, ADPA	1.833	1.080
Ligue des Organisations des femmes Paysannes au Congo (LOFEPACO), Programme de Réhabilitation et de Protection des Pygmées (PREPPYG), Association des Paysans pour le Développement Rural (APADER)	1.225	949
Kawa Kenja (CPNCK), Kawa Kabuya, Kawa Kanzururu, Kawa Mabera, Coopérative Centrale du Kivu (COOCENKI), Syndicat pour la Défense des Intérêts Paysans (SYDIP)	2.937	764
La Fédération des Organisations Paysannes au Congo (FOPAC)		
Confédération Nationale des Producteurs Agricole du Congo (CONAPAC)		
Association des Producteurs de la Vallée du Fleuve Gambie (APROVAG)	532	321
Union National de la filière de banane au Sénégal (UNAFIBS)		
Fédération des Producteurs de Riz du bassin de l'Anambé (FEBROBA)	2.268	1.375
Union des Jeunes Agriculteurs de Koyli Wirnde (UJAK)	1.973	2.827
Fédération des Unions des Groupements Associés du Niombato (UGAN)	1.263	2,521
Fédération des Producteurs et Productrices de Sésame (FENPROSE)		
Fédération Nationale des Producteurs du Riz au Sénégal (FNPRS)		
Union des Riziculteurs du Centre (UNIRIZ-C)	3.742	4.766
Union Régionale des Étuveuses de riz des Collines (URFER-C)	0	1.500
Conseil de Concertation des Riziculteurs du Bénin (CCR-B)		
Union Départementale des producteurs de riz de Douna	516	1.806
Union Départementale des étuveuses de riz de Douna	0	290
Union Nationale des Producteurs du Riz du Burkina (UNPRB)		
Comité Interprofessionnel du Riz au Burkina (CIRB)		
Union Nationale des étuveuses de riz au Burkina		
Union Départementale des producteurs de sésame de Nyagologo	20	205
Plateforme Nationale des Producteurs de riz au Mali		
Conseil Nationale des Organisations Paysannes au Mali		
FUCOPRI		
Sabon Sari	0	34
Simanjiro District Council, 4 boerenorganisaties, Mwiwata Manyara	400	400
LOMIA	426	174
Kahe, Kibu Hort, Muwikiho	272	187
Tanzania Horticultural Association (TAHA)		
5 rural producer organizations and 2 Area Marketing Cooperatives	2.701	3.276
Doho Irrigation Farmers' Cooperative Society	470	50
4 cooperatives (Bududa, Tororo, Kwapa and Sabiny)	54	46
Uganda Cooperative Alliance, Uganda National Farmers' Federation (UNFFE)		
115 partner organisations	46.873	27.909

2. Monitoring of our programmes

As was the case last year, 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 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.

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:* Vredeseilanden 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

Integration of sustainability aspects in our interventions

In 2011 we screened 34 agricultural chains worldwide in order to obtain a global image of the impact of our interventions in the economical, socio-cultural, ecological and institutional field (www.vecongo.org/sustainabilityscreening). The overall results provided us with a wealth of information, which we used during the strategic planning process that was the foundation of our new programme (see page 10). For every chain we also formulated specific points of attention, such as gender or water management. These aspects are included in the CIFs since 2012 and thus automatically integrated in planning and follow-up.

However, in the past years we noted that our colleagues were more in need of a clear vision around certain ecological issues to be able to adjust their activities. A project group with colleagues from head office and

regional offices got to work. In a first stage we wanted to arrive at a common position on the following topics:

- Management of natural resources
- Biodiversity in agriculture
- Climate change
- Genetically Modified Organisms
- Agro-ecology

Experts and representatives from various stakeholder groups were involved in it. At the end of 2014 this step was completed.

In a second stage, the screening tools we used in 2011 will be adapted. At the same time we also want to integrate essential sustainability aspects in the partner contracts (see page 11) and draft a training track for all our colleagues.

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.

3. Impact of Vredeseilanden programmes

Vredeseilanden wants to measure the results and impact of its development programmes on a regular basis. In 2013 we examined for all agricultural chains in which we operate (rice, coffee,...) whether the living conditions of the supported farming families had progressed and whether the entrepreneurial capacities of their organisations had improved. We have made an effort to represent these

Carlos Amasifuen Salas – The national second prize winner

Carlos Amasifuen Salas only this year learned the art of coffee tasting, the so-called 'cupping'. Despite his limited experience, the 33 years old farmer from Lamas, San Martin, immediately won second prize in the national cupping competition in Expocafé, the largest coffee fair in Peru. This young farmer from the Oro Verde cooperation tells our colleagues what coffee means to him:



have it in me, coming from a family of coffee farmers."

So before this year, you knew nothing about coffee tasting or quality?

"No, I didn't, that is correct. My family grows coffee, just like the other farmers, but we knew nothing about the quality or the export. Only now we learn these skills and how to use them."

How important is coffee for you personally?

"I drink 4 to 5 cups of coffee per day, at breakfast, lunch and dinner. And this since I am three years old."

How did the cupping competition go?

"I never thought I could participate, as I learnt it only this year, at the start of the programme of VECO Andino. In this programme they try to give us, young people, a better place in the coffee trade. I took part in the competition and was chosen out of 15 participants, to be one of three finalists. Eventually I won second prize! I

What does this award mean to you?

"It exceeded my bravest expectations and of course I am proud to have finished so high in a national competition. I am glad with the new experience and glad that people know my abilities."

What does coffee 'mean' to you?

"Coffee means the first source of income for my family. It also helps with reforestation and it is good for the environment and biodiversity."

results in a comprehensive way on our website (www.veco-ngo.org/impact). This impact measurement is an intensive process of data collection and interviews with members of farmers organisations, which we cannot possibly organise every year. The next impact measurement is planned for 2016.

Our colleagues do reflect every year on the most important evolutions and tendencies we see in the following fields:

- Has income of farming families in the pilot projects increased?
- Do farmers and their organisations have an increased influence in the agricultural chain?
- Have farmers and their organisations become more resilient for coping with setbacks and changing circumstances?

- Do farmers organisations use natural resources in a more sustainable way?
- Has food security improved?

If necessary, programmes are adjusted.

3.1. Relations between farmers organisations and private companies

Capacity development of farmers' organisations

An important part of Vredeseilanden's interventions aims at reinforcing the entrepreneurial capacities of farmers organisations. The foundation for farmers is to capitalize on better market prices and thus increase their income. It concerns, among other:

- Organisational management: we investigate whether the number of members is rising; whether there is a

democratically elected management; whether a membership fee is collected from members...

- Business skills: we see whether there is a well thought out business plan, an accounting system and whether the organisation can provide its own income.
- Marketing skills: is the organisation capable of organising collective sales for its members? Does it keep data on expenses and revenues? Is it capable of performing market analyses and seize new opportunities?

On our website you can see per agricultural chain in which items our partner organisations score strongly or weakly, as well as the evolution between 2010 and 2013: www.veco-ngo.org/impact. Here also, we will only have new data in 2016.

Human resource development – The right track towards sustainability

"I know for certain that my financial report next year will be flawless!", Mr. Nguyen Cong Lam said at the presentation of the financial report to VECO Vietnam in December 2014.

Lam, 33 years young, started an official accountancy training of 2.5 years. His decision to return to the classroom was not obvious... secondary school is already long behind him. VECO, the cooperation and Lam himself share the training costs. Lam made a promise to return to working for LUSOTEC after graduating: "I long for a steady job with a long-term commitment".

At the start, Lam had some trouble with the numbers and the accounting principles and techniques. However, slowly the fascination and interest grew and he started using his knowledge. He helped with the financial report of the cooperation and advised the President of LUSOTEC in financial matters. Text processing and spreadsheets

became everyday fare for him, which also came in handy at other assignments in the tea cooperation.

Little by little, along with his accounting capabilities also his confidence is growing, partly thanks to the coaching of the financial manager of VECO. This way, Lam wants to contribute to the sustainability path of LUSOTEC.



Changes in the relation between farmers' organisations and private companies

Besides reinforcing farmers organisations, at the same time we encourage companies to make their procurement policy 'inclusive' for small-scale farmers and their organisations. In an 'inclusive' business model, farmers are respected and viewed as fully fledged players in the chain. This shows in:

- cooperation between the players in the chain with a common goal;
- new relations between all links, leading to a stable market and constant supply;
- a fair and transparent policy (labour conditions, fair prices, good working conditions) and equal access to fertilizers, seeds, credit and market information;
- inclusive innovation (not 'for', but 'with' farmers);
- and measurable results (indicators and concrete tailored monitoring programmes).

So, inclusiveness is mainly related to

power relations, relations between farmers organisations and companies, negotiating positions etc. – all aspects that are hard to put into numbers. In order to still try to understand and describe this complex reality, since 2012 we are using the LINK methodology, developed by CIAT¹. Based on a questionnaire and consultation moments between the different players in an agricultural chain, the bottlenecks and strengths of their commercial relationship are uncovered according to the five principles above.

SenseMaker

However, Vredeseilanden wanted to go one step further: trying to understand also the opinion of farmers about the topics and relationships above. Therefore, we used SenseMaker, a relatively new method which was mainly used in the private and public sector until now.

The model was developed by Cognitive Edge®. In essence, SenseMaker is based

on the use of a large number of fragmented stories or pictures that clarify the complex reality and from which patterns can be distilled.

Starting from a well formulated question, we invited the participants to share a specific story about a moment in which they felt particularly motivated or concerned when selling a certain product. Next, the participants themselves interpreted their story based on a number of triads or grade scales and multiple choice questions (see box below). So the idea is that people make use of their own stories to explain the world around them.

One of the strengths and also the unique part of SenseMaker – as compared to other methods and questionnaires – is the fact that stories are interpreted by the storyteller him- or herself, so the results are less biased by patterns that may be in the heads of the external researchers.

Example: price set sale of bananas in Ecuador

The triangle above shows how players in the chain evaluate price setting (every dot represents one story and thus one person). The dominant cluster is clearly 'not transparent and not fair', however 1/4th of the stories indicates that prices to farmers are 'transparent and fair'. This provides interesting insights to discuss their story with the farmers after the exercise. Which elements make that farmers experienced selling as transparent? How then can we concretely improve the functioning of the agricultural chain?



1 International Center for Tropical Agriculture (CIAT) – www.ciat.cgiar.org

SenseMaker thus reveals patterns, questions certain assumptions and or strengthens them. In 2012, Vredeseilanden tried out this method in two agricultural chains: tea in Vietnam and banana chips in Ecuador. Our colleagues considered the results very valuable. Therefore, in 2014 we started a major project in order to arrive at a SenseMaker model, based on the five previously mentioned LINK principles and applicable to any product in any context. In other words: a quest for a generic model to reveal the relationship between farmers organisations and private companies. The Bill&Melinda Gates Foundation provided us with the funds for this quest. In November 2014 we tested this new SenseMaker model for the first time, in Senegal, in cooperation with Durabilis and the farmers organisation in Boundoum.

For further information on SenseMaker, please see www.veco-ngo.org/sensemaker

3.2. The invisible impact: learning

Finally we want to point out the results that are more difficult to understand through measurements. We then talk about the dynamics of the interaction between farmers' organisations,



governments, companies and research institutions. Precisely that is an important part of our job: bringing together different stakeholders to learn each on their own level.

Farmers' organisations want to learn how they can play a part on demanding markets. Supermarkets and food processing companies want to learn how they can secure their supply chains for the future by cooperating in a more efficient and transparent way with producers. This knowledge is built the fastest by setting up concrete experiments. Our colleagues play the

part of facilitator and coach in this. They continuously move the ball around between all stakeholders, search for new partners and look why some things work and others don't.

For this reason we also continue to document the lessons learned from our projects in case studies. These studies go beyond the figures and focus in depth on the quality of cooperations. Such case studies constitute an important instrument for inspiring also other players. They can be found on our website: www.veco-ngo.org/publications.

Chapter 4: Vredeseilanden in Belgium

The question of 9 billion

How will we feed two billion more people soon? Indeed, in 2050 we will populate the earth with 9 billion people. The future is bleak: exhaustion of certain raw materials; increasing pressure on biodiversity; the dramatic consequences of global warming; a growing gap between poor and rich,... By asking this question we formulate one of the most important collective challenges for humanity.

Vredeseilanden is absolutely convinced that farmer families hold the key to the future. Two thirds of the people who suffer from hunger belong to a farmer family. If they can earn an income from sustainable agriculture they will not only abandon poverty, but they will be able to feed the world in a sustainable way. That is the story that we want to tell in Belgium.

At the same time we want to make clear that the food problem is not only a matter of farming families in “the South”. Everyone can be part of the solution: consumers and the food sector. In 2014, a fierce competition battle raged between the Belgian retailers. For the first time in 20 years, food prices in the shops dropped. Comeos, the federation of the Belgian retail sector, warned about an unhealthy pressure on profit margins. The attention for a sustainable procurement policy was compromised by it. At the same time, many companies kept indicating that they wanted to make efforts in terms of sustainability, due to the importance thereof in the long term. The challenge: how can niche initiatives become mainstream?



1. Campaign: “Now still on your plate, soon in the museum”

“Now still on your plate, soon in the museum”. This was our message for the campaign of 2014 and with which we took to the streets in January. For products like cocoa and coffee there are already shortages because the supply

can no longer keep up with demand. Because of a growing world population, the scarcity of resources will only become bigger.

We brought this issue very nearby, onto everybody’s plate in Belgium... Together with Dominique Persoone, master chocolatier and ambassador of

this campaign, we showed how important it is to invest in family farming if we want to continue enjoying also in the future a delicious piece of chocolate. That hit.

- In 70 schools three interns and students told the story behind our chocolate: about the cocoa farmers in Nicaragua who can build their future and their children's, based on cocoa. They reached more than 6,000 students.
- 360 ambassadors kick-started the campaign in their community and together they mobilised over 8,000 volunteers. During the action weekend in January and various actions before and after it, they make Vredeseilanden visible throughout Belgium.
- Also the media and the general public liked our campaign. Thus, we received local and national media attention and the reactions to our volunteers and to the request for support were remarkably positive.

Vredeseilanden was not the only one drawing attention to the global agriculture issues. Food waste is an

important part thereof. We also actively cooperated with the campaign of (the umbrella of) the North-South movement 11.11.11 around food waste. Several volunteers and staff members conducted actions in their community. Schools started working with the educational materials.

2. Young people dive into their own plate

The secondary schools we work with are visited yearly by interns who tell about the campaign theme in an accessible and attractive way. From a number of schools we have many years of working with, we received the signal that they were interested to dig more intensively into the global food theme and in working around it with their students on several moments during the school year.

Thus, six schools started in September 2013 with a process around 'the question of 9 billion': how can we feed nine billion people in 2050, in a way that respects the limits of the planet? They explored the topic with interactive classes, and through 'speed dates' they got to know organisations that are

working on (partial) solutions. The process continued in 2014 and upon initiative of the students, some schools applied concrete measures, such as a more sustainable drinks supply. Finally, the students made an artwork about 'the question of 9 billion' under the guidance of artists, through the organisation Artforum. In the six schools, 1,152 students went through the project and through them we reached about four times as many students.

In addition, already for two years 25 motivated young people are bent over the sustainable food issue. We elaborated this project in collaboration with Globelink and Act4change. The youngsters think along with us about the future of our food system. In the first year, we mainly let them get acquainted with the various players in (sustainable) food. They took on the role of GMO king and multinational Monsanto, the Brazilian government or an eco-feminist like Vandana Shiva. During the second year, they developed the possible future scenarios for a different, new and / or improved food system and also learned to argue their

In September 2014 nine schools registered for the schools project. The St. Joseph's College of Turnhout cooperates for the second year in a row. This time there is even more cooperation with the town administration.



opinion. They entered in discussion with people who are active or professionally involved with the topic and spoke in front of large groups. This way they developed their own vision. They also expressed it on several fora, e.g. the annual forum of the Federal Council for Sustainable Development. And they translated their vision in a fun contest to convince students to proceed to sustained action. This contest, 'Coup de FOODre', coloured the beginning of 2015.

3. FairTradeTowns – FairTradeFans

The FairTradeTowns campaign continues to be a success story. About two out of every three Flemish towns is active in the campaign (231 registered towns) and 156 of them already obtained the title. This score of Flanders is by far the best in the international FairTradeTown Campaign in which 25 countries participate. In 2014, 8 new titles were issued. Apart from that, many towns took a new initiative in the framework of criterion 6, which focuses on sustainable food. In the meanwhile,

there are also three FairTradeProvinces in Belgium: Antwerp, West-Flanders and Flemish Brabant.

Every year, a town invites a number of representatives of all FairTradeTowns in the world to an international conference. In 2014, the host city was Kumamoto Japan. From March 28 to 30, they invited FairTradeTowns to share tips and ideas, successes and innovations. Vredeseilanden gave a presentation on the success factors of the Flemish campaign: the 6th criterion that places Fair Trade in the more ample context of sustainable food and the new action model that was launched in 2014. With this last one, Flemish FairTradeTowns can earn additional stars by increasing the local support base through fair trade ambassadors and fans. Apart from that, Vredeseilanden directed a successful workshop in Japan on the introduction of sustainable food and Fair Trade in the workplace (e.g. vending machines, coffee makers and catering).

www.fairtradetowns.org

4. Sustainable catering for institutional kitchens

Vredeseilanden is convinced that institutional kitchens can play a leading role in rendering Belgians' food habits more sustainable. Catering in companies, governments, schools, retirement homes and hospitals is good for 35% of the out-of-home market. In other words: a sector not to be neglected. By establishing guidance trajectories tailored to these industrial kitchens and by querying and informing their clients about what is on their plate, our actions go beyond mere awareness creation about sustainability in the food sector.

In 2013, Vredeseilanden started guiding industrial kitchens of the federal government, Fedorest, commissioned by the Federal Institute for Sustainable Development (FOD DO). The goal: offering meals that are better aligned with the criteria of sustainable food and the recommendations of the national food and health plan. In 2014, upon their request a

On September 7, 2014, Oudenaarde became the 154th FairTradeTown of Flanders. Since that day, more than half of the Flemish municipalities carry the title FairTradeTown. No other country participating in the campaign does better than that!



follow-up process was initiated in ten new kitchens.

Three **educational institutions**, the University of Antwerp, Katholieke Hogeschool Leuven (Catholic University College Leuven) and Hogeschool Gent (University College Ghent), committed themselves last year to make their students restaurants or cafeterias more sustainable in two years. Together, they are good for ten kitchens. This process was completed in June 2014.

Apart from making the catering at the World Festival in Leuven more sustainable, five new guidance trajectories were started up in the **care sector**, among which the central kitchen of UZLeuven (University Hospital Leuven) Gasthuisberg, the OCMW (Public Centre for Social Well-being) of Herent and Harelbeke. The Gasthuisberg project was at the same time one of the Action Labs, i.e. initiatives put forward by the Belgian agriculture and food sector as pilot projects in their transformation project.

All participating institutions subscribed the charter with the ten sustainable commitments. These commitments relate to various topics: apart from introducing organic and fair trade products, attention is also given to food

waste, seasonal vegetables, sustainable fish, decreasing meat consumption and cooperation with farmers of the region. In all guided kitchens, meat consumption was considerably reduced, through smaller portions and by introducing or improving vegetarian offerings. Finally, all kitchens worked around the following topics: exclusively opting for sustainable fish and local (Belgian) seasonal products; reducing food waste; the pursuit of fair and sustainable trade relations with producers. The switch towards labelled products (organic or fair trade) was encouraged but not – yet – achieved in all kitchens, due to higher costs or lower availability.

4.1. Your Choice: institutional kitchen seeks supplier

Under the banner “Your Choice”, Vredeseilanden wishes to place sustainable food in large kitchens on the agenda. As kitchens indicate that it is often difficult for them to find suitable, sustainable suppliers, direct contact between them and suppliers is the central issue. On May 13, the network event was organised at Expo Wiels in Brussels. Various topics were discussed at 12 conversation tables. Subsequently, speed dates were organised between large consumers and suppliers/producers.

4.2. Around the table with contract caterers

Imagine that also the big contract caterers (Sodexo, Aramark, Compass Group), who manage many industrial kitchens and therefore tens of thousands of meals per day, would make the choice for sustainable food! Or some of the principal supplier platforms, who deliver thousands of ingredients per day to industrial kitchens and caterers.

That is why Vredeseilanden organised two round tables, each with more than 30 stakeholders. The first round table “How can contract caterers contribute to a more sustainable catering?” took place in May during the Your Choice fair, and uncovered the challenges. The stakeholders that were present reacted positively to this initiative. Never before, such a variety of players from social catering were brought together around this issue. In November we organized a second round table, during the Horeca Expo trade show. The topic was further explored and together with the stakeholders we sought concrete paths for the futures. The round tables were moderated by Business&Society and Kauri. Both round tables were reported on in the professional journal FoodServices.

My Fair Baby

October saw the start of the campaign My Fair Baby, a new project that gives parents tips on sustainable choices for birth announcements, baptism sugar, care, nutrition, clothing, room decoration, mobility and toys for their little one. Netwerk Bewust Verbruiken (Network Sustainable Consumption), the Gezinsbond (Family Union), Fairtrade Belgium and Vredeseilanden joined forces for that.

Now we want to investigate to what extent childcare centres can switch to a sustainable and fair food supply. We chose two childcare centres as ‘pilot project’: Ukkepuk in Kessel-Lo and Little Kings & Queens in Ghent. Ultimately we want to create a scenario for childcare centres all over Flanders.

5. Cooperation with the Belgian retail and food sector

Sometimes Vredeseilanden receives the demand from partner organisations in Africa, Latin-America and Asia who want to launch on the export market, whether we can find Belgian clients for their product. Also, Belgian or international companies contact us and ask whether we can establish a new supply chain with our partner organisations. In both cases we try to find out whether their request coincides with our presence in a specific region or chain. We don't want to be mere intermediaries, but through this kind of concrete projects strengthen our partner organisations and support companies from Belgium in aligning their purchasing policy to small-scale agriculture.

We specifically encourage companies to make their procurement policy 'inclusive' for small-scale farmers and their organisations. In other words, ensuring that these farmers organisations become strong players in the agricultural chains in which they are active. We hereto use, among others, the LINK method, developed by the International Tropical Agriculture Centre (CIAT)². The principles were explained in the previous chapter (see page 23).

At present, Vredeseilanden plays a part in supporting export of passion fruit

from Tanzania, rice from Java (Indonesia) and asparagus in jars from Peru to Belgium. Apart from that, a number of other export chains are being prepared: bananas from Senegal, coffee from DR Congo and rice from Vietnam. We give you a short overview.

5.1. Fruits and vegetables from East Africa

In 2013 we received a request from Special Fruit, a Belgian importer of exotic vegetables and fruits. They wanted to buy passion fruits, avocados and peapods from Tanzania and Kenya. Last year we made a deal for cooperation with them to set up a sustainable passion fruit chain in the first place. The producers organisations on the flanks of Mount Kilimanjaro and the Tanzanian exporter are supported to comply with quality demands of Colruyt Group and Special Fruit. It concerns achieving GlobalGap and BSCI certificates and complying with Maximum Residue Levels for pesticides, among others. In order for the passion fruit to obtain the desired properties in terms of taste, colour and size, nurseries have been established. In the future, producers will buy plants from those nurseries to ensure as much uniformity as possible for export. We also keep an eye on the environmental aspect. In the second stage of the project, options are considered to transport the passion

fruits by sea to Belgium instead of by airplane. Within a cooperation agreement the various partners in the chain have integrated inclusivity principles.

5.2. Biofresh distributes organic quality rice from Java, Indonesia

Since the summer of 2013 you can find organic quality rice from Indonesia in about 300 organic food shops and restaurants. A successful cooperation between farmers organisations from Java, Vredeseilanden in Indonesia, exporter PT Bloom Agro and Biofresh, Belgian wholesaler for organic products. The price the farmers receive for their rice is almost twice as high as on the local Indonesian market. In 2014, Biofresh acquired a new container of this delicious 'Sunria' rice.

5.3. Asparagus in Colruyt stores: working on sustainable agriculture chains

Since 2012, Colruyt Group buys green asparagus in jars from REOPA, a network of small-scale farmers in Peru, through the processing company Noliko. The communication between the various players in the chain (being: farmers organisations, processor/exporter, importer and supermarket) appeared to be the biggest sore point,

During the Organic week of June 2014, Biofresh and Vredeseilanden organised a small campaign. In seven organic shops (Ninove, Ghent, Merksem, Bruges, Leuven, Koningshooikt and Brussels), Vredeseilanden volunteers told the story behind the 'Sunria' rice, the organic rice

grown by our partner organisation Appoli in Indonesia. The clients were enthusiastic to know more about the origin of the rice, the environmentally friendly way in which it is grown, and the steps to go through to get the rice to the shelves in the stores.

² Link Methodology: A participatory Guide to Business Models that Link Smallholders to markets, pag. 88: <http://dapa.ciat.cgiar.org/link-methodology-version-2-0/>.

and hence immediately the main operating point for 2014. Important reports are now systematically translated from / to Spanish, and we set up a system through which everyone receives the correct information on volumes and ideal processing period in time. The supermarket chain supports achieving GLOBALGAP certification. Since December 2014, REOPA's asparagus jars are sold under the own quality brand BONI, which is expected to boost sales.

5.4. The rice export chain from Benin has achieved its goal

In previous annual reports we wrote extensively about the cooperation between Colruyt Group and the rice farmers from Benin. This export chain was established from the start as a

learning path to sustainably boost the quality of the rice. Frequent export of rice to Europe has achieved that goal: the rice has clearly improved and is now appreciated by the customers in Benin. As the exported volumes remained very low (10 to 12 tons per year) and consequently the transaction costs are relatively high, it was decided to stop the export. The project continues in Benin, of course: we want to promote the rice even better on the local market, in order to increase food security and sovereignty in Benin.

6. Debating with supermarkets and food industry

Last year we initiated an extensive process of dialogue with the retail and food sector. Objective: elaborating together a state of affairs on

sustainability efforts that already happen, design specific actions for the future and turn them into practice.

2014 was the start of a long process on which we will report more in the years to come. We held bilateral talks with food companies, supermarkets, producers, auctions etc., in order to get to know more about their vision on sustainable purchasing and concrete practices. Together with FEVIA, the federation of the Belgian food industry, an enquiry was organized on the sustainability efforts of food companies. We paid special attention to their relationship with the producers.

Together with Fairtrade Belgium, Kauri and Business&Society organised five 'kitchen table conversations'. Each time, relevant people from food companies



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and the retail and agriculture sector were brought together on a farm to have an informal conversation with a meal. Under the topical denominator 'upscaling with integrity' we asked how sustainable initiatives and principles can be integrated in the business model of companies.

The information that was collected through the bilateral talks, the Fevia enquiry, the kitchen table conversations and various seminars and network events, were bundled in the book '#SavetheFoodture – Sustainability ambitions in Belgian supermarkets and food industry and their relationship

with farmers'. This publication was officially presented to our stakeholders and the press on February 2015.

The book #SavetheFoodture shows a state of affairs on the efforts made with respect to sustainable food systems in the Belgian retail and food industry, with special attention given to their relationships with the farmers. Vredeseilanden had conversations with supermarkets, the food industry and producers. How do players in the Belgian food industry prepare for what comes and is already ongoing? Where do they get stuck? Where are untapped opportunities? Which efforts are already being made to strengthen the position of farmers in the supply chain, e.g. through a better distribution of benefits and risks? We also explore possible future approaches for addressing existing bottlenecks to make the agro food chain more sustainable.



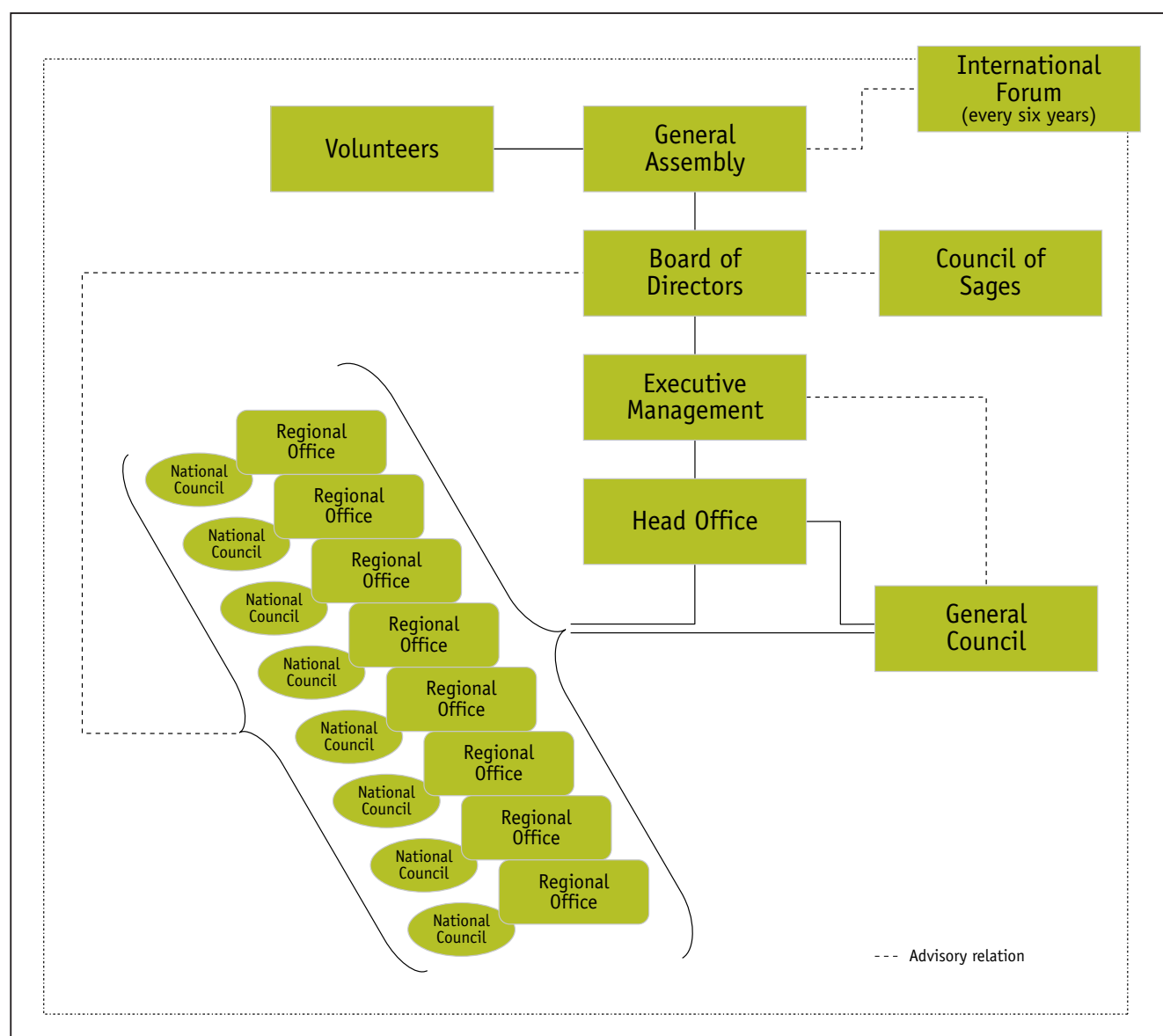


General Council May 2014

Chapter 5: Management Report

1. The people behind vredeseilanden

1.1. The organisational structure of Vredeseilanden vzw



1.2. General Assembly

The General Assembly consists of 90 members from our key stakeholders. They are volunteers, experts from various organisations or private companies, members of the Board of Directors and former staff members. The members are 40 women and 50 men; 3 are immigrants. In 2014, 26 new members joined while 12 members left the GA. We focused on innovation in 2014: stakeholders we met in the previous years have been asked to join the GA. This way we want to give the relations with our various groups of stakeholders a more structural spot within the board of Vredeseilanden.

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 website.

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 2014, apart from its formal obligations, the GA helped shape the future role of Vredeseilanden.

In June 2014, the General Assembly examined these different context elements and set the lights on green for exploring the transformation towards a network organisation (see box on page 35). At the General Assembly in

December, we discussed the values of Vredeseilanden - values that serve as a binding framework for the organisation in the future.

1.3. Board of Directors

Members: Magda Aelvoet, Leen Bas, Patricia Grobben, Roosmarijn Smits, Annelies Van Raemdonck, Alfons Vaes, André Van Melkebeek, Marc Bosmans, Arnout De Smet and Hilde Van Ongeval. In the course of 2013 Lieven Denys resigned from the Board of Directors.

President of the Board: Alfons Vaes.

You will find a detailed presentation of the members of the Board at our website.

The directors are appointed for a maximum period of four years. The General Assembly of December 2014 approved an amendment of the Internal Regulations, limiting the mandate of board members to a one-time renewal for a period of four years. When appointing directors or renewing mandates, a balance is strived for between knowledge continuity and innovation readiness.

The Board of Directors can propose to the General Assembly, if so motivated, to entrust a third mandate to one or more members of the Board of Directors.

The Board is in charge of the general management and determines the strategy of the organisation. The decisions of the Board are based on a number of core values: sustainability, international cooperation, inclusive thinking, innovation, ... The Board checks the performance of the organisation with regard to sustainability, both in practical decisions (such as the transformation of the office building into sustainable premises) and in

options within the programme (with regard to content and finances).

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, ...

The Board of Directors paid much attention in 2014 to Vredeseilanden's future. What does Vredeseilanden want to look like in 2020? What is our role in view of a world with ever increasing inequality, also in developing countries? In spring, the Board of Directors sought the organisation form that can provide an answer to the various challenges. In summer, the search began for a third director who can help pull this process of change. On January 1, 2015, the duo Stef Steyaert and Mark Hongenaert of Levuur started as change managers. Apart from management, staff members are regularly invited to the meetings of the Board of Directors, to tell about their work area. This way

Vredeseilanden in motion: from Flemish NGO to international network organisation

Vredeseilanden has evolved a lot in the past ten years, but our global organisation structure always remained the same. However, in order to do still better what we want to do, we will have to thoroughly adapt our way of cooperating between the various offices and partner organisations.

Indeed, the world has been severely shaken in recent decades: the climate and financial crises are being felt. Every moment a new food crisis can burst out. The North South gap is vanishing: globally, the world becomes richer, but the inequality within certain countries takes increasing proportions. At the same time, the resources for international cooperation and development cooperation are under pressure.

The immediate environment in which Vredeseilanden operates has also changed: some of our partner countries have climbed up to become 'middle income countries', and in those countries our role has strongly changed over the past years: less direct support of farmers organisations, and more focus on exchange of knowledge. Sustainability issues come increasingly in the foreground in big (multinational) companies, and they search for more cooperation with farmers organisations, among others. Which is why we collaborate more often with the food, retail and even catering sector, and we are increasingly more recognized for it. And finally, we want to focus more on structural changes and sustainable transformation of the entire food sector.

Hence, we have asked ourselves in the past year: can Vredeseilanden with its current organisation structure still provide an answer to today's challenges and respond flexibly to opportunities?

Currently, Vredeseilanden is still organized in a very centralist way. Colleagues of the head office and regional

offices together develop standards and objectives for the entire organisation, which are later translated into regional programmes. Also financial flows follow the same pattern: the majority of our resources are collected in Belgium and afterwards transferred to our regional offices. The head office follows it all carefully.

In the coming years, however, we will more and more need other ways of cooperating between colleagues and stakeholders. If we look around us, we see that innovating organisations focus a lot more on networking, collective learning and knowledge exchange, co-creation, cooperation with non-obvious partners, multidisciplinary and project work. Openness, flexibility and creativity of people are central.

Vredeseilanden wants to fully go in that direction. Based on our current vision and mission, driven by our DNA (values, identity) and with a far higher degree of autonomy and responsibility for all regional offices. The term 'head office' will disappear. Vredeseilanden in Belgium will become one of the members of the network organisation, next to VECO West Africa, DR Congo, East Africa, Andes, Meso-America and Indonesia.

We already have many of the characteristics of a network organisation; we will have to figure out or reinforce other aspects. For example: how can we better encourage and facilitate knowledge exchange? How can we efficiently include the expertise of the colleagues of country x in country y? What is the best legal structure for each office? How will financial controls take place? Must we attract new staff? Etc. And how will we put all this into practice? We want to this find out together with all our colleagues and stakeholders. We will keep you informed.

Shaping a sustainability policy

Sometimes, we are asked on some questionnaire who is our sustainability manager. We then humbly confess that within Vredeseilanden, nobody is responsible for that. Indeed, it is a task, role, competence and responsibility of every one of us. For the General Assembly we focus on meeting places near a train station and on sustainable catering; the Board of Directors proposes sustainability as a criterion against which it checks its decisions. We have developed sustainability tools to screen our agricultural

chains for social, ecological and economic sustainability. In Belgium we work around a sustainable acquisition policy of companies; management operationalizes sustainability when renovating office spaces, with its own procurement policy and in a sustainable human resources management.

But no, we don't have a sustainability officer. All of us work on it.

the information flows from Vredeseilanden staff to the Board of Directors.

Within the Board of Directors there is an audit committee. In 2014 work was done around fraud prevention. A Code of Conduct was elaborated and is available for discussion in all regional offices. Apart from that, there was a workshop on fraud and fraud prevention for all financial managers of head office and regional offices (see page 55).

1.4. 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 2014 the Board did not physically meet.

1.5. Management

Management consists of Marianne Vergeyle (Director Head Office) and Roos Peirsegeale (Programme Director). As a collegial body, Marianne and Roos take the necessary decisions and final responsibility for Vredeseilanden.

Management meets every two weeks and is completed agenda-wise with the heads of Finance and Personnel (Steven Beerts and Els Eeckhout) as well as the strategic advisors (Chris Claes and Jan Wyckaert).

Working on Quality

The Flemish NGO Federation has selected the EFQM management model as a quality model. EFQM is an internationally recognized quality model that links the activities of an organisation to the results of those activities. EFQM is meant to promote an organisation's growth and development, it is an 'improvement-oriented' model. The focus is on achieving balanced and proper results that meet the expectations of all stakeholders of an organisation: beneficiaries (farmer organisations and their members in Africa, Latin-America and Asia), staff members, society and key stakeholders (members of General Assembly and Board, volunteers, private and institutional donors.) In 2012 Vredeseilanden was

recognized a first time in this process: we achieved the C2E-label (Committed to Excellence). There was an external audit by B-Best, resulting in a positive assessment of the improvement projects. This appreciation was quite heartwarming, and now we are strongly motivated to continue working for achieving the R4E label (Recognized for Excellence).

The concept of working with improvement projects has been integrated in the annual objectives and every department of the head office has formulated at least one improvement path. In 2015 we hope to obtain the R4E (Recognised for Excellence) label.

1.6. Staff head office

The list of staff members of Vredeseilanden can be found at the (Dutch) Vredeseilanden website. There are 150 people working at Vredeseilanden, divided among the head office in Leuven and the regional offices in the South.

1.7. Staff regional offices

The regional managers of 2013 are Denise Lapoutre: East-Africa; Rogier Eijkens: Indonesia; Roos De Witte (until 1/7/2014) and Karen Janssens (from 1/08/2014): Central America; Hanneke Renckens: Andean region; Eduardo Sabio: Vietnam; Ibrahim Ouedraogo: West-Africa; Ivan Godfroid: East-Congo.

In 2013 our regional offices in Western and Eastern Africa underwent restructuring. These restructuring processes were intensively guided from the head office. The decision to reorganise started from considerations of contents and programme, being: how

can the programme achieve a higher impact? A number of changes became necessary. In early 2014 the team started in West Africa, Ouagadougou (Burkina Faso) with two small branches (antennae) in Senegal and Benin. In East Africa, the regional office of Kampala (Uganda) moved to Arusha (Tanzania) with two antennae in Mbale (Uganda) and Moshi (Tanzania).

1.8. General Council en workshops

The General Council is an advisory body whose main responsibility is to support policy-making. It consists of the regional managers of the VECO offices, 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.

In May 2014, the staff of regional offices and of head office met during

the General Council in Brussels. We worked around communication flows between regional officers and head office, shared the context analysis and images on the network organisation in the future, exchanged new financial strategies and explored Brussels.

1.9. 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.

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 the

Vredeseilanden Rules and Regulations. These can be found on our (Dutch) website: www.vredeseilanden.be/missie

Desarrollo de Cadenas Agrícolas Sostenibles

Género
Incidencia
Empoderamiento campesino
Espacios multi-actores
Innovación
Cambio climático
Sostenibilidad
Ingresos dignos
Cadenas de valor
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Mercados inclusivos
Participación activa
Desarrollo empresarial
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Chapter 6: Vredeseilanden's social balance

1. Sustainable HR management

Vredeseilanden tries to develop an employee-centred sustainable staff management. We want to manage our employees and their talents, capacities and energy in a sustainable way. Just like sustainability at the global level means using resources without depleting them for future generations. Even better: just like cradle-to-cradle wants that the use of resources can yield new resources or lead to the self-renewal of resources. We also want to treat the resources that are our team members, with their energy, their potential, their competences, their talents, their commitment and dedication in the same way. We do not want to use them up, but on the contrary we want them to permanently regenerate and renew themselves within Vredeseilanden.

We want team members to work together on the basis of their talent and 'liking', so that everybody can add some value by doing the things he or she is good at. If all people involved do what they are good at, it will be possible to achieve results with a lot of pleasure, in a powerful setting. In such conditions, energy starts to flow. In such a team everyone knows their own strength and the strength of their team members.

The cooperation is strongly stimulated by the open office spaces at head office and there is room for informal and formal exchange, mutual fertilisation of ideas and also a lot of humour.

Following the launch of our new programme 2014-2016, it was decided to focus on project based working. This

way we hope to be able to better anticipate needs and opportunities, to provide a more efficient support of the programme and to build expertise in our staff. In 2014 we started projects around, among others, structural change agendas (see page 10), sustainability, fundraising, competences, monitoring tools, ... At the end of 2014, the project activities were evaluated a first time.

1.1. 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 2014 an introduction was organised for three new collaborators at head office and 2 BTC juniors.

1.2. Career and development

Throughout the career at Vredeseilanden we pay constant attention to every employee's personal development. We conduct an annual performance interview with every staff

member as well as an evaluation interview at the end of the year. During those interviews we also pay much attention to general and job-related skills and the targets for the next year. We always check whether any training would be needed for the development or improvement of specific skills or for the achievement of the annual targets.

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

In 2014, a specific project group was started in order to achieve a 'competency leap' in our organisation. The objective is that in a few years, VECO staff will have taken a step forwards in the field of skills that are in line with our core activities. Starting from concrete needs at organisational level, we focus on tailoring and seek solutions in the form of internships, exchanges, customized courses, consultancies,...

Six issues were formulated around which competences need to be developed (further):

1. Entrepreneurship
2. Specific expertise concerning specific products or product groups (rice, coffee, vegetables,...)
3. Organisation forms for farmers

4. Upscaling
5. Capitalisation and strategic communication
6. Professionalism and efficiency

Afterwards, a conversation was held with every employee of the head office, about individual needs and requirements related to the above-mentioned six issues. This overview of needs and requirements was grouped per theme. For every theme, two persons were identified to think along about possible answers to those needs and requirements and to arrive at concrete learning pathways. A number of these learning pathways was started up in the course of 2014: a customized training on speaking in public; a symposium on business plans; individual coaching pathways a.o. in the field of leadership,... In 2015 this is continued in the North and expanded to the employees in the South.

In 2014, Vredeseilanden spent about 30.000 euro on training, formation and workshops for head office employees. Most of the trainings can be associated with the following issues:

- Ambassadorship
- (farmers') organisations
- Business models
- Sustainability
- Transition
- Coaching
- Speaking for public

The total number of training hours at main office (formal and informal trainings) in 2014 amounts to 1,361. This is an average of 30 hours per person.

Managers, content programme staff and administrative support staff receive training. In practice we see that

administrative support staff receives approximately 10% thereof, managers and content staff each around 45%.

Apart from the formal trainings, at head office regular briefings for staff are organised during the year about different issues. In 2014 there were 17 briefings around diverse themes: new evolutions in the VECO programmes, IT, the annual campaign, fundraising activities, projects in schools, Fair Trade Towns, projects and decisions of management,...

In 2014 we also started organising Knowledge Cafés in Belgium. During an afternoon, an external speaker brings a story on an interesting topic, and further discussion and exchange can take place in an informal context.

1.3. 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.

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 or she 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 of 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 VECO offices, mediators also act as prevention advisors. The standing employment conditions also provide measures for the prevention of TB, HIV/aids, etc...

In the VECO offices, a limited number of sick days and labour accidents were registered in 2014. At head office, the number of sick days increased significantly due to some long-term absences. Because Vredeseilanden gives high priority to the wellbeing of its employees, it was decided to focus on prevention management around psycho-social aspects at work. In 2015 we will carry out research on this issue, together with an intern, and try to formulate a prevention policy.

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.

As we did in previous years, Vredeseilanden invested in informal moments at head office, like an annual staff

outing, a New Year party, a farewell celebration upon retirement, team activities... In the VECO offices too personnel events are organised, for example, teambuilding activities, New Year parties, ...

1.4. Social consultation

Vredeseilanden employs less than 50 employees at the head office and therefore is 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 them a trade union representative. The staff representatives organise the personnel meetings. In 2014 after having taken

exercised their function for some years, the two staff representatives decided to pass the torch on to two new staff representatives.

2. Social Balance (as per 31/12/2014)

In this section we provide some figures and explanations about the Vredeseilanden headcount (situation at 31/12/2014).

The figures for the head office were gathered on the basis of statistics and reports from the digital payroll programme. The figures for the VECO offices were taken from the audit reports.

2.1. Headcount

For some years we have been focusing on recruiting more local people. This trend continues. In 2014 67% of the Vredeseilanden staff members were local collaborators.

In Belgium all employees are hired under permanent contracts. The only exception is made for temporary assignments, for which fixed-term contracts or job-specific contracts are drafted.

In the VECO offices it is sometimes usual to issue fixed-term contracts that can be extended several times.

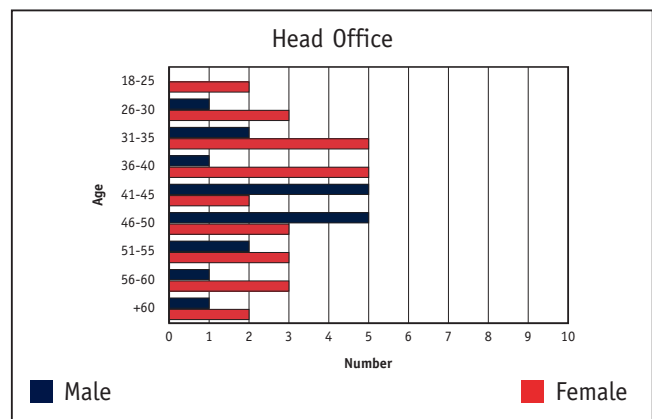
	Head Office	VECO offices	
		Expats	Local staff
Number of sick days	371 (for 46 Empl's) = 4,7%	7 (for 6 Empl's) = 0,57%	131 (for 104 Empl's) = 0,57%
Number of labour accidents	1	0	0

	Head Office	VECO offices		Total
		Expats	Local staff	
Number of staff members				
2010	48	12	113	173
2011	49	9	111	169
2012	48	7	110	165
2013	45	7	90	142
2014	46	6	98	150
Number of full time equivalents				
2010	39,69	12	113	164,69
2011	40,62	9	109,5	159,12
2012	41,91	7	107,5	156,41
2013	38,91	7	90	135,91
2014	39,79	6	97,5	149,29

2.2. Number of staff members specified by sex and age

At head office, the labour force is nicely distributed over the age categories.

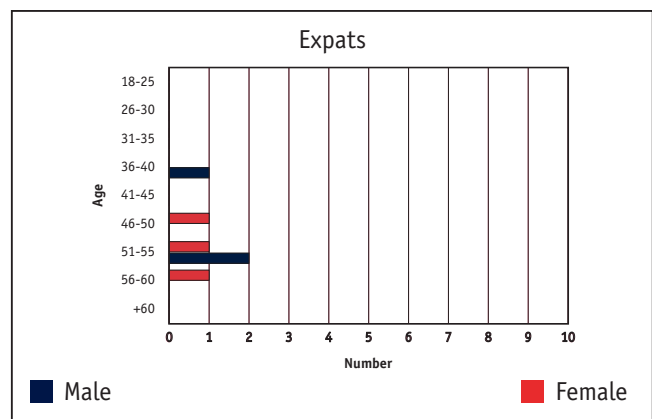
Head Office			
age	male	female	total
18-25	0	2	2
26-30	1	3	4
31-35	2	5	7
36-40	1	5	6
41-45	5	2	7
46-50	5	3	8
51-55	2	3	5
56-60	1	3	4
+60	1	2	3



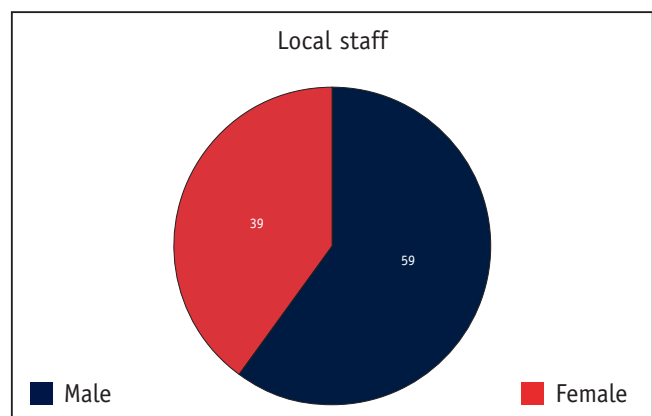
Our expat workforce is situated mainly in the higher age categories. In 2014 one expat retired and was replaced by a

much younger person in the age group of 36-40 years.

Expats			
age	male	female	total
18-25	0	0	0
26-30	0	0	0
31-35	0	0	0
36-40	0	1	1
41-45	0	0	0
46-50	1	0	1
51-55	1	2	3
56-60	1	0	1
+60	0	0	0



Local staff	
male	female
59	39



2.3. Gender balance

At the head office Vredeseilanden employs far more women than men: 63% of staff is female. 5 of the 7 executive functions are taken up by women.

There is much more part-time employment among the female staff members. In 2014, 5 men were working on a part-time basis, against 16 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 ratio among the expatriates is currently more or less in balance. In 2014, there were 3 women and 3 men working as expatriates.

More men than women are employed as local staff in the VECO offices: 60%.

Men and women get a 100% equal pay. 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.

2.4. Staff turnover

In 2014 one student was employed at head office and some people were hired to perform a temporary mission or to ensure temporary replacement.

Also, our regional offices in West and East Africa started restructuring. In both regions, people were hired for the new regional office.

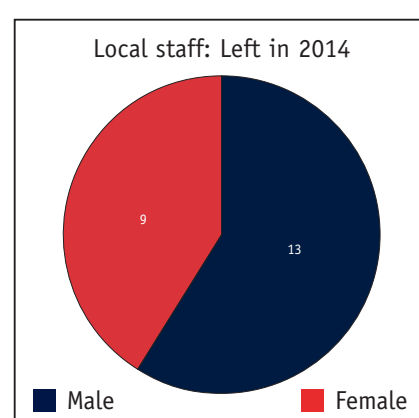
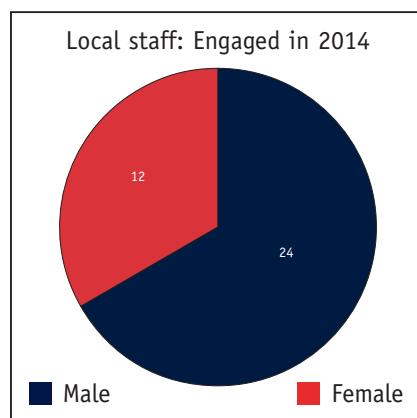
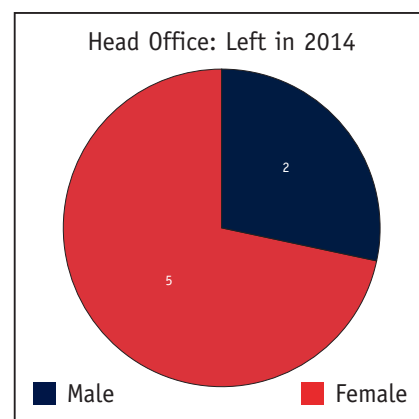
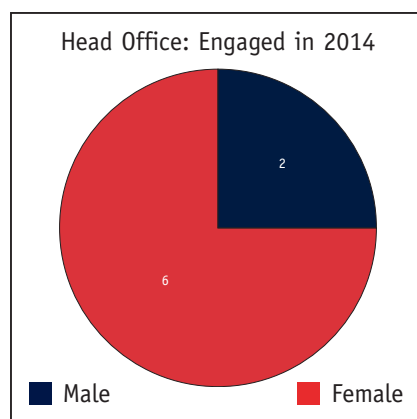
	Head Office	VECO offices	
		Expats	Local staff
IN	8	1	36
OUT	7	1	22

2.5. Turnover by gender

Head office: women are a majority both in start and termination of employment.

Expats: in 2014 one female cooperant retired and was replaced by a female cooperant.

Local staff: in the VECO offices we have a mostly male staff. This is also reflected in the entrance and exit numbers.

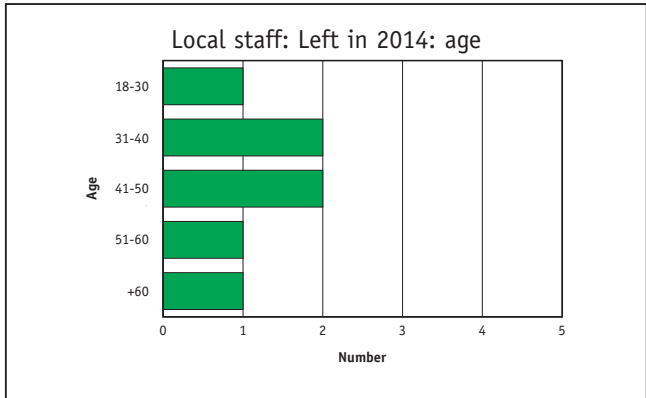
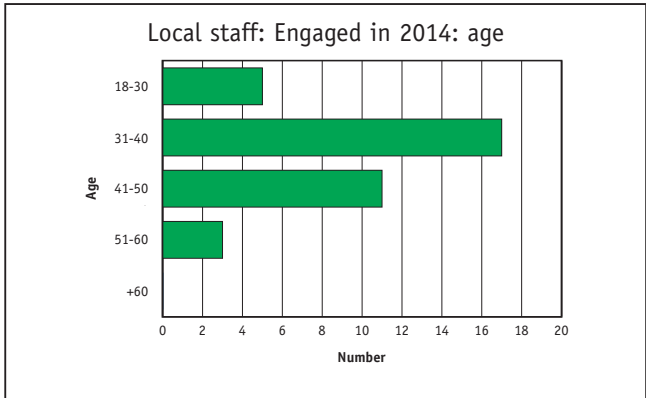
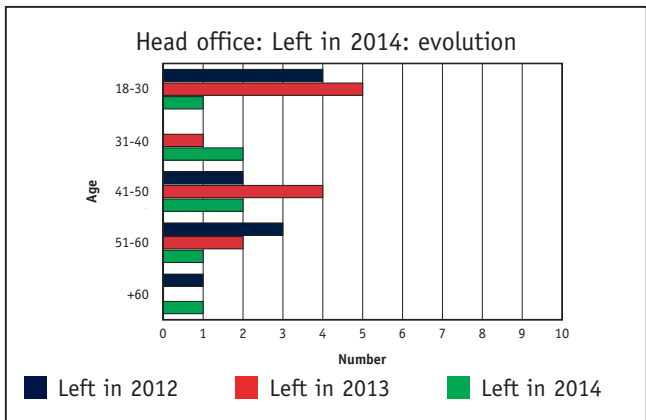
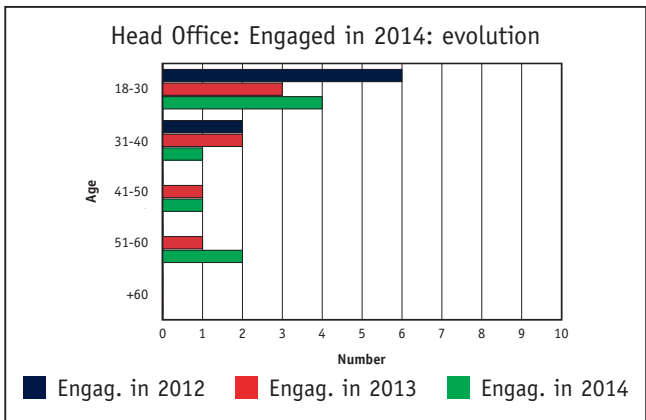
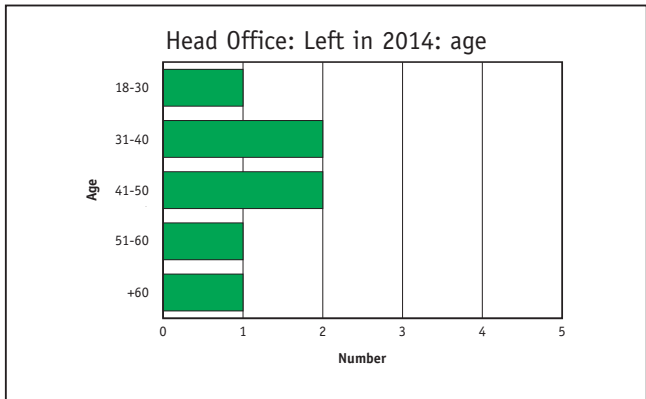
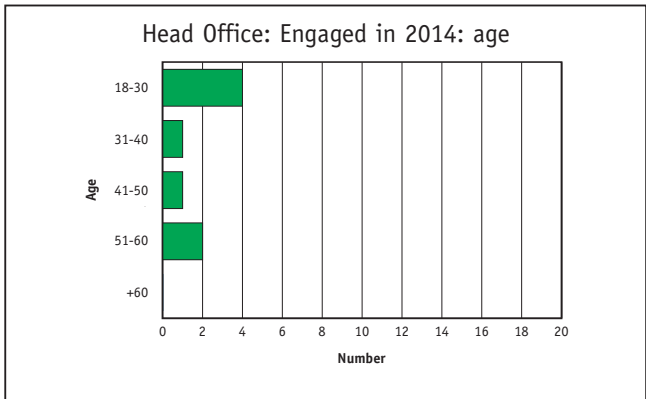


Turnover by age

Head Office: in 2014 mostly younger people were engaged. Indeed, we actively focus on rejuvenation. We briefly resume the evolution from 2012 to 2014.

Expats: the expat that left VECO in 2014 turned 65 and retired. She was replaced by someone in the age group of 31–40 years.

Local staff: the staffing of our local collaborators is in general younger than at head office in Leuven. This is also reflected in entrance and exits.



We provide traineeships at the head office and in the VECO offices. In 2014 we worked with trainees in the personnel department, within our movement work, sustainable catering and communication.

In 2014 we were also for the first time the host organisation in the framework of the EVS (European Voluntary Service). This exchange programme offers young Europeans the opportunity to build working experience in another

European country. Thus, for six months our communications service was reinforced with a young Italian woman.

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 2014, four BTC juniors were active in Ecuador, Peru, Vietnam and Tanzania.

2.7. Volunteers

Each year some 8,000 volunteers hit the streets in January to ask for attention and support for farmers' families in Africa, Latin-America and Asia. Next to that many volunteers dedicated themselves to Vredeseilanden in the course of the year 2014:

Salary Policy

Vredeseilanden strives for a fair remuneration to all employees for their contribution to the organisation's mission, taking into account their qualities and relevant work experience, and comparable to similar organisations. Apart from the wage and contributing to VECO's mission, also other elements contribute to employee motivation: flexible labour conditions, development of new skills, potential for new responsibilities and opportunities to work with colleagues in other continents.

In terms of salary and fringe benefits there is complete equality between men and women, and between employees with open-ended and fixed-term contracts, both at head office and in the VECO offices.

The salary system at head office is based on government scales. Eight scale categories are used, in which every employee is scaled based on his/her function and the number of years of relevant work experience. Every employee also receives meal cheques, group insurance, hospitalisation insurance and reimbursement of travel to and from work.

The members of the Executive Management receive a salary based on the scale category management or general manager. In addition to the general fringe benefits they also receive a representation cost allowance and a smartphone with subscription.

Nobody receives a company car. At head office one car is available that can be used by everyone who needs it for work purposes.

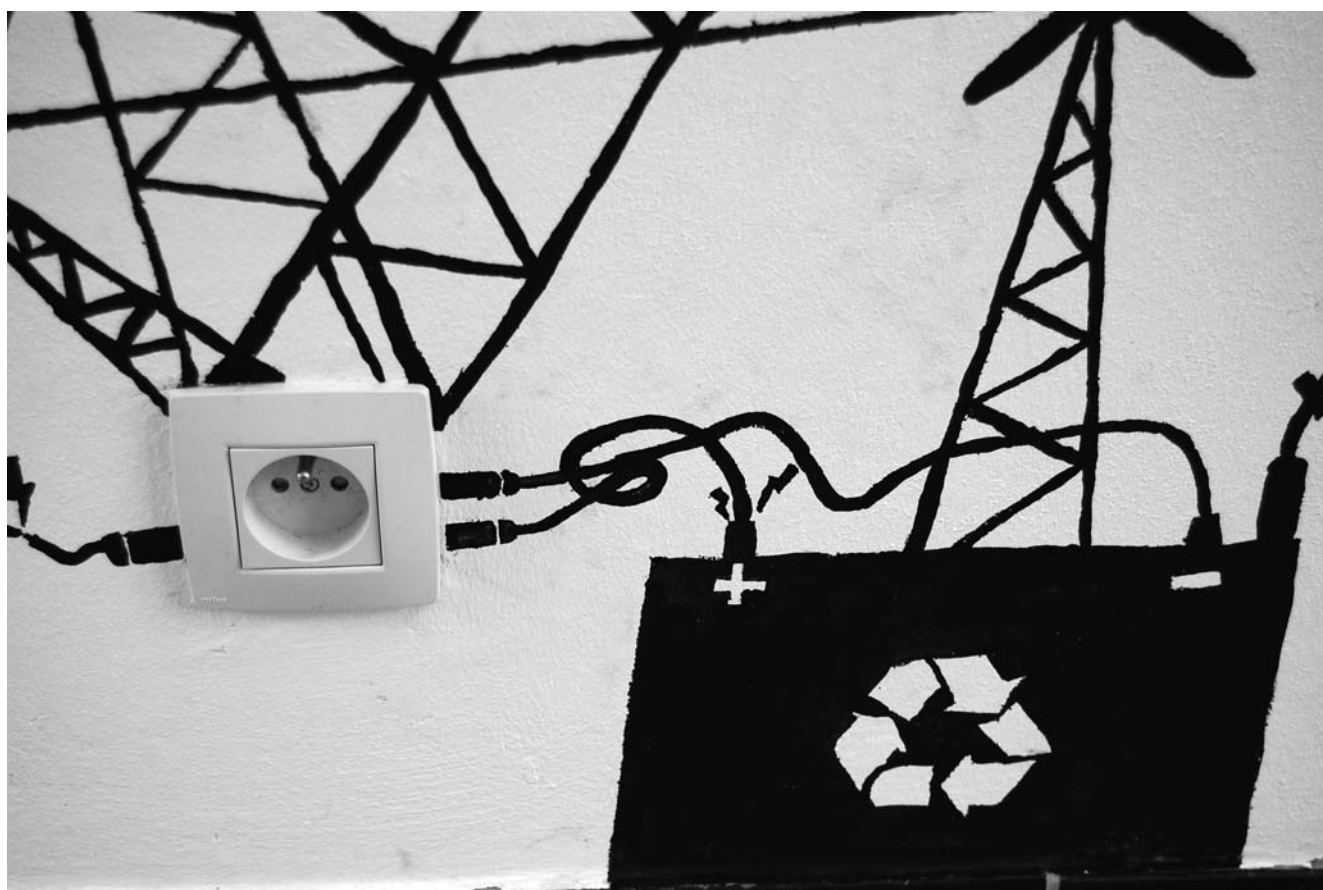
At head office there is a 'healthy' wage gap of 1 to 3, in other words: the highest wage is three times more than the lowest wage. The union standard for good a wage gap is 1 to 4.

No performance reward or other bonus system is foreseen, not in the VECO offices either.

In the VECO offices every region has its own salary system, based on the local context. However, every salary system is built according to the same principle of scaling in according to function and based on relevant work experience. Salary scales are established through a comparative study with similar organisations. Vredeseilanden wishes to position itself right above the average, aiming at being able to recruit competent employees.

Also on the VECO offices there are fringe benefits. This can translate in hospitalisation or life insurance, pension fund, 13th month, additional leave, transportation compensation,...

- 370 core volunteers acted as Vredeseilanden's ambassadors in their communities. Four of them travelled to Nicaragua to visit our partner organisations;
- 6 young people went on a trip to Nicaragua and talked about their experiences in secondary schools;
- 8 volunteers helped with translation, editing, lay-out work and fundraising events at the head office.



Chapter 7: Vredeseilanden's Environmental Policy

Towards 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: reducing 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 Inkomststraat into a sustainable office. We are now reaping the fruits.

If we compare to the period before renovation (2010) we notice a strong reduction of water consumption. Toilets are flushed with rainwater. The water consumption is only due to the drinking fountains, the shower for the staff commuting by bike and the use in the kitchen. In case of rainwater shortage in the rainwater tanks, we shift to mains water. The slight increase

in 2013 and 2014 as compared to 2012 can be explained by a drier summer with less rainfall.

As for the use of gas we see a sharp decline compared to previous years. A soft winter followed by a warm spring and a mild autumn explain this very low use. Also for electricity there is a noticeable sharp drop. We have implemented several electricity saving measures: replacement of servers by energy saving ones as well as changes in the ventilation system, causing less but improved ventilation. Savings for gas and electricity in 2014 mean 4,221 euros less spent compared to 2013.

Sustainable work also takes commuting into account. Working from home is of course possible. 93% of staff uses public transport or cycle to work. Our offices are close to the train station (10 minutes walking), and there is a shower for bikers.

Travelling per plane is still necessary for our operation. It is essential for an international organisation to have regular contact between colleagues in various continents. We use skype as

much as possible to exchange information, but the internet connections in most countries where we work are too unstable to organise video conferences (certainly in Africa). Moreover face-to-face exchanges are so much more valuable. Therefore travelling from North to South and between VECO offices is necessary. We are aware of the fact that this strongly increases our ecological footprint and we try to combine as many assignment in one air trip. In 2014 the number of flights was almost the same as in 2013.

We also commit ourselves to compensate all air travelling trips from the head office (by staff and volunteers). The emissions are calculated (using the formula of www.compenco2.be) and converted into an amount of money that is spent in a specific Vredeseilanden project in Tanzania. In that project we try and find together with Masai pastoralists solutions to preserve the soil fertility of their land and to better manage the water in dry periods.

The table on page 49 provides an overview of all environmental indicators.

Water, electricity and gas consumption at head office

	Water consumption (m ³)	Electricity (kWh)	Gas (gj)
2010	203	29.755	8.242
2011*	149*	16.351*	4.109*
2012	116	28.435	7.434
2013	119	26.440	7.703
2014	120	21.205	4.604

* 2011 is an atypical year with regard to consumption, since the premises were renovated at that time and we were accommodated some months in a building where the power and gas consumption was included in the rent (so that we have no data for those months).

	Airplan travel (km per year)	CO ₂ emission (kg)	CO ₂ compensation (euros)
2011	722.910	247.345	6.470
2012	531.445	180.500	4.061
2013	725.510	247.030	5.549
2014	721.670	248.780	5.595

1.1. Explanation per category

Paper: the bulk of the paper that we buy is used for mailings with information to the sympathizers. We try to limit this. In 2014 relatively little paper was purchased.

Office supplies: in 2013 we bought only little office supplies like writing materials, notebooks, The major part of the purchases concerned printing toners. We decided to start buying more original toners again instead of recycled toners. The recycled toners caused repeated technical problems with the printers.

Food products: if a food product is available in a version with the bio or fair trade label, we always chose to buy that labelled version. Last year, we also paid particular attention to this while purchasing food products for events.

Cleaning products: all maintenance products that we buy are environmentally friendly, except for some products where an environmentally friendly alternative is difficult to find. We constantly look out whether it is possible to replace certain products by an ecological version.

Water and energy: cf. above

Mobility: two company bikes are available for the staff members. The large majority of the collaborators use public transport for their commuter trips. Unfortunately, in 2014 we had more meetings at places that are inaccessible by public transport (eg. Port of Antwerp)

2. Environmental achievements VECO offices

For the last three years we have been reporting on environmental achievements of our regional offices. Since last year even a number of relevant core indicators that are easy to keep for all offices. The data can be read in the table on pages 50-51.

Almost all offices now use energy-saving light bulbs, and there are also numerous initiatives to use less paper. In a number of offices a start was made with collecting organic waste separately. Mobility continues to be the biggest problem. The steps towards more ecological sustainability are filled in differently by the colleagues in the South. The use of a 4x4, a (too) cool workplace, ...are status symbols and

culturally difficult to change. Sometimes also safety concerns influence the choice for a car. It is therefore very important to continue to keep the theme open for discussion. In the Andean region and in the DR Congo, our colleagues flew strikingly less. Our office in Lima (Peru) was further expanded, which means that our colleagues can visit partner organisations by car and colleagues from Quito (Ecuador) no longer need to 'fly in'. In RD Congo, airlines are no longer active between Butembo and Kampala, and also the number of flights between Butembo and Goma was greatly reduced, which means that also there more journeys happen over land.

3. Indirect environmental effects

Vredeseilanden's indirect environmental impacts concern in the first place the effects arising from the activities of the VECO programme. Measuring ecological aspects is part of the global sustainability screening (see page 20) and also in the triennial impact measurement we report on the use of natural resources. The next impact measurement will take place in 2016.

Environmental achievements of the Head Office

Vredeseilanden is committed to measuring CO ₂ emissions and working to bring them down in the future. The data below refer to the activities of the Vredeseilanden head office.			
	results 2012	results 2013	results 2014
PAPER			
total purchase of A4 paper per annum (number of sheets)	120.000,00	120.000,00	60.000,00
total purchase of A4 paper per person per annum (# of sheets)	2.500,00	2.666,67	1.304,35
share of recycled A4 paper compared to white paper	100%	100%	100%
total purchase of A4 paper per annum for mailings (# of sheets)	1.009.496	1.013.900	1.011.500
OFFICE SUPPLIES			
amount of eco-friendly supplies compared to the total	10%	9%	11%
FOOD PRODUCTS			
amount of food products purchased carrying an Organic and/or Fair Trade label	88%	83%	96%
MAINTENANCE PRODUCTS			
amount of eco-friendly maintenance products bought compared to total purchases	90%	90%	90%
WATER			
annual consumption in m ³ m ³ /person/year	116	119 2,64	120 2,61
ENERGY			
elektricity: green power kwh/person/year	659,85	587,55	460,98
heating gj gas/person/year	1.559,83	171,10	100,09
WASTE			
amount of non-recyclable waste per person per year (in kg)	8	8	8
amount of PMD waste per person per year (in kg)	0,6	0,5	0,8
amount of paper waste per person per year (in m ³)	0,8	0,8	0,5
amount of compostable waste per person per year (in kg)	12,0	13,9	13,6
amount of drinking bottles purchased with returnable deposit compared to total amount of bottles purchased	95%	95%	95%
MOBILITY			
work-related trips: proportion of public transport	70%	66%	60%
commuting: proportion of km travelled by train, bus, bike or on foot	94,56%	94,34%	92,37%
plane trips: km per annum	531.445	725.510	721.670
conversion of plane trips in CO ₂ emissions: kg of CO ₂ emissions per year	180.500	247.030	248.780
CO ₂ compensation	4.061,46	5.549,00	5.595,49

	VECO Vietnam			VECO Mesoamérica			VECO RD Congo		
	2013	2014	Target '15	2013	2014	Target '15	2013	2014	Target '15
Use of paper and toners									
Recycled paper available?	no	no	no	yes	yes	yes	no	no	no
% recycled paper	0%	0%	0%	0%	50%	50%	0%	0%	0%
Awareness raising among staff on reducing paper use?	yes	yes	yes	yes	yes	yes	yes	yes	yes
Percentage or use (yes/no) of recycled toners	each toner is used twice			63%	74%	74%	0%	0%	0%
Energy									
Use of energy-saving light bulbs?	yes	yes	yes	yes	yes	yes	yes	yes	yes
Energy-saving measures (switch off computers in the evening, monitors,...)?	yes	yes	yes	yes	yes	yes	yes	yes	yes
Airco temperature?	26°	25°	25°	20-24°	20-24°	20-24°	no airco	no airco	no airco
Mobility									
Work related trips: – flights	9	8	10	8	8	8	37	26	26
– car (in km)	32.500	30.000	40.000	53.000	62.803	60.000	car 29.359 motorbike 3.787	36.661	40.000
– public transport (routes)	192	20	50	15	10	15	12	—	—
Commuting: – car/motor (number of staff members)	11	10	12	4	7	7	3	9	10
– public transport (number of staff members)	0	0	0	5	4	4	4	—	—
on foot/bicycle (number of staff members)	1	2	2	0	2	2	3	2	1
Water									
Use of rain water	no	no	no	no	no	no	no	no	no
Waste									
Waste collection or recycling	paper	paper	paper	paper	paper	paper	organic waste	organic waste	organic waste

VECO Indonesia			VECO Andino			VECO East Africa			VECO West Africa		
2013	2014	Target '15	2013	2014	Target '15	2013	2014	Target '15	2013*	2014	Target '15
no	yes, but to expensive		yes	yes	yes	no	no	no		no	no
0%	0%	0%	42%	10%	15%	0%	0%	0%		0%	0%
yes	yes	yes	yes	yes	yes	yes	yes	yes		yes	yes
0%	0%	0%	0%	0%	0%		0%	0%		0%	0%
yes	yes	yes	yes	yes	yes	yes	yes	yes		yes	yes
yes	yes		yes	yes	yes	yes	yes	yes		yes	more economical use of airco
25°	25°	25°	–	no airco	no airco	no airco	25°	25°		25°	25°
all travels to project areas-outside Bali			261	169	150	42	3	2		3	2
14.857	142.151		12.723	20.000	15.000		6.739	10.000		6.379	
0	0		177	92	100		0	0		0	
motor 8 car 3	motor 12 car 2	motor 9 car 2	4	1	1	2	1	1			
0	0	0	4	7	8	17	0	0			
1	1	2		2		1	3				
no	no	no	no	no	no	no	no	no		no	no
yes	no	no	paper plastic organic waste	paper plastic organic waste	paper plastic organic waste	no	no	no		no	no

* No comparable data for West Africa in 2013 because of the merger of two offices.



Chapter 8: Fundraising at Vredeseilanden

1. Ambassadors and friends

Vredeseilanden receives financial support for its operations from different sides. Apart from government and foundation money, 18% of our income is derived from private fundraising: donations from individuals or sponsoring actions. Even if it is “only” 18%, the importance of private fundraising is high. Indeed, without these much needed ‘own resources’, we do not receive subsidies from the government either. Moreover, the support of so many individuals gives us legitimacy and proves that we have a base of people who express their trust in Vredeseilanden with a donation, cooperation in the campaign, participation in activities,...

Ambassadorship is more than a successful marketing strategy

Vredeseilanden can count on loyal supporters. Many volunteers stay for a long time. Also many donors have been

following us for a long time already. Since 2010 we organise high-quality mountainbiking trips in VECO countries, called the Vredeseilanden Classics: a combination of fundraising and visiting our partner organisations. Also other fundraising events, like the 20 km through Brussels or charity dinners help us to raise money. Of course the participants tell about Vredeseilanden in their network, and thus become ambassadors for our vision and operations.

From supporters to ambassadors

In 2014 we decided to start up an ambassador programme, tailored to the participants of the Classics, donors, volunteers, youth and teachers. We want to draft strategies to turn the people we reach through existing and new initiatives into ‘recommenders’, ambassadors of Vredeseilanden. Ambassadorship takes an important place in our next two-year programme for fundraising.

Ambassadors need and deserve accountability

Social profit organisations are critically followed by press, governments, companies and the public. This means that we must make efforts to improve communication on how we spend our resources. We strive for financial transparency and an ethically responsible relationship between expenses and revenues. Where it is possible, we can take cost-saving initiatives: work with volunteers who have the necessary expertise, with students, through co-creation,...

We want to be accountable, especially to our ambassadors. Which is why we are writing an “accountability charter” in 2015.

Cooperating with private companies for our fundraising

We mainly reach private companies through sports events. E.g., various companies already have a long track record in the 20 km through Brussels,

Apart from gifts through direct marketing and permanent orders, gifts from companies, legacies and the annual campaign weekend in January, our events have become an important source of income:

- 1126 runners participated in the Run for Africa (20 km through Brussels);
- 56 participants cycled the Nicaragua, Benin and Sulawesi Classics;
- 154 people participated in the benefit dinner in cooperation with P.A.R.T.S., the dance school of Anne Teresa De Keersmaeker;
- 130 people enjoyed the benefit concert of Sir Yes Sir in the Arenberg theatre in Antwerp.



and business people and entrepreneurs are really enthusiastic about our Classics for mountain bikers. A framework for cooperation with companies must give us a foothold for the future. For example: from which companies do we accept financial support? Or: which values are important and how do we bring them into practice?

And what about the new generation of ambassadors?

We have a long tradition in working with young people. From the youth associations that participated in our annual fundraising campaign, over 'Foodhunt' and 'Change the food', through our activities today. Together with them we investigate how we can involve young people with fundraising also in other ways.

2. Privacy and transparency

The privacy of our donors is guaranteed. Vredeseilanden exclusively uses the personal data for administrative objectives and to inform about our activities. Personal data are never communicated to other organisations, institutions or companies. Every

person is at all times entitled to view these data, to have them changed or eliminated. In 2014 we received no complaints.

Moreover, Vredeseilanden wishes to clearly and transparently communicate to all its donors about what happens with the money collected. On our website we answer a number of frequently asked questions : www.vredeseilanden.be/faq (under financial). Vredeseilanden also cooperates with the following initiatives on transparency and accountability:



The Vereniging voor Ethische Fondsenwerving (Association for Ethical Fundraising) guarantees the moral quality of fundraising and transparency of the accounts. The right to information is part of that code. This includes that donors, collaborators and staff are informed at least once per year about what is done with the funding acquired. This annual report responds to that.

Every year we also draft a file for VEF. The quotation is published on their website.

DONOR INFO

A database with objective information and audited figures of development and aid organisations.

ngo-openboek.be

Ngo-openboek is a database about and of Belgian NGOs. The site shows how the money from gifts and grants is spent.



Philanthropy.be

The project Filantropie.be is an initiative from the King Baudouin Foundation. The website aims at becoming an essential crossroads for social profit players, contribute to transparency of the sector and encourage exchanges between players.

Chapter 9: Financial Report 2014

Introduction

This chapter contains a complete financial overview of the entire Vredeseilanden group; head office in Belgium, as well as our regional VECO offices in Africa, Latin America and Asia. That way we can provide a correct and complete image about the totality of our activities. Vredeseilanden is one of the few Belgian NGOs that succeed in presenting entirely integrated numbers.

Admittedly, the integration of these numbers is a complex process, as all countries need to report to head office in a uniform way, according to the prevailing rules in Belgium, which are often pretty different from accounting rules in the VECO regions. Next, these reports are verified by the financial department at head office. After that, the local auditors of the international

audit office KPMG visit every office and report on their findings. Head office is also subject to a thorough control, more specifically by Clybouw Auditors. After a critical reading of all reports from the various offices, the board of statutory auditors of Vredeseilanden, consisting of Clybouw Auditors and KPMG, elaborates its final report.

After the end of the fiscal year 2014 we can again say that Vredeseilanden is a very healthy organisation from a financial point of view, and can face the future with confidence.

The financial reporting consists of three parts: the results statement, the balance sheet and the report of the auditor. The results statement gives an overview of all costs and revenues of the organisation during one year. The balance sheet presents the overview of

all assets and liabilities of Vredeseilanden as per the last day of the year reported. The report of the auditor is an independent opinion on our internal control mechanisms and the accuracy of the figures presented.

Apart from the integrated balance sheet and results statement of the entire Vredeseilanden organisation, we also present a detailed image of the results statement of head office.

In order to be able to report in a correct way to our various donors and the general public, Vredeseilanden head office uses an analytical accountancy which divides costs and revenues at two different levels: at department level and at donor level. For our regional offices, costs and revenues are separated at least by donor.

In November, all financial managers of the different VECO offices met in Belgium for a training in financial management and fraud prevention. It was an exciting week full of exchanges concerning the numbers behind the VECO programmes.



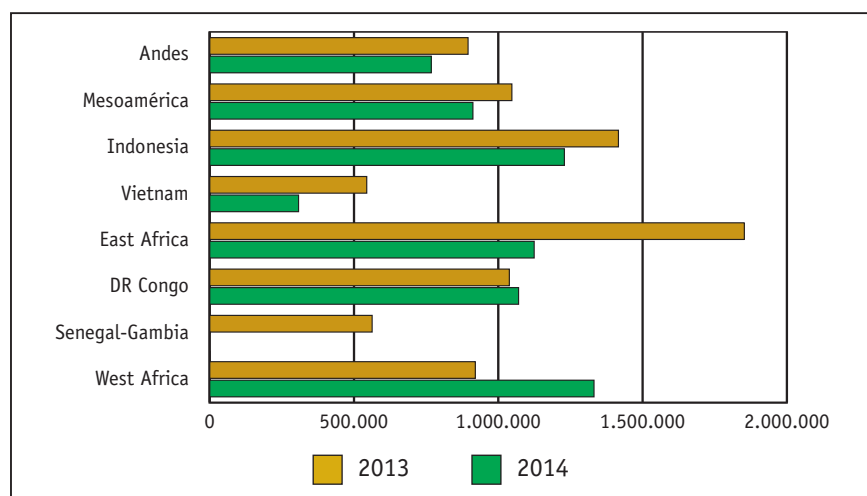
1. Results statement

1.1. Analytical results statement of head office

Unlike the figures of the integrated results statement (see annex a), the table on page 57 presents the expenses of head office separated per department. This has the advantage that we can show very clearly how much we really spend on the operations of each department and – more specifically – on general management, fundraising and achieving our programme objectives.

If we compare our budget for 2014 to what was really spent, we notice mainly underspending. In the case of both the VECO programmes and our programme in Belgium, this is due to a slower start-up during the first year of our three-year programme. In the next two years the expenses will increase.

Overview of expenses per region



For the activities in Belgium we are at 78% of our budget at the end of 2014. For the VECO activities in Africa, Latin America and Asia as a whole we are at 83% of our budget. The slower start-up is mostly noticed in countries like the DR of Congo, Indonesia and the Andes.

Notice that, because of the merger of our offices in West Africa (from 2 offices in Cotonou and Dakar to one in Ouagadougou), also our accountancy for West Africa has been centralised since 2014.

Result of 2014 compared to Budget 2014 and Result 2013

EXPENSES	RESULT 2013	BUDGET 2014	RESULT 2014	%
GENERAL MANAGEMENT				
Management and governance bodies	162.341	164.070	134.588	82%
Human Resources	129.333	156.155	148.597	95%
Finances	305.096	320.236	323.136	101%
Secretariat	119.172	126.671	123.819	98%
External relations	44.379			
Strategy development		190.926	185.391	97%
TOTAL GENERAL MANAGEMENT	760.321	958.057	915.531	96%
FUNDRAISING				
Fundraising	730.041	727.371	475.400	
Expenses invoiced to third parties*			170.866	
TOTAL FUNDRAISING	730.041	727.371	646.266	89%
PROGRAMMES				
NORTH PROGRAMME				
Programme in Belgium	538.860	421.662	349.701	83%
Awareness raising and education	295.045	394.407	308.849	78%
Provision for association risks head office	50.000	45.000	16.024	36%
TOTAL NORTH PROGRAMME	883.905	861.069	674.574	78%
SUPPORT FOR PROGRAMMES IN BELGIUM AND VECO OFFICES				
Communication	471.352	473.563	435.848	92%
Programme Development Team**		1.094.600	976.997	89%
TOTAL SUPPORT AND DEVELOPMENT	471.352	1.568.163	1.412.845	90%
SOUTH PROGRAMME				
COORDINATION OF PROGRAMME EXPERTISE				
Advocacy**	362.419			
SACD**	154.209			
PLA**	122.515			
TOTAL PROGRAMME EXPERTISE	639.144			
Programme management**	518.243			
Innovation fund	152.850	200.000	61.561	31%
Expatriates	550.226	503.891	336.616	67%
Provision for association risks VECOs	-55.711	50.000	12.489	25%
REGIONS				
West Africa	920.325			
Senegal-Gambia	562.838	1.661.783	1.331.648	80%
DR Congo	1.038.200	1.520.489	1.070.218	70%
East Africa	1.852.495	1.336.411	1.124.333	84%
Vietnam	544.117	339.685	307.857	91%
Indonesia	1.416.261	1.671.077	1.228.928	74%
Mesoamérica	1.047.021	1.137.711	912.000	80%
Andes	895.247	1.184.581	767.737	65%
Transferred from head office to regional offices, however not yet spent for programme	-1.233.479		570.849	
TOTAL REGIONS	7.043.027	8.851.737	7.313.570	83%
GRAND TOTAL SOUTH PROGRAMME	8.847.778	9.605.628	7.724.235	80%
GRAND TOTAL EXPENSES	11.693.397	13.720.288	11.373.451	83%

* These are e.g. expenses for air travel tickets for participants to the Vredeseilanden Classics, T-shirts for fundraising events,... These expenses are incurred by VECO, however the participants to these events reimburse them.

** Since the start of the new programme in 2014, these parts of our operations have been placed in one team: the Program Development Team.

REVENUES	RESULT 2013	BUDGET 2014	RESULT 2014	%
GOVERNMENTAL INCOME				
EU				
Project funding	22.036	550.954	452.381	82%
DGD				
North component	1.144.942	1.076.683	993.784	92%
South component	4.898.468	5.322.499	4.712.583	89%
Grant for structural expenses DGD	303.538	330.198	330.198	100%
BFVZ programmes in the South	832.180	476.790	290.435	61%
Synergy projects	159.213	142.360	268.593	189%
Various non-DGD balances in the countries		500.300		
PODDO	46.132	61.376	40.984	67%
Flemish Government – VAIS	88.558	52.091	35.591	68%
PROVINCES				
West Flanders	58.732	0	0	
Limburg	8.000	16.000	8.000	50%
Antwerp	0	5.000	4.800	96%
East Flanders	0	0	0	
Flemish Brabant	76.354	45.000	10.000	22%
MUNICIPALITIES	93.026	57.137	49.768	87%
GRANTS FOR SALARIES (Maribel, Gesco, DAC)	172.361	203.047	289.450	143%
Other grants (BIM, ...)	12.000	6.000	6.000	100%
TOTAL GOVERNMENTAL INCOME	7.915.540	8.845.435	7.492.567	85%
REVENUES FROM NGOs, FOUNDATIONS AND COMPANIES				
11.11.11	282.431	294.710	294.710	100%
IFDC	97.618	0	0	
CFC	0	353.092	285.014	81%
FOUNDATIONS, NOT FOR PROFIT ASSOCIATIONS AND NGOS	1.198.266	1.635.758	1.284.393	79%
Locally received in the VECO offices		325.716	*	
TOTAL NGOs, FOUNDATIONS AND COMPANIES	1.578.315	2.609.277	1.864.117	71%
REVENUES FROM PRIVATE FUNDRAISING				
EVENTS (Run for Africa, Classics, ...)	383.610	352.015	290.706	83%
DONATIONS	700.410	675.750	719.872	107%
PROSPECTION	44.602	10.500	16.723	159%
LEGACIES	321.864	10.140	37.261	367%
MAJOR DONORS PROGRAMME	111.265	140.000	191.886	137%
ZUIDDAG/SOUTH DAY FOUNDATION	46.105	147.611	114.000	77%
CAMPAIGN	456.441	475.000	499.401	105%
VARIOUS INCOMES	214.952	172.325	62.005	36%
Income from expenses invoiced to third parties			170.866	
TOTAL INCOME FROM PRIVATE FUNDRAISING	2.279.249	1.983.341	2.102.720	106%
FINANCIAL INCOME				
INTRESTS	80.840	60.000	29.083	48%
VARIOUS INCOMES	45.074	21.000	25.058	119%
TOTAL FINANCIAL + VARIOUS INCOMES	125.914	81.000	54.141	67%
TOTAL REVENUES	11.899.018	13.519.052	11.513.545	85%
GENERAL RESULT	205.621	- 201.236	140.094	

* Included in the integrated results statement (see annex a).

◆ Overview of expenses 2014

General Management

General Management expenses are operational and personnel costs of the support services at head office (secretariat, human resources, finances, strategy development), of management and the governance bodies. Compared to last year and to the budget, the percentage spent on general management was slightly higher, however compared to the budget in absolute

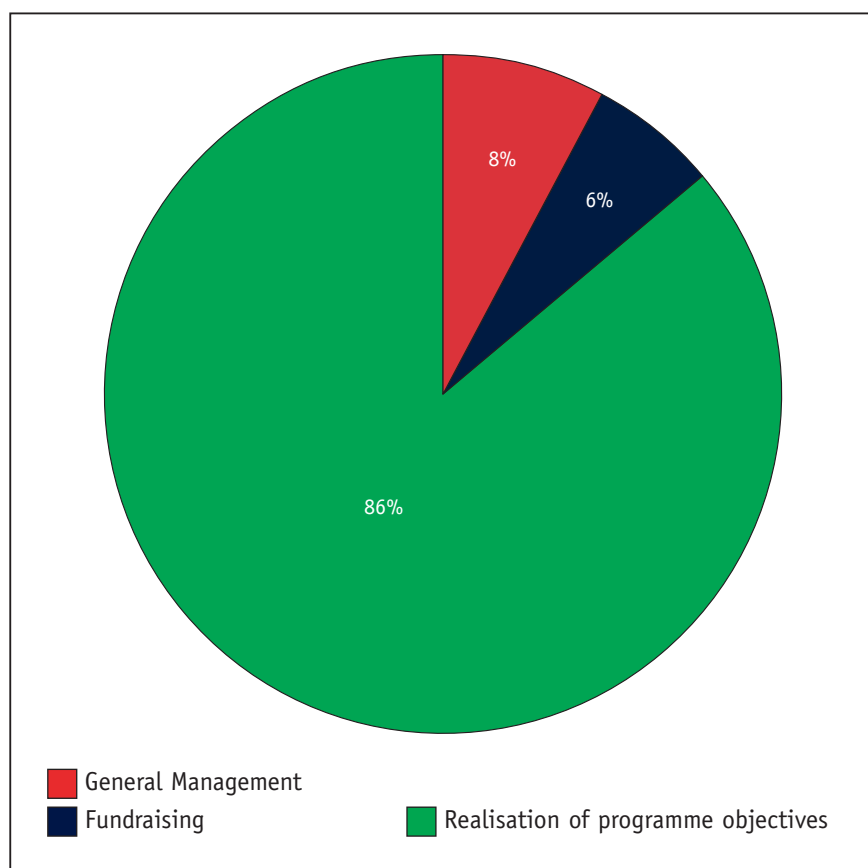
numbers we spent almost 43,000 euros less than foreseen. Especially management expenses were quite lower than budgeted. In any case, at 8% the percentage remains below the 10% provided. As a fundraising organisation, we are legally obliged to keep this percentage below 20%.

Fundraising

Fundraising expenses are personnel and operating expenses of the the annual campaign in Belgium on the one hand

on the one hand, and fundraising expenses throughout the year on the other hand. We spent 81,000 euros less than budgeted on fundraising. Like last year, fundraising expenses amount to 6% of total expenses. Also the relationship between expenses and revenues is better than last year: every euro spent on fundraising with private persons provides us with 4 euros of revenues. The legal standard to be allowed to issue fiscal certificates is 1 on 3.

Overview of expenses 2014



Expenses for the realisation of the programme objectives

This is the total of expenses after deduction of costs for general management and fundraising. These expenses are for both activities in Belgium and VECO countries. In our programme in Belgium you find expenses for the following services and activities: cooperation with companies, lobbying, consumer campaigns, accompaniment of industrial kitchens and awareness raising activities. Communication, capitalisation and dissimulation of insights and results of all our programmes and the expenses in Belgium of supporting both North and South operations are together under the heading "Support and development". When we talk about South operations, of course we mean spending in the various countries, but also costs for expats in our VECO offices. A comprehensive overview of all organisations that receive financial support from Vredeseilanden can be found on page 16-19.

	Realised 2013		Budget 2014		Realised 2014	
General Management	760.321	7%	958.057	7%	915.531	8%
Fundraising	730.041	6%	727.371	5%	646.266	6%
Realisation of the objectives	10.203.035	87%	12.034.860	88%	9.811.654	86%
Total	11.693.397		13.720.288		11.373.451	

◆ Overview of revenues 2014

Vredeseilanden has four main sources of revenues, which are briefly discussed below.

Government grants

With regard to government grants, the Belgian federal Directorate General for Development Cooperation (DCD) remains by far our most important source of income. It includes mainly programme funding, financing from the

Belgian Fund for Food Security (BFVZ) and some programmes on the 'Synergy' budget line. Apart from that we also received a major grant from the European Union for a project in West Africa and for employment (GESCO, DAC and Social Maribel), as well as grants from a number of lower governments in Belgium (see annex e). Our objective continues to be to not depend on government grants for more than 70%. This year we reduced the percentage to 65%.

NGOs, foundations and companies

In this section we find the grants from a number of Belgian NGOs and foundations – 11.11.11 certainly being the most important one – and grants from a number of NGOs and foundations from other European countries – of which the Dutch Cordaid is the most important one (see annex d).

Private revenues

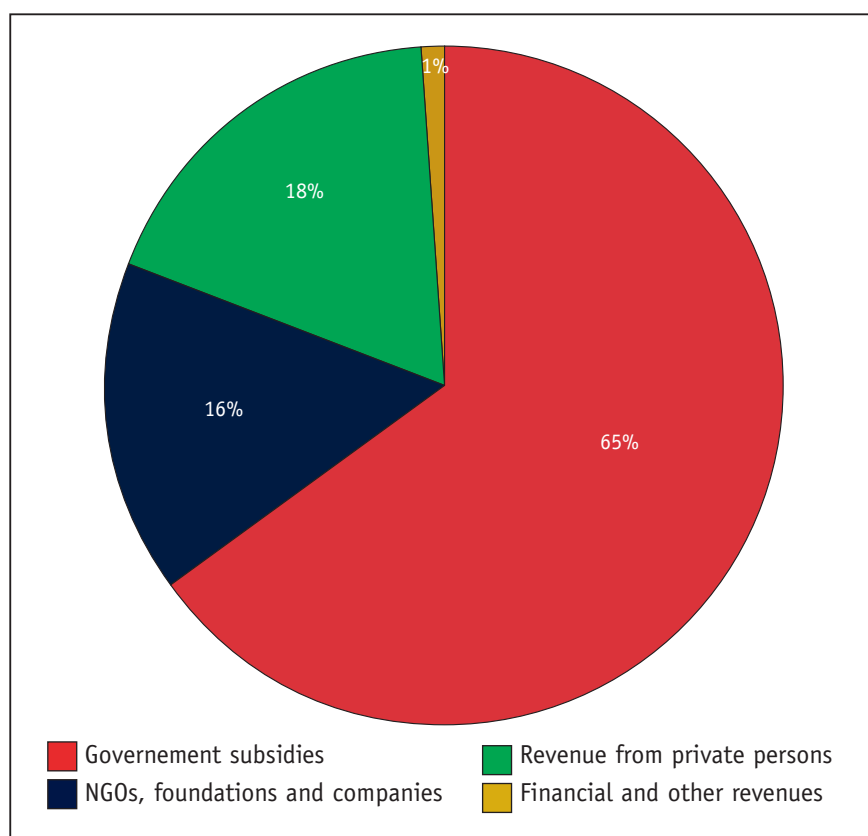
This is the third important source of income for Vredeseilanden. Here we find mostly the donations we receive during the year (permanent orders, gifts on mailings,...). They have experienced an upward trend, especially in the past year. There is also the revenue of the annual campaign, where the decreasing tendency of the previous years was halted this year. Revenues from events have dropped after the strong year 2013, however compared to the previous years there is still a significant increase. Of course we mention here the Run for Africa (20 km of Brussels), but certainly also the 'Classics' (biking trips). More about private fundraising on page 53.

Due to their exceptional and unpredictable nature we continue to mention legacies separately. In 2014, we received six legacies.

Financial and other income

Of course not every euro that enters is spent the next day. Therefore we regularly invest cash surpluses in entirely risk-free short term tools with

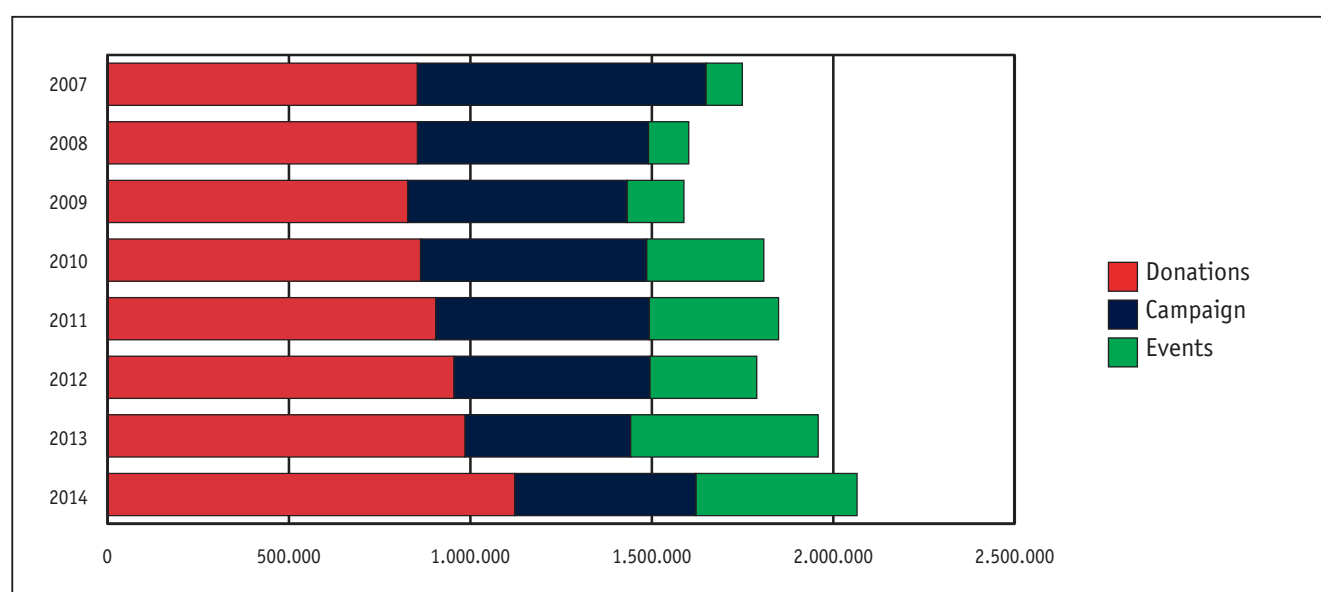
Overview of income 2014



Funding sources	Realised 2013		Budget 2014		Realised 2014	
Government subsidies	7.915.540	67%	8.845.435	65%	7.492.567	65%
NGOs, foundations & companies	1.578.315	13%	2.609.277	19%	1.864.117	16%
Revenues from private persons	2.279.249	19%	1.983.341	15%	2.102.720	18%
Financial and other revenues	125.914	1%	81.000	1%	54.141	1%
Total	11.899.018		13.519.052		11.513.545	

Private revenues

	2007	2008	2009	2010	2011	2012	2013	2014
Donations	853.315	853.765	826.916	862.424	904.120	954.136	984.782	1.121.843
Campaign	795.466	636.808	604.611	623.068	588.635	540.152	456.441	499.401
Events	100.507	111.063	156.903	323.052	356.362	294.753	517.162	444.215
Total	1.749.288	1.601.636	1.588.430	1.808.544	1.849.118	1.789.041	1.958.385	2.065.459
Legacies	53.099	232.161	20.000	0	4.280	245.410	321.864	37.261



a guaranteed interest. Additionally, we ensure that these investments are as ethical as possible.

Other income includes, among others, registration fees for the fair "YourChoice" (see page 28). Financial and other income together stand for slightly less than 1% of our total revenues.

1.2. Integrated results statement (see annex a)

1.2.1. Expenses

Services and various goods (61 accounts)

These are expenses for operations of both head office and country offices.

Salaries, social charges and pensions (62 accounts)

Consist of total salary cost of all staff, both of head office in Leuven as cooperants and local staff.

Depreciations and provisions (63 accounts)

Under the depreciations header we find the devaluation of investments during the fiscal year. All investments in the country offices are entirely written off during the year of purchase. At head office, investments are depreciated over various years, according to the depreciation periods established by the Board of Directors.

This section also presents a number of provisions for risks and expenses. Most

of these provisions are linked to events in our VECO offices.

Other operational expenses (64 accounts)

In case of VECO offices, deposits to the various partner organisations constitute the main part of this account. For head office, it concerns a number of direct deposits to international networks.

1.2.2. Revenues

Operating income (70 and 74 accounts)

In the integrated results statement all regular income from the organisation is mentioned together and divided in three sections: 'Grants', 'Donations, legacies and membership fees' and

'Other operating income'. Most revenues destined for the VECO programmes go through head office. However, a number of smaller deposits from foundations of grant suppliers are transferred directly by the donor to the regional office, without passing through the head office.

2. Balance sheet

Vredeseilanden's balance sheet can be found in annex b. The balance sheet consists of four main sections, which we briefly review hereunder one by one. Obviously, this balance sheet contains both head office as regional VECO offices.

2.1. Fixed assets

Material fixed assets

At head office this section mostly includes the building in Blijde Inkomststraat in Leuven, Belgium, where the offices of Vredeseilanden are established. There are also some smaller items, mainly computer equipment. At the regional offices this section is empty, as they rent their office space. Because of the current subsidy rules, local investments are entirely written off in the year of purchase. Which is why they are not to be found in this summary of the balance sheet.

Financial fixed assets

The main part of this section consists of our shares in Alterfin cvba, a cooperative association for credit granting to micro-financing institutions and fair trade organisations. The dividend we receive every year on this investment is always converted into additional shares.

Apart from that we also find our share in New B cvba here, a cooperative

aiming at establishing a new cooperative bank in Belgium, and a number of guarantees for rental contracts, especially in our VECO offices.

2.2. Current assets

Inventories

This section includes inventories of campaign materials at head office. The value of these inventories has slightly decreased compared to last year: more campaign material was sold than new material purchased.

Cash and cash equivalents

The main share of the investments and cash is held in accounts at Triodos Bank. This is in accordance with the decision of the Board of Directors to invest our money as much as possible as ethically as possible. Because we cannot make transfers to our VECO offices through Triodos Bank, we continue to work with major Belgian banks for daily operations.

There is also cash present at regional VECO offices. These monies are closely monitored by the financial department at head office.

Deferred accounts

This section contains some revenues destined for 2014 which we had not yet received on December 31, 2014.

2.3. Equity

The equity of Vredeseilanden vzw consists of various parts. Every year we check the various sections and make necessary adjustments.

Social fund

It is obvious that we as an organisation must have a social fund which is sufficiently large to say goodbye to a

number of staff members in case of a very serious crisis.

Coverage of material fixed assets

The asset side of our balance sheet contains an important material fixed asset. This fixed asset is in the first place the building in Leuven, of which Vredeseilanden is full owner. That building is essential for our organisation's operations. If we would have this fixed asset, it would significantly impair our operations. It is therefore essential to cover this asset with equity.

Working capital

As an organisation we are largely dependent on grants. Often, disbursement of these grants is late. Sometimes, the government disburses with a delay of three months. This is the case for both the DGD programme as for the various BFVZ (Belgian Fund for Food Security) files.

During this period, Vredeseilanden must be able to continue its activities and pre-finance fixed expenses and salaries. Moreover, during such periods also the activities in the South have to run as normally as possible. The South should not be victim of the fact that governments pay months after date.

To cover similar periods, we can address the social fund and have an additional working capital available.

Other dedicated funds

A dedicated fund may be created for other specific situations. At present there is no need to create such specific fund. We do have the innovation fund as a similar tool. Enterprising farmer organisations who want to operate in so-called 'modern markets' have to respond swiftly and in a flexible way to

Focus on rice

What are the newest tendencies and predictions for the global rice trade? How much rice is produced in every country and what are the marketable surpluses? Which are the most sought varieties? What are the newest technological developments in the sector?

On the fourth International Rice Congress in Thailand, in November 2014, business people and scientists shared their insights. The main conclusions: only 7 to 8% of total rice production is traded worldwide. The demand for this quickly prepared food is increasing because urban populations increase, and they prefer rice over cassava. At the same time, production is under pressure due to climate change and declining water levels. Not much is needed to cause a new crisis like the one in 2008. West Africa, currently depending on the world market, urgently needs to develop its own rice sector.

Vredeseilanden coordinates an important programme in West Africa, aimed at making the region self-sufficient in terms of rice. Therefore we could not miss out on this

International Rice Congress. Our colleagues appealed to the innovation fund for their transportation. Representatives of farmers' organisations from Senegal, Benin and Burkina Faso flew to Thailand. Oddly enough, rice producers were barely represented at this congress which was dominated by scientists and traders. The interventions of our partner organisations in debates and conferences were therefore monitored with extra attention.

After the congress, the West African rice farmers were received by a Thai organisation of organic rice farmers who produce for the local and export market. Also colleagues and representatives of farmers' organisations in Indonesia participated in this exchange. During an entire week, their Thai colleagues trained them in sorting rice, quality control systems, the importance of attractive packaging, procedures that can guarantee tracking of the rice throughout the entire chain, etc. In short: a lot of practical knowledge which is immediately applicable in our rice programmes.

changes and opportunities. So Vredeseilanden must also be able to finance certain activities outside the multiple-years programmes just as flexibly. Therefore, the General Assembly in June 2011 decided to redefine the long-standing 'innovation fund' and spend 200,000 euros per year for it. This fund is entirely financed from equity. In 2014 we spent 61,561 euros to innovative projects. An example is given in the box above.

Equity without a specific destination

The difference between current equity, social fund, fund for coverage of tangible fixed assets, innovation fund and working capital is the own equity without a specific destination. It is an 'other reserve', available for the organisation's operation.

Furthermore, some offices have a small

amount of equity. This equity results from various local proceeds (no subsidies) which have been accumulated in the past.

The equity now consists of the following:

2.4. Provisions

In this category we find a number of provisions for social and fiscal disputes and risks at head offices and some countries. After consultation with our auditors we were able to take back some of these provisions. Apart from that, in quite a number of regions in the South there are provisions to comply with local social legislation with respect to end of contract or retirement.

2.5. Debts

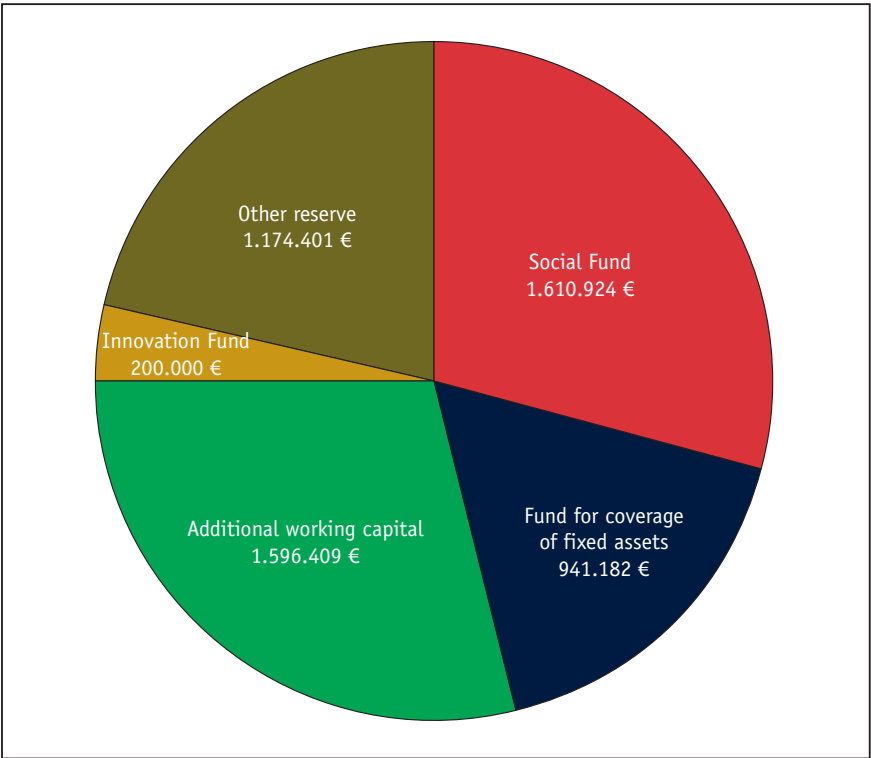
If we compare the debts with the balance total we see that they are very limited. In debts we find some debts to suppliers and some social debts. Also in the VECO offices we usually find some debts to suppliers or social debts. Vredeseilanden does not have running bank credits. The 'other debts' of head office consists mostly in the amount to reimburse to DGD because of subsidies not spent in the expiring three-years programme.

2.6. Transitory accounts

Here we find the grants that were not yet spent on December 31, 2014, and were therefore deferred to 2015. In other words, funds already received in 2014 but that will only be spent in

2015, e.g. the new three-years programme of DGD, DGD Synergy, AUSAID (the Australian Cooperation), Zuiddag Foundation and Cordaid.

Equity – After result sharing 2014





Annex a: Consolidated profit and loss account 2014

	INTEGRATED TOTAL
	2014
Codes	Euro
I Operating income	
D1. Subsidies	70/74 10.931.795,22
D2. Membership fees, donations, bequests	73 8.875.931,53
E. Other company revenues	73 1.733.306,00
	74 322.557,69
II Operating charges	60/64 10.843.900,78
A. Trade goods, base and auxiliary materials	60 67.228,10
1. Purchases	600/8 51.995,10
2. Increase (-); Decrease (+) of stock	609 15.233,00
B. Services and diverse goods	61 2.976.806,05
C. Remunerations, social security costs and pensions	62 4.655.782,27
D. Depreciation of and other amounts written off on information expenses intangible and tangible fixed assets	630 204.492,45
F. Increase (+); Decrease (-) in provisions for risks and charges	635/8 -85.609,25
G. Other operating charges	640/8 3.025.201,17
III Operating profit (+)	70/64 87.894,44
Operating loss (-)	64/70
IV Financial income	75 42.872,30
B. Income from current assets	751 29.083,36
C. Other financial income	752/9 13.788,94
V Financial charges	65 10.878,92
B. Increase (+); Decrease (-) in value of other current assets than those mentioned under II.E.	651 430,03
C. Other financial charges	652/9 10.448,89
VI Profit on ordinary activities (+)	70/65 119.887,82
Loss on ordinary activities (-)	65/70
VII Extraordinary income	76 28.872,33
A. Extraordinary depreciation and other amounts written off on formation expenses, intangible and tangible assets	760 0,00
B. Extraordinary amounts written off on financial fixed assets	761 0,00
C. Extraordinary provisions	762 0,00
D. Gain on disposal of fixed assets	763 28.872,33
E. Other extraordinary costs	764/9 0,00
VIII Extraordinary charges	66 0,00
E. Other extraordinary charges	664/8 0,00
IX Profit of the fiscal year (+)	70/66 148.760,14
Loss of the fiscal year (-)	66/70
CTA to be incl. in fin. result (diff. average-closing rate on current year result)	-8.666,37
CTA to be incl. in fin. result (diff. average-closing rate on current year result)	13.340,09
CTA to be incl. in fin. result (diff. average-closing rate on current year result)	0,00
Profit (+) / loss (-) of the fiscal year	153.433,86

HEAD OFFICE	WEST AFRICA	EAST AFRICA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2014	2014	2014	2014	2014	2014	2014	2014
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
11.484.461,84	1.315.265,07	1.096.068,52	1.028.700,24	764.825,72	896.855,54	232.449,48	1.319.737,75
9.500.810,17	1.315.265,07	1.054.459,23	1.012.198,30	763.865,07	891.495,66	232.449,48	1.311.957,49
1.733.306,00		0,00					
250.345,67		41.609,28	16.501,94	960,65	5.359,88		7.780,26
11.367.240,89	1.324.209,66	1.114.461,97	1.030.410,39	761.903,99	900.433,28	239.450,10	1.312.359,44
67.228,10							
51.995,10							
15.233,00							
1.089.417,43	243.603,37	536.073,87	296.136,76	168.531,39	135.249,18	68.972,71	438.821,34
2.865.532,19	343.033,87	397.491,41	199.274,77	241.010,50	240.832,55	124.245,50	244.361,48
79.871,38	29.853,94	49.365,86	17.461,37	6.672,77	3.805,83	1.918,97	15.542,33
-94.630,88		0,00		-5.166,45	11.061,78	12.018,69	-8.892,39
7.359.822,67	707.718,48	131.530,84	517.537,49	350.855,78	509.483,94	32.294,23	622.526,68
117.220,95	0,00	0,00		2.921,73	-3.577,74	-7.000,62	7.378,31
	-8.944,59	-18.393,45	-1.710,15				
29.083,36	0,00	0,00	0,00	180,79	1.309,69	7.794,15	4.504,31
29.083,36		0,00					
0,00		0,00		180,79	1.309,69	7.794,15	4.504,31
6.210,54	0,00	0,00	0,00	3.123,97	750,88	793,53	0,00
430,03							
5.780,51		0,00		3.123,97	750,88	793,53	
140.093,77				-21,45	-3.018,93		11.882,62
	-8.944,59	-18.393,45	1.710,15			0,00	
0,00	8.944,59	19.927,74	0,00	0,00	0,00	0,00	0,00
	8.944,59	19.927,74					
	0,00			0,00			
		0,00					
140.093,77	0,00			-21,45	-3.018,93	0,00	11.882,62
	0,00	1.534,28	-1.710,15				
		-1.534,28	1.710,15	21,45	3.018,93		-11.882,62
		-118,16	764,38	1.187,00	6.451,93		5.054,94
		0,00		0,00			0,00
140.093,77	0,00	-118,16	764,38	1.187,00	6.451,93	0,00	5.054,94

Annex b: The balance as of 31/12/2014

ASSETS

FIXED ASSETS

- I Preliminary initial expenses**
- II Intangible fixed assets**
- III Tangible fixed assets**
 - A. Land and buildings
 - 1. In full property
 - 2. Other
 - B. Plant, machinery and equipment
 - 1. In full property
 - 2. Other
 - C. Furniture and vehicles
 - 1. In full property
 - 2. Other
 - D. Leasing and similar rights
 - E. Other tangible fixed assets
 - 1. In full property
 - 2. Other
 - F. Assets under construction and advance payments
- IV Financial fixed assets**
 - A. Linked companies
 - 1. Participation
 - 2. Progress
 - B. Companies with a participation relationship
 - 1. Participation
 - 2. Progress
 - C. Other financial fixed assets
 - 1. Shares
 - 2. Receivables and guarantees in cash

CURRENT ASSETS

- V Amounts receivable after more than one year**
 - A. Receivables
 - B. Other amounts receivable
- VI Stocks and contracts in progress**
 - A. Stocks
 - 1. Raw and auxiliary materials
 - 2. Manufacturing goods
 - 3. Finished products
 - 4. Goods purchased for resale
 - 5. Real estate meant for sale
 - 6. Advance payments
 - B. Orders in execution
- 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
	2014
Codes	Euro
20/28	853.090,66
20	
21	
22/27	790.545,82
22	781.307,96
22/91	781.307,96
22/92	
23	9.237,86
231	9.237,86
232	
24	0,00
241	0,00
242	
25	
26	
261	
262	
27	
28	62.544,84
280/1	
280	
281	
282/3	
282	
283	
284/8	62.544,84
284	54.376,83
285/8	8.168,01
29/58	9.877.391,14
29	600,00
290	
291	600,00
30	139.244,00
30/36	139.244,00
30/31	
32	
33	
34	139.244,00
35	
36	
37	
40/41	223.304,52
40	
41	223.304,52
50/53	6.664.339,74
54/58	2.581.186,19
490/1	268.716,70
20/58	10.730.481,80

HEAD OFFICE	WEST AFRICA	EAST AFRICA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2014	2014	2014	2014	2014	2014	2014	2014
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
846.304,75	5.507,98	0,00	0,00	0,00	1.277,93	0,00	0,00
790.545,82	0,00	0,00	0,00	0,00	0,00	0,00	0,00
781.307,96	0,00	0,00	0,00	0,00	0,00	0,00	0,00
781.307,96		0,00					
9.237,86	0,00	0,00	0,00	0,00	0,00	0,00	0,00
9.237,86		0,00					
0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
0,00		0,00					
55.758,93	5.507,98	0,00	0,00	0,00	1.277,93	0,00	0,00
55.758,93	5.507,98	0,00	0,00	0,00	1.277,93	0,00	0,00
54.376,83		0,00					
1.382,10	5.507,98	0,00			1.277,93		
7.538.646,18	339.675,33	310.350,91	603.265,19	169.312,57	397.383,57	116.193,22	480.489,75
600,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
600,00		0,00					
139.244,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
139.244,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
139.244,00		0,00					
37.623,79	60.435,85	31.739,80	59.971,50	9.150,06	32.952,93	3.766,15	65.590,02
37.623,79	60.435,85	31.739,80	59.971,50	9.150,06	32.952,93	3.766,15	65.590,02
6.648.289,36		0,00		16.050,38			
563.745,69	278.027,01	273.813,01	540.297,56	144.112,14	267.903,06	112.174,57	401.113,15
149.143,34	1.212,47	4.798,10	2.996,13		96.527,57	252,50	13.786,59
8.384.950,93	345.183,31	310.350,91	603.265,19	169.312,57	398.661,50	116.193,22	480.489,75

Annex b: The balance as of 31/12/2014

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 recoverable donations and bequests

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
	2014
Codes	Euro
10/15	5.522.916,17
10	
100	0,00
13	4.394.348,09
140	975.134,22
	153.433,86
16	573.595,51
160/5	573.595,51
160	196.133,45
163/5	377.462,06
168	0,00
17/49	4.633.970,10
17	0,00
170/4	0,00
174	0,00
175	
42/48	1.287.387,30
44	207.376,83
440/4	207.376,83
45	427.574,08
450/3	50.326,37
454/9	377.247,71
48	652.436,39
492/3	3.346.582,80
10/49	10.730.481,80

HEAD OFFICE	WEST AFRICA	EAST AFRICA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2014	2014	2014	2014	2014	2014	2014	2014
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
5.400.798,54	1.804,53	-3.355,18	6.528,98	10.141,68	55.131,81	1.429,31	50.436,50
0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
		0,00					
4.348.515,25		20.095,40		12.069,78	13.667,66		
912.189,52	1.804,53	-23.332,42	5.764,60	-3.115,10	35.012,22	1.429,31	45.381,56
140.093,77		-118,16	764,38	1.187,00	6.451,93		5.054,94
383.548,77	1.831,94	0,00	0,00	22.998,05	53.413,06	46.870,61	64.933,08
383.548,77	1.831,94	0,00	0,00	22.998,05	53.413,06	46.870,61	64.933,08
7.918,65				22.998,05	53.413,06	46.870,61	64.933,08
375.630,12	1.831,94						
		0,00					
2.600.603,62	341.546,84	313.706,09	596.736,21	136.172,83	290.116,63	67.893,30	365.120,17
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					
1.217.275,68	62.027,31	16.594,51	9.192,05	13.130,36	36.116,57	4.570,26	6.406,15
206.075,53	21.200,92	16.573,61	0,00	2.608,36	25.283,44	136,74	6.406,15
206.075,53	21.200,92	16.573,61		2.608,36	25.283,44	136,74	6.406,15
395.708,97	7.047,80	20,89	1.566,44	7.936,32	10.833,13	4.433,52	0,00
34.608,64	2.944,29	20,89		2.543,61	5.780,05	4.428,88	
361.100,33	4.103,51	0,00	1.566,44	5.419,70	5.053,08	4,64	
615.491,18	33.778,59	0,00	7.625,60	2.558,68			
1.383.327,94	279.519,53	297.111,58	587.544,16	123.042,47	254.000,06	63.323,04	358.714,02
8.384.950,93	345.183,31	310.350,91	603.265,19	169.312,57	398.661,50	116.193,22	480.489,75

Annex 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
Prins Boudewijnlaan 24d
2550 Kontich

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 2014

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 2014, prepared in accordance with the accounting standards applicable in Belgium, with a balance sheet value of 10.730.483,61 euro and with a profit-and-loss account that shows a profit for the financial year of 153.433,86 euro.

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 2014*

In our opinion, the annual accounts closed on 31st December 2014 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.
- Our presentation did not include the systematic examination of the spending and the account of the subsidies received by your association with regard to the subsidizability rules as well as other justification criteria.

Brussels, 31th of June 2014

Statutory Auditors

KPMG and Partners
represented by Harry Van Donink
statutory auditor

Clybouw Bedrijfsrevisoren
represented by André Clybouw
statutory auditor

Annex d: List of donors*

Donors	Amount
DGD Zuid	4.994.424,92
DGD Noord	1.404.757,02
DGD Synergie	575.553,02
Cordaid	389.659,00
11.11.11	294.709,91
Belgian Fund for Food Security	286.374,00
Wage subsidies	284.435,62
Common Fund for Commodities	282.432,52
Misereor	165.000,00
Oxfam Novib	131.219,00
South Day Foundation	114.000,00
Bill & Melinda Gates Foundation	79.731,84
Federal Service for Sustainable Development (PODDO)	40.983,99
Municipalities	40.620,03
Flemish gouvernement – VAIS	37.157,50
Province of Vlaams-Brabant	33.525,30
Entrepreneurs for Entrepreneurs	33.009,87
King Boudouin Foundation	22.500,00
Gilles Fountation	20.000,00
Kris Kras	16.870,00
Fondation de France	15.000,00
Fevia	14.000,00
Oxfam UK	9.782,10
Federatie Nederlands Vakverbond	8.247,16
BIM	6.000,00
Province of Antwerp	4.800,00
IDH Sustainable trade	4.189,40
SOS Faim	3.000,00

* These lists contain all amounts we received on our accounts in the course of 2014. So the total is not the same as the totals in the results statement, as some grants are destined for a next or previous fiscal year.

Annex e: List of municipalities*

Municipality	Amount
Aalst	950,10
Antwerpen	4.000,00
De Pinte	218,54
Genk	1.511,62
Grimbergen	6.168,00
Grobbendonk	1.170,00
Halle	4.621,96
Heusden-Zolder	3.000,00
Holsbeek	1.200,00
Ieper	250,00
Laarne	700,00
Lanaken	720,00
Lubbeek	1.666,60
Mortsel	8.370,00
Rotselaar	2.200,00
Schelle	183,21
Tessenderlo	1.500,00
Zeel	940,00
Zottegem	1.200,00
Zuilenkerke	50,00

* These lists contain all amounts we received on our accounts in the course of 2014. So the total is not the same as the totals in the results statement, as some grants are destined for a next or previous fiscal year.

Annex f: In-kind donations

We are happy with the support of the following organisations and companies:

- For years already, **Boma Cleaning Services** provides our head office with cleaning products.
- Law firm **Eubelius** provides legal advice in our court case against Mr. Debels and in a number of specific issues.
- Consultancy company **PWC** held a workshop without charging, as well as training in fraud prevention within the organisation.
- Communication office **Boondoggle** supports us with the development of campaign and communication strategies.



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GRI-indicators – G4 – “core” option			
General Standard Disclosures			
	Description	Page	Observations
Strategy and analysis			
G4.1	Statement from the Director	3	
G4.2	Description of impact, risks and opportunities	20	
Organisational profile			
G4.3	Organisation name	Colophon	
G4.4	Main activities and services	10	
G4.5	Location of head office	Colophon	
G4.6	Number and name of countries where the organisation is active	15	
G4.7	Nature of ownership and legal form	33-34	
G4.8	Beneficiaries and stakeholders	11-13	
G4.9	Scale of the organisation	15, 41, 68-69	
G4.10	Number of employees by gender and region, including volunteers	41-45	
G4.11	Percentage of total employees covered by collective bargaining agreements	43	
G4.13	Significant changes in structure	33, 35	
G4.15	Externally developed sustainability charters, principles or initiatives that have been signed or endorsed by the organisation	36	
G4.16	Membership of coalitions, associations and functions in management bodies, including national or international advocacy organizations	13	
Material aspects and scope			
G4.17	List of all entities in the consolidated financial report	66-67	We are planning an extensive exercise with our stakeholders to reach a materiality matrix and limits in 2015.
G4.18	Process for defining the report content and the Aspect Boundaries	5	
G4.19	List all the material Aspects identified in the process for defining report content	5	
G4.20	Aspect boundary per material Aspect within the organisation	5	
G4.21	Aspect boundary per material Aspect outside the organisation	5	
G4.22	Effect of any restatements of information provided in previous reports	/	No restatements
G4.23	Important changes of scope and boundaries compared to previous reporting periods	/	
Stakeholder engagement			
G4.24	List of stakeholder groups engaged by the organisation	11-13	
G4.25	Basis for identification and selection of stakeholders		
G4.26	Approach of stakeholder engagement, including frequency of consultation by type and stakeholder group	11-13, 20	
G4.27	Key topics and concerns that have been raised through stakeholder engagement and organisation's response	20	
Report parameters			
G4.28	Reporting period	5	
G4.29	Date of previous report	5	
G4.30	Reporting cycle	5	
G4.31	Contact for questions on the report	Colophon	
G4.32	'in accordance' option the organisation has chosen	5	
G4.33	Policy on seeking external assurance for the report	5	

	Description	Pages	Observations
Governance			
G4.34	Governance structure of the organisation	33-34, 36	
G4.35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	36	
G4.36	Sustainability officer at highest level?	36	
G4.37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	34, 36	
G4.38	Composition of the highest governance body and its committees	34	
G4.39	Chair of the highest governance body is also an executive officer?	34	
G4.40	Nomination and selection processes for the highest governance body and its committees	34	
G4.41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	34	
G4.42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's sustainability statements	34, 36	
G4.51	Report the remuneration policies for the highest governance body and senior executives	34	
G4.52	Process for determining remuneration	45	
G4.55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation	45	
Ethics and integrity			
G4.56	Code of conduct and Code of ethics	36	
G4.58	Mechanisms for seeking advice on ethical and lawful behavior	36	
Specific Standard Disclosures			
Material aspects	Indicators	Page	Observations
Economic performance			
EC1	Allocation of resources: annual financial report, control mechanisms, costs/income fundraising	55-65, 53	
NG08	Ethical fundraising – Funds per category, and the five largest donors and financial value of their contribution, policy on accepting gifts	54, 60-61, 74	
Environment – Energy			
EN3	Energy consumption	47-51	
Environment – Water			
EN10	Water reuse	47-51	
Environment – Services			
EN27	Contribution to mitigation	20	
Social – Work			
LA9	Average number of training hours by year, by employee and by employee category	39-40	
LA13	Ratio of the basic salary and remuneration of women to men for each employee category	43	
Social – Human Rights			
HR3	Number of incidents of discrimination and corrective actions taken	40	

Material aspects	Indicators	Page	Observations
Social – Society			
S03	Total number and percentage of operations assessed for risks related to corruption	36	
S04	Communication and training on anti-corruption policy	55	
Social – Responsibility			
NG010	Application of specific standards on fundraising	54	
Stakeholder engagement	Processes to involve stakeholders in development, implementation, audit and evaluation of policy and programmes	20, 23	
Planning, Learning and Accountability	System for programme monitoring, evaluation and learning, introducing modifications in the programme and communicating these modifications	20	
Gender and diversity	Measures to integrate gender and diversity in the development, implementation, monitoring and evaluation of programmes and the learning cycle	20-22	
Privacy			
PR8	Total number of substantiated complaints received concerning breaches of customer privacy	54	



Vredeseilanden is a Belgian NGO that enables and supports smallholder farmers to take up their role in rural poverty alleviation and to contribute to feeding a growing world population in a sustainable way. We support our partner organisations through 8 Vredeseilanden Country Offices (VECOs). That is why, outside Belgium, the organisation is mainly known as VECO. In this annual report, we use both.



COLOPHON

For general questions on this annual report, please contact:

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For specific questions on the financial report, please contact:

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Director Head Office

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Vredeseilanden vzw

Blijde Inkomststraat 50

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www.vec0-ngo.org

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Vredeseilanden follows the EFQM quality system and obtained the 'Committed to Excellent' label, presented by BBest.



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.



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