



Vredeseilanden vzw

Annual Report 2013

A better deal for farmers

Content

Annual Report 2013

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Introduction

Asking the right questions ...

This picture was taken in Yarmuk, a refugee camp in Syria just outside Damascus where mostly Palestinian refugees have settled. It shows an endless crowd of people queuing to finally obtain help from the United Nations. A poignant image of impotence and destruction, of despair also. Hungry people, for the second time victims of a war situation they did not choose.

When this picture appeared in the international press, a debate started among journalists on whether or not

this image was photoshopped. Analyses and diagnoses of all technical aspects of the picture followed. As if it were about that... As if it were about the quality of the photo, the esthetical aspect, the truthfulness of the picture. The discussion shifted to the picture in itself. What was shown – the content – was no longer relevant.

Were we not able to handle the painfulness of the image? Did we refuse to be faced with this impotence? Are we so fed up with pictures of war and its consequences that we would rather discuss the quality of the photography?

Vredeseilanden is not active in Syria. Nor are we in the field of emergency relief and food distribution. However, this image does make us angry. We are indignant about the photoshop debate that pushes the contents to the background. As if content no longer matters. I felt the same indignation in the run up to the elections in Belgium of May 25, 2014. The political debate was almost exclusively about the future of Belgium, about 'our' social security, 'our' pensions, 'our' companies, 'our' taxes, 'our' traffic jams. Us, us, us. Belgium, a little piece of the world, barely the size of an apron.

In February, 11.11.11 started a campaign with the message “Belgium is not an island”. In it, the North-South movement invited politicians to look at global developments and problems, since those determine our lives more and more. Climate change, the negative impact of financial and food speculation, resource scarcity,... But the election campaigns did not treat those issues. As if there is no such thing as an international perspective. As if what goes on elsewhere in the world does not matter.

We don't do party politics. We are also not known for our political campaigns against banks, companies or inter-

national institutions – we leave that to others, who are better at it. However, we are driven by indignation and that makes us ask other questions than those that dominate the media debate. For instance: what can we contribute to a more sustainable world? Or to more equality? How can we provide farmers with a better place on the market, here and in the South? How can we contribute to the reduction of greenhouse gases? How can we ensure that nine billion people will be able to feed themselves decently in 2050? How can we keep this planet liveable for the generations to come? How can we ensure that family farming is an answer to the future resource scarcity? How can

we ensure there is enough for everyone – also for the people in Yarmuk?

I hope this indignation is also yours. That you will join us in asking ‘other’ questions, from a different perspective. I thank you. For the questions and reactions that keep us critical and sharp; for the financial support of this past year and for your commitment with Vredeseilanden, which you shape in different ways.

Thank you so much.

Marianne Vergeyle

About this report

This annual report was drafted by a working group with representatives from the departments involved, under the Executive Management's supervision.

We published this annual report, which covers the calendar year 2013, in June 2014. As we did in the past few years we report both about the activities of Vredeseilanden in Belgium and the activities of our partner organisations in the Southern countries where Vredeseilanden is active (see list on page 16-19). Per chapter it is clearly indicated which region the information relates to and how we aim to improve or expand our reports in the years to come.

Sustainability Reporting according to the Global Reporting Initiative and commitment of our stakeholders

For the first time we also asked 20 persons from our various stakeholder groups to give feedback on the annual report of 2012, so we can better match our reporting to their expectations. In general, their reaction to our integrated annual report was very positive and they did not note important lags. A number of people requested a better description of our programme strategy. Therefore, we somewhat extended Chapter two.

For the fifth 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.

As an NGO Vredeseilanden was one of the pioneers in Flanders to apply the GRI standard to its annual report. Two years ago we leaped from C level to B level (self-declared) according to the G3 principles, and for the third consecutive year we also report on the special 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.

This year we did not include new indicators. Quite the contrary, we deleted some in order to be able to focus on those indicators the feedback group considered most relevant. Apart from that we adhered again to the following principles:

(1) Is the indicator relevant for the average readers of this annual report? Those are mainly our donors and volunteers in Belgium, Belgian organisations in whose

Board of Directors Vredeseilanden is represented and companies throughout the world that cooperate with us.

(2) Is it feasible to report on the indicator? Some environmental indicators are not easy to register for our regional offices in the South.

(3) Do the indicators deal with aspects of our operations that we want to further explore and refine over the next few years?

The complete overview of all indicators has been included at the back of this report, in accordance with the GRI logic (page 85-88). Next year, together with a number of fellow NGOs we want to look at how we can make the transfer to the reporting framework according to GRI standard G4.

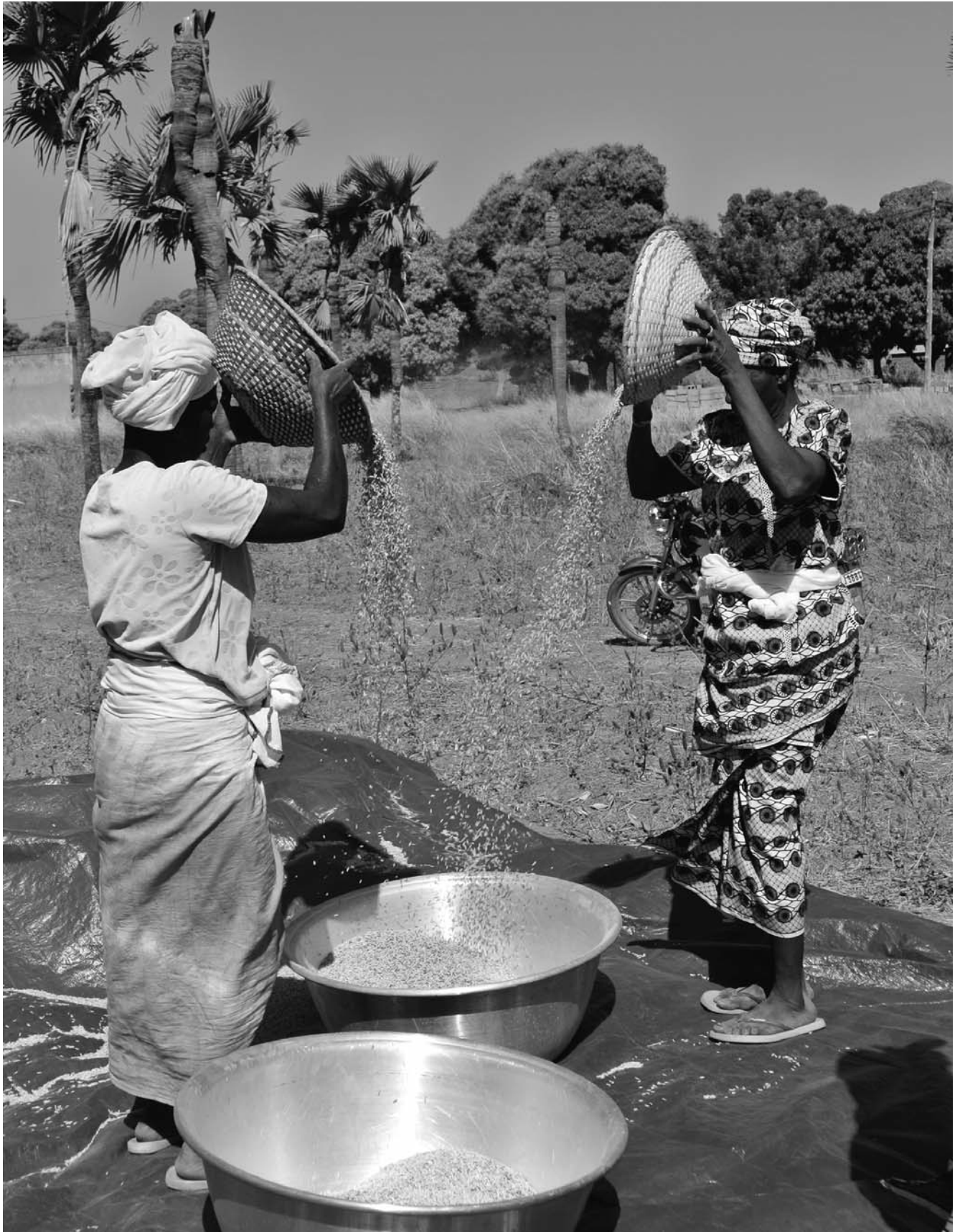
Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	<div>G3 Profile Disclosures</div> <div>OUTPUT</div>	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report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



Chapter 1: Highlights 2013

THIS WAS 2013 ...

- The spring of 2013 was dominated by the conception and formulation of our new strategic plan. Every six years we screen our operations and strategy, look where we are and how we can adjust or reorganize. We started this process in 2012 and finished it in 2013. *Read more on page 10.*
- Every three years we at Vredeseilanden perform an extensive analysis of the results and impact of our development programmes. For all agricultural chains in which we are active (rice, coffee,...) we check if the farmers (f/m) concerned could increase their income, whether their living conditions have bettered and their entrepreneurial capacities improved. For the very first time we tried to present these results in a transparent way on our website. *Read more on page 21.*
- The NGO federation investigated good governance and the decision-making processes within NGOs. Vredeseilanden also participated. We learned from this that we score much above average on Planning and Renewal; however there is room for improvement in the field of Structures and Procedures. This is an operating point for 2014. *More about this on page 41.*
- Vredeseilanden joined different stakeholders in an ambitious common West African rice programme: the national and regional rice farmers' organisations, SNV, Oxfam, Trias and SOS Faim. The idea is to bring together the expertise and experience of all stakeholders, exchange more and lobby – together with the farmers' organisations – for a better West African rice policy. In October 2013, together we were able to make our voices heard at the third African rice congress which took place in Yaoundé (Cameroon).
- One of the objectives consists in decreasing our dependence from the Belgian Government's subsidies. How should we do this? The Vredeseilanden programme in Vietnam was chosen as a 'pioneer' to test this. One of the options is to respond to public private partnerships. Thus, the Vietnamese government cooperates with Unilever who aims at buying only Rainforest Alliance labelled tea by the year 2020. They saw Vredeseilanden as a privileged partner to train farmers. We can now extend our experience in the tea sector from the Yen Lap district to six provinces.
- A total of 78 sportive people participated to our fundraising mountain-bike trips through Nicaragua and Benin. A record. The success of our Classics continues and in 2013 we explored new destinations in order to be able to diversify the offer in the coming years. *Read more on page 61.*
- For the third time, Zuiddag vzw chose Vredeseilanden as its partner for its annual campaign. An enthusiastic group of young people from Peru testified in Belgian schools about the challenges in the agricultural sector and their own passion for coffee.
- In Belgium, more companies, government departments, high schools and universities asked Vredeseilanden for guidance in rendering their catering more sustainable. The bottleneck remains matching demand and supply. In order to offer an answer, we organized a big trade fair in April where caterers could meet suppliers of fair trade, sustainable, local and organic products. *Read more on page 33-34.*
- On an international level we receive growing recognition for our expertise in the field of sustainable agriculture and chain development. Thus, we were asked to join the coordination group of 'Seas of Change', a network of companies, NGOs and knowledge institutions around inclusive business. We also became member of the Sustainable Food Lab and through that way we can share our experiences with a wide group of NGOs and companies.



Chapter 2: The strategy of Vredeseilanden

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 Vredeseilanden vzw.

- 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 partners in 15 countries: 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 South, but also here with us in Belgium, cooperation and dialogue are pivotal. With leaders from businesses, civil society organisations and governments, with large 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 transition 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.



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Strategic planning

In 2013 we completed our strategic planning. Every six years we have a thorough reflection on our work and our strategy. We look at where we are and how we can improve. For practical reasons we follow the financing cycle of DGD, the federal department for development cooperation. This strategic planning process took two years and was coordinated by a working party with five colleagues from the head office, three colleagues from the South and two representatives of the Board.

While in 2012 the focus was on evaluating our programmes, gathering feedback of external people and fine-tuning our strategy, in 2013 we performed the actual translation. 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. Vredeseilanden 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, 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 37*).

In the spring of 2013, each region of Vredeseilanden determined its agenda for structural change and associated pilot projects.

HIVA evaluated the programme of Vredeseilanden in Belgium. Their main conclusion: operations of Vredeseilanden are and remain very relevant; however the consistency between the various activities must improve. For instance, the political work of the past years was very meaningful (*see page 35*), but it was too little attuned with actual projects we set up with companies, or with the support we give to staff in institutional kitchens. Therefore, the new programme will focus on three axes.

- Through actual projects with retailers and processing companies we want to tune the purchasing policy of the Belgian food sector to a sustainable cooperation with small-scale farmers.
- The out-of-home programme aims at making operations of institutional kitchens of public and private institutions more sustainable. Purchasing from small-scale agriculture is an important part of that.
- Apart from that, we want to contribute to the general public debate around making production and consumption patterns in the agricultural and food sector more sustainable.

Our stakeholders

The strategic planning provided us with a framework to think about our stakeholder groups: 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.

1) Partner organisations, their members and local communities

Farmers' organisations are our main stakeholders in the South. 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 2013 we supported 119 organisations in 15 countries in Africa, Latin America and Asia. About 70,000 men and almost 110,000 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) Donors

In the financial chapter and in the *annex d* you will find an overview of all our international and Belgian donors (see page 82-83)). Without the donors Vredeseilanden would not exist. We can break them down into the following categories:

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

3) Companies

Private enterprises are important partners in the accomplishment of the Vredeseilanden mission in the South as

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

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

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

4) Governments and politicians

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

From our head office in Leuven we focus on lobbying towards governments on both local, national and regional levels in the South and Flemish, Belgian federal and European bodies. *You can find more on this on page 35.*

5) Academics and researchers

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

6) 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 37*).

7) Volunteers and Vredeseilanden-supporters in Belgium

Each year in January we take to the streets with about 10,000 volunteers to raise awareness on and ask support for farmer families in the South. Next to that, there are many volunteers who, also in 2011, dedicated their time throughout the whole year to Vredeseilanden (translators, host families, volunteers who talk about Vredeseilanden in schools etc.). *You can find the figures on page 51.*

Vredeseilanden has thousands of supporters who have a subscription to our newsletter or our Facebook pages and thus stay informed about the Vredeseilanden activities. 5,251 people received a monthly electronic newsletter in their mailbox. We have over 4000 followers on Facebook and more than 1200 on Twitter. Last year 120,139 people visited our website. 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.

8) Belgian partner organisations and their supporters

Vredeseilanden is active in many cooperations 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;
- Transformation trajectory "Towards a sustainable transformation of the Flemish agricultural and food system": Vredeseilanden is the interface between civil society and Boerenbond and Fevia;
- Kauri: 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 Executive Board
- FairTradeTowns: Vredeseilanden is a member of the steering committee
- Max Havelaar: Vredeseilanden is a member of the Executive Board
- Youkali: Vredeseilanden is a member of the Executive Board

- Coalition against Hunger: Vredeseilanden is a member of the steering committee
- 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.

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 institutional kitchen chefs we try to offer their customers

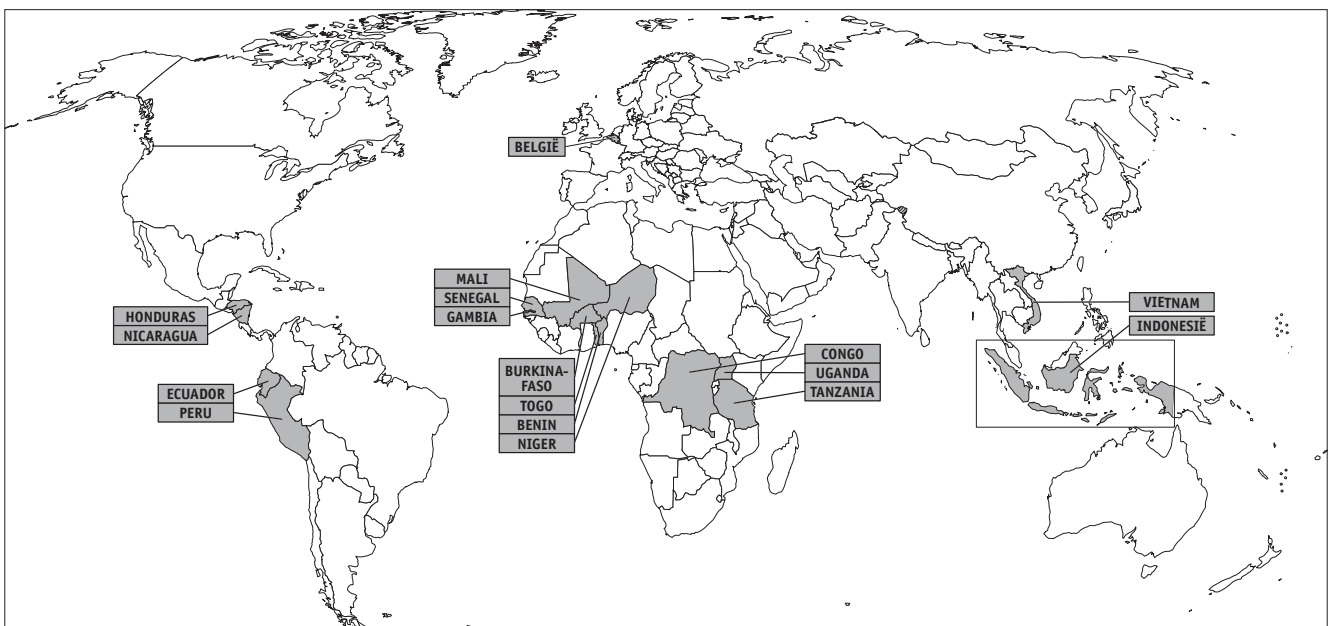
the most sustainable meals possible. *You can find more on this on page 33.*

10) Journalists

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

11) Vredeseilanden staff

Naturally the Vredeseilanden staff is an important stakeholder as well. We provide our ex-staff members the opportunity to be a part of our General Assembly. *See page 40.*



Chapter 3: Vredeseilanden in the South

Introduction

In 2013 we finished our six-years-programme. As we wrote in the previous chapter, we refined our strategy and drew conclusions from the evaluations of our programmes. This resulted in concrete adjustments to our activities.

With a number of partner organisations we finished our cooperation because they no longer need our support or because of bad management. In some regions we stopped our activities in a certain agricultural chain because we did not succeed in making enough of a difference in the past six years. Then

again, in other regions we saw possibilities in new agricultural chains.

The table hereunder provides an overview of the products that were pivotal in our activities in 2013. We also add the products for 2014.

	2013	2014
South and Central America		
Ecuador	coffee, bananas, vegetables	coffee, tomatoes, palm hearts
Peru	coffee, quinoa, asparagus	coffee, asparagus
Nicaragua	beans, sugar, bananas, vegetables	vegetables, cocoa, corn
Honduras	vegetables, cashew nuts	vegetables, cocoa
Africa		
Senegal	bananas, fonio, sesame, rice	bananas, sesame, sesame oil, rice
Gambia	sesame	—
Benin	rice, cassava	rice, pineapple
Togo	corn	—
Burkina Faso	cowpeas, rice	rice, sesame
Niger	rice	rice
Oeganda	peanuts, corn	peanuts, fruits, vegetables
Tanzania	cassava, onions, goats, sunflowers	fruits, vegetables, rice
DR Congo	rice, chicken, corn, potatoes, coffee	rice, coffee
Asia		
Indonesia	cocoa, peanuts, organic rice, coffee, cinnamon	cocoa, organic rice, coffee, cinnamon
Vietnam	healthy vegetables, tea, rice	healthy vegetables, tea, rice

OVERVIEW PARTNER ORGANISATIONS

The following list contains an overview of all our partner organisations who received financing in 2013 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, 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 2013, Vredeseilanden supported 119 organisations in 15 countries in Africa, Latin America and Asia. Some 70,000 men and 110,000 women received Vredeseilanden's support.

Country	Region	Theme collaboration
Ecuador	Zamora Chinchipe	banana chips + policy
Ecuador	Manabí	coffee + policy
Ecuador	Suscal	vegetables
Peru	San Román	quinoa
Peru	Junin	coffee
Peru	La Libertad, Ascope	asparagus
Ecuador	11 organisations around the country	policy on Fair Trade
Ecuador	national	policy on certification + promotion of local products
Peru	national	policy on coffee
Peru	national	policy on certification systems
Peru	national	promotion of ecological products
Nicaragua	Matagalpa en Ometepe	beans
Nicaragua	Nueva Segovia	sugar
Nicaragua	Chinandega	bananas
Nicaragua	Central America	solidary economy
Nicaragua	national	policy on legislation about bio
Nicaragua	national	policy on beans
Nicaragua	national	promotion of local and healthy food (at schools and poor districts)
Honduras	Choluteca and Valle	cashew nuts
Honduras	Intibucá	vegetables
Honduras	national	policy on cashew nuts
Honduras	national	policy on vegetables
Honduras	national	promotion of local and healthy food (e.g. at schools)
Indonesië	Flores	cocoa
Indonesië	Sulawesi	cocoa
Indonesië	Sulawesi	coffee
Indonesië	Flores	coffee
Indonesië	Central Java	healthy rice
Indonesië	Flores	healthy rice
Indonesië	Kerinci	cinnamon
Indonesië	Flores and West-Timor	policy on food stocks
Indonesië	national	policy on rice
Indonesië	Solo, Denpasar and Jakarta City	promotion of local rice
Vietnam	Phu Tho	safe vegetables
Vietnam	Lang Son	safe vegetables
Vietnam	Phu Tho	tea
Vietnam	Phu Tho	rice
Vietnam	national	policy on safe vegetables

Partner organisations	Target group (M)	Target group (V)
Federación Regional de Asociaciones de Pequeños Cafetaleros del Sur (FAPECAFES)	232	60
Federación de Asociaciones artesanales de Producción Cafetalera Ecológica de Manabí (FECAFEM), FAPECAFES	314	61
Chuya Mikuna	29	125
Cooperativa Agro Industrial Cabana (Coopain)	163	450
Cooperativa Agraria Cafetalera Satipo	409	124
La Red de Organizaciones Productivas Agropecuarias (REOPA)	88	28
Coordinadora Ecuatoriana de Comercio Justo (CECJ)		
Corporación Ecuatoriana de agricultores biológicos (PROBIO)		
Junta Nacional de Café (JNC)		
Asociación Nacional de Productores Ecológicos de Perú (ANPE Perú)		
Asociación Peruana de Consumidores y Usuarios (ASPEC)		
CECOOPSEMEIN en UCOOPSO	1,230	667
Unión Nacional de Agricultores y Ganaderos de Nicaragua – Nueva Segovia,	210	90
Cooperativa de Productores de Caña de Ciudad Antigua y el Jícara (COOPROCA)		
Central de Cooperativas Multisectoriales de Mujeres Sororidad de Chinandega R.L. (CECOSORORIDAD, R.L.)	192	223
and Union de Cooperativas Plataneras de Chinandega R.L. (UCOPLACH R.L.)		
Programa Regional Centroamericano de Economía Solidaria (PECOSOL)		
Movimiento de Productores Agroecológicas y Orgánicos de Nicaragua (MAONIC)		
Unión Nacional de Agricultores y Ganaderos de Nicaragua (UNAG) Nationaal		
Loga de Defensa del Consumidor de Nicaragua (LIDECONIC)		
Fundacion para el Desarrollo Empresarial Rural (FUNDER), Empresa de Transformación y Servicios	800	360
Agroindustrial de Marañoneros Orgánicos de El Triunfo (ETRASAMOT), Cooperativa Regional de		
Productores y Agro-industrializadores del Marañón del Sur, Limitada (CREPAIMASUL)		
Association de familias agropecurias artesanales Intibucanas Lencas (ASOFAIL)	180	140
FEMASUR (Conglomerado de Marañón)		
Federación Hondureña de Productores Hortofruticola (FEHPROH)		
Red de Comercialización Comunitaria Alternativa (Red Comal)		
Yayasan Ayu Tani (YAT), Jeringan Petani Wulang Gitang (JANTAN), Cacao Farmer Association Nangpenda (SIKAP)	386	85
Yayasan Wahana Sukses Pertanian Terpandang (WASIAT), Pusat Koperasi Tani Kakao AMANAH,	4,867	848
Farmer Cooperative Masagena		
Yayasan Jaya Lestari Desa (JALES), Perhimpunan Petani Kopi Toraja (PPKT)	701	190
Delegasi Sosial (Delsos), Lembaga Advokasi Masyarakat (LAPMAS), Society community Watuata (PERMATA),	1,705	647
Asosiasi Petani Kopi Manggarai (ASNIKOM)		
Lembaga Studi Kemasyarakatan dan Bina Bakat (LSK-BB), Asosiasi Petani Padi Organik Boyolali (APPOLI),	5,537	1.263
Organic Farmers Organisation Boyolali (APOB), Solo Raya Consortium (JAKER PO, GITA PERTIWI, LSKBB)		
Yayasan Mitra Tani Mandiri Ngada (YMTM-Ngada), Assosiasi Petani Organik Mbay (ATOM)	718	61
Mitra Aksi, TAKTIK	400	100
People's Coalition for Food Sovereignty – Koalisi Rakyat untuk Kedaulatan Pangan (KRKP)		
Aliansi Petani Indonesia (API)		
Bali Organic Association (BOA), Yayasan Lembaga Konsumen Indonesia (YLKI), Perkumpulan Indonesia		
Berseru (PIB), Bali Youth Consortium (WAKAMKA, YAPSI)		
Tan Duc Safe Vegetable Cooperative, Viet Tri City Women's Union, Plant Protection Department of Phu Tho	104	256
Province, Phuthostas		
Na Chuong Safe Vegetable Cooperative, Plant Protection Department of Lang Son Province, Langsonstas,	150	350
Cooperative Alliance of the Province		
Luong Son Tea Cooperative, Phu Ha Tea Factory, Yen Lap district Women's Union	76	172
Extension Station of the District, District Women's Union	112	138
Centre for Agrarian Systems Research and Development (CASRAD), Institute of Policy and Strategy for		
Agriculture and Rural Development (IPSARD)		

Country	Region	Theme collaboration
Vietnam	national	promotion of safe vegetables
DR Congo	South Kivu	rice
DR Congo	North Kivu	food security programme
DR Congo	North Kivu	rice
DR Congo	North Kivu	coffee
DR Congo	North Kivu	policy
DR Congo	national	development of national farmer organisation
Senegal	Tambacounda	bananas
Senegal	national	policy on bananas
Senegal	Sédhiou	fonio + policy on fonio
Senegal	Velingara	rice
Senegal	Fatick	sesame
Senegal	national	policy on sesame
Gambia	national	sesame
Benin	Collines	rice
Benin	national	policy on rice
Benin	national	promotion of local rice
Benin	Zou and Couffo	cassava
Togo	Savanes	corn
Togo	national	policy on corn
Burkina	national	rice
Burkina	Boulgou and Gouma	niébé
Burkina	national	policy on rice
Burkina	national	policy on niébé
Niger	national	rice + policy
Tanzania	Mkuranga	cassava
Tanzania	Simanjiro	sustainable agriculture
Tanzania	Chunya	sunflowers
Tanzania	Kilimanjaro, Moshi Rural District	Purple passion fruit chain
Uganda	Iganga, Kumi, Tororo, Busia	peanuts and corn
Uganda	Bugiri, Pallisa	peanuts
Uganda	national	policy
West Africa	regional	policy on rice
East Africa	regional	policy on regional markets
TOTAL		

Partner organisations	Target group (M)	Target group (V)
Vietnam Standards and Consumer Association (VINASTAS), Plant Protection Department of Phu Tho Province		
Coopérative Agricole de la plaine de la Ruzizi (COOPA), Coopérative des Solidarités pour la Production des Denrées Agricoles (COOSOPRODA)	291	154
Coopérative Centrale du Kivu (COOCENKI), Syndicat pour la Défense des Intérêts Paysans (SYDIP), Association des Producteurs de Vuhimba (APAV), Ligue des Organisations des femmes Paysannes au Congo (LOFEPACO), Programme de Réhabilitation et de Protection des Pygmées (PREPPYG), CEAPRONUT, Association des Paysans pour le Développement Rural (APADER)	7,490	15,234
CACUDEKI, PREPPYG, SYDIP, COOCENKI		
COOCENKI, SYDIP		
La Fédération des Organisations Paysannes au Congo (FOPAC)		
Confédération Nationale des Producteurs Agricoles du Congo (CONAPAC)		
Association des Producteurs de la Vallée du Fleuve Gambie (APROVAG)	835	419
Union National de la filière de banane au Sénégal (UNAFIBS)		
Union des producteurs et productrices de fonio dans la région de Sédhiou (URPROFOS)	436	1,064
Fédération des Producteurs de Riz du bassin de l'Anambé (FEBROBA)	3,552	1,884
Fédération des Unions des Groupements Associés du Niombato (UGAN)	1,263	2,521
Fédération des Producteurs et Productrices de Sésame (FENPROSE)		
National Women Farmers in Agriculture (NAWFA)		48,000
Union des Riziculteurs du Centre (UNIRIZ-C)	2,665	6,219
Conseil de Concertation des Riziculteurs du Bénin (CCR-B)		
Ligue de Défense des Consommateurs du Bénin (LDCB)		
Union Communale, Départementale et Régionale des Producteurs de Manioc (UCPM, UDPM, URPM), Coopératives de Transformatrices de Manioc (CTM), Fédération des Unions des Producteurs (FUPRO), Centre d'Information de Recherche et d'Action pour la Promotion des Initiatives Paysannes (CIRAPIP), Groupe d'Action pour la Solidarité et d'Initiatives de Développement (GRASID), Réseau des Paysans Féminins pour le Développement (REPFED)	9,600	6,600
Union Régionale des Organisations des Producteurs de Céréales – Savanes (UROPC-S)	5,589	4,831
Coordination Togolaise des Organisations Paysannes et des Producteurs Agricoles (CTOP)		
Union Nationale des Producteurs du Riz du Burkina (UNPRB)	7,703	2,508
Union Provinciale des Professionnelles Agricoles (UPPA)	814	1,229
Comité Interprofessionnel du Riz au Burkina (CIRB)		
Fédération des Professionnelles Agricoles du Burkina (FEPAB), La Confédération Paysanne du Faso (CPF)		
Plateforme Paysanne du Niger (PFPN), FUCOPRI	800	1,000
Mkuranga District Council, Mwiata Mkuranga Regional Network, Moshi University College of Cooperatives and Business Studies, Commercial Farmer Organisations	715	875
Simanjiro District Council	825	825
Chunya District Council, Moshi University College of Cooperatives and Business Studies, Mwiata Mbeya Regional Network, Commercial Farmer Organisations	3,191	3,900
Moshi Rural District Council	250	375
Kumi District Farmers Association, Iganga District Farmers Association, Tororo District Farmers Association, Busia District Farmers Association, Uganda Cooperative Alliance	1,806	1,931
Bugiri District Farmers Association, Pallisa District Farmers Association	2,701	3,276
Uganda Cooperative Alliance, Uganda National Farmers Federation (UNFFE)		
Réseau des Organisations Paysannes et de Producteurs en Afrique de l'Ouest (ROPFA)		
East African Farmers Federation (EAFF)		
119 partner organisations	69,129	109,072

Observation 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 new working method ensures a standardized approach in all regions where Vredeseilanden is active. The CIFs serve as a basis for drafting the annual operational plans of partner organisations and Vredeseilanden. This system leads to a more active participation of the team and partner organisations in the programme development. An important advantage of the CIF is that the concrete changes in the chain are monitored as well as the way in which all stakeholders have contributed to those changes. Every six months an update of the **Chain Intervention Report (CIR)** is made for every chain and this provides the basis for the annual reporting.

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 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

Integration of sustainability aspects in our interventions

In 2011, we spent a year fine-tuning our vision on sustainability in the development of agricultural chains. We screened 34 agricultural chains so as to obtain an overall view on the impact of our interventions at the economic, sociocultural, ecological and institutional levels (www.veco-ngo.org/sustainabilityscreening). The general results provided us with a treasure of information that we then used during the strategic planning process

(see page 11). We intend to execute this screening every three years.

Moreover, specific focal points were formulated per chain, e.g. on gender. From 2012 onwards, those aspects were included in the CIFs and they will be automatically integrated in the planning and monitoring.

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.

Impact of Vredeseilanden programmes

Every three years we at Vredeseilanden perform an extensive analysis of the results and impact of our development programmes. For all agricultural chains in which we are active (rice, coffee, ...) we check whether the farmers concerned could improve their income; whether their living conditions progressed and whether the entrepreneurial capacities of their organisations have shown improvement since 2010. We have made an effort to present these results on our website (www.vredeseilanden.be/impact) in an understandable way. It is the first step of a work in progress to which we will continuously add new data in the coming years. On the one hand, in view of our commitment towards transparency and accountability, on the other hand because it can be a starting point for interesting discussions or new cooperations.

In this chapter we discuss the important changes and how the interventions of Vredeseilanden – in cooperation with its partner organisations – have contributed to them. Just like in the previous programme, we report on five aspects.

1. increased income and improved income security of farmers' families;
2. increased influence (power) of farmers and their organisations;
3. decreased vulnerability, increased resilience of farmers and their organisations;
4. more sustainable use of natural resources;
5. increased food security.

Firstly we tell how we measure 'income'. Secondly we present the main conclusions about the other four dimensions. Thirdly, we discuss the entrepreneurial capacities of farmers' organisations. And finally, we tell more about the story behind the figures and the invisible impact.

Note that the impact analysis we treat in this chapter only concerns farmers' organisations that fall within the programme that is supported by the Belgian department of Development Cooperation. In total, 37 agricultural chains were researched. Programmes that are implemented with other resources usually have a different reporting cycle or a somewhat different focus, which makes comparing more difficult.

1. Livelihood: income

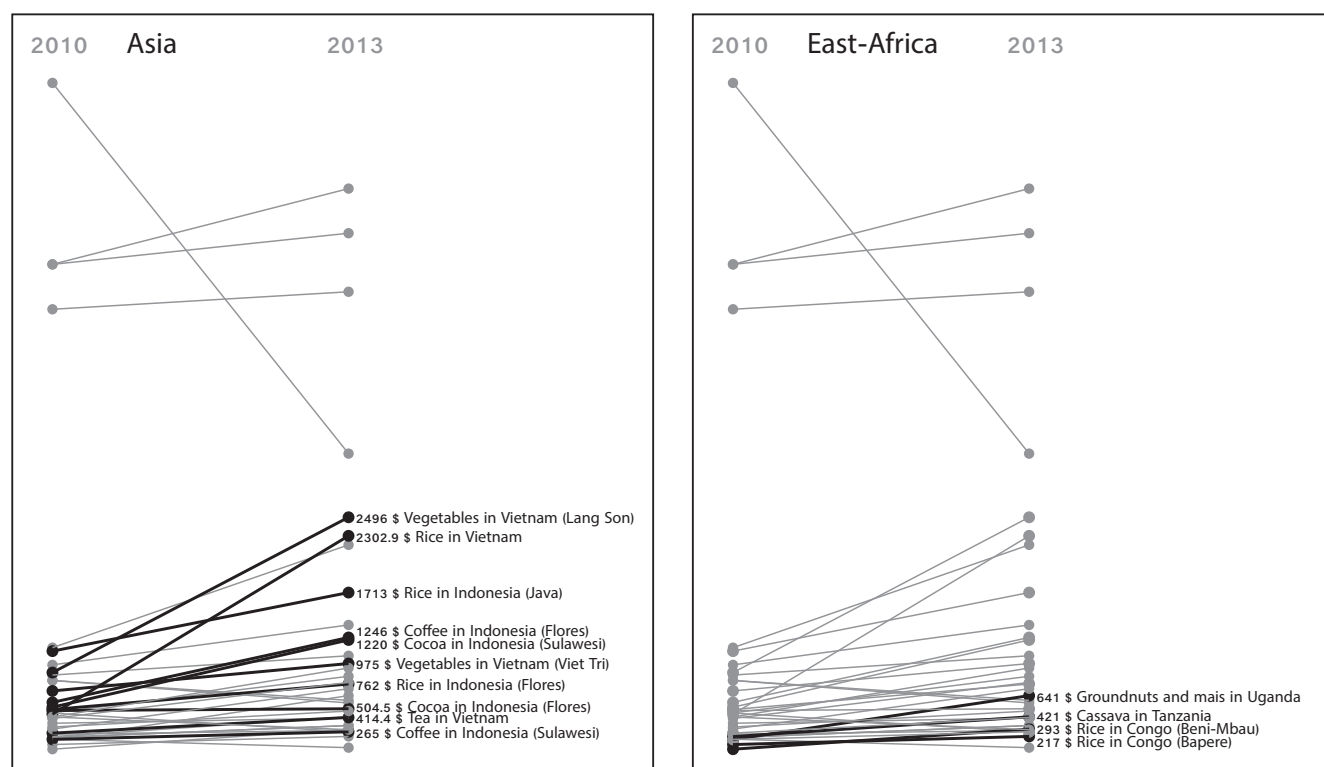
The most tangible parameter to determine whether someone's living conditions improved is income. Although this seems easy at first glance, there is a lot more to calculating it. Indeed, farmers

don't receive a wage slip every month. Their income depends on how much they produce, the price at which they can sell their harvest and the expenses they make for production.

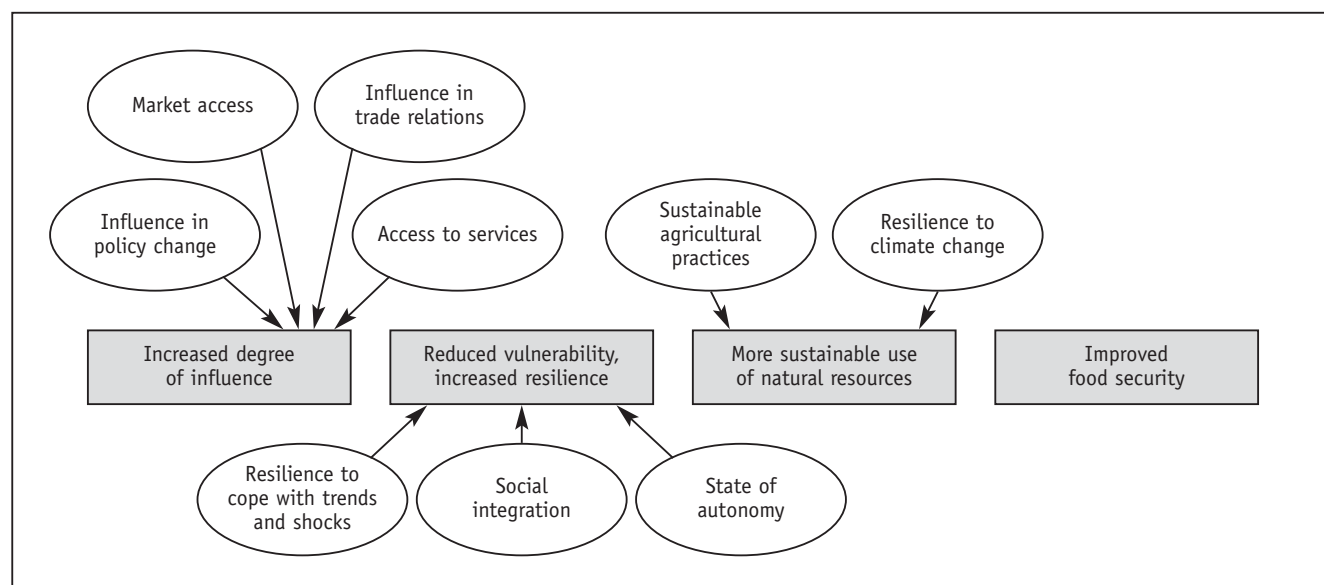
Finally, we found a uniform way to calculate the incomes of farmers worldwide in all our programmes. Important to mention here is that we only measure income from the product chain around which these farmers cooperate with Vredeseilanden. We do not consider what they may earn with other cultures or with a second job as taxi driver.

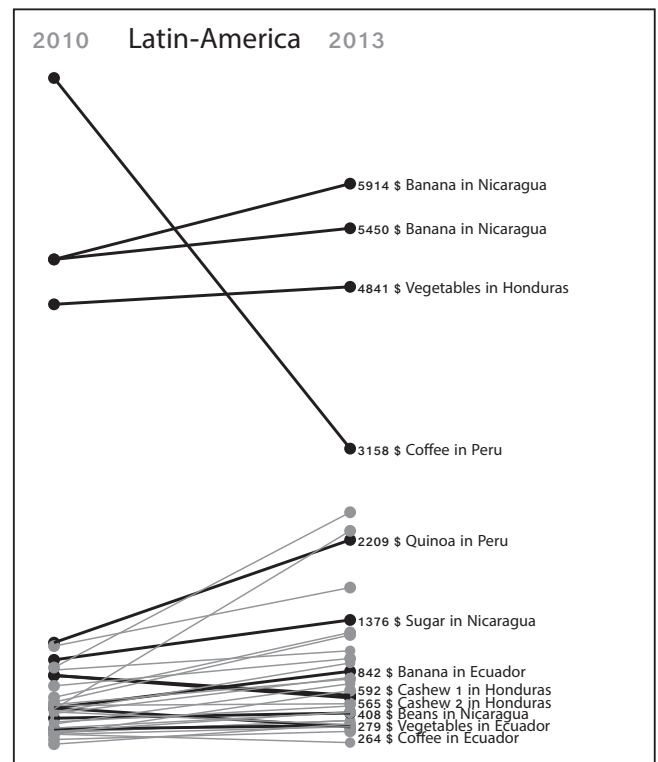
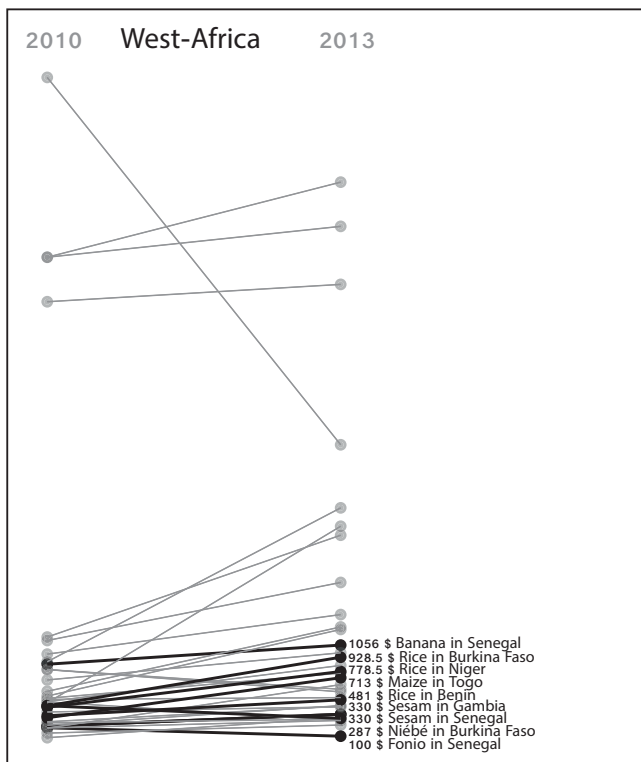
In 31 of the 37 chains supported by Vredeseilanden the income of farmers' families increased over the past three years. In 18 chains there were clear positive changes (income increase of >50%). These positive results are owed, among others, to better seeds and improved agricultural techniques, causing a decrease in production costs on the one side, and an increase of quality and yield on the other side. In the Andes, the income of coffee farmers decreased due to lower prices on the world market, but also the roya disease led to a dramatic production decrease. In Honduras, cashew farmers invested too little in planting new trees, what explains the lower income on average. The market price for fonio in Senegal dropped sharply because overall there was more fonio cultivated in the region, resulting in more competition and the end of the South-Senegalese farmers' monopoly situation. The cowpea farmers in Burkina Faso lost an important consumer market in Mali due to the unstable political situation there, which made their incomes drop also.

Net income derived from the agricultural value chain

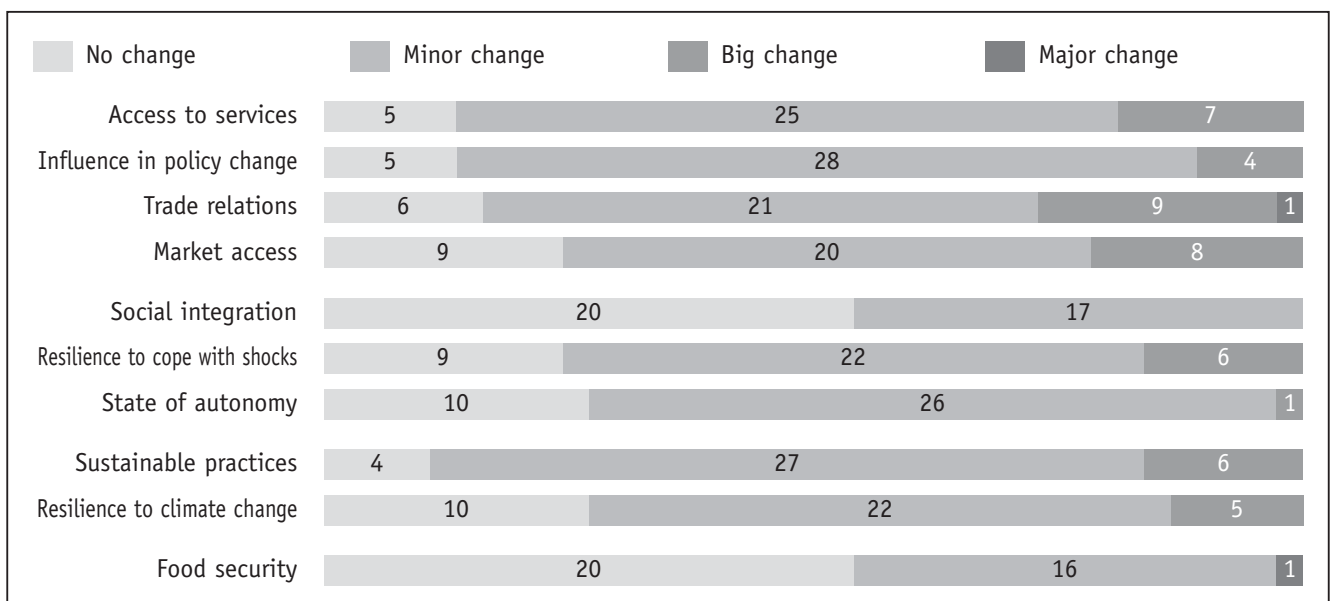


10 parameters for changes in livelihood and their relation to the four main dimensions of the impact analysis





Summary of the impact on livelihood of farmers



2. Livelihood: influence, food security, resilience and the use of natural resources

In order to obtain a better insight in the other four dimensions, 10 parameters were formulated. Farmers and their organisations were asked questions about those 10 aspects. *See graphs on the bottom of page 22 and 23.*

Increased degree of influence

What is the position of farmers in society, and more specifically in their commercial relationships? Do farmers have more influence in commercial relations or can they obtain certain changes from their government? For 31 of the 37 agricultural chains, farmers are now stronger in the market as compared to three years ago. Collective marketing play an important part in this. When farmers sell their produce together they are more interesting to (national and international) buyers because these look for larger volumes. By negotiating as a group they are also stronger than individually, which – usually – leads to a better price. Also the introduction of such information systems that keep farmers informed on market prices, led to better negotiations with large buyers. Additionally, as a group it is easier to obtain access to a variety of services (credit, technical support,) from companies or governments, for instance. Also establishing consultation platforms that bring together all stakeholders in the agricultural chain made an important difference for the farmers: their voice could be heard and they could place certain important issues on the agenda.

Reduced vulnerability

How well do farmers cope with a bad harvest or disappointing market prices? Are they able to cope with climate

change? For instance do they build a savings bank, are income sources diversified? In 27 agricultural chains a positive change was noticed. Planting new varieties that are more resistant to specific diseases or better fit for climate conditions significantly increases the farmers' resilience. In some cases we see that farmers for the first time made a contract in which a minimum price was agreed. Also processing of certain products (e.g. cassava to flour in Tanzania or parboiled rice in West Africa) creates added value and makes that farming families earn more and can bridge the more difficult periods. Notwithstanding the positive stories, many farmers indicate they still feel vulnerable and are not able to cope with climate change. This continues to be an important point of attention for the future. Also diversification deserves continued attention: farmers and their organisations must be sensitized continuously to not put everything on one product or one sales channel.

A more sustainable use of natural resources

How does the pesticide and water use evolve? Are sustainable agricultural practices used? Is soil fertility maintained?

In 31 of the 37 chains we notice a positive change. In all agricultural chains we see increased application of environmentally friendly cultivation techniques. Examples are: less use of water; integrated systems to better deal with diseases; increased use of compost and organic fertilizers; no longer burning fields after harvesting. Also in processing there have been major steps forwards. In Nicaragua for example, logging was strongly reduced by using waste from sugar cane instead of wood to warm the oven, and in

Eastern Congo the chaff of rice and coffee was introduced as fuel for household cooking fires. There were also experiments with solar energy: for ovens in Burkina Faso and for the banana irrigation system in Senegal.

Improved food security

Here we ask during how many months farmers experience difficulties to feed their family. Are there periods with only two instead of three meals per day? In 17 of the 37 chains we notice a clear positive change in food security of farmers' families. This also results in a more balanced diet. The most important reason for this positive evolution is the increased income, causing a rising budget for purchasing food. Farmers' families grow also more food crops for own use, next to the 'cash crops'. In most African countries small progress was made. Our programme focuses on chain development; however food security remains a major concern in each programme intervention, also in the new programme.

3. Entrepreneurial capacities of farmers' organisations

An important part of Vredeseilanden's interventions is aimed at strengthening these capacities as it is essential for farmers to capitalize better prices on the market and thus to increase their income. We explain some parameters.

- *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 for each agricultural chain on which item our

partner organisations score strong or weakly, and you see the evolution of the past three years: www.vredeseilanden.be/impact

Gender

Vredeseilanden wants its programmes to have a positive effect on the position of women – an important aspect of social sustainability. In this respect three questions are vital. How can we secure a stronger position for women within a given agricultural chain? How can we ensure that women are among the decision makers within the farmers' organisations? And how can we raise their income and enable them to decide for themselves how that money will be spent? These three aspects are also monitored through the CIFs and CIRs (*see page 20*) and were also included in the impact analysis. Read here the most important conclusions.

In general we reach more women than men with our programmes, and not only in absolute figures: the percentage of women active in agricultural chains is rising. Also their position has been clearly strengthened in all 37 chains, on the field as within the farmers' organisation. In Western Africa there is a very clear relation with processing of rice and other crops. This processing is the women's field, and by giving extra attention to the development of agricultural chains the prestige of women within their familie as in society in general has increased. The women of Douna (Burkina Faso) and Gaya (Niger) are building a processing unit for rice and we expect a similar evolution there. A remarkable change in Senegal: women are in charge of sesame seed production during the dry season. We also notice that credit has generally become more accessible to women in Western Africa.

Women also earn more, which positively impacts food security, as women spend more money on healthy food than men do. We notice that not only in Western Africa

but also in the Andes, Central America and Indonesia. Beans processing gives women in Nicaragua more labour opportunities. The women of FECAFEM in Ecuador have joined forces to sell organic compost (from coffee pulp), which signifies a modest increase of their income. Even more importantly, they learned to manage their own small company and conquer a place in the organic coffee sector. In the coffee federation FAPECAFES, also in Ecuador, the position and role of women has become increasingly important over the years. Participation of women in decision-making is around 80%. Women even have important positions here (President and Commercial Director). Also in Vietnam there is a clear positive evolution and there are on average two women per farmers' organisation with a strategic position like Chief of Marketing or Finance. In the coffee cooperation Satipo in Peru, leadership training for women is high on the agenda. We clearly see there that additional income of women is reinvested in the farm and in a better education for the children.

In Congo, the coffee business is still a men's business, however in the rice sector the tasks are traditionally much better divided. Due to the larger volumes harvested and the better prices for rice, we see that women are co-responsible for managing that extra income.

Through small changes and labour reorganisation the workload for women has dropped. In Asia for instance, tasks like preparing the field, fertilizing and irrigating are partly taken over by men, and pruning machines are being used for tea. The workload remains high though, because apart from the work on the field they are still responsible for the housework.

4. Data collection

Now you probably ask yourself: how are these data collected, and by whom? The major agricultural chains are being screened by external evaluators. They visit farmers and their organisations, perform individual and group interviews and review the books. Quantitative data on production, market prices and expenses are completed with qualitative information from workshops. A panel composed by farmers reflects on the changes of the past years, positively or negatively.

Furthermore, the evaluator visits also other stakeholders involved. This can be a tea factory that has a contract with tea farmers supported by Vredeseilanden. The evaluator checks whether this company is happy with the cooperation and the quality delivered by farmers.

Data collection is an intensive process and demands an important involvement from all partners. We specifically watch out that the process is useful for the farmers concerned, and that the evaluation provides new insights with which they themselves can move ahead.

The agricultural chains that are not screened by an external evaluator are screened by Vredeseilanden staff according to the same method. The concepts measured are also the same.

5. The story behind the figures and the invisible impact: learning

Data collection through impact measurements and monitoring systems is essential, however such figures only tell a small part of the complex story that is development. What you see in an impact measurement are final results. Although these are important, the context in which the changes take place is equally important. Which events, interventions and partners exactly contributed to the positive and negative results?

If you see the income of coffee farmers in Peru decreasing, you want to know the reason. In this case, it has nothing to do with the interventions of Vredeseilanden, but it is a disease (roya plague) that proliferates in the plantations. Just as well you want to know, in case of an income rise, whether the income of farmers rose because they were able to conclude better contracts or because the market price rose due to circumstances on the international market as a farmers' organisation does not have an influence on the world price for cocoa.

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 moderator and coach in this. They continuously move the ball around between all stakeholders and look why some things work and others don't. The data gathered constitute a good point of departure; however the resulting dynamics is much less measurable.

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.

6. Examples of our programmes

How did our programme evolve over the past years? Two examples hereunder.

Illustration 1: evolution of the sesame programme in Senegal

Notwithstanding the strong demand for sesame, farmers did not succeed in the past decennia in turning sesame into a profitable product. Various producers' organisations saw the light and disappeared again. The farmers' organisation UGAN seemed to be the only one that could remain alive and VECO started cooperating with them in 2007. At that time, each sesame farmer sold the unprocessed sesame seeds individually to the highest bidding trader that visited his village. The average price was 200 FCFA (0,30 euro) per kilogram.

From the start, Vredeseilanden and UGAN had a clear vision: collecting the sesame harvest of the farmers and that way take to the market large quantities of sesame seeds or sesame oil, at a far better price. As of today, the 3700 members of UGAN are already much stronger on the market: the result of a number of issues that were dealt with in the past years.

Amadou Ba: *"The new seed is ideal, but not everyone has it."*

In the first period Vredeseilanden supported UGAN mainly to increase yield on the sesame fields. At the start the yield was barely 200 kg per ha, whereas double of that was very feasible. Harvesting at the right time can already make a big difference, but also high quality seeds are essential to obtaining a good production. If farmers want to sell in group, they all have to grow the same variety. Therefore it was decided to train a number of UGAN members in growing seeds. This seed culture occurs in the season there is no sesame on the fields, which allows UGAN to distribute the seeds immediately at the start of the season. That way all members can harvest sooner and they are ensured of good quality (as opposed to the purchased seeds of which farmers don't know the origin). There are now 25 groups who have together 25 ha to grow seeds. In 2013, UGAN obtained an official license as seed supplier. And the average sesame yield indeed doubled to 400 kg per ha.

Cheikh Oumar Sy: *"Through SMS I am kept informed on the daily price. I could never before sell at such a high price."*

All this bore fruits: in 2011 the sesame culture had a real

boost. For the first time farmers could sow a homogeneous variety and thus take their sesame harvest to the market together. The year before a sales commission was also created (composed of members of UGAN who negotiate the sesame price). In 2011, that commission could celebrate a contract with ANI (African Natural Ingredient) for 70 tons of sesame at 300 FCFA/kg (0,46 euros) and they were able to convince a credit institution into making 13 million FCFA available as a revolving fund.

In 2012, UGAN celebrated a second contract with ANI, this time at 350 CFA/kg. Alterfin provided them with a credit of 50 million CFA so they could purchase the sesame from their members. However, then something went wrong... due to disappointing harvests in Asia, the demand for sesame was exceptionally high on the West African market. So the prices shot up. Some traders offered until 475 CFA, even 500 CFA per kg, much higher than the 350 CFA UGAN had negotiated with ANI. Their contract did not include any clause to re-negotiate the price...and the farmers sold their sesame to the highest bidder. So for the producers, 2012 was a very good year, but for UGAN it was a setback.

Starting last year, the news on sesame price evolutions on the world market and in the region are summarized in a weekly newsletter. Individual farmers, farmers' organisations and traders are now much better informed and they use newsletters to decide what the best moment to purchase and sell is. That way, also UGAN could avoid situations like the one in 2012. Still they could only sell 30 tons in 2013. This is mainly due to the fact that farmers continue to prefer selling individually because of the current high prices offered by traders. These prices have now reached up to 700 CFA per kg!

The income of the sesame farmers has increased with about 60%. Currently, UGAN only celebrates 'flexible' contracts which state that certain conditions can still be adapted subject to agreement of both parties.

Fadou Sarr: *"I want to contribute to the development of my village."*

Sesame oil is the most important product derived from the small sesame seeds. The oil contains mostly good cholesterol and is therefore good for health. However, one

of the main problems to take quality oil to the market is the lack of performant oil presses to produce high-quality oil. This will also improve income of women, as it is mainly they who take charge of processing.

After a long search for suitable oil presses (in Kenia and Mali), since December 2012 UGAN has two types of oil presses: one electrical press that is installed in its new processing factory, and manual presses that are used by women's groups in the villages. Together with Ex-Change, a business plan and a marketing plan were elaborated to transform the processing unit into a successful small company. In 2013, UGAN produced 206 litres of oil. The *Institut de Technologie Alimentaire* cooperates with UGAN to optimize the oil presses so oil quality can improve.

Mrs. Drame: *"Sesame is a healthy basic ingredient for vinaigrettes."*

Over the last years, the local sesame consumption decreased in favour of imported products like thai fragrant rice and new food habits. However, it looks like local grains are becoming popular again, thanks to government initiatives on the one side and the small-scale farmers who are committed to maintain their production methods and traditions on the other side.

Vredeseilanden chose the Technical Training Centres for Women (*Centres d'Enseignement technique Féminin* or CETF) as partners for extra promotion of sesame and that way revive traditional recipes. These centres provide trainings for women, including catering trainings to become chef or restaurateur. We contacted sesame processors with students to develop new recipes. That way their clients (and then the big masses) can taste this sometimes still unknown product. The women of CETF developed about twenty recipes they wrote down in a cookbook. This has been made available to all technical centres (CETF) and to the women that process sesame.

Sesame farmers unite

Hopes are that the experiences of UGAN will in the future know a better flow to other Senegalese organisations, as since a couple of years the '*Fédération Nationale des Productrices et Producteurs de Sésame*' (FENPROSE – National Federation of Sesame Producers) has been revived. UGAN provides the president of FENPROSE. They request in the first place that the Senegalese government invests more in research for good and adapted seeds.



Illustration 2: Maintenance of machinery to grind corn: it looks easy, but the women's group MOTOAGMAN did not succeed in it.

Dapaong, Northern Togo. A dry region where corn is the main staple crop. The 14 women of the Motoagman group are trading corn since years already. On advice of Vredeseilanden, however, they started considering also processing corn. That would not only increase the income of the women but also be an interesting market for corn from the *Regional Union of Organisations of Corn Producers from the Savane region* (UROPCs), a farmers' organisation that was looking for new markets for the harvest of its members.

The final product aimed for was dry corn flour. With funding from Vredeseilanden the women of Motoagman bought a stone corn mill in Burkina to grind corn to flour. Those who tasted the corn flour were very happy: the flour smelled delicious and reminded them of the flour their grandparents obtained from grinding corn with a hand mill. The women of Motoagman began with motivation; however they had only started when the machine broke down. A technician had to come from Burkina Faso to repair it, which meant expenses for his travel, lodging and all the necessary spare material. They paid a first time, a second time, – but there were so many defects that they could no longer pay the expenses. Plus, the machine used much more electricity than they had budgeted and also that invoice could no longer be paid. They still have a debt of 400.000 FCFA.

Together with the women, Vredeseilanden thought about a solution. Finally, in 2013, they bought a different kind of corn mill, based on diesel. Unfortunately, that one also

did not function optimally: the corn was not grinded sufficiently fine. Again they had to look for a solution. In the meanwhile the women continued to use the old hand mills. At the end of November 2013, a fine sieve was finally found, which fitted on the machine. In one movement a fine corn flour was obtained, whereas with the old mills four or more stages were required for the same result. Only, when they wanted to prepare an order of 180 kg corn, this machine also broke down. The women were discouraged and stopped repairs. They themselves bought a smaller mill which can be maintained and repaired by a local technician.

So the bigger machines have given the women much more headache than profits. Only, with the smaller mills the quantity of corn flour remains very limited and so it is difficult to sell it to big traders (who want larger volumes). The women are now more into processing other products like cowpea flour, cassava flour, chilli pepper and soumbala... These products give them higher profits. The corn farmers are disappointed because they found no additional market for their product, and the people of Vredeseilanden are disappointed because they invested much time and money in machines that didn't work. So bigger machines not always provide an added value for farmers. Lessons for the future? Before proceeding to a similar investment, thorough research must be done: a detailed cost-benefit analysis, research on the capacities of the group itself and the presence of technical knowledge about the machines in the region.



Chapter 4: Vredeseilanden in Belgium

The question of 9 billion

How will we soon be able to feed two billion people more? Because in 2050 we will be nine billion on this planet. The image for the future is bleak: depletion of certain raw materials, increasing pressure on biodiversity, the dramatic effects of climate change, a growing gap between poor and rich... Asking the question is at the same time formulating one of the greatest 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 also feed the world and relieve the pressure on our planet. That is the story that we want to tell here in Flanders.

At the same time we want to make clear that the food problem is not only a matter of farmers' families in the South. Everyone can be part of the solution. Changes in consumption patterns in our

own society are important and vital. By raising consumers' awareness and convincing them, the demand for products from sustainable family farms will grow. Reality confirms our objectives. The sales figures for fair trade products are still rocketing: a 7,5% increase in 2013 has brought the overall turnover to just under EUR 94 million (source: Max Havelaar). The overall consumption of organic products in Belgium amounted to EUR 403 million in 2013, i.e. a 44% growth. (Source: GfK).

Campaign

With our annual campaign, Vredeseilanden and all its supporters go to the general public in Belgium. We tell them what we stand for and ask for financial support. This campaign is built together with about 380 volunteers, and its highlight of actions and visibility is in January. The volunteers carry the campaign to their own communities and engage many others to cooperate. In the summer, four of them went together with six teacher students to Senegal, to investigate the

entire rice sector. In November they went to tell the rice farmers' story in 74 schools and over 5.000 pupils. These young people are an important group of campaign volunteers who hit the streets in January.

Last year the campaign was launched with the action 'Reserve your dinner'. People could symbolically reserve a small table in their favourite restaurant in 2050. That way we wanted to draw people's attention to the fact that we must take action now if we want there to be still enough food for everyone in 2050.

Top chef Giovanni Oosters from the Limburg stars restaurant Vous lé Vous, and with him thirty other top restaurants, supported the annual campaign of Vredeseilanden. Through a button on websites you could (symbolically) reserve your table for the year 2050. It was possible to invite your friends through Facebook to have dinner together. That way you gave your virtual support to a sustainable agriculture for the future.

How do we campaign in the future?

The world is changing, people look and act differently to personal commitment, but also the role of an NGO changes. What then will the campaign of Vredeseilanden look like in three, six or ten years? We presented that question to different people in our network: volunteers,

collaborators, members of the General Assembly and other creative people. On December 12, 80 strong people came together in the Leuven Museum M. They went looking for inspiration for a campaign of the future.

Young people dive into their own dish

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.

In September 2013, six pilot schools started with a project around 'the question of 9 billion': how will we be able to feed nine billion people in 2050 in a way that is respectful of the planet's limits? They explored the problems of 'the question of 9 billion' through interactive lessons and they learned about

organisations that worked around (partial) solutions during 'speed dating sessions'. A colourful range of participants turned the speed dates into eye openers for pupils and teachers. A restaurateur, a distributor of organic juices, a representative of Miko coffee, a member of the Food Teams, a farmer, a sustainability officer, a baker, an activist of Climaxi VZW, a researcher at KULeuven, a volunteer of Vredeseilanden,... Already after the first speed date it became clear that the formula was a hit. The participating schools think it is interesting to lay new contacts with organisations or companies in their neighbourhood. People who are locally involved in sustainable food get a chance to tell their story to a group of students from their neighbourhood. The students themselves cooperate actively and meet people they would not see or hear

otherwise. The provincial coordinators of Vredeseilanden play their part fully. They bring together people who are working on their way up and give them a chance to network – the coordinator being in the middle of this web. Filip Cuypers, coordinator in the province of Antwerp for over 12 years: *"It has been years I am coming to the College of Turnhout and I have never been able to talk to so many teachers. New teachers now also discovered the richness of Vredeseilanden's operations."*

In 2014 the process continues and the students question their peers: "What do you think the school can do to help solving 'the question of 9 billion'?" A writing contest and creating a work of art follow. We hope to be able to facilitate another 20 schools during the next two school years.

Vredeseilanden's Youth Ambassadors

In the past years, many young people visited partner organisations of Vredeseilanden in the South. They gave us the signal that they wanted to know more about agriculture and food globally, but until now we had no offer for this group. Together with the organisation Globelink we set out a project for these young people. About thirty youngsters reacted positively and cooperate. They too consider the question: how can we feed nine billion people in 2050 in a way that respects the limits of the planet? This project gives young people the opportunity to better understand the North-South problems and manifest themselves as active citizens. This project also started in September 2013. Highlight was a kick-off weekend with a.o. games about diversity, sustainable food, a visit to a fruit company, a food debate and a discussion trip. In 2014 this project reaches cruising speed.



FairTradeTowns – FairTradeProvinces

The FairTradeTowns campaign continues to be a success story. About two out of every three Flemish towns is active in the campaign (209 registered towns) and 152 of them already obtained the title. This score of Flanders is by far the best in the international FairTradeTown Campaign in which 24 countries participate. In 2013, 10 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 past year also 100 new town signs were awarded, indicating that the town concerned holds the title. In total, 299 producers, 454 companies, 682 schools, 756 hotels, restaurants and cafés, 1405 shops and 1429 local organisations are involved in the FairTradeTowns campaign of Vredeseilanden.

To further challenge the title holding towns and give the campaign – which starts its 10th year in Flanders – a new dynamic, a new action model was developed. The aim is to recruit as many local fair trade ambassadors and fans as possible. This campaign will be started concretely in 2014.

www.fairtradegemeenten.be

Sustainable catering for institutional kitchens

Vredeseilanden is convinced that mass caterers can play a pioneers part in making food habits of the Belgians more sustainable. The catering in companies, governments, schools, nursing homes and hospitals (mass catering) is good for 35%. A sector that is not to be neglected.

Vredeseilanden started in 2013 accompanying eight new large kitchens of **Fedorest** (Antwerp, Arlon, Brussels Finto, Brussels 19H, Eupen, Ghent, Hasselt, Leuven) commissioned by the Federal Sustainable Development Institute POD DO). The objective: offering meals that are more in line with the criteria of sustainable food and with the recommendations of the national food and health plan. The kitchens signed a charter with ten sustainable commitments. These commitments concern different themes: apart from introducing organic and fair trade products, they also pay attention to food waste, local production, sustainable fish and reducing meat consumption.

Three educational institutions, the **University of Antwerp**, **Leuven University College** and **Ghent University College**, committed last year to make their students' restaurant or cafeteria more sustainable. Together that is good for ten kitchens. In 2013 they decreased meat consumption with about 20%. The offer of seasonal vegetables and vegetarian dishes was expanded and improved. Introduction of labelled organic and fair trade products is less evident for many kitchens because of the extra cost. Still various initiatives were taken. In Ghent University College the entire fruit supply was switched to organic and the additional assortment of snacks at the cash registers was supplemented with fair trade products. The bestselling products will later also be included in vending machines. In Leuven University College, snacks and the drinks supply are completed with fair trade products. In the University of Antwerp, dry foods (pasta, rice, quinoa, couscous, soy bits) entirely switched to fair trade and / or organic.

“We think it is important to inform students starting from our values on sustainable food, and to let them know sustainable catering. Catering being sustainable is not only important for the environment but is also socially important. We want to make students aware that everything they do has an impact on the environment. That is also important for their further career.”

Robbie Rombouts,
Ghent University College.

“We have introduced different changes around sustainability since we started the project. We use many more seasonal products (especially vegetables), we reduced the meat portions and every week there is a vegetarian menu. We also work with fair trade fruit juices, chocolate and other sweets. Also the fish portions have decreased and by means of a fish guide we pay attention to sustainable fish. We try to decrease waste, e.g. by preparing dishes in large oven plates instead of individual portions. The project runs well; I am very pleased we have been able to implement this. The project did lead to a different way of working in the kitchen. We dare more now. There used to be classic dishes, but now every cook sometimes makes something new and there is more variety.”

Danielle Leynen,
chef of Fedorest Antwerp.



At IKEA 50% new organic references were included in the offer of the Swedish shop. In the staff canteen new organic fruit juices were offered. For the Sinterklaas celebration on December 6, the direction offered the IKEA staff with a fair trade chocolate figure. IKEA also paid special attention to making the offer in its clients' restaurants more sustainable. The focus: improving the vegetarian offer, more labelled products, sustainable fish and seasonal vegetables

Your Choice puts sustainable food on the agenda in mass catering

Under the 'Your Choice' banner, Vredeseilanden wants to place sustainable food in institutional kitchens on the agenda with interactive events. On Tuesday April 23, over 500 professionals from the food sector came together in Tour & Taxi's (Brussels): suppliers, purchasing managers, kitchen staff from company restaurants, sustainability consultants, food managers from kindergartens and schools and representatives from the public sector. The visitors tasted the wide range of sustainable food. Your Choice was a place to meet, encounter, exchange and coordinate for future challenges. Also Kauri, a multistakeholder network of companies and NGOs, organised its annual 'speed dating' in a room next to the exhibition hall. About 80 Kauri members thus got to know Your Choice.

Advocacy

Investing in adapted agricultural credits for small-scale agriculture

Access to credit is one of the basic conditions for farmers to be able to undertake successfully, but it is often also one of the biggest challenges. Micro credits are usually too small for significant agricultural investments. The minimum amount for credits from banks is too high or unreachable. Therefore, Vredeseilanden strives for solutions tailored to cooperations and organisations of small-scale farmers. Following up on the file 'The funding gap closed', written in 2012 by Vredeseilanden together with 11.11.11, Vredeseilanden in 2013 wrote a more specific file, together with Trias: 'Access to credit for family farming – how BIO can really be relevant for development'. This file contained a lot of concrete policy recommendations for BIO, the Belgian Investment company for Developing Countries. This file was presented on a round table in the Federal Parliament on September 19, 2013, in the presence of BIO, members of parliament, NGOs, BTC, the Cabinet for Development Cooperation and DGD (the Federal Department of Development Cooperation). They reacted to the recommendations and promised their support.

Vredeseilanden, together with other members of the 'Coalition against Hunger' took part in various meetings with DGD representatives responsible for 'inclusive growth', the cabinet of Minister of Development Cooperation Labille, members of the federal parliament and the new director of BIO, Luuk Zonneveld. The subjects that were discussed were diverse: reform of BIO,

the new strategy note of DGD on supporting the local private sector, a correct implementation of the strategy note on agriculture and food security and the analysis matrix elaborated to that end, funding needs of agricultural organisations, and others.

www.coalitetegendehonger.be

Working at transforming our agricultural system in Belgium

Two years ago "The New Food Frontier" started; a group of 50 carefully selected people who developed a number of concrete and bold visions for a future sustainable agricultural and food system for Flanders (Northern part of Belgium). After this successful exercise a follow-up process was formulated in which the federations of the food industry, the wholesale distribution, suppliers and Farmers' Union (Boerenbond) took the lead. This transformation project searched for breakthroughs in sustainability. Vredeseilanden participates in the steering group of this project and represents the civil society organisations. In that capacity we co-developed the concept note for the transformation project and the reference framework within which pilot projects can be formulated.

African farmer leaders meet Members of the European Parliament

Since 2010 Vredeseilanden together with SOS Faim and the *Comité Français pour la Solidarité Internationale*, supports participation of seven West African national farmers' organisations to the EU-ACP *Joint Parliamentary Assembly*. This is a meeting where members of the European parliament and members of parliaments from ACP countries discuss a common agenda. In

2013 these farmers' organisations participated to the EU-ACP *Joint Parliamentary Assembly* in Brussels (June) and in Addis Ababa, Ethiopia (November). Together with the farmers' organisations, these *Joint Parliamentary Assemblies* were prepared intensively, with recommendations about more and better supporting family development. This document was discussed during the *Joint Parliamentary Assembly* with as many members of the European and ACP parliaments, collaborators, as possible. Concretely, Vredeseilanden supported participation of representatives from national farmers' organisations from Benin and Togo, and the representative of women's platform of the regional West African farmers' organisation ROPPA. Vredeseilanden encouraged these representatives to also lobby informally as much as possible with members of their national parliaments. These farmers' leaders have successfully made good contacts which they now also capitalize in their local context.

2013 was also a crucial year for voting a new Common European Agricultural Policy. Vredeseilanden actively cooperated in lobbying and systematically informed reporters. However, notwithstanding this lobby work of African and European NGOs and articles on the negative effects of the previous Common European Agricultural Policy and the adaptations that were needed in the new agricultural policy (voted on 13/03/13), export subsidies are not terminated nor was there a choice for more sustainable agricultural practices without detrimental consequences for the South.

Vredeseilanden in the media

Compared to three years ago, Vredeseilanden is being contacted more by reporters about our specific themes. Even if this not necessarily leads to an interview with or a quote of one of our collaborators, it proves that we are being more and more recognized for our

expertise. We want to make our point of view about sub-themes of our operations (GMOs, land grabbing, agriculture and technology,) even sharper and make it available to journalists in a clear way. Determining those points of view and the external communication about actual themes throughout the

year is done by a steering group with members of the different departments of head office, who meet every week. Our media and advocacy work is always based on facts and experiences from our own field work. Therefore, the steering group is in close contact with our regional offices in the South.

Expedition Senegal visiting banana and sesame producers

From October 28 to November 1, 2013, Vredeseilanden organised a 'VIP' mission to Senegal. With a number of Belgian and Senegalese personalities, both from politics and business life, and some reporters, we travelled through Senegal for four days. We visited producers and processing companies and discussed alternative business models, how modern markets can be made more accessible for family farmers in North and South, and the need for that if we want to feed nine billion people by 2050. Participants to the trip were, among others: Pieter Timmermans (CEO Verbond voor BO), Steven Vanackere (member of the federal parliament and previously minister), Christ'l Joris (president of Flanders Investment & Trade), Toon Martens (director KHLeuven), Peter Verbiest (strategic manager Boondoggle), Mieke Vercaeren (sustainability manager Colruyt) and Sabine Denis (director Business & Society). They met the banana farmers of APROVAG and the sesame producers of UGAN. It were four days full of warm meetings, adventure,

inspiration and interesting conversations on the role of businesses, government, farmers' organisations and education if we want to provide millions of farmers with a viable income by integrating them in modern food chains.



Cooperation with the food sector in Belgium

Sometimes Vredeseilanden receives the demand from partner organisations in the South 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 the South. 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.

Specifically we encourage companies to make their purchasing policy 'inclusive' for small-scale farmers and their organisations. This means ensuring that these farmers' organisations become strong players in the agricultural chains in which they are active. Hereby we use the LINK method, developed by the International Tropical Agriculture Centre. LINK promotes this 'inclusiveness' through¹:

- Cooperation among chain players (a common goal);
- New relations between all stakeholders in the chain (that lead 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, credits and market information;

- Inclusive innovation (not 'for' farmers but 'with' farmers);
- And measuring results (indicators and tailored concrete follow-up plans).

Currently Vredeseilanden plays a part in supporting export to Belgium of rice from Benin, asparagus in jars from Peru, rice from Indonesia (Java) and green peas, passion fruit and avocado from Tanzania. Apart from that, a number of other export chains are in preparation: bananas from Senegal and coffee from DR Congo.

Special Fruit: fruits and vegetables from Eastern Africa

In 2013 we received a request from the importer of exotic vegetables and fruits of the company Special Fruit. They wanted to buy passion fruits, avocado and green peas from Tanzania and Kenya. We responded to that. Our colleagues in Eastern Africa will guide the farmers' organisations in order to obtain higher volumes, improve the quality of their products, strengthen their commercial capacities, solve credit problems etc. Also the environmental aspect is not forgotten. We will examine whether it is possible to transport passion fruits to Belgium by ocean freight instead of using air transport.

Biofresh distributes organic quality rice from Java, Indonesia

June 2013. Party on the island of Java, Indonesia! APPOLI, a rice farmers' organisation, for the first time exports thousands of packets of luxury organic rice to Belgium. This is the result of years of dedication to environmentally friendly growing techniques, quality control, marketing, and so much more.

Vredeseilanden helped the members of APPOLI in developing a system for quality control (ICS, Internal Control System). It is important that every farmer uses the same standards, because if one farmer does not meet the standard the entire harvest is disapproved. Joint organic farming and control of the production process was necessary to become a strong player on the organic rice market.

The efforts of APPOLI farmers were rewarded in 2011 with a certificate from Biocert, the national instance that controls organic fields. In 2013 there was also the IMO Fair for Life organic certificate. Thanks to these two certificates, APPOLI obtained access to the international organic rice market. PT Bloom Agro appeared to be the perfect partner for packaging and export. Biofresh, a Belgian wholesaler in organic products, purchased one container (18 tons) of quality rice. Since the summer of 2013 that rice is present in about 300 organic food shops. The price the farmers get for it is almost twice as high as on the local Indonesian market.

Asparagus in Colruyt shops: working on sustainable agricultural chains

We wrote extensively about the cooperation between Colruyt Group and the rice farmers from Benin in our previous annual reports. Since 2012 Colruyt Group through the Belgian processing company Noliko also purchases green asparagus in jars from REOPA, a cooperation of small-scale farmers from Peru. In order to make this possible, REOPA needed support from Vredeseilanden, and investment was made especially in consultation among all stakeholders of the chain and in an

1 Link Methodology: A participatory Guide to Business Models that Link Smallholders to markets, page 84.

analysis of REOPA's business model. Also the environmental aspect was reviewed. Transportation of the asparagus in jars goes by boat, limiting the environmental impact of the transportation. Further work is needed on current irrigation techniques: they are unsustainable in the long term, and there is a need for alternatives.

After more than a year of work we evaluated our cooperation with the farmers of REOPA. The farmers now have a clear voice within the chain and were also able to increase their income because they can also sell asparagus in jars off-season. All partners in this project learned a lot. Those experiences were documented by Vredeseilanden in

a comprehensive case study. That way the lessons learned in this project can flow through to other companies, farmers' organisations and NGOs.

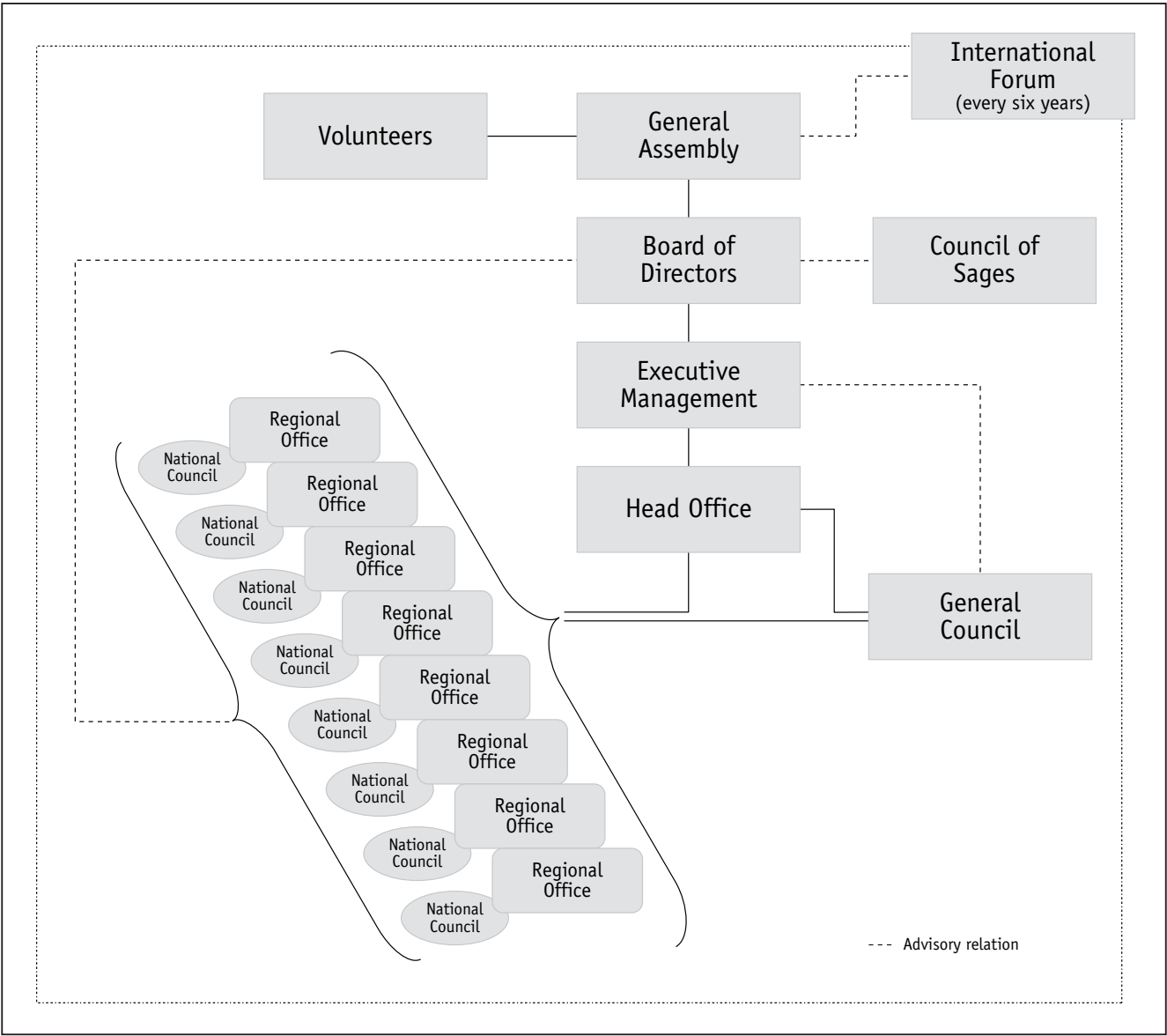
www.veco-ngo.org/blog/canned-asparagus-peru-finds-its-way-belgian-supermarket-chain-colruyt



Chapter 5: Management report

The people behind Vredeseilanden

Vredeseilanden vzw's organisational structure



General Assembly

The General Assembly is composed of 76 representatives for our main stakeholders. They can be volunteers, experts from different organisations or private companies, members of the Board and former staff members. There are 51 male and 25 female members, 1 of them of non-Belgian origin. In 2013 two new members joined the General Assembly and five members left. Membership is valid for an indefinite period. Everybody can apply to become a member of our General Assembly. His/her application is presented at the next General Assembly. The Articles of Association stipulate that current staff members of Vredeseilanden cannot be a member of the General Assembly. The list of the current members can be retrieved at Vredeseilanden or can be consulted on our (Dutch) website: www.vredeseilanden.be/over-vredeseilanden/de-mensen/algemene-vergadering.

The General Assembly is the supreme body of the organisation. It appoints the Board and ratifies the annual accounts and the annual report. Within the general Assembly there is a Financial Commission that thoroughly studies the financial reports in preparation of each General Assembly.

In 2013 the GA, in addition its formal obligations, helped shape the strategic plan 2014-2016. Vredeseilanden's role in Flanders was delineated more sharply. On the GA of December we invited also other stakeholders to consider how we can renew, expand and deepen the yearly campaign (see page 31).

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 Dutch website: www.vredeseilanden.be/over-vredeseilanden/de-mensen/raad-van-bestuur.

Board members are appointed for a period of 4 years. The mandate can be renewed for an unlimited number of times.

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 recruited a new General Director in 2013, and after his early leave, the Board members closely followed up the Executive Management. In addition to the Executive Management staff members were regularly invited to meetings of the Board to discuss their work field. This leads to a direct information flow from Vredeseilanden staff to the Board.

Within the Board there is an Audit Committee. In 2013 the Audit Committee did three internal audits. There was an EFQM workshop (see box page 43) at the regional office in Indonesia, where all colleagues investigated the strengths and weaknesses of their own operations through a self-assessment. This resulted in an action plan with points for improvement, three of which were realised in 2013. Apart from that, PricewaterhouseCoopers (PwC) implemented a fraud audit to screen our procedures for sensitivity to fraud, and to establish a programme for fraud prevention. Through workshops there is feedback to Vredeseilanden's regional representatives and the financial managers in the regional offices.

Based on the programme assessments carried out in 2012 there was also the revision of efficiency at head office and regional offices. These conclusions were

brought together and fed back to the colleagues. Further follow-up of issues is on the agenda in 2014.

Within the NGO federation there was an investigation concerning good governance and decision-making processes within NGOs. Vredeseilanden also participated to it. Five independent dimensions were researched, each

measuring a different aspect of management quality:

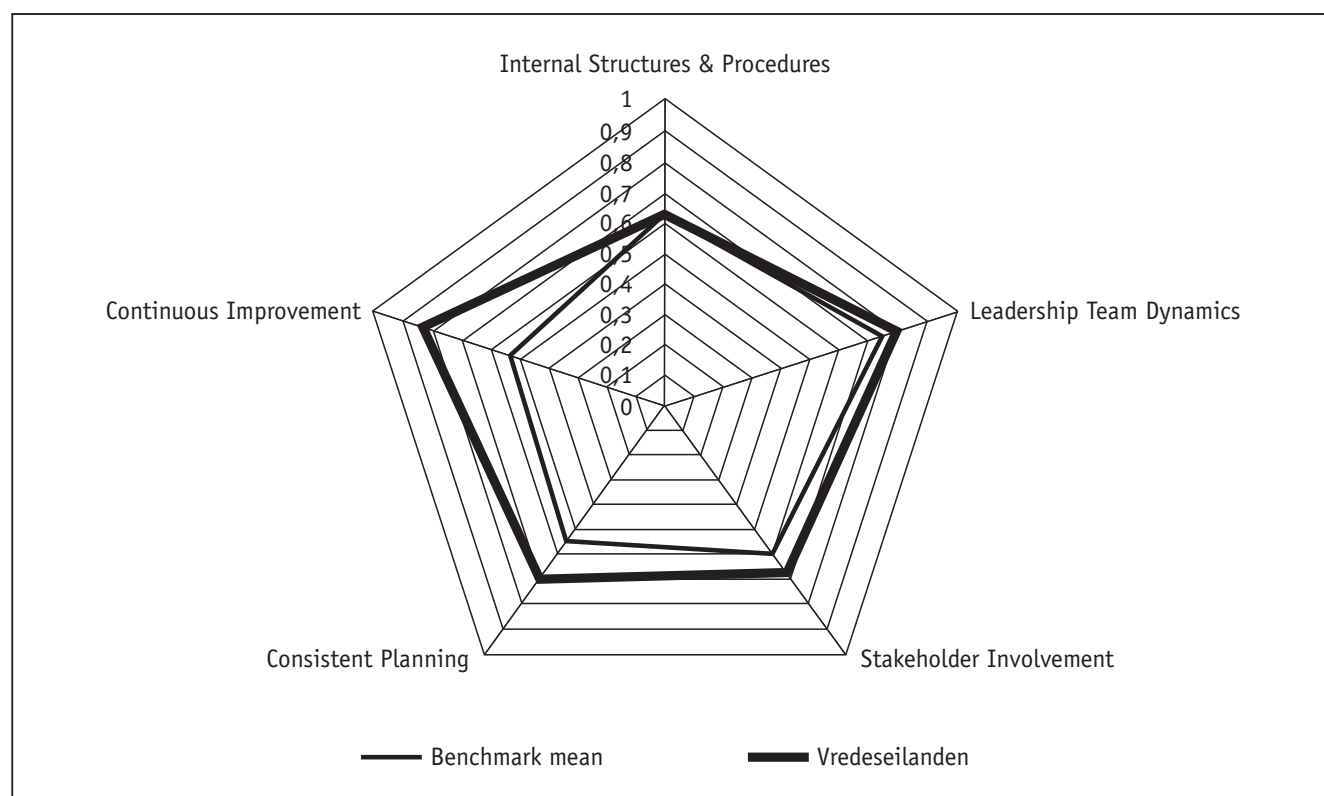
- 1) Internal Structures & Procedures
- 2) Leadership Team Dynamics
- 3) Stakeholder Involvement
- 4) Consistent Planning
- 5) Continuous Improvement

The table below gives an overview of

the average absolute scores for Vredeseilanden. Scores range from '-3' to '+3'.

From this we learn that we have an above average score on Planning and Improvement but in the area of Internal Structures & Procedures we need to reinforce. This is an action point for 2014.

Dimensions of management quality	Lowest organisational score in the benchmark	Average score for your organisation	Highest organisational score in the benchmark
Internal Structures & Procedures	0.01	1.06	1.72
Decision dynamics among executives	-0.86	1.06	1.56
Stakeholder involvement	-0.16	1.10	1.70
Consistent Planning	0.20	1.54	2.09
Continuous Improvement	-0.08	1.51	1.82



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 2013 the Board did not physically meet.

Executive Management

Luc Bonte: General Director (from April 1, 2013 to September 30, 2013); Marianne Vergeyle: Manager Internal Services and Programme Manager North; Roos Peirsegeale: Programme Manager South. Marianne and Roos take ad interim the duties of General Director, from December 1, 2012 to March 31, 2013 and from October 1, 2013 till present.

De Executive Management acts as a collegial body and meets every 2 weeks.

Staff Head Office

The list of staff members of Vredeseilanden can be found at the (Dutch) Vredeseilanden website. There are 142 people working at Vredeseilanden, divided among the head office in Leuven and the regional offices in the South.

(www.vredeseilanden.be/over-vredeseilanden/de-mensen/medewerkers)

In memory of Jos Nihoul

On Saturday January 11, 2014, Jos Nihoul passed away. Not entirely unexpected, still suddenly however. Vredeseilanden's 35th campaign weekend had just started. Jos was there when Vredeseilanden saw the light and during more than half of his life he worked selflessly for our organisation.

The spark of his commitment was given by the founder, Dominique Pire, the Belgian Nobel Peace Prize winner of 1958. An ideal of peace, based on justice. Peace you can achieve through fraternal dialogue, also with those who not necessarily share your opinion. A better world through cooperation, "vivre ou mourir ensemble" ("live or die together"). Jos handed us the concept of 'inclusion'. Inclusive thinking and acting includes fighting against all forms of exclusion and injustice, also dialoguing with those who think differently, believe in the added value of diversity (and/or, one plus one is three), and also cooperating with those who do not entirely share our opinion. From this vision Vredeseilanden developed like an organisation that is eminently focused on cooperation and building bridges between various players in society.

After Jos had withdrawn from the Board of Directors he remained active for Vredeseilanden. He lay at the basis of the Mol Committee for Development Cooperation, later the Third World Council of Mol. From this committee he

co-founded the work group Vredeseilanden of Mol, in which he remained active for all those years. They knew him there as a quiet hardy spirit. His critical vision caused several generations of volunteers to reflect on both contents and actions. He loyally continued to attend meetings and contribute to the campaign, even when he already felt less good.

Jos, co-founder, inspirator, life-long volunteer, critical supporter and guardian angel of Vredeseilanden. We cherish the warm memory of this kind and gentle man. His vision and life will continue to inspire Vredeseilanden in its search for a more just world.



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: target groups (partner organisations and farmers in North and South), male and female 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 in 2013 for achieving the R4E label (Recognized for Excellence).

The concept of working with improvement projects has been integrated in the annual objectives for 2013 and every department of the head office has formulated at least one improvement path.



Staff regional offices

The regional managers of 2013 are Christ Vansteenkiste (a.i.): Togo/Benin/Burkina Faso/Niger; Teopista Akoyi (a.i.) (until July 2013), Denise Lapoutre (starting from August 2013): East-Africa; Rogier Eijkens: Indonesia; Roos De Witte: Central America; Hanneke Renckens: Andean region; Eduardo Sabio: Vietnam; Ibrahim Ouedraogo: Senegal; 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? On the geographical field as concerning competences we need to make changes. In West Africa the regional office moved to Burkina Faso, with 2 small antennas in Senegal and Benin. In East Africa the regional office moved from Kampala in Uganda to Arusha in Tanzania, with 2 small antennas in Mbale (Uganda) and Moshi (Tanzania).

The new programme 2014-2016 lays new accents in our operations. This also meant new competence profiles sometimes. The existing staff was screened on competence and ambition through internal restructuring rounds. A number of collaborators found a place in the new structure and there was additional external recruitment to start the new programme with a complete team at the beginning of 2014.

General Council and workshops

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

In October 2013 the staff of the regional offices and head offices met during the General Council in Maria-gaarde, Hoepertingen. The renewed

strategy for 2014-2016 was explained, discussed and internalised.

The General Council was followed by a workshop for all coordinators from the South who are responsible for chain development and advocacy. That way the program staff were also strongly involved in the new programme.

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.

Chapter 6: The social balance of Vredeseilanden

Sustainable personnel 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 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. At the end of 2013, projects could be presented from every region and from head office. Projects to support the programme and projects focused on development and innovation. The tasks project teams are divided according to competences, talents, expertise, learning opportunities. Among others, projects were formulated around structural change agendas (see page 10), sustainability and fundraising.

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 2013 we organised induction for 3 new staff member of the head office, 1 new regional coordinator and 1 BTC junior.

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.

In 2013 the existing system of functioning and evaluation conversations was adapted; with more user-friendly and efficient, and less labour intensive procedures and documents. And with a new, additional aspect: team evaluation. This way also the cooperation within each team is monitored and assessed.

Vredeseilanden keeps trying to permanently offer its employees at all levels in the North and the South, 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 the framework of the new project work from 2014 on, a project group 'competence leap' was established. The aim is to make the Vredeseilanden staff put a step forward in the field of competences that align with our core activities. Starting from concrete needs at organisational level we seek tailor-

made solutions in the form of internships, exchanges, customized courses, consultancies,...

In 2013, Vredeseilanden spent around 48.000 euros on training and workshops for staff at headquarters. The main part of the trainings is linked to the following themes:

- project work;
- fundraising;
- coaching;
- labelling;
- entrepreneurial work.

The total number of training hours followed (formally and informally) in the head office is 1.636 hours. This is an average of 36,5 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 2013 there were 18 briefings around diverse themes: new evolutions in the programmes in the

South and in Belgium, IT, the annual campaign, fundraising activities, the adapted system for functioning and evaluation conversations, overview of the operations of BTC juniors in Latin America, projects and decisions of management,...

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.

We explicitly condemned the Anti-homosexuality Act in Uganda. We again clearly presented our values and standards to all Vredeseilanden staff. We expect these values and standards to be reflected in every action. Every form of discrimination or injustice will be strongly discouraged and condemned.

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

In 2013 we noted a limited number of sick days and labour accidents.

	Head Office	South	
		Expatriates	Local collaborators
Number of sick days	79 (for 45 Empl's) = 0.8%	11 (for 7 Empl's) = 0.45%	271 (for 90 Empl's) = 1.4%
Number of labour accidents	1	0	0

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, like an annual staff outing, a Christmas party, a farewell celebration upon retirement, team activities... In the South too personnel events are organised, for example, teambuilding activities, New Year parties, ...

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.

2 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 2013, there was one personnel meeting.

Policy

The personnel manager draws up HR policies and determines the daily management. The Board validates policy documents, and management decisions are validated by the Executive Management.

Social Balance (as per 31/12/2013)

In this section we provide some figures and explanations about the Vredeseilanden headcount (situation at 31/12/2013).

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

Headcount

For some years we have been focusing on recruiting more local people. This trend continues. In 2013 67% of the Vredeseilanden staff members were local collaborators.

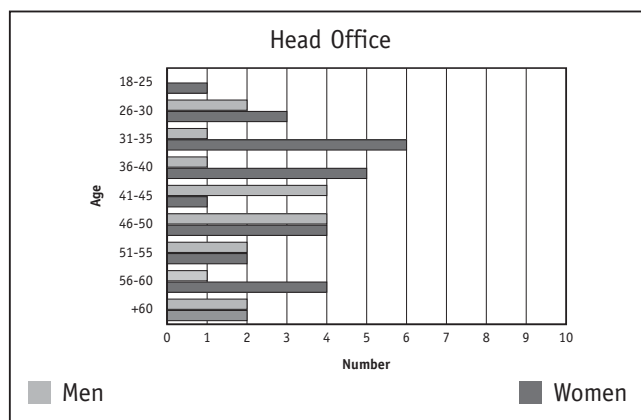
In Belgium all employees are hired under permanent contracts. The only exception is made for temporary assignments, for which fixed-term contracts or job-specific contracts are drafted.

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

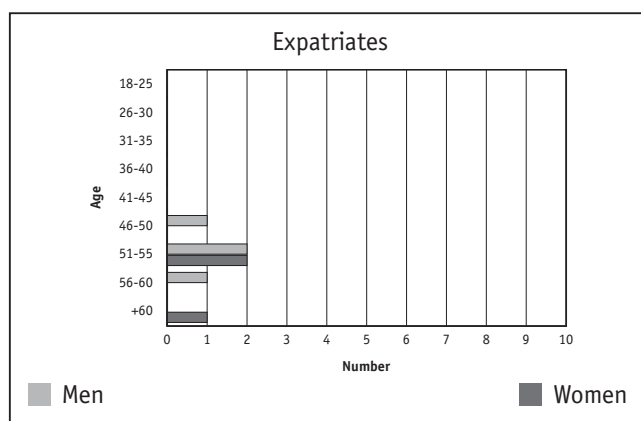
	Head Office	South		Total
		Expatriates	Local collaborators	
Number of staff members				
2009	49	14	105	168
2010	48	12	113	173
2011	49	9	111	169
2012	48	7	110	165
2013	45	7	90	142
Number of full time equivalents				
2009	41.14	14	105	160.14
2010	39.69	12	113	164.69
2011	40.62	9	109.5	159.12
2012	41.91	7	107.5	156.41
2013	38.91	7	90	135.91

Number of staff members specified by sex and age¹

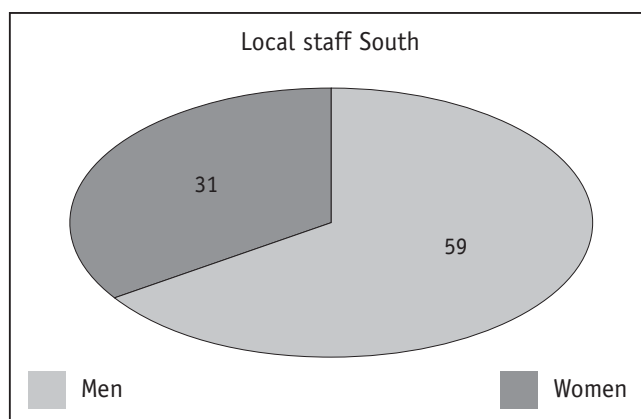
Head Office			
age	men	women	total
18-25	0	1	1
26-30	2	3	5
31-35	1	6	7
36-40	1	5	6
41-45	4	1	5
46-50	4	4	8
51-55	2	2	4
56-60	1	4	5
+60	2	2	4



Expatriates			
age	men	women	total
18-25	0	0	0
26-30	0	0	0
31-35	0	0	0
36-40	0	0	0
41-45	0	0	0
46-50	1	0	1
51-55	2	2	4
56-60	1	0	1
+60	0	1	1



Local staff South	
men	woman
59	31



¹ For local staff in the South the figures specified by age are not available for 2013. From next year on, these data will be included.

Gender balance

At the head office Vredeseilanden employs far more women than men: 62%. Women are also well-represented at executive and managerial level. 5 of the 7 executive functions are taken up by women.

There is much more part-time employment among the female staff members. In 2013, 4 men were working on a part-time basis, against 15 women. Part-time employees receive the same extra-legal 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 2013, there were 3 women working as expatriates, against 4 men.

More men than women are employed as local collaborators in the South: 66%. There are 59 men and 31 women.

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.

Employee turnover

In 2013 one job student was employed at main office and some people were hired to perform a temporary mission or to ensure temporary replacement.

In 2013 our regional offices in West and East Africa underwent restructuring. One cooperant was at the end of contract and was not replaced because of further regionalisation. A local staff member was replaced by a cooperant. In our new programme 2014-2016 we lay new accents in our operations that will also influence the competence profiles required. This was prepared in the course of 2013. As a consequence, more local staff than usual left service during the past year.

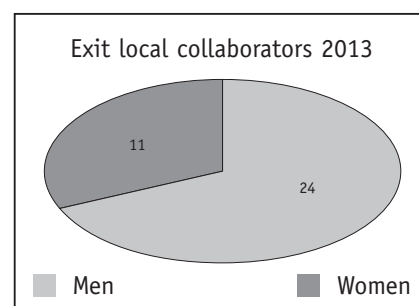
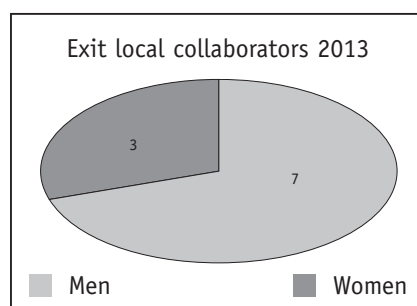
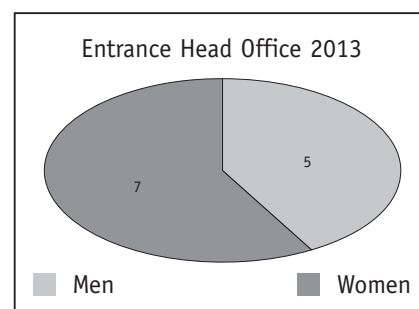
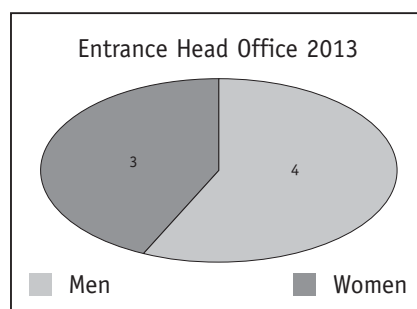
	Head Office	South	
		Expatriates	Local staff
IN	7	1	10
OUT	12	1	35

Turnover specified by gender

Head Office: more women than men left. In newly entered employees there are more men.

Expatriates: in 2013 one male cooperant left and one female cooperant was hired.

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

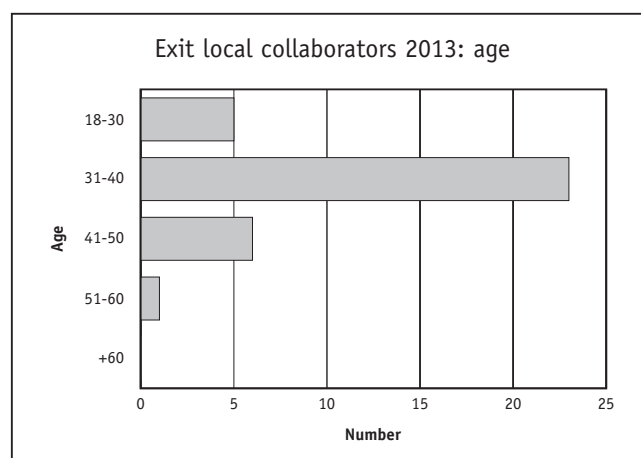
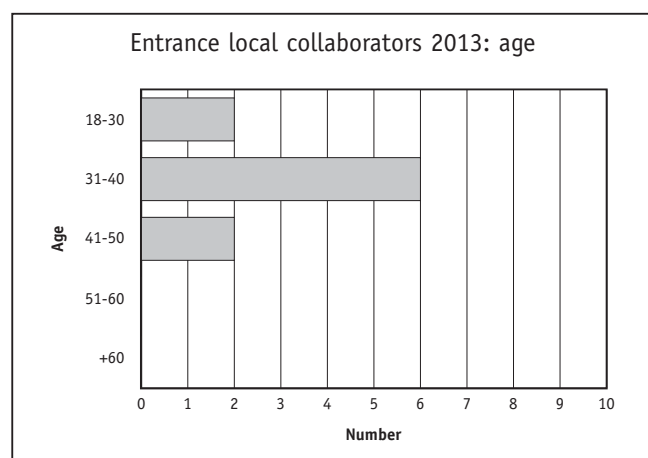
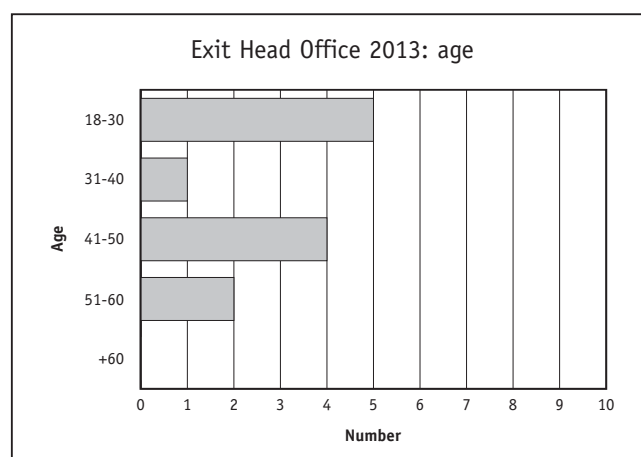
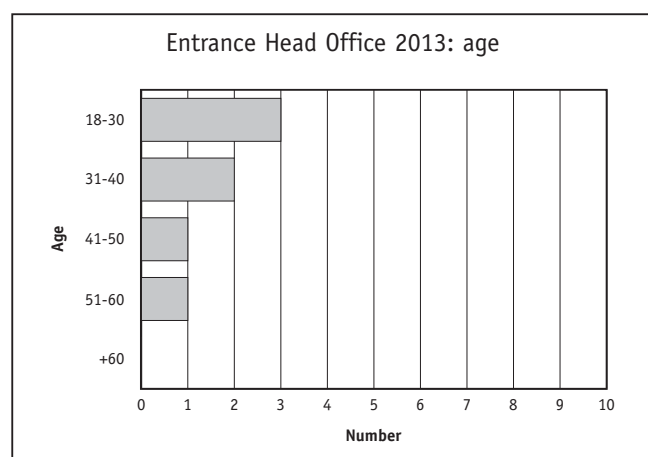


Turnover specified by age

Head Office: in 2013 mostly young people were hired. Also in exits there is prevalence among young people because they carried out all temporary assignments.

Expatriates: the cooperant that left in 2013 and the cooperant that entered were both in the age category of 51-60 years.

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



Rejuvenation

The average age at head office is 44 years. We try to work on rejuvenation and do so upon recruiting new staff members and by working with trainees. Trainees offer innovation and rejuvenation to the organisation. They bring in new ideas, visions, working methods and topical and up-to-date knowledge. Trainees can also provide an academic input as a supplement to the knowledge of the field. Moreover

trainees form a good recruitment base to find new staff members. Working with trainees provides the opportunity to make young people grow and develop within the organisation or the North-South sector. We provide traineeships at the head office and in the South. In 2013 we worked with trainees in the personnel department, within our movement work, sustainable catering and communication.

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 2013, four BTC juniors were active in Ecuador, Peru and Benin.

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, also other elements contribute to employee motivation: flexible labour conditions, development of new skills, potential for new responsibilities and opportunities.

In terms of salary and fringe benefits there is complete equality between men and women, and between employees with contracts of indefinite and definite duration, both at head office and in the South.

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 and the General Director 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 South either.

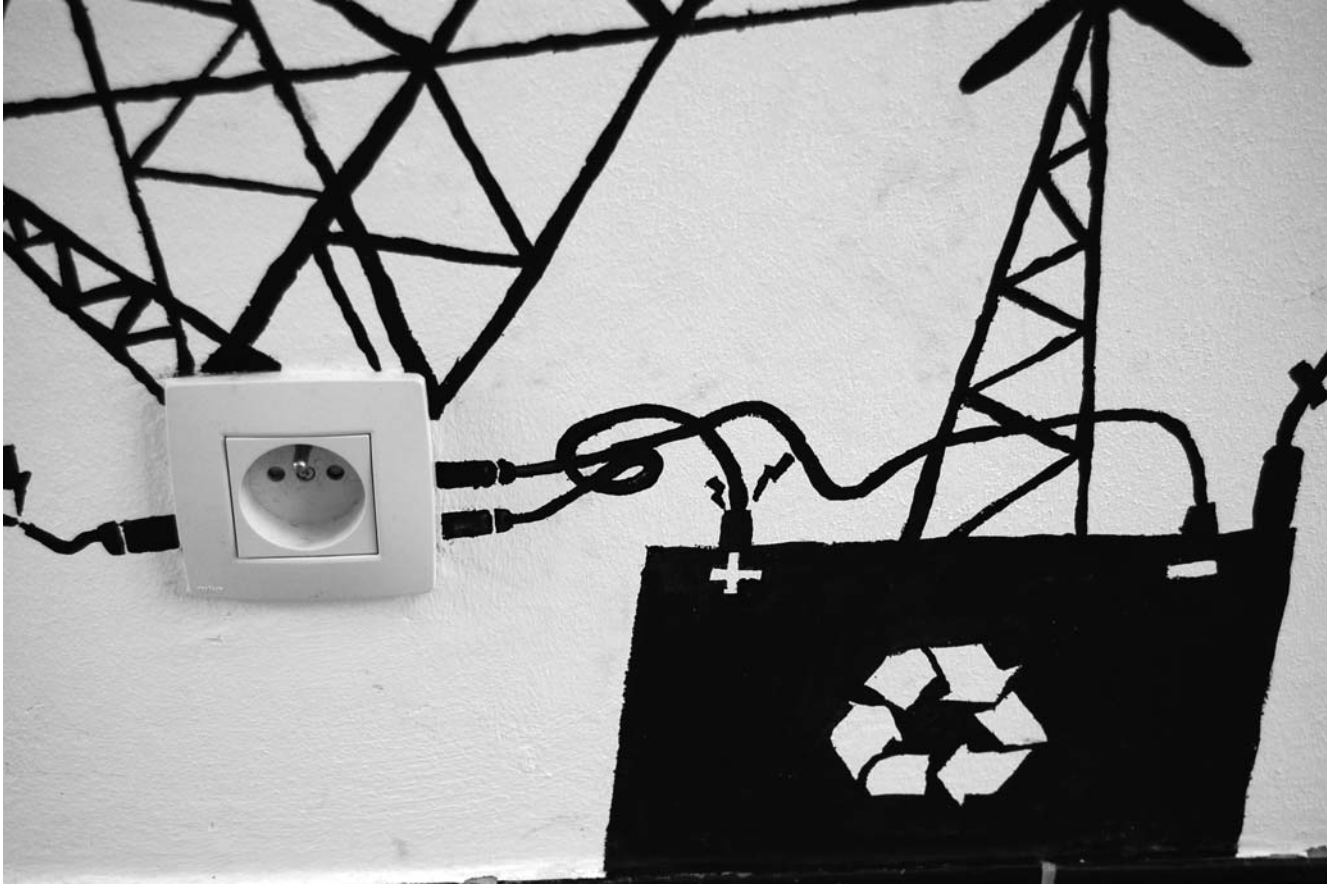
In the South every region has its own salary system, based on the local context. However, every salary system is built according to the same principle of scaling in according to function and based on relevant work experience. Salary scales are established through a comparative study with similar organisations.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

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

Volunteers

Each year some 10,000 volunteers hit the streets in January to ask for attention and support for farmers' families in the South. Next to that many volunteers dedicated themselves to Vredeseilanden in the course of the year 2013:

- 383 core volunteers acted as Vredeseilanden's ambassadors in their communities. Four of them travelled to Senegal to visit our partner organisations;
- 6 young people went on a trip to Senegal and provided entertainment in secondary schools;
- 7 volunteers helped with translation, editing, lay-out work and other tasks at the head office;
- 12 people worked at the head office to support fundraising events.



Chapter 7: Vredeseilanden's environmental policy

Working for a smaller ecological footprint

1. Environmental performance Head Office

The past few years Vredeseilanden's head office strongly focussed on some aspects of its environmental policy: 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 Inkomstraat into a sustainable office. We are now reaping the fruits, as is shown in the table at the bottom of this page.

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 as compared to 2012 can be

explained by a drier summer with less rainfall.

As for gas consumption we notice a slight increase compared to the previous year. The cold winter, which exceptionally continued until May, explains this.

In terms of electricity there is again a slight decrease. We remain committed to bringing down consumption by providing different settings for the ventilation system and through continuous replacement of the computers by more economical ones.

Sustainable work also takes commuting into account. Working from home is of course possible. 95% of staff uses public transport or cycle to work.. Two employees come by car, 17 use public transportation and 26 arrive by bicycle or on foot. 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 infor-

mation, 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 the offices in the South 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. Yet in 2013 we notice a marked increase in the number of flights, as the table on page 54 shows. This is due to the many transports in the frame of our strategic planning (*see page 10*). We expect the number of air miles to drop significantly again next year.

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.

	Water consumption (in m ³)	Elektricity (kWh)	Natural 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

* 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).

	Flights (km per year)	CO ₂ emission (kg)	CO ₂ compensation (euro)
2010	639,664	237,800	5,409
2011	722,910	247,345	6,470
2012	531,445	180,500	4,061
2013	725,510	247,030	5,549

The table on page 55 provides an overview of all environmental indicators.

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.

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 of the Ecover

brand, 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: a company bike is available for the staff members. The large majority of the collaborators use public transport for their commuter trips.

In Congo, our collaborators installed a compost bin. They cook together every day and all organic waste is now thrown in the compost bin.



Environmental achievements of the Head Office

Vredeseilanden is committed to measuring CO2 emissions and working to bring them down in the future. The data below refer to the activities of the Vredeseilanden head office.				
	results in 2010	results in 2011	results in 2012	results in 2013
PAPER [GRI EN1]				
total purchase of A4 paper per annum (number of sheets)	180,000.00	97,500.00	120,000.00	117,000.00
total purchase of A4 paper per person per annum (# of sheets)	3,750.00	1,989.80	2,500.00	2,600.00
share of recycled A4 paper compared to white paper	100%	100%	100%	100%
total purchase of A4 paper per annum for mailings (# of sheets)	1,057,853.00	1,046,902.00	1,009,496	1,013,900
<i>The majority of paper purchased is used for mailings to inform our supporters. We try to limit this number.</i>				
OFFICE SUPPLIES [GRI EN2]				
amount of eco-friendly supplies compared to the total	75%	47%	10%	9%
<i>In 2013 we bought only little office supplies like notebooks, pens, etc. The major part of the purchases concerned printing toners. Since last year we start buying non-recycled toners again, as the recycled toners caused repeated technical problems with the printers.</i>				
FOOD PRODUCTS				
amount of food products purchased carrying an Organic and/or Fair Trade label	97%	90%	88%	83%
<i>If an organic or fair trade alternative of a food product exists, we choose to buy that alternative. We paid particular attention to this when buying food products to cater for events.</i>				
MAINTENANCE PRODUCTS [GRI EN2]				
amount of eco-friendly maintenance products bought compared to total purchases	85%	88%	90%	90%
<i>All maintenance products purchased are Ecover, except for a few products which do not have an eco-friendly alternative. We continuously try to see whether we can replace certain products with an eco-friendly alternative.</i>				

	results in 2010	results in 2011	results in 2012	results in 2013
WATER [GRI EN8]				
annual consumption in m ³ m ³ /person/year	203 3.10	149 2.37	116 2.4	116 2.58
ENERGY [GRI EN3]				
elektricity: green power kwh/person/year	620	272	659.85	617.31
heating gj gas/person/yearar	1,707.00	830.00	1,559.83	1,792.87
<i>Vredeseilanden uses green power.</i>				
WASTE [GRI EN22]				
amount of non-recyclable waste per person per year (in kg)	7	6	8	8
amount of PMD waste per person per year (in kg)	1.0	1.1	0.6	0.5
amount of paper waste per person per year (in m ³)	0.8	1.5	0.8	0.8
amount of compostable waste per person per year (in kg)	15.0	17.6	12.0	13.9
amount of drinking bottles purchased with returnable deposit compared to total amount of bottles purchased	95%	95%	95%	95%
MOBILITY [GRI EN29]				
work-related trips: proportion of public transport	46%	51%	70%	66%
commuting: proportion of km travelled by train, bus, bike or on foot	94.32%	93.57%	94.56%	94.34%
plane trips: km per annum	639,664	722,910	531,445	725,510
conversion of plane trips in CO ₂ emissions: kg of CO ₂ emissions per year	237,800	247,345	180,500	247,030
CO ₂ compensation	5,408.81	6,469.58	4,061.46	5,549.00
<i>Employees may use a company bike. More and more employees switch to public transport for com- muting.</i>				

2. Environmental achievements of South Offices

For two years we have been reporting on the environmental achievements of our regional offices. Because we noticed that our colleagues had a lot of difficulties to monitor or collect the correct data in a systematic way, and some indicators also weren't really relevant for reporting, this year we opted for presenting fewer indicators. *You can read the data in the table on page 58-59.*

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. Some-

times also safety concerns influence the choice for a car. It is therefore very important to continue to keep the theme open for discussion.

There are no data from Western Africa. This is due to the fact that our Dakar and Cotonou offices merged, and in November 2013 we moved to Ouagadougou (Burkina Faso). In Cotonou and Dakar three colleagues remain present on each location. Their offices are located in the building of another NGO. It is therefore rather useless to present figures for 2013 as they are not comparable to the data of previous years.

In Eastern Africa our regional office moved from Kampala to Arusha. We report here about the most important indicators, even if these data are, again, not 100% comparable to previous years.

3. Indirect environmental impacts

Vredeseilanden's indirect environmental impacts concern in the first place the effects arising from the activities of the South programme. Impact measurements of the previous years (*see page 21*) show that in most countries we have achieved much around integration and application of ecological cultivation practices in farmer organisations we work with. In our programmes we have also urged governments to support more ecologically responsible agricultural practices.

In 2014 we want to further refine the environmental aspects linked to Vredeseilanden's programme in our policy texts and translate them in practice. Through the Chain Intervention Frameworks (*see page 20*) the positive or negative evolution of certain practices is already followed up; however in cooperation contracts with our partner organisations this is still barely discussed. We want to change that.

		VECO Vietnam			VECO Mesoamérica		
		2012	2013	Target '14	2012	2013	Target '14
Use of paper and toners							
Recycled paper available?		no	no	no	yes	yes	yes
% recycled paper		0%	0%	0%	15%	0%	50%
Awareness raising among staff on reducing paper use?		yes	yes	yes		yes	yes
Percentage or use (yes/no) of recycled toners		100%	each toner is used at least twice		54%	63%	74%
Energy							
Use of energy-saving light bulbs?		no	yes	yes	yes	yes	yes
Energy-saving measures (switch off computers in the evening, monitors, ...)?		yes	yes	yes	yes	yes	yes
Airco temperature?		25°	26°	27°	20-24°	20-24°	20-24°
Mobility							
Work related trips:	flights	8	9	5	7	8	8
	car (in km)	3,300	32,500	50,000	72,011	53,000	53,000
	public transport (routes)	46	192	96	15	15	15
Commuting:	car/motor (number of staff members)	16	11	6	4	4	4
	public transport (number of staff members)	0	0	0	5	5	5
	on foot/bicycle (number of staff members)	1	2	2	0	2	2
Water							
Use of rain water		no	no	no	no	no	no
Afval							
Waste collection or recycling		paper	paper	paper	paper	paper	paper
Fines for non-compliance to rules and laws		no	no			no	

VECO RD Congo			VECO Indonesia			VECO Andino			VECO East Africa		
2012	2013	Target '14	2012	2013	Target '14	2012	2013	Target '14	2012	2013	Target '14
	no	no		no	no	yes	yes	yes	no	no	no
0%	0%	0%	0%	0%	0%	10%	42%		0%	0%	0%
	yes	yes		yes	yes	yes	yes	yes	yes	yes	yes
0%	0%	0%	40%	0%	0%	25%	yes	yes	8%	yes	yes
yes	100%	100%	yes	yes	we want to check which energy saving measures are most efficient	yes	yes	800	yes	yes	yes
yes	yes	yes	yes	yes		yes	yes	yes	yes	yes	yes
n/a	no airco	no airco	25°	25°		–	–	–	no airco	no airco	no airco
63	37	32	all travels to project areas outside Bali			150	261	290	24	42	
33,515	car 29,359 motor 3,787	40,000 4,000	14,857			9,338	12,723	15,000	6,409		
6	12	16	0			151	177	180	24		
6	3	7	car 3 motor 8			4	4	3	3	2	
6	4	1	0			4	4	5	7	17	
3	2	1	1			1	2	2	1	3	
no	no	no	no	no	no	no	no	no	no	no	no
no	organic waste	organic waste	yes			paper	paper plastic organic waste	paper plastic organic waste	no	no	no
	no	no	no				no			no	



Chapter 8: Fundraising in Vredeseilanden

So much more than money

Vredeseilanden receives financial support for its operations from different sides. Apart from government and foundation money, 16% of our income is derived from private fundraising: donations from individuals or sponsoring actions. Even if it is “only” 16 %, 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 an action,...

The Steering Group Fundraising, composed of people from fundraising, communication and management, monitors implementation of the fun-

draising programme. Proposals for new initiatives are screened by the steering group through a number of forms to be completed. These forms are added to the board documents: documents that enable follow-up of fundraising. In as far as possible, the existing board documents are automatized, as recommended by PwC last year, and give an overview of the number of permanent orders, the number of donors receiving a tax certificate, the ROI of actions,...

In 2013 Vredeseilanden’s private fundraising rose with 3,9 %. As in 2012, costs and revenues relate in a scale of 1 to 3, including personnel costs, operating costs and overhead. The most important blocks, to which we set in most, are donations through direct marketing and permanent orders, big donations through companies, legacies or major donors, the yearly campaign weekend in January and our events.

Zuiddag chose Vredeseilanden as a partner. In October 2013 over 10.000 students from secondary schools worked during one day for a youth project of Vredeseilanden in Peru: a project for and by young people who want to turn coffee into their passion and profession. We saw an explosion of commitment, involvement and emotion. All this resulted in the nice amount of 250.000 euro for the young Peruvian coffee farmers.

From Vietnam we received the proposal to test ‘crowdfunding’, a relatively new way of fundraising through the general public and online. We became members of Entrepreneurs for Entrepreneurs and are doing this actively.

Of the events, especially the Benin Classic and the Nicaragua Classic catch the eye, two high-quality mountain-biking trips along our partner organisations. Through regular meet and greets

“Monday morning, second day of cycling, already almost 50km splattered through the bush. Climbing, descending, through rivers and dense plants... the hottest time of the day starts. Benin pushes my skills and endurance to the limit. I am finished, I stop. Pineapple, sports drink, energy bars, gingerbread and sugar waffles: I take it all to find my strength back, but to no use. Two more km to our shady afternoon tree and then... rescue! An whole group of children encourages me, shouting: “Go on Isabelle, go on Isabelle!” An inner boost of emotion makes my legs move again. With eyes full of tears I finally get the deserved rest.”

Isabelle Dejans, participants Benin Classic 2013



we invested even more in a thorough training and preparation of participants. We saw many happy participants: some signed up for a new Classic or convinced their friends to participate. All this led to a higher number of participants and ditto income. The Benin Classic was appreciated by 43 cycling participants; the Nicaragua Classic by 35.

In the guest book of the third edition of the fundraising dinner at P.A.R.T.S. (the dance school of Anne Teresa De Keersmaecker) we read many praising words again. This network event for individuals and organisations that carry Vredeseilanden in their heart remains a success.

In 2013 we took the time to screen a number of events critically and to gauge perceptions, questions and expectations. Thus, representatives of eight companies that participate in 'the Run for Africa' (20 km through Brussels) were invited by Vredeseilanden for a conversation, and in December we organised a reflection exercise about the future of our campaign. The richness of these reflection exercises, the analyses from fundraising studies and from our figures will constitute a solid basis for the new strategy to be drawn in 2014 by the Steering Group Fundraising.

Privacy and transparency

The privacy of our donors is guaranteed. Vredeseilanden uses their personal data only for administrative purposes and to inform about our activities. Personal data are not communicated to other organisations, institutions or companies. Every person has the right at any time to view these data, have them changed or eliminated. In 2013 we received no complaints.

Moreover, Vredeseilanden wants to communicate clearly and transparently to all its donors about what happens with the money collected. On our website we answer a number of often asked questions: www.vredeseilanden.be/faq. Apart from that, Vredeseilanden collaborates with the following initiatives for transparency and accountability:



The *Vereniging voor Ethiek in de Fondsenwerving* (Association for Ethics in Fundraising) guarantees the moral quality of fundraising and transparency of accounts. The right to information is part of that code. This implies that

donors, collaborators and employees are informed at least once per year about what is done with the funds acquired. This annual report responds to that. We are obliged to elaborate a file for VEF every year. Our mark is published on their website.

DONOR INFO

A database with objective information and the audited numbers of aid organisations.

ngo-openboek.be

Ngo-openboek is a database about and by the Belgian NGOs. The site shows how the money from donations and subsidies is spent.



Philanthropy.be

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

Chapter 9: Annual financial report 2013

Introduction

The present annual report in this chapter contains a complete financial overview of the entire Vredeseilanden group. Thus it is possible to provide a correct and full picture of all our activities of the Leuven head office, as well as of our regional offices in the South. Vredeseilanden is one of the few NGOs that is able to present fully consolidated figures.

It is a complex procedure to integrate the figures. To do so, all countries have to report to the head office in a uniform way, according to the current Belgian standards, which may differ considerably from the accounting standards used in the different regions. Subsequently this report is verified by the head office's financial department.

Afterwards local auditors of the international audit company KPMG visit all offices and draft a report on their findings. Eventually the head office is thoroughly audited too and then the Supervisory Board of Vredeseilanden, consisting of Clybouw Bedrijfsrevisoren and KPMG, draws up a final report, following a critical review of all the reports on the various offices.

The financial report consists of three parts: the profit and loss account, the balance sheet and the statutory auditor's report. The profit and loss account gives an overview of all the expenses and revenues of the organisation over the past year. The balance sheet is an overview of all assets and liabilities of Vredeseilanden as per the last day of the year of reporting. The statutory auditor's report is an inde-

pendent opinion about our internal monitoring mechanisms and about the correctness of the figures stated.

We do not only provide a consolidated balance sheet and profit and loss account of the entire Vredeseilanden organisation, but also a detailed description of the head office's profit and loss account.

In order to report correctly to the general public and our different donors, the Vredeseilanden head office uses analytical accounting, breaking up expenses and revenues at two different levels: the level of the divisions and the level of the donors. The expenses and revenues of our regional offices are at least split up per donor.

Fraud prevention

In recent years Vredeseilanden was sporadically faced with a number of fraud issues. In Congo there was evasion of social security contributions; in Uganda there was a case on fuel fraud, and in Nicaragua a partner organisation of Vredeseilanden had cooked the books.

In 2013 we have taken a structural look at this, and PwC offered us to screen our financial procedures for vulnerability to fraud, and to advise us on how to reduce the risk of fraud.

The results of their pro bono mission were:

- There are insufficient control mechanisms to avoid fraud. However, it is impossible to eliminate every risk.
- Our financial guide does not mention fraud and does not refer to procedures to follow if fraud is detected.

- PwC advises Vredeseilanden to provide a *Code of Conduct* including a clear statement that fraud will not be tolerated in any way, a procedure for whistle-blowers and a clear communication plan that contains the principles of good financial management, and to appoint a 'Champion', a person who supervises procedures and places the fraud theme on the agenda.

Apart from the investigation, training on fraud was provided for regional VECO representatives and management. This workshop will be repeated in 2014 for financial managers of regional offices and for the members of the financial department at H0.

In 2013 no cases of fraud were detected.

After closing the financial year 2013, we can say once more that Vredes-eilanden is a financially sound organisation that can face the future with confidence.

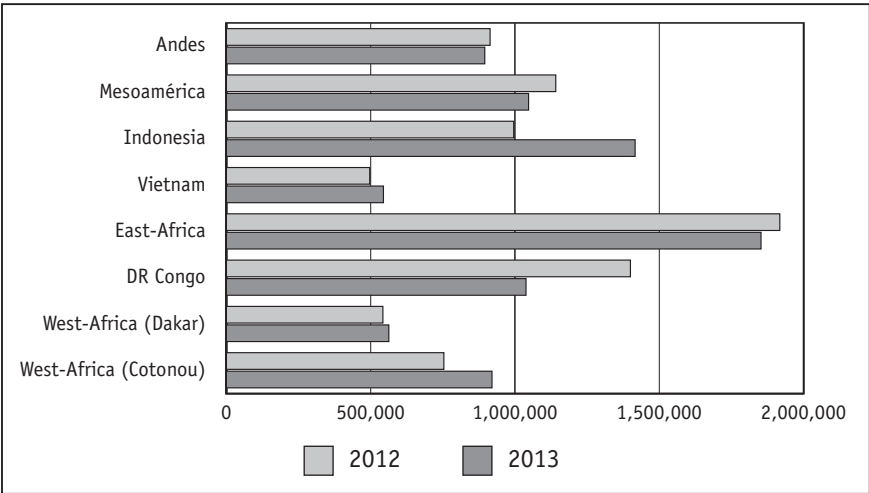
1. Results statement

1.1. Analytical results statement of Head Office

In contrast with the figures of the consolidated profit and loss account (see Appendix a), the table on page 65 provides a breakdown of the head office costs per department. The advantage is that we can clearly indicate how much we effectively spend on the operation of each department and – more specifically – on overhead, fundraising and the achievement of our programme objectives.

Our budget for the fiscal year 2013 projected a profit of 35.941 euros. The overhead expenses were realized for 89% of the budget. Apart from that, on the expense side there are some relatively important budget exceedings in specific items of both the South and the North program. This is due to a

Breakdown of the expenses per region



catch-up operation during the last year of our three-years program.

For the South programme as a whole we are at 83% of our budget. As mentioned, different countries succeeded in making a catch-up movement during the last year. For our programme in West Africa, DR Congo, Indonesia and the Andes however, that is not the case.

The negative amount mentioned below the expenses of the countries has to do with the fact that this table only

considers deposits by head office. The expenses mentioned with the countries on the other hand, are the real expenses in the South. So in 2013 more was spent in the South than was deposited, on the one hand because of using important balances from previous years in the South, on the other hand also because of the use of locally received subsidies in the South. So these parts must be deducted.

Result of 2013 compared to Budget 2013 and Result 2012

EXPENSES	RESULT 2012	BUDGET 2013	RESULT 2013	%
OVERHEAD				
Direction and executive bodies	226,764	225,883	162,341	72%
HR	120,687	159,879	129,333	81%
Finances	308,804	301,625	305,096	101%
Secretariat	126,046	123,426	119,172	97%
External relations	44,221	45,250	44,379	98%
TOTAL OVERHEAD	826,521	856,063	760,321	89%
FUNDRAISING				
Fundraising	639,515	742,608	730,041	98%
TOTAL FUNDRAISING	639,515	742,608	730,041	98%
PROGRAMMES				
NORTH PROGRAMME				
North Programme	428,061	471,762	538,860	114%
Awareness raising and education	275,978	338,881	295,045	87%
Communication	411,551	456,741	471,352	103%
Provision of established rights North	100,000	50,000	50,000	100%
TOTAL NORTH PROGRAMME	1,215,590	1,317,384	1,355,257	103%
SOUTH PROGRAMME				
COORDINATION OF PROGRAMME EXPERTISE				
Advocacy	311,584	396,240	362,419	91%
SACD	148,491	198,689	154,209	78%
PLA	213,741	162,678	122,515	75%
TOTAL PROGRAMME EXPERTISE	673,816	757,607	639,144	84%
Programme management	482,259	597,600	518,243	87%
Innovation Fund	70,760	200,000	152,850	76%
Expatriates	515,486	486,383	550,226	113%
Provision of established rights South	133,526	50,000	-55,711	-111%
COUNTRIES				
West-Africa (Cotonou)	753,508	957,459	920,325	96%
West-Africa (Dakar)	546,265	479,700	562,838	117%
DR Congo	1,399,970	1,170,269	1,038,200	89%
East-Afrika	1,917,672	1,753,441	1,852,495	106%
	<i>Tanzania</i>	<i>656,686</i>	<i>673,072</i>	<i>102%</i>
	<i>Uganda</i>	<i>1,096,755</i>	<i>1,179,423</i>	<i>108%</i>
Vietnam	496,622	510,727	544,117	107%
Indonesia	995,490	1,617,250	1,416,261	88%
Mesoamérica	1,141,265	989,362	1,047,021	106%
Andes	913,691	1,070,884	895,247	84%
Correction for balances previous years & locally received income	-48,638		-1,233,479	
TOTAL COUNTRIES	8,115,844	8,549,094	7,043,027	82%
GENERAL TOTAL SOUTH PROGRAMME	9,991,690	10,640,684	8,847,778	83%
GENERAL TOTAL EXPENSES	12,673,317	13,556,739	11,693,397	86%

REVENUES	RESULT 2012	BUDGET 2013	RESULT 2013	%
GOVERNMENT SUBSIDIES				
EU				
Project financing	22,879	13,831	22,036	159%
Transfer to next year				
DGD				
North component	1,111,851	1,166,314	1,144,942	98%
Balance North component	-107,617	107,617		0%
South component	5,106,576	4,759,109	4,898,468	103%
Balance South component in countries		1,543,869		0%
Balance South component in Belgium	-155,189	155,189		0%
Subsidies for overhead costs DGD	320,871	305,752	303,538	99%
BFVZ programmes in the North				
BFVZ programmes in the South	1,571,961	731,957	856,541	117%
Balance BFS programmes	-207,254	207,254	-24,361	-12%
Synergy projects	203,699	175,759	159,213	91%
Balance synergy projects	140,329	-140,329	0	0%
PODDO	10,250	0	46,132	1118%
Flemish Government – VAIS	189,725	72,226	88,558	123%
PROVINCES				
West Flanders	36,214	55,075	58,732	107%
Limburg	0	8,000	8,000	100%
Antwerp	5,000	5,000	0	0%
East Flanders	50	0	0	0%
Flemish Brabant	26,522	62,075	76,354	123%
MUNICIPALITIES	58,009	24,550	93,026	379%
SALARY SUBSIDIES (Maribel, Gesco, DAC)	186,033	196,648	172,361	88%
Other subsidies (BIM, ...)	17,450	0	12,000	
TOTAL GOVERNMENT SUBSIDIES	8,537,359	9,449,896	7,915,540	84%
REVENUES FROM NGOs, FOUNDATIONS AND COMPANIES				
11.11.11	281,001	282,431	282,431	100%
IFDC	609,594	96,747	97,618	101%
FOUNDATIONS AND NGOS	1,164,191	1,468,532	1,198,266	82%
Received locally in the South		125,592		0%
TOTAL NGOs, FOUNDATIONS AND COMPANIES	2,054,786	1,973,302	1,578,315	80%
REVENUES FROM PRIVATE PERSONS				
EVENTS (Loop naar Afrika, Senegal Classic,...)	294,753	458,480	383,610	84%
DONATIONS	645,480	690,000	700,410	102%
PROSPECTIONS	20,166	38,000	44,602	117%
BEQUESTS	245,410	0	321,864	
MAJOR DONORS PROGRAMME	126,031	120,000	111,265	93%
ZUIDDAG/SOUTH DAY FOUNDATION	40,650	140,115	46,105	33%
CAMPAIGN	540,152	451,944	456,441	101%
DIVERSE REVENUES FUNDRAISING	121,809	180,943	214,952	119%
TOTAL REVENUES FROM PRIVATE PERSONS	2,034,451	2,079,482	2,279,249	110%
FINANCIAL REVENUES				
INTERESTS	72,960	70,000	80,840	115%
DIVERSE REVENUES	19,633	20,000	45,074	225%
TOTAL FINANCIAL AND DIVERSE REVENUES	92,593	90,000	125,914	140%
TOTAL REVENUES	12,719,189	13,592,680	11,899,018	88%
GENERAL RESULT	45,872	35,941	205,621	

Analysis of costs and revenues

◆ Overview of expenses 2013

General management

Overhead costs are the general operation and personnel costs of the support services at the head office (secretariat, HR, finances and external relations), of the Executive Management and the managing bodies. Compared to last year, the percentage spent on overhead was the same; however compared to budget we spent almost 96.000 euros less than foreseen in absolute numbers. The expenses for management, and to a lesser extent secretariat, were much lower than budgeted. In any case, with 7% the percentage remains below the 10% proposed. As a fundraising organi-

sation we are legally obliged to keep this percentage below 20%.

Fundraising

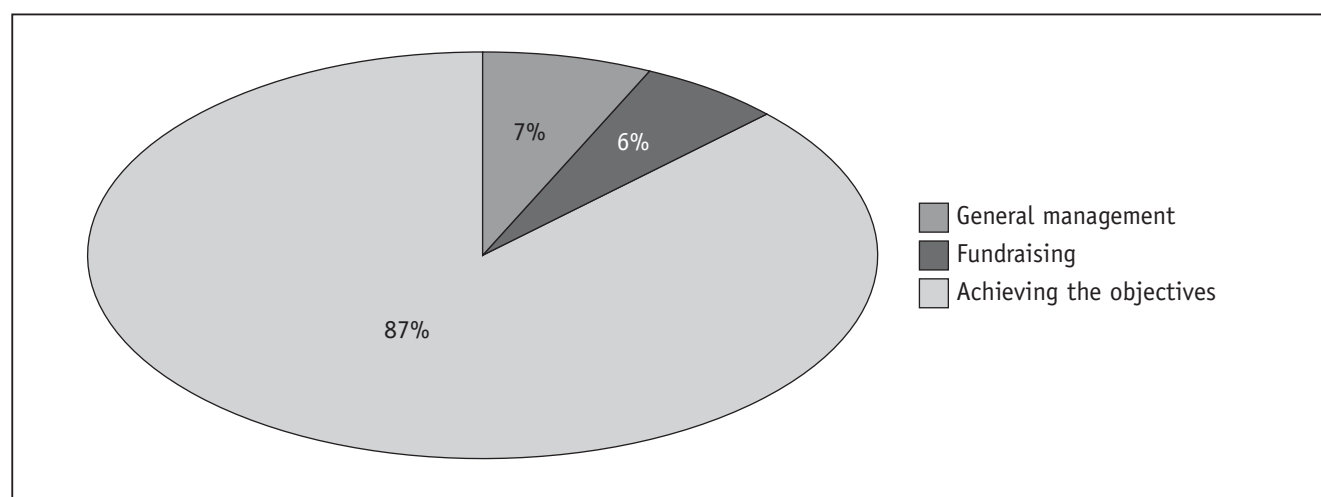
The fundraising expenses include on the one hand the staff and operational costs for the campaign in January and on the other hand the costs for fundraising throughout the year. We spent 12.000 euros less for fundraising than budgeted. The fundraising expenses constitute 6% of total expenses: proportionately 1% more than last year.

Expenses for achieving the program objectives

This is the total of expenses after deduction of overhead and fundraising costs. These expenses are for the North as well as the South operations. With

'North operations' we refer to expenses for the following services and activities in Belgium: cooperation with companies, lobbying, consumer campaigns, guidance for large kitchens, communication and awareness raising activities, and documenting and disseminating insights and results of all our programmes. When we talk about South operations, we obviously consider spending in the different countries, but also expenses in Belgium linked to supporting the South operations, and expenses for the expatriates in the South. An extensive overview of all organisations that receive financial support from Vredeseilanden can be found on page 16-19.

Overview of expenses 2013



	Achieved 2012		Budget 2013		Achieved 2013	
General management	826,521	7%	856,063	6%	760,321	7%
Fundraising	639,515	5%	742,608	5%	730,041	6%
Achieving the objectives	11,207,281	88%	11,958,068	88%	10,203,035	87%
Total	12,673,317		13,556,739		11,693,397	

◆ Overview of revenues 2013

Vredeseilanden has four major sources of funding, which we will look at in detail in the following paragraphs.

Government subsidies

For the government subsidies, the Federal Directorate General for Development Cooperation (DGD) remains by far our largest source of funding. We mainly receive programme funding and funding by the Belgian Fund for Food Security (BFVZ) and some programmes on the budget line for 'Synergy'. In addition, we received employment subsidies ('GESCO', 'DAC' and 'Sociale Maribel' – lower social security payments) and subsidies from a number of local governments in Belgium (*cf. Appendix e*). It is still our objective to depend for less than 70% on government sub-

sidies. In 2012 we reached 67%. This year the percentage is the same.

NGOs, foundations and companies

This item includes the payments received from a number of Belgian NGOs and foundations – of which 11.11.11 certainly is the most important one – as well as payments received from a number of NGOs and foundations from other European countries – the most important of them being the Dutch Cordaid (*see annex d*).

Private revenues

This is the third important source of income for Vredeseilanden. Here we find mostly donations we receive during the year (permanent orders, donations after mailings,...), which are slightly increasing. Apart from that there is the revenue of the annual campaign, which

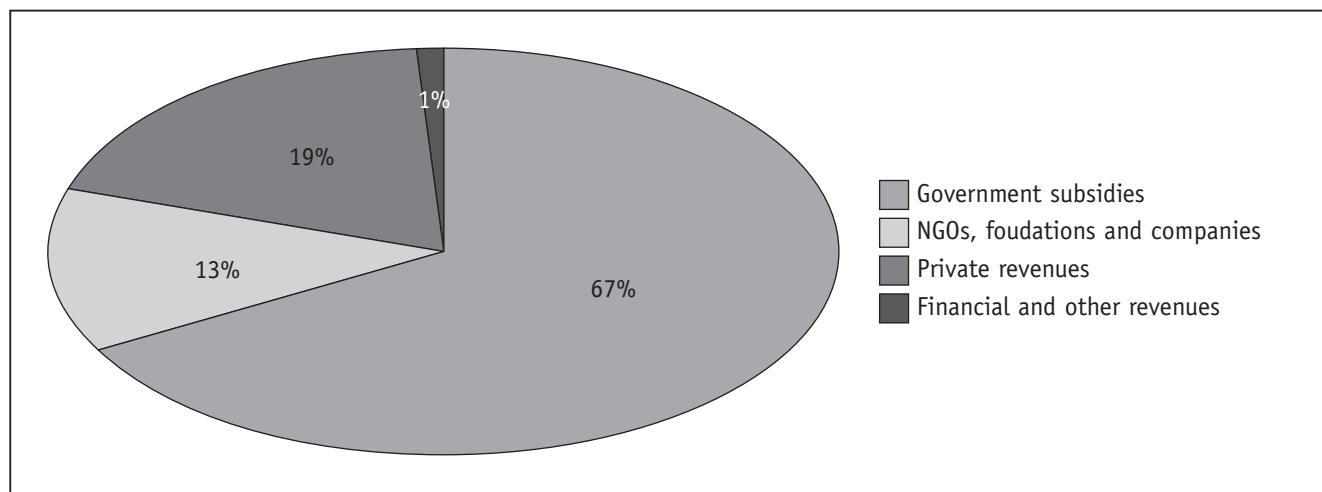
shows a diminishing tendency. Revenue from fundraising events have strongly increased. We obviously are talking about the 20 km of Brussels, but certainly also about the Benin and Nicaragua Classics. *More about private fundraising on page 65.*

Because of their exceptional and unpredictable nature, we continue to mention the legacies separately. In 2013 we received four legacies. Furthermore, three legacy files are being handled.

Financial and other revenues

Obviously we do not spend every Euro that we receive the very next day. That is why we regularly invest surplus cash on the short term in completely risk-free instruments with a guaranteed interest rate. We moreover ensure that these investments are as ethical as

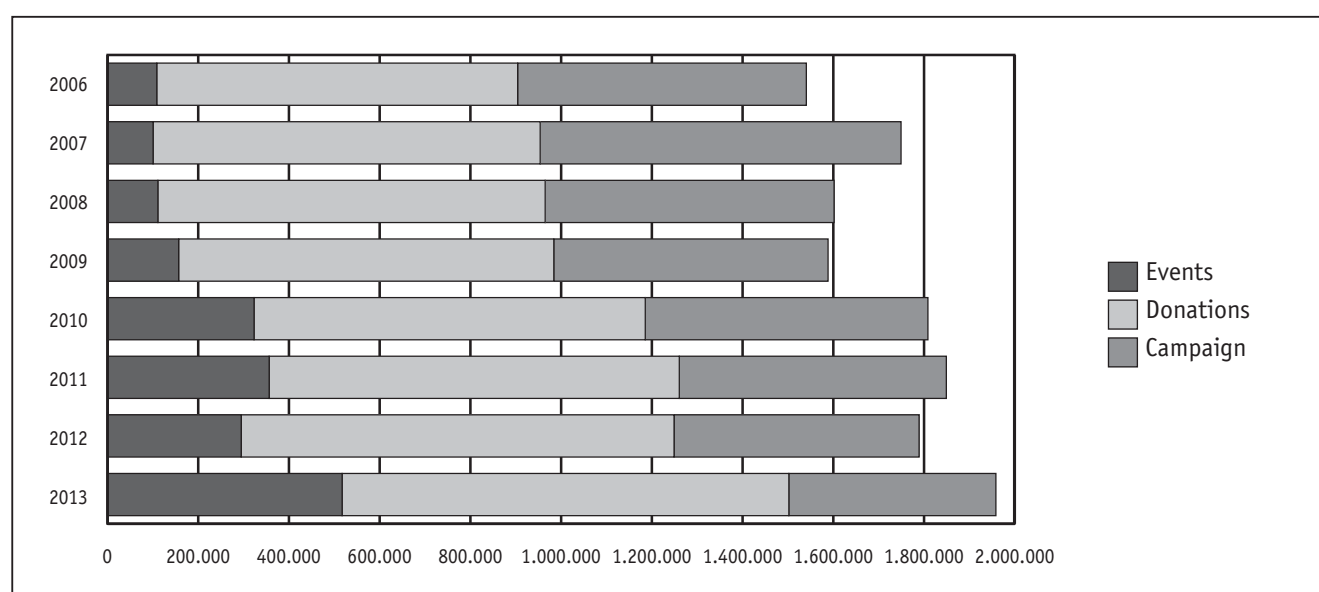
Overview of revenues 2013



Sources of funding	Achieved 2012		Budget 2013		Achieved 2013	
Government subsidies	8,537,359	67%	9,449,896	70%	7,915,540	67%
NGOs, foundations & companies	2,054,786	16%	1,973,302	15%	1,578,315	13%
Private revenues	2,034,451	16%	2,079,482	15%	2,279,249	19%
Financial and other revenues	92,593	1%	90,000	1%	125,914	1%
Total	12,719,189		13,592,680		11,899,018	

Private revenues

	2006	2007	2008	2009	2010	2011	2012	2013
Events	108,650	100,507	111,063	156,903	323,052	356,362	294,753	517,162
Doantions	795,529	853,315	853,765	826,916	862,424	904,120	954,136	984,782
Campaign	636,336	795,466	636,808	604,611	623,068	588,635	540,152	456,441
Total	1,540,515	1,749,288	1,601,636	1,588,430	1,808,544	1,849,118	1,789,041	1,958,385
Bequests	402,178	53,099	232,161	20,000	0	4,280	245,410	321,864



possible. Other revenues contain mostly registration moneys for the 'Your Choice' fair (see page 34).

Financial and other income together stand for 1% of total revenue.

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

1.2.1. Expenses

Services and various goods (Section 61 accounts)

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

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

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

Amortisations and provisions (Section 63 accounts)

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

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

Other operating expenses (Section 64 accounts)

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

1.2.2. Revenues

Operating income (Accounts 70-74)

In the consolidated profit and loss account, all ordinary revenues of the organisation are included under this item. They are broken down over three categories: "Subsidies", "Donations, bequests and membership fees" and "Other operating income". Most revenues intended for the countries are collected via the head office. Yet there are a number of minor payments from foundations or subsidy providers that the donors pay directly to the regional offices without passing through the head office.

2. Balance sheet

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

2.1. Fixed assets

Material fixed assets

For the head office, this heading mainly consists of the building in the Blijde Inkomststraat, housing the Vredeseilanden offices. In addition the material fixed assets also contain some smaller items, mainly IT equipment and Furniture.

For the regional offices, this heading is empty. This is due to the fact that they rent their office space. Because of the applicable subsidy rules, the local investments are fully amortized in the year of purchase. For this reason, they do not occur in this summarized balance sheet.

Financial fixed assets

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

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

2.2. Current assets

Stocks

This category includes stocks of campaign material in our head office. The value of these stocks has dropped slightly compared to last year: more campaign material was sold than newly acquired.

Financial investments and liquid assets

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

In the regional offices in the South there are at times also liquid assets present. These assets are meticulously monitored by the head office's financial department.

Accruals and deferrals

This item consists of a number of revenues for 2013 which we have not received yet on 31/12/13.

2.3. Equity

The equity of Vredeseilanden vzw consists of various parts. We check the different items each year and we make the necessary adjustments.

Social reserves

It goes without saying that our organisation needs to have a social fund that is sufficiently large to ensure that in times of serious crisis we can take leave of a considerable number of staff members in a decent way.

Provision for material fixed assets

Our balance sheet includes major material fixed assets. These fixed assets mainly consist of our building in Leuven, of which Vredeseilanden is the full owner. This building is essential for the organisation's operations. If we would not have these fixed assets, our operations would become significantly more difficult. It is therefore essential to cover these fixed assets with equity.

Working capital

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

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

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

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

Other dedicated funds

A dedicated fund can possibly be created for other specific situations. Currently there is no need for such a new specific fund. We do have the innovation fund as a similar tool. Enterprising farmers' organisations that want to work in the so-called 'modern markets' must be able to quickly and flexibly respond to changes and opportunities. So Vredeseilanden must be able to finance certain activities which are not part of the long-term programme in an equally flexible way. Therefore, the General Assembly of June 2011 decided to give the existing 'innovation fund' a new interpretation and to annually spend EUR 200,000 on it. This fund is entirely financed with

equity. In 2013, we spent EUR 152.850 on innovative projects.

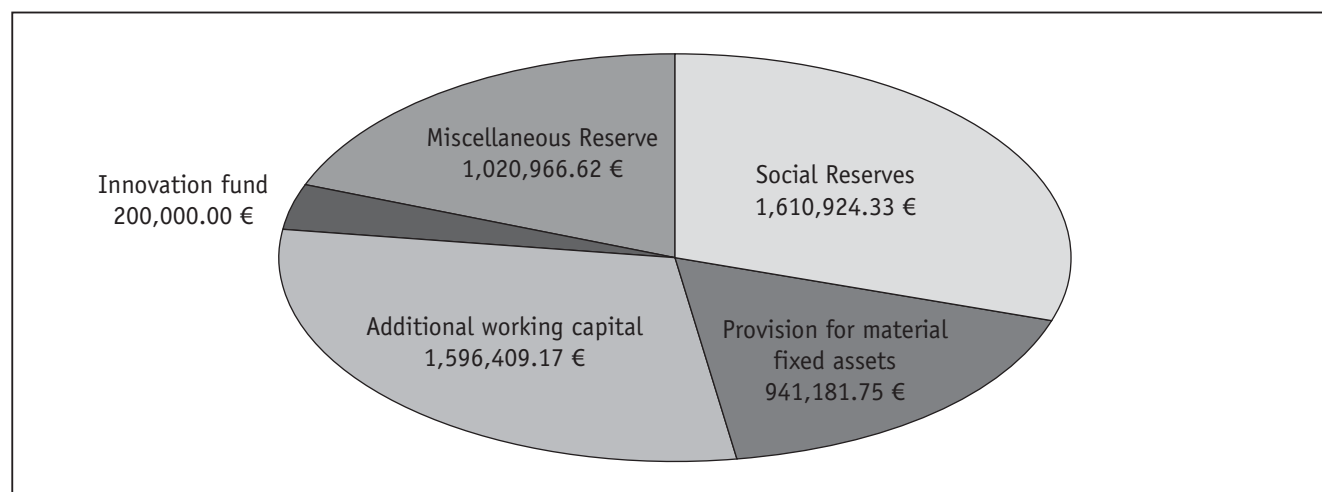
Equity without a specific destination

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

The equity now consists of the following:

Equity – After distribution of results 2013



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 South countries 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 subsidies that were not yet spent on December 31, 2013, and are therefore transferred to 2014. It concerns, among others, funding of the new EU project in Western Africa and moneys of programmes of the Belgian Fund for Food Security and from Cordaid that were already received in 2013 but will only be spent in 2014.



Annex a: Consolidated profit and loss account 2013

I Operating income

- D1. Subsidies
- D2. Membership fees, donations, bequests
- E. Other company revenues

II Operating charges

- A. Trade goods, base and auxiliary materials
 - 1. Purchases
 - 2. Increase (-); Decrease (+) of stock
- B. Services and diverse goods
- C. Remunerations, social security costs and pensions
- D. Depreciation of and other amounts written off on formation expenses, intangible and tangible fixed assets
- F. Increase (+); Decrease (-) in provisions for risks and charges
- G. Other operating charges

III Operating profit (+)

Operating loss (-)

IV Financial income

- B. Income from current assets
- C. Other financial income

V Financial charges

- C. Other financial charges

VI Profit on ordinary activities (+)

Loss on ordinary activities (-)

VII Extraordinary income

- A. Extraordinary depreciation and other amounts written off on formation expenses, intangible and tangible assets
- B. Extraordinary amounts written off on financial fixed assets
- C. Extraordinary provisions
- D. Gain on disposal of fixed assets
- E. Other extraordinary costs

VIII Extraordinary charges

- E. Other extraordinary charges

IX Profit of the fiscal year (+)

Loss of the fiscal year (-)

CTA to be incl. in fin. result (diff. average-closing rate on current year result)

CTA to be incl. in fin. result (diff. average-closing rate on current year result)

CTA to be incl. in fin. result (diff. average-closing rate on current year result)

Profit (+) / loss (-) of the fiscal year

	INTEGRATED TOTAL	HEAD OFFICE
	2013	2013
Codes	Euro	Euro
70/74	12,858,488.27	11,818,178.48
73	10,572,054.52	9,540,822.65
73	2,007,856.84	2,007,856.84
74	278,576.91	269,498.99
60/64	12,746,120.15	11,686,669.16
60	45,370.00	45,370.00
600/8	24,735.00	24,735.00
609	20,635.00	20,635.00
61	4,004,914.30	1,584,635.66
62	4,827,639.38	3,012,121.29
630	145,690.73	90,909.37
635/8	-65,222.78	-12,942.02
640/8	3,787,728.50	6,966,574.86
70/64	112,368.12	131,509.32
64/70		
75	85,606.20	80,839.87
751	80,838.70	80,838.70
752/9	4,767.50	1.17
65	32,599.00	6,727.87
652/9	32,599.00	6,727.87
70/65	165,375.32	205,621.32
65/70		
76	8,784.22	0.00
760	0.00	
761	0.00	
762	0.00	
763	8,585.43	
764/9	198.79	
66	10,914.66	
664/8	10,914.66	
70/66	163,244.88	205,621.32
66/70		
	-25,797.64	
	-19,002.61	
	0.00	
	118,444.63	205,621.32

BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2013	2013	2013	2013	2013	2013	2013	2013	2013
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
890,615.72	542,916.31	593,231.02	1,164,265.31	914,328.13	883,996.83	1,045,985.72	527,849.33	1,409,644.46
890,615.72	542,916.31	593,231.02	1,163,854.36	914,328.13	878,091.94	1,044,220.69	527,849.33	1,408,647.41
			410.95		5,904.89	1,765.03		997.05
895,209.00	542,256.49	668,489.33	1,152,321.79	909,578.52	860,732.32	1,041,751.88	522,184.19	1,399,450.51
285,264.95	127,349.55	203,168.25	527,842.83	255,870.82	267,446.93	217,427.52	100,624.08	435,283.71
175,368.02	178,507.53	213,644.14	214,453.32	162,778.65	236,083.40	197,037.20	197,343.31	240,302.52
22,599.80	2,281.62	1,284.44	7,149.84		7,288.23	5,183.78	2,999.87	5,993.78
0.00					-36,131.97	5,137.58	-11,628.39	-9,657.98
411,976.23	234,117.79	250,392.50	402,875.80	490,929.05	386,045.73	616,965.79	232,845.32	727,528.47
0.00	659.82	0.00			23,264.51	4,233.84	5,665.14	10,193.95
-4,593.28		-75,258.31	11,943.52	4,749.61				
0.00	0.00	0.00	0.00	0.00	0.00	1,242.85	522.17	3,001.31
						1,242.85	522.17	3,001.31
0.00	659.82	0.00	0.00	0.00	18,563.69	0.00	6,647.62	0.00
	659.82				18,563.69		6,647.62	
					4,700.82	5,476.69		13,195.26
-4,593.28		-75,258.31	11,943.52	4,749.61			-460.31	
4,593.29	1,524.49	2,206.13	0.00	0.00	0.00	0.00	460.31	0.00
4,593.29	1,524.49	2,206.13					261.52	
							198.79	
0.00	6,877.95				4,036.71			
	6,877.95				4,036.71			
0.00			11,943.52		664.11	5,476.69	0.00	13,195.26
0.01	-5,353.46	-73,052.18		4,749.61				
-0.01	0.00	10,231.55	-11,943.52	-4,749.61	-664.11	-5,476.69		-13,195.25
		-1,764.61		-240.52	-373.37	-2,029.71		-14,594.40
0.00	-5,353.46	-64,585.24	0.00	-240.52	-373.37	-2,029.71	0.00	-14,594.40

Annex b: The balance as of 31/12/2013

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 product
 - 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	HEAD OFFICE
	2013	2013
Codes	Euro	Euro
20/28	913,789.38	909,590.76
20		
21		
22/27	854,742.27	854,742.27
22	837,183.36	837,183.36
22/91	837,183.36	837,183.36
22/92		
23	16,666.61	16,666.61
231	16,666.61	16,666.61
232		
24	892.30	892.30
241	892.30	892.30
242		
25		
26		
261		
262		
27		
28	59,047.11	54,848.49
280/1		
280		
281		
282/3		
282		
283		
284/8	59,047.11	54,848.49
284	53,238.64	53,238.64
285/8	5,808.47	1,609.85
29/58	7,997,196.35	7,047,044.11
29	800.00	800.00
290		
291	800.00	800.00
30	154,477.00	154,477.00
30/36	154,477.00	154,477.00
30/31		
32		
33		
34	154,477.00	154,477.00
35		
36		
37		
40/41	188,405.08	52,143.21
40		
41	188,405.08	52,143.21
50/53	5,562,310.59	5,548,384.07
54/58	1,775,773.74	1,079,208.94
490/1	315,429.94	239,030.89
20/58	8,910,985.73	7,983,634.87

BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2013	2013	2013	2013	2013	2013	2013	2013	2013
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
1,121.65	1,696.76	0.00	0.00	0.00	0.00	1,380.21	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1,121.65	1,696.76	0.00	0.00	0.00	0.00	1,380.21	0.00	0.00
1,121.65	1,696.76	0.00	0.00	0.00	0.00	1,380.21	0.00	0.00
1,121.65	1,696.76					1,380.21		
101,278.11	25,495.66	62,191.81	34,810.91	274,493.39	53,543.60	203,239.44	67,416.35	198,228.71
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
30,277.47	12,537.14	74.80	20,617.35	91,613.89	19,705.20	31,655.88	3,059.08	24,266.80
30,277.47	12,537.14	74.80	20,617.35	91,613.89	19,705.20	31,655.88	3,059.08	24,266.80
					13,926.52			
71,000.64	10,641.31	62,117.01	14,193.56	178,725.85	19,911.88	133,473.46	62,898.53	143,602.56
	2,317.20	0.00		4,153.66	0.00	38,110.10	1,458.74	30,359.35
102,399.76	27,192.42	62,191.81	34,810.91	274,493.39	53,543.60	204,619.65	67,416.35	198,228.71

Annex b: The balance as of 31/12/2013

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	HEAD OFFICE
	2013	2013
Codes	Euro	Euro
10/15	5,369,482.29	5,260,704.77
10		0.00
100		
13	4,394,348.09	4,348,515.25
140	856,689.58	706,568.20
	118,444.62	205,621.32
16	643,520.33	478,179.65
160/5	643,520.33	478,179.65
160	175,268.35	11,759.61
163/5	468,251.98	466,420.04
168	0.00	
17/49	2,897,983.11	2,244,750.45
17	3,082.64	0.00
170/4	3,082.64	0.00
174	3,082.64	
175		
42/48	1,211,839.74	1,083,502.63
44	360,651.10	282,081.59
440/4	360,651.10	282,081.59
45	323,834.53	298,168.54
450/3	24,294.69	8,248.15
454/9	299,539.84	289,920.39
48	527,354.11	503,252.50
492/3	1,683,060.73	1,161,247.82
10/49	8,910,985.73	7,983,634.87

BENIN	SENEGAL	TANZANIA	UGANDA	DR CONGO	ANDES	MESO-AMERICA	VIETNAM	INDONESIA
2013	2013	2013	2013	2013	2013	2013	2013	2013
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
3,510.33	-1,705.80	-3,237.02	0.00	5,764.60	8,954.68	48,679.86	1,429.31	45,381.56
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		20,095.40			12,069.78	13,667.66		
3,510.33	3,647.66	41,252.82		6,005.12	-2,741.73	37,041.91	1,429.31	59,975.96
0.00	-5,353.46	-64,585.24		-240.52	-373.37	-2,029.71		-14,594.40
1,831.94	0.00	0.00	0.00	0.00	25,247.20	36,614.77	34,851.92	66,794.85
1,831.94	0.00	0.00	0.00	0.00	25,247.20	36,614.77	34,851.92	66,794.85
					25,247.20	36,614.77	34,851.92	66,794.85
1,831.94								
97,057.49	28,898.22	65,428.83	34,810.91	268,728.79	19,341.72	119,325.02	31,135.12	86,052.30
0.00	0.00	0.00	3,082.64	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	3,082.64	0.00	0.00	0.00	0.00	0.00
			3,082.64					
96,141.74	10,091.51	1,148.84	0.00	9,935.28	18,391.22	23,319.93	4,498.19	13,522.47
91,069.88	0.00	1,148.84	0.00	0.00	3,422.21	16,705.83	1,412.35	13,522.47
91,069.88		1,148.84			3,422.21	16,705.83	1,412.35	13,522.47
4,331.32	0.00	0.00	0.00	2,074.39	9,560.34	6,614.10	3,085.84	0.00
2,456.64				1,567.94	4,414.52	4,521.60	3,085.84	
1,874.68				506.45	5,145.82	2,092.50		
740.54	10,091.51			7,860.89	5,408.66			
915.75	18,806.71	64,279.98	31,728.28	258,793.51	950.50	96,005.09	26,636.93	72,529.82
102,399.76	27,192.42	62,191.81	34,810.91	274,493.39	53,543.60	204,619.65	67,416.35	198,228.71

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
Bourgetlaan 40
1130 Brussels

CLYBOUW Bedrijfsrevisoren
Oosterveldlaan 246
2610 Wilrijk (Antwerp)

REPORT OF THE STATUTORY AUDITORS TO THE GENERAL ASSEMBLY OF VREDESEILANDEN VZW ON THE ANNUAL ACCOUNTS OF THE FINANCIAL YEAR CLOSED ON 31ST DECEMBER 2013

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 2013, prepared in accordance with the accounting standards applicable in Belgium, with a balance sheet value of 8,910,986 euro and with a profit-and-loss account that shows a profit for the financial year of 118,445 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 2012*

In our opinion, the annual accounts closed on 31st December 2013 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 Luc Vleck
statutory auditor

Clybouw Bedrijfsrevisoren
represented by André Clybouw
statutory auditor

Annex d: Donor list*

Donor	Amount
DGD Zuid	4,762,848.04
DGD Noord	1,162,574.70
Belgisch Fonds voor Voedselzekerheid	564,427.00
Cordaid	528,958.00
EU	480,000.00
11.11.11	282,431.00
Misereor	170,514.00
Loonsubsidies	167,779.51
Anton Jurgens stichting	118,000.00
DGD Synergie	111,320.50
IFDC	97,617.91
Vais	74,146.03
Provincie Vlaams-Brabant	70,103.95
Gemeenten en steden	65,795.10
Talitha Koum	59,829.11
Oxfam Novib	54,600.00
HIVOS	50,000.00
Provincie West-Vlaanderen	40,277.14
Rainforest Alliance	39,008.23
IDH Sustainable trade	37,500.00
Ondernemers voor ondernemers	34,250.00
Fondation de France	33,500.00
Ausaid	32,865.10
Koning Boudewijnstichting	30,000.00
Poddo	29,306.39
SNV	28,668.60
Federatie Nederlands vakverbond	15,000.00
BIM	12,000.00
Provincie Limburg	8,000.00
Netwerk Bewust Verbruiken	7,435.50
SOS Faim	4,000.00

* These lists include all the amounts we have received in our accounts throughout 2013. The overall amount therefore does not correspond to the total amounts in the profit and loss account, since some subsidies are allocated for a next or a previous financial year.

Annex e: List of municipalities*

Municipality	Amount
Aalst	3,662.20
Antwerpen	3,500.00
Bierbeek	2,500.00
De Pinte	375.00
Diest	2,500.00
Genk	2,477.30
Grimbergen	5,233.00
Grobbendonk	1,560.00
Halle	4,210.82
Herentals	750.00
Heusden-Zolder	3,000.00
Holsbeek	1,200.00
Ieper	250.00
Laarne	1,400.00
Lanaken	720.00
Lubbeek	232.00
Maasmechelen	3,750.00
Malle	2,000.00
Meise	3,163.72
Mol	2,227.00
Mortsel	8,272.97
Nijlen	2,500.00
Rotselaar	2,200.00
Schelle	221.79
Schilde	2,350.00
Tessenderlo	1,500.00
Tienen	695.30
Wichelen	345.00
Zeel	549.00
Zottegem	2,400.00
Zuilenkerke	50.00

* These lists include all the amounts we have received in our accounts throughout 2013. The overall amount therefore does not correspond to the total amounts in the profit and loss account, since some subsidies are allocated for a next or a previous financial year.

Annex f: In-kind donations

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

- **Boma Cleaning Services** has been providing our head office with all the necessary cleaning products for many years.
- The law firm **Eubelius** gives us legal advice in our lawsuit against M. Debels and on a number of topical matters.
- The consulting company **PWC** investigated fraud prevention within the organisation without any charge.
- The communication agency **Boon-doggle** supports us in developing our campaign and communication strategies.

Content Index GRI-indicators – NGO Sector Supplement – Level B			
Application level B Selfassured			
Standard Disclosures Part 1: Profile disclosures			
VRR: Vredeseilanden's Rules and Regulations, to be found on www.vredeseilanden.be/missie (Dutch only)			
Profile disclosures	Description	Page	Reason for omission
1.	Strategy and analysis		
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2.	Organisational profile		
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3.4	Contact point for questions	92	
3.5	Process for defining report content	4-5	
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3.7	State any specific limitations on the scope of boundary of the report	21	
3.8	Basis for reporting on joint ventures and outsourced operations	12-13	
3.9	Date measurement techniques and the bases of calculations	20-26, 53-59	
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3.11	Significant changes from previous reporting periods in the scope, boundary or measurements methods applied in the report	5, 57	
3.12	GRI content index	85	
3.13	Policy and current practice with regard to seeking external assurance for the report	5	
4.	Governance, commitments and engagement		
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4.4	Mechanisms for internal stakeholders and employees to provide recommendations of the highest governance body	39-43	
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Profile disclosures	Description	Page	Reason for omission
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4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	VRR 4	
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles	VRR 6-12	
4.10	Processes for evaluating the highest governance body's own performance	VRR 10	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	/	
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organisation subscribes or endorses	42-43, 62	
4.13	Memberships in associations, coalitions and alliance memberships, and/or national/international advocacy organisations	12-13	
4.14	List of stakeholder groups engaged by the organisation	11-13, 15-19	
4.15	Basis for identification and selection of stakeholders with whom to engage	11-13	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	10-11, 20, 21-26, 42-44, VRR 5-8	
4.17	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded	21-26	
Standard Disclosures Part 2: Disclosures on Management Approach (DMAs)			
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DMA PE	Management Approach on Program Effectiveness	20, 40-41	
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Indicator	Description	Page	Remarks
NG01	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs	10, 20	
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NG03	System for program monitoring, evaluation and learning, resulting changes to program and how they are communicated	20	
NG04	Measures to integrate gender and diversity into program design and implementation and the monitoring, evaluation and learning cycle	20-26	
NG05	Process to formulate, communicate, implement and change advocacy positions and public awareness campaigns	10, 36	

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Indicator	Description	Page	Remarks
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Environmental indicators			
Indicator	Description	Page	Remarks
EN1	Materials used by weight of volume	55-56, 58-59	
EN2	Percentage of materials used that are recycled input materials	55-56, 58-59	
EN3	Direct energy consumption by primary energy source	55-56, 58-59	
EN5	Energy efficiency	53-59	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	53-59	Initiatives of some offices in the South need to be clarified
EN8	Total water withdrawal by source	53-59	
EN22	Total weight of waste by type and disposal method	53-59	Data are not available for all offices in the South
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	/	No fines or sanctions
EN29	Significant environmental impacts of transporting members of the workforce	53-59	
Labour indicators			
Indicator	Description	Page	Remarks
LA1	Total workforce, including volunteers, by employment type, employment contract and region	47-51	
LA2	Total number and rate of employee turnover by age group, gender and region	50	
LA3	Benefits provided to full-time employees that are not provided to temporary or parttime employees	49	
NG09	Mechanisms for workforce feedback and complaints and their resolution	47	
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LA11	Programs for skill management and lifelong learning that support the continued employability of employees and assist them in managing career endings	45	
LA14	Ratio of basic-salary of men to women by employee category	51	

Human rights			
Indicator	Description	Page	Remarks
HR4	Total number of incidents of discrimination and actions taken	46	
Society			
Indicator	Description	Page	Remarks
S02	Percentage and total number of programs analyzed for risks related to corruption	63	Is part of KPMG-audits
S04	Actions taken in response to incidents of corruption	63	
S05	Public policy positions and participation in public policy development and lobbying	10, 35	
S06	Total value of financial and in-kind contributions to political parties, politicians and related institutions	90	No contributions
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	/	No fines or sanctions
Product responsibility			
Indicator	Description	Page	Remarks
PR6	Programs for adherence to laws, standards and voluntary codes related to fundraising and marketing communications	62	
PR8	Total received complaints concerning violation of customer privacy and loss of customer data	62	



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.



COLOPHON

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



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



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





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