



protos
it all begins with water

Annual report

2016

Vision • Mission statement

Protos contributes to the development of communities around the world so that, thanks to social and economic improvement, they can ensure their own subsistence, improve their resilience, develop themselves and make their own choices.

A key factor to this process is an inclusive and sustainable access to water and water services and good quality sanitation.

Protos reinforces an equitable, sustainable and participatory water management and water use.

'equitable' assumes solidarity amongst all users, whereby each individual has the right to sufficient water quantities for a well-balanced human development.

'sustainable' seeks to optimally use the available water sources without threatening other users and the environment, now or the future.

'participatory' requires the involvement of each individual, each community, and each local authority and this with respect for equality and equity between genders.

Protos wants to fulfil this vision by:

- supporting participatory and innovating development programs that aim to improve the socio-economic situation of the population thanks to an improvement of access to water, of its management, its distribution, its valorisation and its use;
- stimulating the cooperation between all parties involved in the planning and implementation of local development, including the civil society organisations, the users, the providers and the local authorities;
- through advocacy, stimulating the debate on the equitable, sustainable and participatory water management and use. The experiences and innovative solutions of Protos and its partner organisations can fuel the debate;
- being a lever: by strengthening the capacities, visions and position of the organisations which have the potential of multiplying the knowledge acquired during these innovating programs.



Foreword

On to action in 2016

In 2016, Protos has again suited its actions to its words. Together with our partners, we have come up with and have implemented practical solutions to ensure access to drinking water, basic sanitation and water for agriculture.

In 2016, the international community went into action to support the new Sustainable Development Goals (SDGs). Protos is pleased that ensuring access to water and sanitation – for everyone and everywhere – is a separate goal, namely SDG 6.

In 2016 we have completed a strategical exercise that has put us in a good position to contribute to that goal pragmatically and effectively with partners in Belgium, Africa and Latin America. Last year, through these co-operations we have reached 172.888 people.

The SDGs are where the global agenda on the fight against poverty meets the agenda on sustainable development. We no longer think in terms of North-South relations, but rather we think of a global frame in which the challenges around Integrated Water Resources Management (IWRM) can be tackled.

After six years, Arnoud Lust transferred his presidency of Protos to Antonique Koning. We are all very grateful to Arnoud for his enthusiastic commitment and strategical view on our organization, and we are pleased that he will continue to support Protos as a member of the board of directors.

In 2017, Protos started a new five-year program full of ambitious plans. Our thanks go to everyone who pulls their weight in accomplishing these plans.



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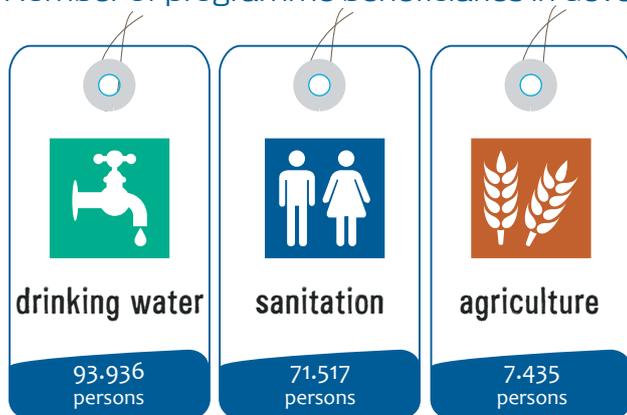
Antonique Koning
Chairwoman



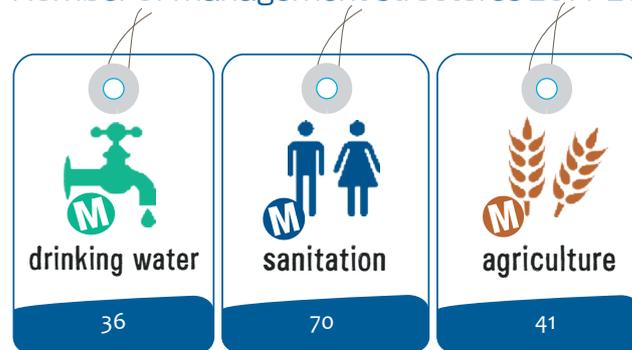
Vincent Volckaert
Manager

Key figures 2016

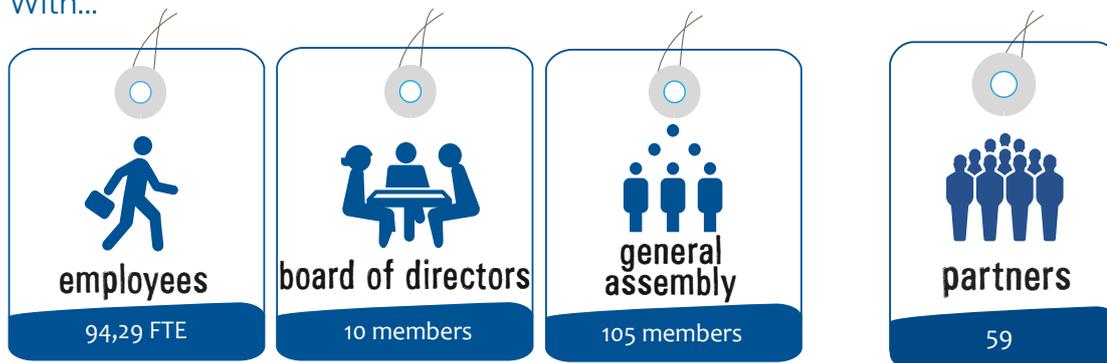
Number of programme beneficiaries in developing countries



Number of management structures 2014-2016



With...



Financial



Expenditures



About this report

The integrated Protos annual report has been drawn up in accordance with the new GRI Standards option 'Core'. GRI stands for Global Reporting Initiative. 'Core' is the short version, meant for small and medium-sized organizations/business.

As in previous years, the annual report covers the social, societal and environmental data of the activities of the entire Protos group and its employees; all data of the head office and the 6 branch offices and subsidiaries in the 9 developing countries are integrated.

Two aspects are essential for GRI guidelines:

- The report must provide relevant and significant information ('Material Aspects' in GRI jargon) on the economic, social and environmental impact of the activities.
- Both internal and external stakeholders of the organization need to indicate what information they find important and should be included in the report.

Early 2015, Protos conducted a survey to establish a relevance-index. 85 participants answered the survey, including 48 external and 37 internal stakeholders. As in 2014 and 2015, this 2016 report discusses the top 5 items that respondents reported as the most important among the 18 possible topics.

A brief introduction to the top 5 items.

① *Number of management structures being set up, being trained and functioning (and in transition towards an autonomous and self-sustaining structure).* Three years ago Protos, along with its partners, has chosen to put more effort into finding context-adapted structures for water infrastructure and applications of local Integrated Water Resources Management, and to put less effort into infrastructural works.

Since setting up a sustainable structure for management is a long process, there was a decision to report about this at the end of a programme cycle. 2016 has been the last year of a 3-yearly cycle, so for the first time we report about the number of formed, trained and functioning management structures that support the local management of the installations and

take on some subtasks. This concerns umbrella second line structures that support the local water committees/user committees with the exploitation, and in many cases organize the heavier maintenance and the reparations for them; they are essential to ensure sustainability over time.

See key figures on p. 2. Detailed results can be found on p. 25.

② *Access to.* The number of beneficiaries having gained access to drinking water or adequate sanitation, and the number of people who gained access to water for agriculture.

③ *Impact on development in developing countries.* What impact do Protos programmes have on the beneficiary population. Do people enjoy a higher standard of life? Are they ill less often? Do they have a higher income because they lose less time fetching water or because of higher crop yields thanks to irrigation? Do girls continue their schooling once there are clean toilets? Testimonies from beneficiaries give an indication as to our programmes' impact.

④ *Capacity strengthening of our partners.* One of the core tasks of a Development NGO such as Protos, focusing on structural change, is to strengthen the know-how and skills of the local actors who need to assume their responsibilities in water management and policy. Capacity strengthening is a long process and very difficult to assess over the course of a single year on the basis of objectively verifiable indicators. Our partners, however, can give testimony to what capacity strengthening really does for them.

⑤ *Main strategies.* In order to reach its objectives, Protos follows a number of unique strategies. They form the "blue" lining of all of our programmes, beginning on page 8.

Apart from this top 5, the present annual report also offers a series of other standard GRI indicators: you will find these in the GRI-index on page 33.

Protos plans a new survey of its stakeholders in function of the new program cycle that starts in 2017 and now runs over 5 years.

2016 in a nutshell

A turbulent year

Many will remember 2016 as a year of disasters and terror. Not only faraway countries were affected by those, but also Belgium. We won't easily forget World Water Day 2016, on March 22.

In the countries where Protos is active, disasters struck on top of that. In Ecuador, multiple earthquakes caused a lot of human suffering and damage to infrastructure in the northern coastal zone. The hurricane Matthew raged over Haiti, leading to victims, diseases, famine and a lot of damage.

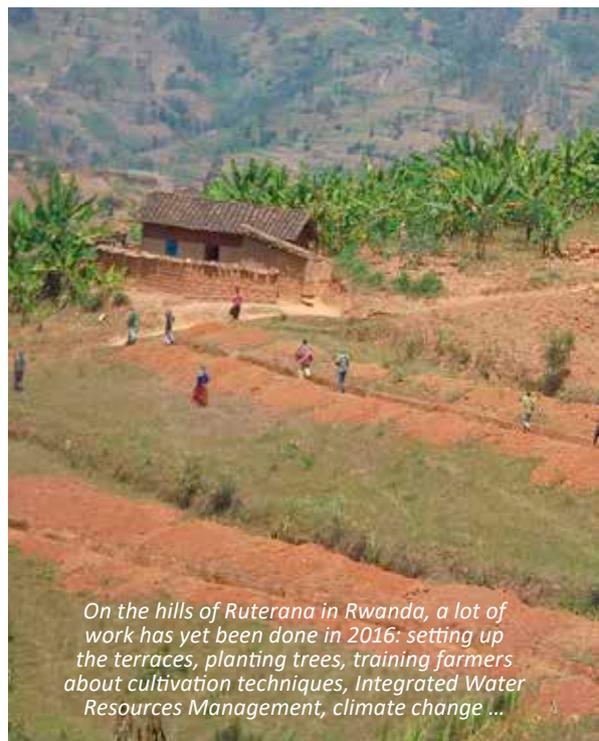
Still, 2016 was also a year of hope: despite the terror in Belgium, there was a lot of solidarity with the rest of the world, and Protos could count on the loyal support of its donors.

Theory of Change

Also, Protos refined its theory of change. Therein it is defined with whom and how one wishes to achieve the changes and goals formulated in your mission. Protos further strengthens the multi-party approach in which local authorities, users, service providers, state services of the water and sanitation sector and the partner organizations each take on their role.

Vision and mission

In June 2016, the General Assembly approved a new text for the mission and vision of Protos. Equitable, sustainable and participatory remain key words, but the emphasis is now also on *water management* as well as *water use*. Furthermore, the mission no longer talks about 'North and South', which is in line with the global agenda of the Sustainable Development Goals.



On the hills of Ruterana in Rwanda, a lot of work has yet been done in 2016: setting up the terraces, planting trees, training farmers about cultivation techniques, Integrated Water Resources Management, climate change ...

Belgium

For its activities in Belgium, Protos chose new paths. The activities in and with water conscious municipalities in Flanders start with the new multi-annual plan 2017-2021.

Protos was actively involved in a new setup with Hidrodoe about the Sustainable Development Goal number (SDG) 6 and with the Water.War-exhibition. Also in 2016, there was Global Handwashing Day in Leuven with the new ambassador Martin Heylen, and a growing interest in the Protos Cafés, where everyone is welcome for more information about our programs. On page 19 you can find more information about the activities in Belgium.

Development cooperation is about making oneself superfluous

By the end of 2016 we looked back on a successful completion of our programs in Rwanda. The objective of development cooperation remains to make oneself superfluous by providing a sustainable basis and strengthen partners so they can go on by themselves. We have a long cooperation behind us with our partners Coforwa, Ugama and the Muhanga district, who now go on without the Protos support. Of course, we continue to follow their development from a distance. The evolution of our cooperation in Ecuador is something to be proud of. In 2016, our local collaborators founded their own organization which, since 2017 continues the activities as an independent partner of Protos. Protos will keep on supporting Protos EC for three more years through the multi-annual program of the Belgian government. The intention is for the organization to become eligible for funding from other, more local donors, ensuring its independence.

Sharing knowledge

Protos is a big supporter of exchanges between countries and partners in order to learn from one another, to launch new ideas and strengthen each other's capacity. These exchanges happen on a small scale, between 2 countries or 2 partners, but occasionally several partners come together. For example in 2016 in Uganda, an intense and very instructive seminar took place about Integrated Water Resources Management, with collaborators and partners from several countries in which Protos is active.

Multi-annual program

The multi-annual programs that Protos submits to the Belgian government, have been a major basic funding for years. At the end of 2016, a 3-year program ended and a new 5-year program was submitted for 2017-2021. The organization as well as the program must comply with quality demands for this. A lot of effort went into the extra steps like screening of the organization, development of shared context analyses, shared strategic frameworks, exploring paths to complementarity and synergy with other Belgian actors... The results are quite impressive. Despite the unexpected additional savings that the minister imposes on the sector for 2017, we have a solid funding basis for a quality program.



Collaborators and Protos partners focused on Integrated Water Resources Management.

Protos worldwide

All is connected

Globally, people are aware of the importance of drinking water and sanitation as a means to enable sustainable development.

This also became clear with the elaboration of the Sustainable Development Goals (SDGs) by the UN:



SDG 6 is specifically aimed at water, sanitation and hygiene – and many other aspects related to water.

In recent years, access to drinking water has significantly increased – the Millennium Development Goal was even achieved. In the area of sanitation, however,

there is a major backlog. This was an important theme at the *Budapest Water Summit* in November 2016. It is observed that, at the current rate of commitments and efforts, we will not reach the goal, despite the progress. More resources are needed, and the subject should be given more attention. So the question was clear: "How do we make the theme of sanitation sexier?"

Also, Protos is part of the group SGD 6 European NGO/CSO, European NGOs who want to raise the priority of water as a

topic on the agendas at the different European levels and with authorities. By means of collaboration and exchange, this group wants to strengthen its members in their joint fight for drinking water and sanitation. In 2016, a joint document for the European Union has been set up, in which input was asked from civil society about the future of the European development strategy. Protos contributed to the document and was a cosignatory.

The global approach of the Sustainable Development Goals focuses on the links between the various goals. The goals must be met together to solve them in a more efficient way. For example the water-food-energy-nexus is oft addressed, a group of goals with a logical interaction between them. Think of water for agricultural production, or diarrhea caused by contaminated water – which in turn causes a sick child not to be able to take up all nutrients.

We are hopeful. Still, our work remains needed to keep water and sanitation high on the agenda of international, national and local platforms. Fortunately, Protos can join forces with a large group of organizations who share this concern.

Taking examples from specific projects, the following pages cover the three areas in which Protos is active: drinking water; sanitation and hygiene; water for agriculture.

You can learn more about each of our programmes on www.protos.ngo.

“ Thanks to the tools developed by Protos, we can more accurately keep track of everything: inventory, repair costs, calculation of loss on the waterpipes ... Every week I make an overview for the treasurer. Sékou Broulaye Keïta (photo), collects the contributions of the drinking water users in the Sibiribougou district in Bamako – see page 8.

“ In early 2014 we still had problems monitoring the drinking water systems. We didn't even know their exact number. We had no idea how to, as a municipality, organize its management. Protos supported us in this matter.

Oumar Sidy Aly, 3rd deputy mayor
(Commune I Bamako)

In 2016, Protos supported 6 municipalities in Mali in the signing of 29 contracts and in the follow-up of the management structures.

Drinking water



Protos is active in a limited number of countries where lack of access to water and bad water management are the main causes of underdevelopment. We provide support for specific projects, but also and foremost, we assist and involve local NGOs, farmer and user organisations, local authorities and regional government services in developing adequate processes to achieve sustainable water management. As development does not depend exclusively on water, Protos always works within the global context of a community or region. A few programmes:

A contract offers more insurance

MALI - The Malian government requires municipalities to transfer the management of drinking water systems to a management structure, as a link between the users and the municipality. However, in reality there is a lack of cooperation between the municipality and the management structure, and water supply points are often managed without contracts or without a follow-up. In the past three years, Protos has committed

itself to strengthening both parties so that they effectively take up their role.

In the Sibiribougou district in Bamako, the management runs smoothly. The district has some 6,000 inhabitants and 13 public water supply points. One of those, a water reservoir with 8 drinking water fountains, serves half the inhabitants. An association of water users manages the system. Its members are volunteers who are in close contact with the owners and users of the drinking fountains. They record the meter readings, collect contributions, do the bookkeeping and monitor repairs. The result of 3 years of training and support is something to be proud of: through a better financial management, the association has been able to invest in two new drinking fountains, and a better technical management shortened the breakdowns.

The well-functioning municipal services have been essential in this success story. They monitor the management structures on a monthly basis, and collect the municipal tax on water, which is reinvested in the drinking water systems.

The blue line connects the main strategies of Protos. The programmes illustrate the manner in which we apply these strategies.



In the Sibiribougou district, the management runs smoothly.

LOCAL CLIENT-CONTRACTORSHIP - Protos chooses to empower the future owner right from the start. As owner of the water infrastructure he decides on its planning, the forms of investment and financing, the hiring of an engineering agency or contractor and its overall management. The owner needs to direct the whole process and Protos will assist him in this.

Repair works after the hurricane



In case of a natural disaster, handing out water purification tablets comes first.

HAITI - After the passage of the hurricane Matthew, in October 2016, the drinking water systems in the municipalities where Protos is active, have already been repaired. Nevertheless, the damage at Mersan, Marceline, Tuffet and Guilgaud was considerable: subsidence, burst pipes, leaky faucets ... New pipes have been laid where necessary, and 7,000 families now again have access to drinking water – only the finishing remains to be done.

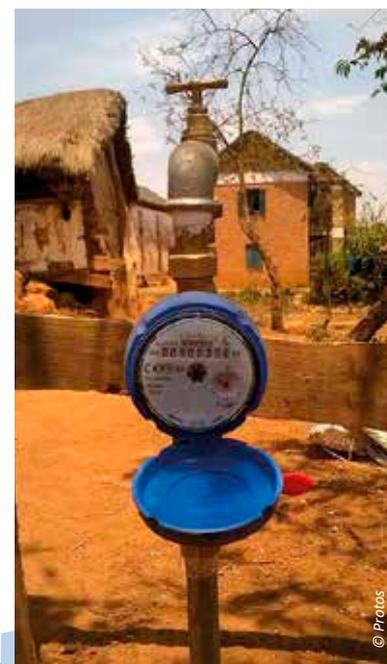
The school latrines also have sustained considerable damage. Protos and its local partner Haiti Futur have worked together to repair roofs, doors and pipes. Carpenters received training to make the roofs of the toilets more resistant to hurricanes and earthquakes. In 20 schools, the water supply points also have been repaired. In the schools, classes have been taken up again and the children learned about the importance of proper hygiene, which is crucial when cholera is lurking.

Tailored to everyone

MADAGASCAR - A professionally and sustainably managed drinking water system, accessible to all. That has been the challenge for the rural municipality Ampitafika. Some of the inhabitants were willing to pay more for water, if that meant more comfort. Of course, also the poorest inhabitants have a right to affordable drinking water. A system with three levels of comfort was developed:

- a private tap water terminal. The user pays a quarter of the installation cost and 0.3 € for 1,000 L drinking water;
- a private tap water terminal shared by multiple families. Together they pay the same installation cost and 0.15 € for 1,000 L drinking water;
- a private tap water terminal arranged as a point of sale. The owner/merchant pays the same installation cost and 0.15 € for 1,000 L drinking water. The poorest inhabitants can buy water for 0.0003 € per liter, without having to pay the expensive installation cost. The profit on sale is a small recompense for the merchant.

These 3 options with a total of 500 terminals meet the different needs in terms of quantity, service and family budget. Together they serve the entire region and all its inhabitants. Applications for new terminals keep coming.



Meter of a private connection.



The inhabitants help with the construction of the drinking water network.

A chapter closed

ECUADOR - For 9 years, Protos and its local partner CEDIR have been very closely working together with Saraguro, a municipality in the mountains in southern Ecuador.

During that period, 14,365 people have gained access to drinking water, in 10 schools sanitary blocks have been installed, and 800 small bathrooms have been built for disadvantaged families. But Protos and CEDIR didn't only focus on expanding the infrastructure. A lot of attention was given to trainings on hygiene, the organization of management and maintenance, the setting of drinking water rates and the monitoring of water quality. Along with the municipal council, UMAPASA was founded, a municipal drinking water company, and SIGAP, a digital platform to monitor the drinking water sector. Saraguro now has sufficient capacities and the political will to further improve drinking water supply and to well maintain the existing infrastructures.

More than just a drinking water fountain

MADAGASCAR - In most cases, a city, municipality or drinking water committee is responsible for the management and servicing of drinking water supply points, but this doesn't always run smoothly. In the past years in Toamasina, Protos and its partners installed some ten public drinking water fountains at the home of private individuals. The city permits this and the drinking water company applies the cheaper tariff of a public drinking water fountain. In this way, several drinking water fountains have been installed in the Andranomadio district in 2016.

The residents of a district, together with the municipal government, decide about who is allowed to manage the drinking water fountain. For the actual manager, the water is an additional product to his or her business, like a grocery store, bar or restaurant. The manager ensures service for at least a couple of hours per day, and the water sale price is fixed and checked by the municipal government. In some cases, commitment is taking the matter even further. There has been a call for an expansion of the service, and a manager has already installed a sink and plans to install a shower. Private water terminals per house are too expensive for most people, but in that way people do have access to drinking water with an extra service offered at a small price.

CAPACITY STRENGTHENING - As many developing countries are in the process of decentralising, municipalities find themselves in charge of water supply and irrigation systems. However, many local authorities lack the necessary skills. Protos supports them in their tasks. With training courses, exchanges and coaching, Protos and its partners also provide capacity strengthening for drinking water committees, farmer associations, local NGOs, government services and local private enterprise.

To learn from each other

DR CONGO - Today, in the province of Ituri, the drinking water committees manage 14 drinking water systems constructed by Protos and its partner CIDRI. Because of the great distances and the bad roads, those committees mostly have to manage on their own in case of problems. Therefore, the meeting that Protos has organized in Mahagi at the end of 2016 for representatives of 19 committees was very welcome. For several days they have been able to analyze their situation and share their experiences. That which poses problems to some – reparations, administration, working with volunteers, financial monitoring – can work out positively for others or give rise to a creative solution. Happy about the exchange among like-minded people and full of new ideas, each returned home satisfied.

New technologies for better management

ECUADOR - It's quite obvious: it is no use constructing 100 drinking water systems in a country without being able to provide a follow-up. In Ecuador, municipalities now have access to a handy online application to manage their drinking water infrastructure: SIGAP. The technical and social information is entered via a smartphone or tablet. This information is checked in an online database and processed in charts and reports.

In 2016, the national agency for verification of the water quality (ARCA) imposed strict requirements on the municipalities. Now they need to regularly monitor and report on the operation and quality of the drinking water systems in their territory. Most municipalities didn't have this information available. Thanks to SIGAP, reporting to ARCA can be quickly and easily done.



Cesar Piedra is an official of the Gonzanama municipality, and responsible for water supply: "Thanks to the information of SIGAP, I now have a better knowledge of the problems concerning the water supply in our municipality. Moreover, I am more in touch with the managers and the drinking water committees."

LEauCAL for 20,000 people



A drinking water pump in Kouandé, one of the guided municipalities.

BENIN - December 2016 marked the end for the innovative program LEauCAL. For 3 years, Protos and its partners have been working on it, with funds of the African Development Bank, the Dutch WASH alliance and the partnering municipalities.

Thanks to LEauCAL, the municipalities were taught how to lead a project, from the formulation of the tenders, over the negotiations with the money lenders, to the reporting and dealing with deadlines. The 9 municipalities and one intermunicipal cooperation agree that the experience was enriching and a sequel is desirable. In all, 67 water supply points have been constructed or repaired, 12 EcoSan latrines were installed, as well as 5 drinking troughs for cattle. LEauCAL reached 20,000 people.

The municipalities of the Atacora-Donga districts (northwest) very much appreciated the training and support by Protos. All parties involved now better acknowledge the importance of a good exploitation and maintenance of the water supply points. The decentralized government services are now aware of their role as 'coaches' for the municipalities. They can take over the role of Protos, on the condition that the central authorities provide them with the appropriate resources.

MULTIPLE-PARTY APPROACH - Development is achieved only through the interaction of several groups at different levels. Protos brings all these parties to the negotiating table in order to build comprehensive support for a development plan. Also, all parties must be allowed a voice in the execution and management of the infrastructure works. With this approach, Protos encourages local responsibility, transparency and cooperation, prerequisites for local democracy and good governance.

Sanitation and hygiene



Unwholesome sanitary facilities and bad hygienic habits at home or near a fresh water source can cause infections and disease. Protos chose to focus on behavioural change in approaching this issue. Our local partners organise workshops to advocate proper hygienic habits such as the systematic use of a latrine, washing hands, fetching fresh drinking water and storing it correctly. We sometimes help build latrines, but more often we try to stimulate the demand for sanitary infrastructures within the community itself and support local enterprise to meet that demand. In addition, we assist local authorities in meeting their responsibilities in matters of sanitation. A few programmes:

Renewed disposal service in Bamako

MALI - Since 2014, the ACASIA project is aimed at improving the living conditions of 100,000 people in 9 Bamako districts. Special attention is given to the organization of sustainable disposal services, who are profitable for the service provider, and affordable for the customer.

In 2016 ACASIA received complementary funding from the Dutch ViaWater initiative, a fund which invests in innovative solutions for drinking water and sanitation. With the technical support by Practica Foundation, Protos is working on the following innovations:

- In the districts in which Protos is active, 35% of the families are dependent on the unhygienic manual emptying of latrine pits. For them, there will be a new disposal service that combines mechanical and manual emptying and transports the sludge. Two existing waste companies are expanding their activities with sludge removal. They received a technical training, as well as a tractor, new pumps and the necessary protective equipment.
- There will be an app to monitor the technical and financial results of the cleaners, and to increase their profitability.
- The disposal services will be promoted among the population through a marketing campaign, and the families will be able to contact a call center to receive information and to look for the appropriate disposal service that meets their specific situation.



Decent protective clothing is indispensable for the cleaners.

Greet Verellen

Toamasina tests treatment plant

MADAGASCAR - In Toamasina, Protos keeps working on the 'sanitary chain', i.e. on how to collect and process latrine content. Mid 2016 the ecological treatment plant entered its test phase. The 6 sludge drying beds were planted with a local reed species. Following a rotation system, 4 beds or basins have to be in use simultaneously, while the 2 others are emptied. At that moment, the first 2 basins contain 90 cm of sludge that is converted to humus and, after the emptying, they are readied for the next cycle. After 3 months of operation, the treatment plant reached a capacity of 5 m³ sludge per week and per basin. Several methods have been tested to transfer the sludge – which in consistency ranges from rather liquid to thick – to the basins and each time, note was taken of how the plants reacted to this. AquaFin gave free advice on the design and will evaluate the first results.



Several methods have been tested to transfer the sludge to the basins.

Protos supported the city in this testing phase of the treatment plant exploitation. Now Toamasina has to decide about its management, based on intermediary results: will the city itself manage the treatment plant, or will it outsource it to a service provider? To be continued ...



Situations like this one now belong to the past.

Hygiene is worth a considerable price tag ...

HAITI - In the southwest, Protos offered local partners the opportunity to submit projects for (co)financing. In this way, they were able to learn how to properly take on their role of client/contractor.

In 2016, the Camp Perrin municipality submitted a project aimed at promoting hygiene on the central market square: improved latrines and the construction of a butcher table for the butchers. Before, livestock was butchered on the ground or on a small table, in unsanitary conditions. The butchers pay for the use of the slaughtering block: 1.40 euros for a cow, 0.70 euros for a pig and 0.35 euros for sheep and goats. Also, the municipal authorities give them a hygiene certificate. Making use of the toilet costs 0.07 euros per turn. With the revenue they mean to keep everything tidy.

Since August 2016, everything is in use. The announced rates, especially those concerning toilet usage, didn't receive a big round of applause. Time will tell whether this measure will decrease or rather increase toilet usage. A lot will depend on the way the toilets are kept clean and so, on whether the toilets have an 'inviting' touch.

Survey assesses CLTS obstacles and levers

An improved health is what motivates people to wash their hands before eating, to hygienically deal with drinking water and, above all, to build a latrine and no longer defecate in 'the bushes'.

About 2.5 billion people lack basic sanitation... and about a billion people defecate in the open air. This poses a serious threat to the health and lives of entire communities. That is why authorities and international organizations promote the CLTS approach or *Community-Led Total Sanitation*: the entire community takes matters into their own hands to improve the sanitary condition.

Protos uses this approach in Uganda, Mali, Benin and Madagascar, with varying results. For example, in Mali in 2015, only 3 out of the 9 municipalities were able to retain their ODF status (Open Defecation Free). Therefore, a survey was conducted with Protos colleagues on the (de)motivating factors, obstacles and levers concerning the application of the CLTS approach.



If a village receives the ODF status, there is a party.

Understanding the *link between good hygiene practices and health* is an important stimulating factor. For example, in 2010 the Kayinja (Ugandan village) population, was severely affected by a cholera epidemic. Thanks to CLTS, the situation in the village changed radically. Nobody wants a regression to the former situation.

Social pressure and control have a positive impact: everyone participates, there is a shared responsibility and a committee monitors the situation and can even impose sanctions if necessary. In Mali, any CLTS village resident can be fined when caught performing any unhygienic practice.

Customized and affordable solutions – using local materials – can persuade people to build a latrine. In the Inner Niger Delta (Mali), for example, conventional latrines tend to collapse because of elevated groundwater levels. Local masons found techniques to reinforce the pit of the latrines.

The *financial picture*, however, can be discouraging. Therefore, Protos chooses to partially subsidize the latrines, so that they are also affordable for poorer families.



What types of latrines exist?

ACTION-RESEARCH is a method based on the thorough analysis of a problem to define and implement an adequate solution. At the heart of action-research is the participation of everyone afflicted by the problem. The documentation and dissemination of lessons learned is a key element.



Especially in Benin, *traditional habits* appear to be persistent: why change a habit if things have been going on like this for generations? Sensitization which responds to repulsion has to turn the tide: why would one want to eat of a plate that – through people’s hands – has been contaminated with feces?

As there are no ready-to-use methods, organizations such as Protos need to keep searching for strategies and adapt them to the local context. Since health appears to be the most important motivating factor, we should focus on that.

One step higher on the sanitary ladder

BENIN - A toilet for everyone and for every budget, that is the basic idea of a new strategy in Dogbo, a municipality in Southern Benin. The government promotes CLTS – see p. 14 – yet it bans any subsidies meant for families to install a latrine. Because of that, the poorest families often use inferior materials, so that the latrines quickly decay. Protos now focuses on social marketing, a technique to achieve social change, like in the field of hygiene habits.

Protos and its partners delved into the matter, which resulted in a ‘Sani-Marché’ in the market square in Dogbo, in collaboration with the city of Roeselare and with the support of the Province of West-Flanders. People can go there for information and advice, and they can look at latrine models, buy soap, chlorine or cleaning products. And more importantly: there is an offer for every budget ...

Dinner is served!

MADAGASCAR - The Ampitatafika municipality is situated halfway between the capital Antananarivo and the city of Anstirabe. It is a favorite stopping point for travelers who want a bite to eat. Because of that, there are many eateries. In Ampitatafika, Protos and its partner AMI worked together on raising awareness of hygiene among restaurant owners. Now all hungry visitors can wash their hands upon entering. Another problem has been the lack of a public toilet. By request of the mayor, the AGEAA project (access to and management of water and hygiene in the Antanifotsy district) dealt with that. At the celebration of Global Handwashing Day on November 19th, the latrines were put into use.



Washing hands before eating.

Water for agriculture



In a number of countries Protos has joined efforts to improve the access and management of water for agricultural purposes. The interventions in this sector, ranging from small to large-scale and complex, always involve the local farmer associations and authorities. Protos works according to the principles of Integrated Water Resources Management and sustainable and biological farming, an approach more necessary than ever in the light of recent climate change. A few programmes:

Win-win

UGANDA - In Mpanga Falls near Lake George, in 2014 Protos started a program within the framework of Integrated Water Resources Management (IWRM) to protect the vulnerable ecosystem where the endangered cycads species grow. Sensitization has been important to gain the support of the population. The people first had to understand what makes the river banks special and why they have to restrain their activities there.

Before the start of the program, farmers let their cattle drink at the Mpanga river banks. Descending into the valley, both men and animals trampled the plants that grow there. Protected or not, this zone was merely considered a grazing area, which had adverse consequences such as agricultural burning practices, in the dry season. In 2016, Protos installed a hydroelectrically powered water pump, that forces the water 130 meter higher through pipes. This has been quite a challenge, but today the pump transfers about 30,000 L over the hill each day. Over there, there is now a drinking place for the cattle, as well as a storage tank, and an overflow takes care of the irrigation water. Earlier, a protected drinking water source had been installed.

As part of the national Ugandan policy on IWRM, the approach per catchment area as implemented by Protos has been acknowledged as being the way of managing the natural resources. The Ministry of Water and Environment now organizes trips to this remote area to introduce this approach to its staff and other interest groups.



© Lieven Peeters

The livestock now have their own drinking place.



Furugyensi Kakuhiyire, president of the drinking water committee :

"The pump saves us time, we no longer have to take our cattle back and forth along the steep path to the river."

GLOCALISATION - Protos gives water users a voice in municipal and regional debates and carries their proposals to improve water management all the way to the national and international level. Reverse, Protos translates the national decisions and proposals back to the local users and administrators. Protos uses the word glocalisation to describe this interaction.

An assortment of self-confidence

BURUNDI - In Isale in 2016, 50 vulnerable families headed by widows received an assortment of resources that fit within Integrated Water Resources Management (IWRM): a vegetable garden, a compost bin, an efficiently functioning cooking fire, an EcoSan latrine, a rainwater tank, and a goat or a rabbit. Furthermore, Protos and its partner AVEDEC organized trainings and sensitization.

This assortment brought about a sense of connectivity: the women found one another in a spontaneous way and together they followed a basic training on 'trade and financing'. This pushed them towards taking the helm. The results of the periodic evaluations were surprising. The lives of these women have improved radically. Of the 50 women, 46 had effectively started an economic activity. 33 women have bought goats, 18 women bought a pig, 6 have renovated their house. Several women had the means to buy something extra because they could more easily cover any basic food, education and health related costs. See also p. 18.

GENDER AND INCLUSION - In times of water shortage, women and underprivileged groups are the first to suffer exclusion. In an approach intent on gender-inclusion, their experience and expectations are taken into account in the planning, execution and management of the programmes. Not only does the inclusion of women and the underprivileged enhance the longevity of the programmes, it is also a way to promote gender equality within organisations, communities and families.

"The soil revives"

HAITI - Food insecurity, soil erosion, deforestation, bad hygienic habits, natural disasters and severe drought occur in both smaller and larger river basins. Since 2013, in the river basin of Matha (50 km²), the principles of local Integrated Water Resources Management are being applied. After 3 years, the accumulated experience has been collected, among other things by means of interviews with the farmers. In the bigger river basin of Moustiques (222 km²) these new insights can doubtlessly be put to a broader use.

Agriculture is of a vital importance to this region, but is not always carried out sustainably. There is a continued search for technical, financial and economic improvement. 35 farmer families in Matha received training on soil management, reinforcement of slopes against erosion, vegetable cultivation and organic fertilizer production. A nursery has been set up to cultivate oranges, avocado, papaya, coconut and coffee. 15 EcoSan latrines have been installed, so that hygiene improved.



Stefen Regis, a farmer in Matha: "The soil is very hot here and from April to July, the drought is extreme. Thanks to the canals we dug in the hills, I have a decent agricultural yield this year. Through the pilot project we also received 11 papaya plants, the harvest of which will be sold. Thanks to the trainings and works carried out by the management committee, the soil quality has improved. The soil revives and has become cultivable."

INTEGRATED WATER RESOURCES MANAGEMENT (IWRM) is dedicated to the socio-economic growth of present and future generations without jeopardising the ecology. Within the IWRM approach, all water related aspects of a specific area are studied. Most often this area is a river basin or a valley, but it can also be a community. All parties concerned cooperate to analyse the different functions of the locally available water (drinking water, irrigation ...) and reach a consensus on its sustainable use and conservation.



“ A Protos partner encouraged us women to unite. At first, I hesitated, but now I feel comfortable as part of the women’s organization. I was able to receive a credit to start a vegetable trade at the Mucungwe market. With the revenue I can pay the education of my three children. Furthermore, the information about hygiene is interesting. Now it is always clean in and around my house, and I make sure that I’m well dressed when I’m off to sell my vegetables. I’m more self-confident.”

Cassilde Manirakiza, widowed since 1997, about the Protos activities over the last 3 years in the Isale municipality, Burundi.

Protos in Belgium

Water conscious municipalities

The amount of water in the world is finite, and because of our increasing consumption and the population growth and climate change, water supplies are under pressure. *Direct water* is the water we, in Flanders, use and pollute to drink, cook, wash ... and to produce goods or services in Flanders. *Indirect water* is used and polluted in another country to produce goods or services we import and use in Flanders. Through the indirect use of water, our consumption pattern determines the extent to which other countries can have water for their development.

In the multiannual program 2017-2021, Protos in Flanders works on more consciously used water and a smaller direct and indirect use of water in 5 municipalities: Roeselare, Kortrijk, Merelbeke and Bierbeek already gave their word. Those municipalities and their schools will go through a trajectory of awareness, concrete actions and policy anchoring. Civil Society Organizations and companies are actively involved, and the population is being sensitized. The following partners with complementary expertise will cooperate: Ecolife, Djapo, VVSG, VITO / Vlaams Kenniscentrum voor water and the water companies.

New play booth at Hidrodoe

What do you get when you connect these children's statements?

Pablo from Ecuador: "a toilet for everyone"

Ronil from Haiti: "safe water, everywhere, always and for everyone"

Omrita from India: "the river is not a sewer"

Toutouba from Mali: "working together across water borders"

Oscar from Belgium: "save water to share it"

Siima from Uganda: "if we take care of nature, nature will take care of us"

Indeed, together you will achieve Sustainable Development Goal nr. 6 and stress both its national and international interpretation, thanks to the cooperation between the Protos children from various countries.

Play it yourself? Hidrodoe - Herentals - <http://www.hidrodoe.be/>

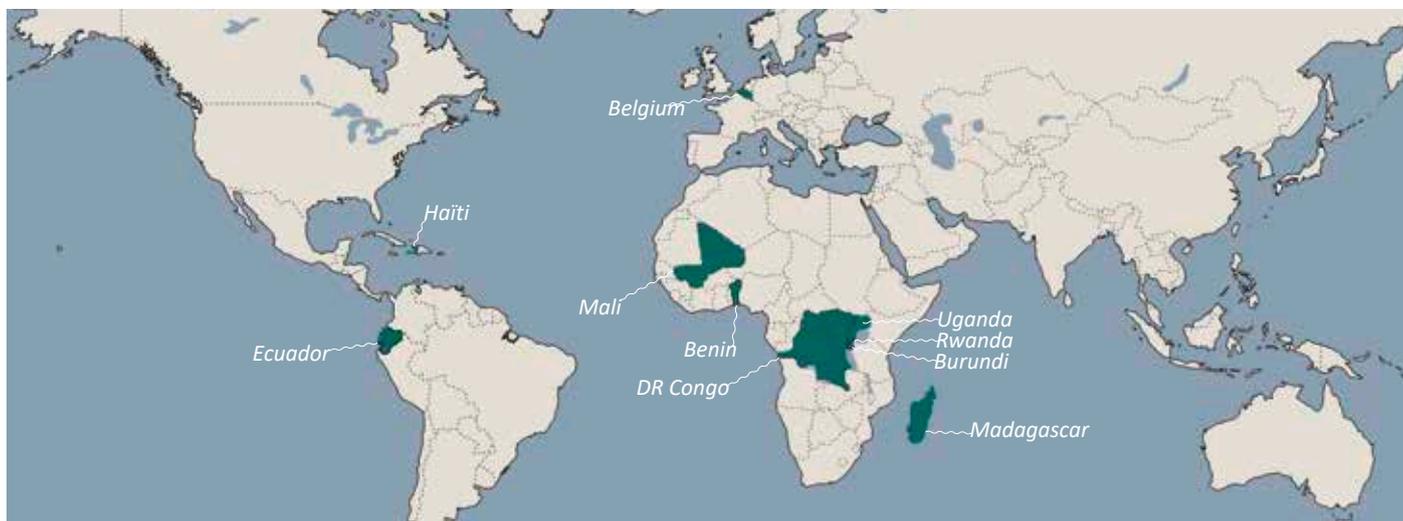


Discovering the water theme through play.

Water.War

Protos participated in the exhibition Water.War which was put on in the spring 2016 in Budafabriek in Kortrijk. Water.war showed utopian and realistic solutions presented by national and international artists, scientists, entrepreneurs and active citizens, around seven water-related topics: pollution, commercialization, transport, north/south, climate change, landscapes & infrastructure and food & energy.

Protos in 2016



Belgium

Office Ghent **Employees** 17 **Partners** Solidagro – Iles de Paix – Milieuzorg op School – GoodPlanet Belgium – COREN
▶ Thematic and technical support regional offices – advocacy – knowledge exchange and management – external relations and communication – networking – global education – fundraising – administration and finances.

Benin

Office Cotonou **Field offices** Natitingou – Lokossa **Employees** 18 **Partners** 13 Municipalities – PNE – DEDRAS – URCoopMA.
Donors DGD – Belgian Fund for Food Security (BFFS) – EU – Facilité africaine de l'eau via BAD – Province of West Flanders – Province of Brabant – Fondation Gillès – ICCO/WASH Alliance – IMDC and Flemish Administration via Flemish Partnership Water for Development (VPWvO) – Ghent Dredging – Nature Solutions – QinetiQ Spaces via Music for Life – Woord & Daad NL – Rijkswaterstaat Zee en Delta NL – Genootschap Land, Natuur en Water – Private donations.

Mono/Couffo and Atacora/Donga

Ecuador

Office Cuenca **Field offices** Saraguro – Esmeraldas **Employees** 8 **Partners** CEDIR – SENDAS – CEFODI – Second-line organisations and water committees – Municipal authorities – APROCA – APROCAM and APROCAR (cacao farmers' associations) – PRODUCORGANIC – UOPROCAE – Province of East Flanders **Donors** DGD – Province of East Flanders – Municipality of Berlare – Municipality of Bierbeek – Ecobeton Water Technologies – KrisKras – TREVI – Co-Valent via Entrepreneurs pour Entrepreneurs – Nando and Elsa Peretti Foundation – several donations after the earthquake.

Andes South: Quilanga – Gonzanama – Oña – Saraguro; Coast: Muisne, Atacames and Rioverde (Province of Esmeraldas)

des South: Quilanga – Gonzanama – Oña – Saraguro

Haiti

Office Port-au-Prince **Employees** 14 **Partners** SOE – AHAAMES – ODRINO – CUSIC – UDECABEL – DDA – CBVRM

Donors DGD – 11.11.11 – FARYS and Flemish Administration via VPWvO – Havenbedrijf Ghent and IPTE Factory Automation NV via Entrepreneurs pour Entrepreneurs – UEBH – Music for Life via King Baudouin Foundation (KBF) – several donations after Hurricane Matthew.

  Camp Perrin – Belladère – Moustiques

 Belladère – Moustiques

Madagascar

Office Antananarivo **Employees** 9 **Partners** FIKRIFAMA – AMI (Association Miarintsoa) – TSINJO

Donors DGD – EU – DDFiP Haute-Garonne – Province of Limburg – Aquafin and Flemish Administration via VPWvO – Nationale Loterij – Renotec, Denys and General Fund via Entrepreneurs pour Entrepreneurs – Arcelor Mittal, Umicore, Siemens and individual sponsors via 20 km of Brussels via Entrepreneurs pour Entrepreneurs – Music for Life via KBF – SEDIF – Community of Ranst – HidroPLUS/PIDPA.

  Toamasina – Atsimondrano en Arivominano – Antanifotsy

Mali

Office Bamako **Field offices** Sévaré – Nioro du Sahel – Nara (sous-antenne) **Employees** 21 **Partners** Municipalities – AMASBIF – COPIDUC – PNE – ADECB – KARED – CEPAP – CESPEEDA – AFAD – Action Mopti – Practica Foundation

Donors DGD – BFFS – UNICEF – EU – Aqua for All/VIA Water NL – Aquafin and Flemish Administration via VPWvO – Willemen Groep via Entrepreneurs pour Entrepreneurs – Association Sud-Nord – Family and friends Elise Delsaerd – Lindemans friends – Atlas Copco and its personnel via Water for All – VPK Paper – Herbosch-Kiere – Stichting Elisabeth & Amélie via KBF – Private donations.

  Bamako, Cercles de Nara et Nioro du Sahel, regio Mopti

Rwanda - Burundi

Office Kigali (Rwanda) **Antenne** Bujumbura (Burundi) **Employees** 10

Partners COFORWA – UGAMA-CSC – District Muhanga (Rwanda) – AVEDEC (Burundi).

   District Muhanga (Rwanda) – Province of Gitega and Bujumbura rural (Burundi)

Uganda - DR Congo

Office/Field Office Fort Portal (Uganda) **Employees** 4

Partners JESE – Tooro Botanical Gardens (Uganda) – CIDRI (DR Congo).

  District Kamwenge – River Mpanga Catchment – Lake George Basin (Uganda) – Ituri (DR Congo)

Donors Rwanda - Burundi - Uganda - DR Congo DGD – EC – Province of East Flanders – Province of Antwerp – Flemish Administration, De Watergroep, FARYS and Antea Group via VPWvO – ACLVB/CGSLB via Sociaal Fonds Voeding VIA – Duror NV via Entrepreneurs pour Entrepreneurs – HidroPLUS/PIDPA – Nando and Elsa Peretti Foundation – LIONS Service Ghent Scaldis – Private donations.

Social and environmental report

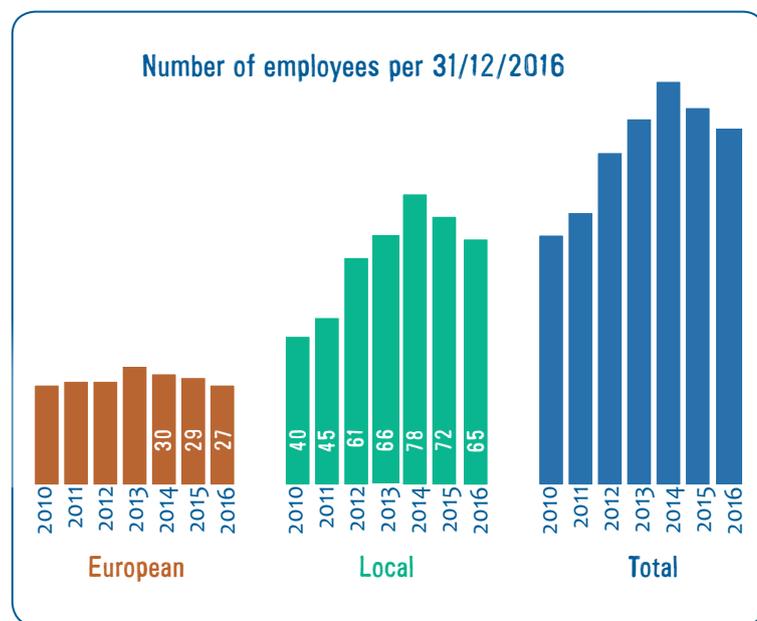
Comments on the environmental, social and societal indicators

For the 8th year in a row, Protos publishes a comprehensive environmental, social and societal report for the entire Protos group. For the first time we report according to the new GRI standards. A full overview can be found in the GRI-index, page 33. The social and environmental indicators are available on our website under 'publications/annual report'. Below you'll find some additional information and an explanation of certain indicators.

Organisational profile and social data

GRI 102-8 In 2016, Protos carried out its activities with 92 persons (31st of December) or 94.29 FTE (Fulltime Equivalent, on average). This is fewer than last years but results from the conscious choice to trust some tasks to the partners, especially in Haiti.

In 2016 Protos was able to rely on the dedicated and free support of 153 volunteers: they write and translate articles for the Protos and 11.11.11 websites and help with the public awareness campaigns organised in Belgium.



GRI 102-41 On 31st of December 2016, 30,4 % of all staff resorts under CLA 329.01 (Collective Labour Agreement): these are the employees of the main office in Ghent and all expats.

GRI 102-9 Purchasing policy. see website.

GRI 102-11 Precautionary principles. Since Protos is active in a number of fragile states, staff safety is a continual concern. The local coordinator maintains contact with the local professional networks which in turn inform him of any incidents and of the danger level of the situation, so that critical points can be avoided. The coordinator has to report significant incidents within 24 hours. In case of civil unrest or uprisings, he or she decides, in agreement with the Director, to temporarily withdraw staff from field operations. In case of severe civil unrest, it may be decided to temporarily evacuate all personnel from the unsafe intervention zone.

GRI 102-12 Endorsed charters and principles. As member of these umbrella organisations, Protos has signed the charter of 11.11.11 and the political charter of CNC-D-11.11.11. In 2016 Protos signed also the SDG charter of minister De Croo.

GRI 401-1 Employee turnover. Many employees in developing countries have an employment contract with a term equivalent to a program or project. Thus, a number of employees, mainly in Haiti and Mali, left the organization in 2016: 6 out of 23.2. In Rwanda, Protos

was able to entrust its activities for good to its strong partners: 2 colleagues left the organization; a 3rd took on a new challenge with Protos in Uganda.

In accordance with labour legislation, we have to register colleagues who get a new employment contract because the workplace or the working hours changed, both at entry and exit: there were 5 such cases in 2016.

GRI 404-3 % of employees receiving a performance review: 59,7%. This has to be improved!

Identified material aspects and boundaries

GRI 102-45 Entities included in the consolidated financial statements.

GRI 102-46 Defining report content and topic Boundaries. This integrated annual report covers the financial results as well as the social and environmental consequences of all activities by the own collaborators of the entire Protos group: those of the head office in Ghent, the 6 overseas offices and branches in 9 developing countries. The social and environmental impact related to the activities of our implementing partners are outside the scope of this report.

GRI 102-47 List of material topics can be found on p.3.

GRI 102-48 There was no need to rework the information from previous years.

GRI 102-49 There has been no change in the way of reporting about the list containing relevant information on p.3.

Report parameters

GRI 102-50 /-51 /-52

The present annual report covers the period 1/1/2016 - 31/12/2016. The previous annual report was published following the General Assembly of 18/06/2016. Each year, Protos publishes an annual report following the General Assembly held in June.

GRI 102-53 Point of contact for this report. See p. 33.

GRI 102-56 External assurance. Only the annual accounts and balance sheet have been externally verified.

Concerning the GRI, Protos chooses for **“In accordance with GRI Standards: option Core”**.

Management

See website.

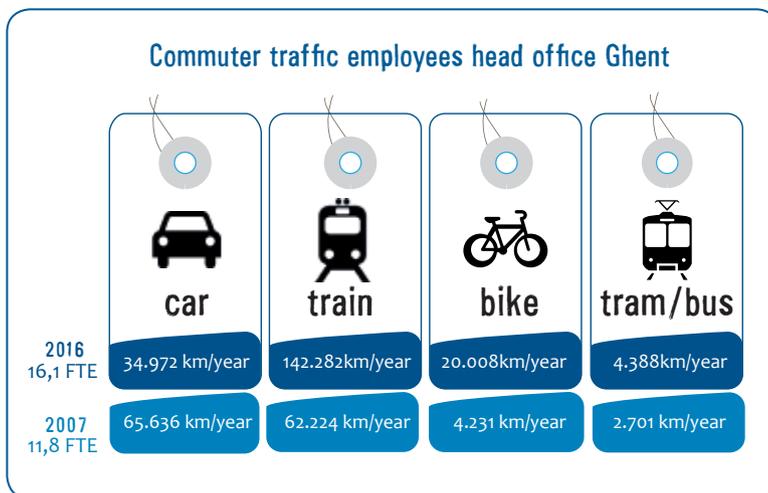
Comments on the environmental indicators

For the total use of materials (paper, ink cartridges,...), energy, water and mobility consumption in all offices and for all personnel, please see the detailed table on the website.

Based on its mobility by type of means of transport and its energy and paper consumption, Protos annually calculates its total emission of CO₂.

GRI 305-1 Indirect energy usage through mobility.

Regarding the mobility of staff based in Ghent, there is an ongoing trend towards the use of public transport and cycling.



GRI 305-4 Total emission of greenhouse gases.

There is a sharp rise of the emission per FTE, after a continuous decline until 2015 relative to the reference year 2009.

The main reasons are:

- More kilometres by plane: partly due to the organization of an exchange seminar in Uganda for collaborators and partners about Integrated Water Resources Management, and also due to 7 flights for exchanges between partners in developing countries and some Flemish water sector companies. This kind of exchange, however, has a very positive effect on the capacity building of our partners.
- More plane kilometres because the yearly exchange week for country representatives in 2016 took place in January and could not be linked to the summer vacation flight ticket.

Comments on the social indicators and the NGO sector supplements

GRI 205-2 Communication and training regarding anti-corruption and fraud policy.

For our policy: see website.

At the start of employment, new employees receive training based on our good policy and practice vade mecum.

In 2016, 93% percent of all new employees received a proper explanation of the vade mecum. This is clearly better than last years.

At the start of 2016, a completely new Ethical Code of Conduct for all staff has been rolled out.

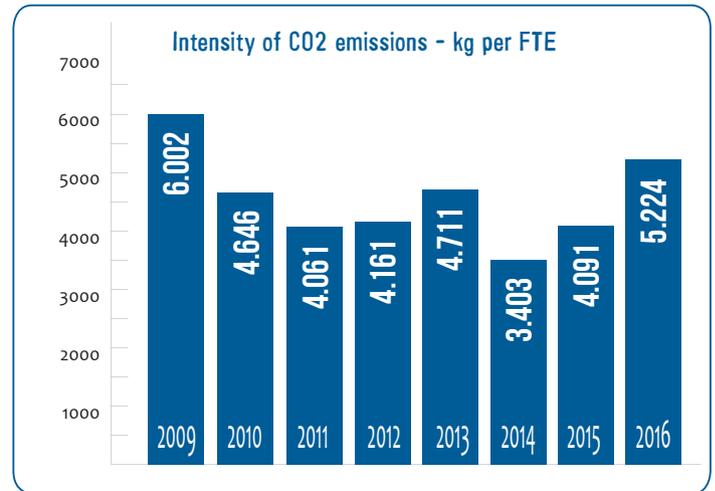
GRI 103 Additional management unlocking for the NGO-sector

NGO1 until NGO8: see website.

Explanation with NGO 3-1. Program impact: sustainable autonomous management structures

See key figures p.2, the explanation and the table below.

This concerns the number of founded, trained and functioning management structures in the program period 2014-16. What is meant by a management structure, can be read on p.3.



The legal form of these structures depends on the country context: they can be communal, public-communal (such as in a city region in Burundi where the local authorities take the lead and the water committees are involved), communal-public (very functional model in Ecuador where the communities take the lead and the canton is involved), public-private (Mali) or a mix of communal, public and private (Benin).

There is a large variation in the size of the management structures, between countries, as well as between second line structures for drinking water, sanitation, as water for agriculture.

Second line structures for drinking water management can support some or several local water committees: this depends on the number of water supply points in a region, built by Protos as well as by other organizations.

For sanitation, lower numbers can be expected because sanitation is mostly individually managed. The exception to this is Benin, where the ODF committees on a village or hamlet level are considered functioning as an umbrella. ODF stands for 'Open Defecation Free', a status achieved when every inhabitant of a village/hamlet has stopped defecating in the open air and uses a latrine or toilet.

For water for agriculture and Integrated Water Resources Management, management structures can serve for a few to dozens of farmers or thousands of residents of the river basin.

Explanation of NGO 3-2: Program impact: number of reached beneficiaries.

See key figures p.2. and the table below.

The table gives an overview of the number of persons who, in 2016 and in the period 2014-2016, 'received access to ...' thanks to a direct intervention by Protos. As for drinking water, this is related to the infrastructure that Protos finished or repaired in 2016 (resp. 2014-16), so that the requirements on quality and hygiene have been met, and who are now being used by the people. The same goes for sanitation (latrines or small sewers): Protos has built these or has been involved in their implementation. Families who built a latrine on their own initiative, are not included here, although Protos helped raise awareness. As for agriculture, this is related to farmers who have been able to increase their production thanks to the finished infrastructural works. Included are any families who, through the Protos activities, now have an improved irrigation system or a kitchen garden.

	Number of beneficiaries 2016			Number of beneficiaries 2014-2016			Number of management structures 2014-2016		
	Access to			Access to					
									
Haiti	18.915	10.605	6.937	25.347	20.698	7.992	1	0	4
Ecuador	5.965	241	0	11.505	2.963	565	4	0	5
Benin	22.557	15.474	378	37.557	21.564	4.304	10	65	4
Mali	31.200	11.942	0	96.400	64.420	1.712	10	2	23
Burundi	629	682	0	12.998	3.952	12.879	2	0	1
Rwanda	0	0	0	15.273	466	1.546	4	0	3
DR Congo	300	8.109	0	384	10.905	0	1	0	0
Uganda	3.888	1.443	120	5.379	3.459	120	3	3	0
Madagascar	10.482	23.021	0	24.859	27.876	0	1	0	1
Subtotal:	93.936	71.517	7.435	229.702	156.303	29.118	36	70	41
	TOTAL	172.888		TOTAL	415.123		TOTAL	147	



Partnerships and networking

Together we are stronger to achieve something.

Protos actively participates in, and drives a number of networks and platforms in Belgium.

The purpose is for these networks and Protos to mutually strengthen each other content-wise.



Flemish Partnership Water for Development: (Vlaams Partnerschap Water voor Ontwikkeling - VPWvO): VPWvO is a platform consisting of actors from the Flemish Government, the public (drinking) water companies, private companies active in or around water, the Flemish academic and research world, NGOs and Associations without lucrative purposes. They provide, by means of cooperation, an extra contribution to achieving the international component of the Sustainable Development Goal 6 (SDG 6) “Ensure availability and sustainable management of water and sanitation for all”.



Entrepreneurs for Entrepreneurs: dialogue and cooperation between companies and NGOs. Stimulating support from companies for sustainable socio-economic development projects in the South by member NGOs, and the direct support of starting entrepreneurs in the South.



The Shift: a Belgian sustainability network. Together with its members and partners, The Shift aims to bring about the transition towards a more sustainable society and economy. The Shift bundles its activities around 3 verbs: *connect, commit, change*.



Ngo federation: the federation of Flemish NGOs. Protos is a member of the Board of Directors and of several working groups. www.ngo-openboek.be is a product of the federation.



11.11.11: the umbrella of the Flemish North-South movement: joint political action on development of the South and raising awareness among the broader public about more fair North-South relations.



Centre National de Coopération au Développement (CNCD): at the end of 2009, Protos joined the French speaking North-South umbrella. CNCD has the same goal as the Flemish umbrella.



RÉS'Eau: political action by a number of French speaking water groups to get water as part of the development context higher on the Belgian agenda, and to make drinking water, as a fundamental right, part of the constitution.



The Province Oost-Vlaanderen (East Flanders): focuses on its international cooperation, mainly through 3 regional partnership agreements between provinces. One of these regional partnerships is with the Esmeraldas province in Ecuador. Protos and its local partner CEFODI are the implementing partners of this partnership agreement for the provincial partners.

Financial Report

Balance (in €)

	2016	2015
FIXED ASSETS	133.633,38	26.461,95
Intangible fixed assets	109.738,03	0,00
Tangible fixed assets	1.132,00	1.511,83
<i>Land and buildings</i>	<i>0,00</i>	<i>1.241,78</i>
<i>Plant, machinery and equipment</i>	<i>1.132,00</i>	<i>0,00</i>
<i>Furniture and vehicles</i>	<i>0,00</i>	<i>270,05</i>
Financial fixed assets	22.763,35	24.950,12
CURRENT ASSETS	3.991.979,95	5.726.534,36
Amounts receivable within 1 year	494.891,29	433.634,68
<i>Trade debtors</i>	<i>2.523,40</i>	<i>834,08</i>
<i>Other amounts receivable of which non-interest bearing or at a low rate of interest</i>	<i>492.367,89</i>	<i>432.800,60</i>
Cash at bank and in hand	3.210.673,60	3.287.227,60
Deferred accounts	286.415,06	2.005.672,08
TOTAL ASSETS	4.125.613,33	5.752.996,30
Fixed assets not integrated in the balance	114.818,79 ^(*)	216.117,55 ^(*)

^(*) Fixed assets purchased with program funds which have to be fully considered as an expense at the request of the institutional donors.

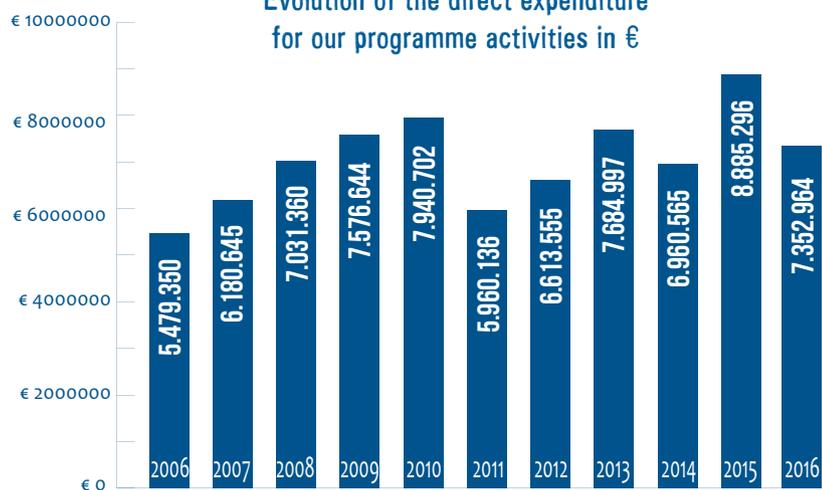
	2016	2015
EQUITY	1.039.453,63	757.988,59
Funds	667.335,40	667.335,40
<i>Starting funds</i>	<i>0,00</i>	<i>0,00</i>
<i>Permanent funds</i>	<i>667.335,40</i>	<i>667.335,40</i>
Allocated funds	140.298,36	7.443,72
Result carried forward ^(*)	231.819,87	83.209,47
PROVISIONS	368.473,62	318.856,59
<i>Provisions for liabilities and charges</i>	<i>368.473,62</i>	<i>318.856,59</i>
AMOUNTS PAYABLE	2.717.686,08	4.676.151,12
Amounts payable within 1 year	1.098.786,72	873.212,62
<i>Trade debts</i>	<i>379.584,96</i>	<i>355.792,89</i>
<i>Taxes, remunerations and social security</i>	<i>128.365,18</i>	<i>150.085,43</i>
<i>Other amounts payable</i>	<i>590.836,58</i>	<i>367.334,30</i>
Deferred accounts	1.618.899,36	3.802.938,49
TOTAL LIABILITIES	4.125.613,33	5.752.996,30

^(*) After differences due to conversion.

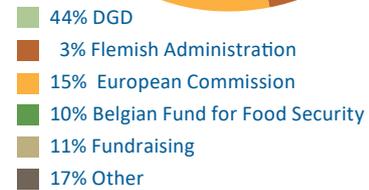
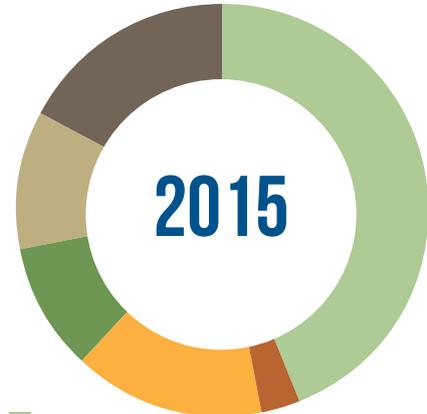
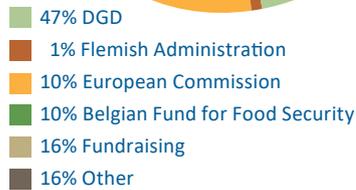
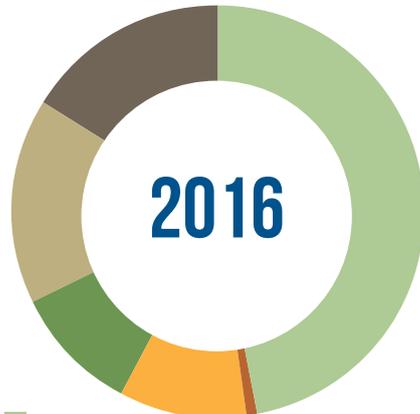
Results 2016 (in €)

	2016	2015
OPERATING INCOME	8.518.554,22	9.661.172,12
Turnover	0,00	5,50
Fundraising & Subsidies	8.122.336,31	9.503.324,19
Fundraising	1.260.496,17	1.038.634,62
Subsidies	6.861.840,14	8.464.689,57
Other operating income	291.897,38	81.961,21
Financial income	93.586,42	68.269,39
Extraordinary income	10.734,11	7.611,83
OPERATING CHARGES	8.238.461,33	9.603.881,04
Services and other goods	1.410.880,79	1.675.917,04
Remunerations	2.805.967,18	2.804.578,08
Depreciations	56.946,85	10.367,64
Provisions	49.617,02	-5.600,13
Other operating charges	3.871.298,52	5.037.118,28
Financial charges	43.249,01	79.636,19
Extraordinary charges	501,96	1.863,94
RESULT	280.092,89	57.291,08
Differences due to conversion	1.372,15	509,35
RESULT after differences due to conversion	281.465,04	57.800,43
Deduction from allocated funds	7.443,72	0,00
Addition to allocated funds	140.298,36	0,00
Positive (negative) result carried forward	148.610,40	57.800,43

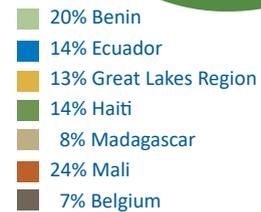
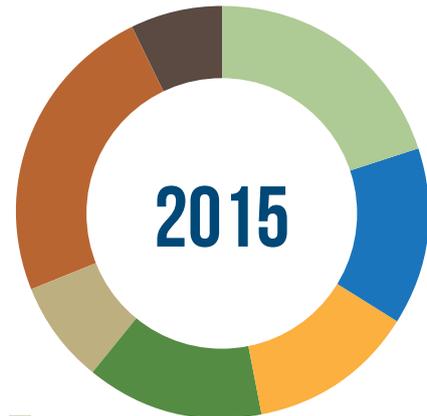
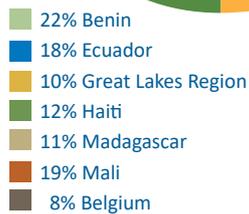
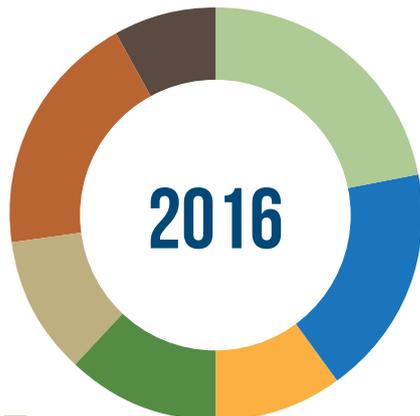
Evolution of the direct expenditure for our programme activities in €



Origin of financing



The regional distribution of the expenditure for our programme activities



Notes to the financial statements 2016

Introduction

Protos has integrated financial statements that reflect the sum of the results for the head office and the 6 regional offices. These financial statements are the end product of a process of internal and external controls:

- The head office's financial statements are audited by Clybouw Bedrijfsrevisoren.
- After internal controls by the head office, the accounts of each regional office are audited separately by a local external auditor.
- The head office integrates all financial statements. Clybouw Bedrijfsrevisoren then verifies the audit reports of the regional offices, followed by the final audit of the integrated financial statements.

The audited 2016 financial statements are approved by the General Assembly of June 17th 2017 and can be consulted on the web site of the National Bank of Belgium under business registration number 0417.299.047.

The external auditor has given an unqualified report on the annual financial statements.

At the end of 2015, Protos has decided to invest in the recruitment of new private donors through direct mailing, in cooperation with the communication agency DSC. This approach asks for an effort over multiple years.

Balance sheet

Intangible fixed assets: The costs made for the recruitment of new donors contribute to the income from fundraising over multiple years and are capitalized on the balance sheet under the heading intangible fixed assets. This investment will be written off over a period of 3 years.

Allocated funds: An allocated fund is being established for the social passive. This year, 5% of the total wage cost is provided as an allocated fund.

Tangible fixed assets: This only concerns goods purchased with Protos' own financial resources. Capital goods purchased with programme funds are not included in the balance sheet

because fund providers require these to be booked as expenses in the financial year of purchase.

Provisions: Due to the closure of the Protos office in Ecuador, the provision for risks and costs is used, which amounts to 45,280.73 EURO, for the payment of the severance pays for the local staff. Also, this provision is increased by an amount of 19,256.16 EURO for costs related to returning expats on the one hand, and 75,600.00 EURO for costs related to a possible early termination of cooperation with DSC.

Deferred accounts: On the active side, these are mainly project resources yet to be received per 12.31.2016, and on the passive side these are mainly allocated project funds, that as of 12.31.2016 have not yet been spent and are transferred to 2017. The decrease in the balance sheet total can be attributed to the decline in these deferred accounts, as many projects expired at the end of 2016, including the multi-annual program funded by DGD.

Income statement

The transferable profit of 2016 amounts to +148,610.40 EURO. (Including conversion differences).

The total operating costs of 2016 amounted to 8,238,461.33 EURO and were allocated as follows:

- 89,2% for the direct realization of the program goals;
- 8,1% for general management by the head office;
- 2,7% for fundraising (these costs will increase in the coming years).

Fundraising

In addition to government subsidies, Protos used own funds amounting to 1,260,496.17 EURO for:

- ngo-contributions for subsidized programs;
- financing of projects that ran without classical public funding;
- financing of ineligible costs related to the programs;
- financing part of the cost of general management by the head office.

Protos gets part of the required ngo contribution for programs from institutional cofinancing, and does so in a transparent way.

More detailed information about the financial statements can be obtained from Tom Mestdagh, tel. +32 (9) 235 25 16. More information about our organisation can also be found on www.ngo-openboek.be

Special thanks to...

In 2016, Protos could not have done its work without the financial support of many people. Therefore, we thank everybody very much for their greatly appreciated support.

All private donors

Provincial authorities

Antwerp – Limburg – East Flanders –
Vlaams-Brabant – West Flanders

Municipal authorities

Alost – Berlare – Bierbeek – Bornem – Ghent –
Hoogstraten – Kortrijk – Merchtem – Middelkerke –
Mortsel – Oosterzele – Ranst

Organisations and enterprises

11.11.11
4UCampus
ACLVB - CGSLB via Sociaal Fonds voeding VIA
Antea Belgium nv
AquaFin
Arcelor Mittal via Entrepreneurs pour Entrepreneurs
Association Sud-Nord
Atlas Copco Airpower nv via personnel via Water for All
Co-Valent via Entrepreneurs pour Entrepreneurs
Denys via Entrepreneurs pour Entrepreneurs
De Watergroep
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King Baudouin Foundation - Fonds Elisabeth en Amélie

Kris Kras
Lindemans friends
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Nando and Elsa Peretti Foundation
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SEDIF
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Stichting Gillès
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TNAV vzw
TREVI nv
UEBH
Ugent - Faculteit Bio-ingenieurswetenschappen
Umicore via Entrepreneurs pour Entrepreneurs
VPK Packaging Paper sa
Willem Group via Entrepreneurs pour Entrepreneurs

Institutional providers of funds, for financing programmes

Federal Administration: DGD - Directorate General for Development
Cooperation and the Belgian Fund for Food Security (BFFS)
European Commission
Flemish Administration: departement for Energy, Environment and Nature (via
the Flemish Partnership Water for Development) (VPWVO)
UNICEF UN Child Fund
Facilité africaine de l'Eau via via African Development Bank
DDFiP Haute-Garonne
Deutsche Gesellschaft für Zusammenarbeit (GIZ) GmbH
Stichting Aqua For All for VIA Water NL
IUCN - SOS Species

Enterprises or organisations who provided knowhow and expertise for free:

Antea Group Belgium – AquaFin – De Watergroep – IMDC – FARYS –
KU Leuven, Departement CIT – Stichting Hubi & Vinciane – UGent, department
of Applied Ecology and Environmental Biology – University Antwerp – IMDO –
VUB, department Hydrology and hydraulic engineering – VVSG

Our thanks to all of you volunteers. On a free and voluntary basis you took on editorial and translation tasks, staffed the booths during our awareness campaigns, or helped develop our electronic library.



“On Wednesday and Saturday mornings I walk through the streets of Kayinja with my megaphone to remind people that it is time to clean up. Everybody has to collect garbage and clean up the area around their homes. Every Thursday, the landing site for fishing boats, as well as the fishermen’s stalls are thoroughly cleaned.

– Ntambazi Michael, mobilizer at Kayinja, Uganda. See also p.14.

GRI overview

Contact point for questions regarding the report:
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On the website you will find additional information as well as reports on indicators that remain about the same over the years.
See www.protos.org/en/annual-reports.

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www.protos.ngo offers more information on the GRI indicators.