



Annual report  
2017

# Vision | Mission

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.*

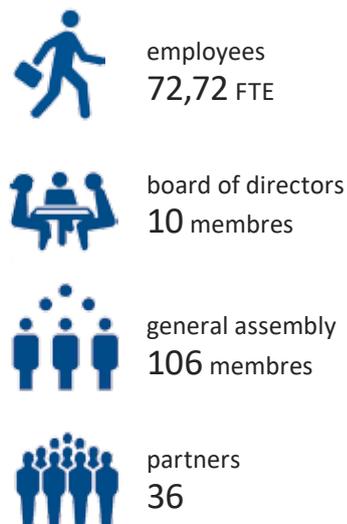
- **equitable** assumes solidarity amongst all users, whereby each individual has the right to sufficient water quantities for a well-balanced human development.
- **sustainable** seeks to optimally use the available water sources without threatening other users and the environment, now or the future.
- **participatory** requires the involvement of each individual, each community, and each local authority and this with respect for equality and equity between genders.

# Key figures 2017

## Number of programme beneficiaries in developing countries



## With?



## Management structures



## Financial



## Expenditures



## Foreword

### Protos can make a difference

In 2017, we celebrated that Protos, for 40 years, has been improving access to and management of drinking water, basic sanitation and water for agriculture. We can look back on many achievements in those years when, together with our partners, we devised and implemented practical solutions for equitable, sustainable and participatory water management and use.

Our commitment has only increased over the past 40 years. With a team of 72,72 FTE (full time equivalent, average in 2017) employees and active partnerships in Belgium, DR Congo, Burundi, Uganda, Mali, Benin, Madagascar, Ecuador and Haiti, we contribute pragmatically and effectively to the Sustainable Development Goal SDG 6 on water. SDG 6 aims to achieve access to drinking water and sanitation for everyone by 2030. To mark our 40<sup>th</sup> anniversary, we opened 40 toilets on World Toilet Day, in Benin, Mali and Uganda. The United Nations calculated that in these countries 14, 31 and 19% of the population respectively have access to basic sanitation. A toilet for every inhabitant in these countries is still a distant dream.

With the launch of a new 5-year programme in 2017, Protos set the course to test innovative ideas in practice and share the lessons learned with others. Protos supports participatory and innovative development programmes and partnerships to improve access, management, distribution, valorisation and use of water so that everyone has sufficient water for healthy human development. To this end, we can count on many partners who contribute their knowledge, for example about new

technologies, research methods or participatory processes. We are also constantly joining forces with other development organisations in order to exploit as many synergies as possible. With the support of many, we were able to reach 46,787 people in 2017. In everything we do, we place a strong emphasis on sustainability. Protos strives for the best possible management and use of the available water, without jeopardizing the opportunities of people and the environment, now and in the future. SDG 6 is a powerful driving force in this respect. Protos' main aim is to emphasise the importance of good management by means of advocacy. There is still a lot of work to be done. The UN has declared the period 2018-2028 'International Decade for Action: Water for Sustainable Development' and puts SDG 6 in the spotlight. The UN motivates this as follows: *"The use and management of water are decisive for conflict and peace, for poverty and growth. People without access to water become ill more easily and live in unworthy conditions."*



In addition to SDG 6, Protos also contributes to the realisation of other SDGs: the icons can be found in the relevant section.

Protos can make a difference. Thank you to everyone who contributes to making this a reality.



**Antonique Koning**  
Chairwoman



**Vincent Volckaert**  
Manager

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# On the approach and content of this report

## Determination of the parties involved and coordination of the content with these parties

What you read in this annual report has been aligned with the wishes of the main target groups of this report: the external stakeholders, the supporters and the employees of Protos ([GRI 102-40](#)). The external stakeholders can be found on the list of donors, partners and sponsors on pages 36 and 37. The supporters are the members of the General Assembly, the Board of Directors and the volunteers. The employees are those of the head office in Ghent as well as all employees in the 8 countries where Protos is active.

In November 2017, after the first survey at the beginning of 2015, a new survey was organised on what our stakeholders wish to read in Protos' annual report ([GRI 102-43](#)). The response rate was 77 participants or 16 % of the addressed contacts. 40% of these respondents are externally involved parties, while 60% represent the supporters and staff. The survey consisted of 3 blocks of themes to be rated ([GRI 102-43](#)):

- ① In 2015, 11 themes were identified as priorities in the first questionnaire. Which are you least interested in reading more about further on (indicate a maximum of 3)? The 2 themes that were by far the most frequently indicated not to be discussed further are "the personnel policy and training profiles within Protos" and "the direct employment with Protos".
- ② Which of the 4 themes that were previously briefly discussed would you like to read more about from now on? The winning theme is Protos' "Unique Selling Proposition": where does Protos differentiate itself "in the market" compared to colleagues? See [GRI 102-2](#) p. 26.

- ③ Which of the 5 proposed themes that have not yet been discussed would you like to see included in the annual report from now on? The theme that got by far the most votes is "Measures and training on anti-corruption and fraud". See [GRI 102-16](#) and [GRI 205-2](#) p. 28. The content of this annual report has therefore been amended accordingly ([GRI 102-44](#)).

Of course, the top 5 themes of the first survey in 2015 will be retained:

- ① Number of management structures being set up, being trained and functioning (and in transition towards an autonomous and self-sustaining structure). See key figures on p. 2 and details on p. 8-9.
- ② Access to. Number of beneficiaries having gained access to drinking water or to adequate sanitation over the past year, and number of people to whom water was made available for agricultural purposes. See key figures on p. 2 and details on p. 8-9.
- ③ Impact on development in developing countries through testimonies.
- ④ Capacity strengthening of our partners: an essential task for Protos.
- ⑤ Main Strategies. These can be found as framed text in the various articles.

In addition to this selected top 5, you will also find a series of standard GRI indicators: the GRI index on p. 38 will inform you about this.

## Scope of 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 shortened version designated for small and medium sized organisations/enterprises.

The report covers the activities of the Protos group worldwide and the social and environmental indicators of all Protos employees of the head office in Ghent and the 5 overseas offices and branches in 7 developing countries.



*« I'm very happy with this change. Because of it, our students have learned to pay more attention to personal hygiene. Before, they did not have the habit of washing their hands. Even after playing on the playground. Now that water is available at school, the students have learned to wash their hands before entering the classroom. Also, they can now drink potable water, which they didn't have before. When there was water, the children were so enthusiastic that they wanted to play with it, as soon as it got warm outside. Even when their hands were already clean, they came back to the faucets to wash their hands again. We had to temper their enthusiasm a little, because they really used a lot of water. We learned them how to make better use of water, instead of wasting it. »*

Florentine Raharisoa, teacher in a primary school in Ampitatafika



40<sup>th</sup> anniversary Protos - Inauguration of the toilets in Mali © Nicolas Réminé

2017 in a nutshell



Reforestation plays an important role in adapting to the consequences of climate

## Birthday

In 2017, Protos celebrated its 40<sup>th</sup> anniversary and this was brought to the attention of the public at various times. On a festive day, we brought together a lot of sympathizers to celebrate this, including an important representation of founding members. But we also brought this anniversary to the attention of the public in other ways. For example, on November 19<sup>th</sup>, on the occasion of World Toilet Day, we inaugurated 40 toilets. Access to basic sanitation remains a major challenge in many developing countries.

## Continuous adjustment

Working in fragile states requires the necessary flexibility and precaution to be able to continue working on the self-reliance of the population. In Burundi we had long negotiations in order to obtain permission from the authorities to carry out our activities. Sometimes tensions and disturbances made it impossible for us to enter the field. In DR Congo and in Mali we must always be careful.

## Safety

Recently, a spokesman for the Belgian army described Mali as the most dangerous country in which Belgian soldiers are active. Protos has been working in Mali for many years and the needs for drinking water and sanitary facilities there remain high. But we are also concerned about the safety of our employees and partners. We are therefore monitoring the situation very closely and intervening when necessary. A while ago, for example, we closed our branch in Mopti because working conditions became too unsafe.



change © Piedad Ortiz



40<sup>th</sup> anniversary Protos – Water walk in Ghent © Lut Mathys

## Disasters and climate

Even though in 2017 there were no major disasters in the areas where Protos is active, the consequences of climate change are being felt well in many places. In Haiti, even more than a year after Hurricane Matthew, the situation has not yet fully returned to normal. However, climate change also increases the unpredictability of rainy seasons and thus affects the food security of the population. In addition, this phenomenon is particularly damaging to the weaker members of society.

## Climate refugees

Climate refugees (or environmental migrants?) are people who are fleeing from their homes or countries because they have been affected by the consequences of climate change, caused by global warming. This rise in temperature has a major impact on the water balance due to droughts, floods, tropical storms and other extreme weather conditions. The Intergovernmental Panel on Climate Change (IPCC) foresees up to 150 million environmental migrants in 2050. It is important to commit ourselves to making people more resilient to the consequences of climate change.



↪ In 2017 Protos published a brochure on this theme: "Water, climate and environmental migrations", which can be found at [www.protos.ngo](http://www.protos.ngo) > publications (only available in Dutch and French).

## Lower turnover

2017 was a year with a lower turnover. There are several explanations for this. In part, this is a conscious choice: we submitted a long-term plan to the Belgian Development Cooperation with a lower budget: we want to become less dependent on this major donor. Furthermore, implementation in Burundi was not progressing as planned. We were also delayed in the implementation of 2 major projects with European funding in Mali and DR Congo. This shortfall will be dealt with in 2018. At the same time, Protos is working hard to diversify its sources of financing: many new projects are being formulated and submitted to other donors.

# Protos in 2017



## Benin

Atacora-Donga | Mono-Coffou

4.750 p. | 10  
 1.947 p. | 106  
 217 p. | 8

13 Municipalities | PNE | DEDRAS | URCooPMA

Groupe Sectorielle Eau, Hygiène et Assainissement | CANEA



## Mali

Mopti region | Cercle de Nara and Nioro du Sahel | Cercle de Kati (Mountougoula) | Bamako

6.400 p. | 35  
 7.575 p. | 61

Municipalities | AMASBIF | COPIDUC | PNE | BESSE | ADECB | KARED | CEPAP | CESPEEDA | AFAD | Action Mopti | Practica Foundation  
 FONGIM



## Madagascar

Toamasina | Atsimondrano and Arivominano | Antanifotsy

6.860 p. | 1  
 13.962 p. | 1

AMI (Association Miarintsoa) | CNEAGR | FIKRIFAMA

Diorano WASH | RAN'EAU



## Uganda

Lake Albert Catchment (northern part) | River Mpanga Catchment

3  
 601 p.  
 1

Jese | NRDl (*National Resources Development Institute*)

UWASNET



## DR Congo

Province of Ituri

1

CIDRI

Cluster WASH



## Burundi

The Burundian government has not given permission to start in Ngozi. In 2018 Protos can start in Isale and Bubanza.

AVEDEC

Groupe Sectoriel WASH | FOBAC





Drinking water pipeline under construction in Mahagi, DR Congo © Hannelore Martens



## Ecuador

Muisne | Atacames | Rioverde  
(province of Esmeraldas)

 1.575 p. |  1  
  2

 Protos EC | Ayuda en Acción | CEFODI  
| APROCA | APROCAM and APROCAR  
(cacao farmers' associations) |  
UOPROCAE | Province of East Flanders

 CLOCSAS



## Belgium

Thematic and technical support  
regional offices | advocacy  
| knowledge exchange and  
management | external  
relations and communication  
| networking | fundraising |  
administration and finance  
| raising awareness about  
water use and behaviour.

 Djapo | Ecolife | VVSG |  
Vlakwa/VITO | 4 municipalities  
(Roeselare, Bierbeek,  
Kortrijk, Merelbeke)

 See p. 36



## Haiti

Moustiques | Belladère

 2.756 p. |  4  
 144 p.  
  7

 ODRINO | ITECA | CBVRMED

 COEH | CLIO | PEPA

Number of programme beneficiaries 2017 having  
gained access to :

 drinking water  
 sanitation  
 water for agriculture

 Number of management structures

 Local partners

 Networking (knowledge exchange and advocacy)

# Protos worldwide

## Safely managed drinking water and sanitation services

The Joint Monitoring Programme (JMP) of the World Health Organisation (WHO) and UNICEF has been monitoring progress in the provision of drinking water, hygiene and sanitation since 1990. The most recent report of this JMP dates from the end of 2017 and contains figures for 2015.

The Sustainable Development Goals (SDGs) serve as the guiding principle, SDG 6 being specifically about clean water and sanitation. SDG 6 aims to achieve universal and equal access to "safely managed drinking water, sanitation and hygiene services" by 2030. This means additional requirements in relation to the Millennium Development Goals: drinking water must be continuously available at home and free of contamination. In the field of sanitation, the explicit priority is to put an end to open defecation. The emptying of the latrines, the transport and treatment of the faeces are part of a "safely managed service".

A few figures...

- **Drinking water:** 71% of the world's total population or 5.2 billion people use a securely managed drinking water service; 844 million people still do not have access to a basic service: they have to travel for more than half an hour to get drinking water, or the water comes from a source that animals also drink from, or people use surface water for drinking.
- **Sanitation:** Only 39% of the world's population can use a securely managed sanitation service, i.e. 2.9 billion people. 32% of the world – 2.3 billion people - share their toilet with other households or, for example, use a simple pit in the ground. 892 million people still defecate out in the open.
- **Hygiene:** There is still a serious lack of data on

hygiene - 'hygiene' was measured for the first time - but in the Least Developed Countries, only 27% of the population have the opportunity to wash their hands with soap and water.

Many developing countries, and certainly the countries where Protos is active, are still at the bottom of the service ladder. Protos fully supports the criteria used by the World Health Organisation and has for many years been committed to a sound and sustainable management of drinking water or sanitation in all its programmes. After all, it is about much more than the construction of systems. Protos involves all parties in the management. These are primarily the municipalities that are responsible for the construction, management and maintenance of the systems. In addition, there are local organisations or private partners that are involved in raising awareness about, for example, hygiene, and for maintenance and repairs. End users are at least as important. They unite in drinking water committees that collect the contributions, do the accounting and order and follow up repairs. The financial contribution requested from end users should enable the committees or municipalities to purchase spare parts for repair, to involve a private repairer or to compensate someone who operates a water point for several hours a day.

For the sanitary facilities it is crucial that not only latrines are built. An important first step is to raise awareness of good hygiene practices and the link with health. If every person involved is motivated, real change is possible. The complete cycle of latrine emptying, transport and treatment of latrine sludge also needs to be developed. In this way it will be possible to safely reuse the nutrients in agriculture.

Local success stories are being imitated... Protos and its partners therefore advocate the sustainable management approach with the superior authorities of each country.

This annual report explains a number of practical examples of good management. More information can be found on [www.protos.ngo](http://www.protos.ngo).





# 22.341

## persons gained access to 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.



Water point with manual pump in Arefounda, Mali © Protos

## Water is a women's matter

### Mali

Madonga, a municipality in the Nioro Cercle in the west of Mali. Water is managed here by an association of drinking water users. Both men and women are members and the organisation is an example of good management. Every member assumes its responsibility, the accounts are transparent and accurate, and the proceeds from the sale of drinking water are used to repair breakdowns. Water is always available and moreover it is of good quality. The users are very satisfied. Protos has been working on a more sustainable drinking water supply in this region since 2014.

The role of women is crucial. In 2017 a film was made on behalf of Protos that allows women

to speak about successes and challenges in management. The film is a warm appeal to all women in Mali to participate in the management of water, because water is primarily a women's matter.

A few testimonies speak for themselves.

Kadiatou N'Diaye is responsible for a drinking water point in Madonga: "This work means a lot to me, it changed a lot in my life. Women can work together well, they used to think that this was men's work. I'm glad to see that my friends and family no longer have problems getting drinking water. The water has also become cheaper and for me this work is a source of income."



Watch "Water, a women's matter" at [www.protos.ngo](http://www.protos.ngo) < publications < videos

Koudédjia Sampy is responsible for hygiene around various drinking water points: "I make sure that all users handle the drinking water point with care. I also take care that no water is wasted. I like to do this work, because water is important. A woman cannot do her job without water."

Kebé Ouley is chairwoman of the drinking water management committee in Mounia Ouolof: "I see to it that everyone can get water without disagreement. Consultation with users is important, so there are no special problems. I do my best and am very committed. The men let us do this work and respect the fact that the women chose me for this job."



# The role of the municipalities in Benin

## Benin

In recent years, Protos has put a lot of effort into strengthening the capacity of the local authorities. After all, they are responsible for the provision of drinking water and sanitation services. Recent developments have made the role of the municipalities unclear and uncertain.

Following the 1999 Decentralisation Act in Benin, municipalities were established with a well-defined role and mission. Each municipality must draw up and implement a development plan, in line with national policy choices. The plans for water, hygiene and sanitation are part of this and follow sector strategies and national guidelines. The municipality can call on technical assistance from the national government or set up its own technical services. It is in charge of the construction works, and can delegate tasks, or subcontract or pass on concessions. Concerning water and sanitation, the municipality is responsible for:

- Infrastructure works for water,
- Supply and distribution of drinking water,
- Waste water collection and treatment,
- Ensuring hygiene and public health.

**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.

From the very beginning of the decentralisation, Protos has mainly supervised rural municipalities in order to fully take on the role of project developer/owner. Protos supports them in the policy, planning, execution and management of the works.

This is paying off: the local authorities with whom Protos worked have now mastered most of the aspects, even though management and maintenance are not yet running optimally. Protos receives recognition for its approach from other actors in the water sector in Benin.

In 2016, the Beninese government established a National Agency for Drinking Water Supply in the Rural Area, with the aim of ensuring that by 2021 every Beninese citizen has universal access to drinking water.

The assignment for this agency, which is under the authority of the president, is: planning, commissioning and monitoring infrastructure works for drinking water in rural areas.

It is now the only government structure that can implement the policy and strategy for drinking water supplies in rural areas.

It is no longer clear to the municipalities what role they still play in the supply of drinking water. The Agency is not yet really operational, but cuts have already been made in the budget of the current state services supporting the municipalities. Protos closely follows the evolution and will reflect on the way in which it may have to adjust its interventions.





## Good management makes the difference

### Benin

To set up 14 new water access points and to repair 6 in the municipalities of Boukombé, Cobly, Matéri, and Tanguiéta, which account for 65 villages in north-west Benin, that is the task of the drinking water component within the AMSANA project.

19 water access points are now operational and equipped with a non-motorised pump, one bore was not successful. 4,750 people were provided with access to drinking water. On average, the service has now been interrupted for 52 days a year, for each pump, due to a major breakdown, which is a clear improvement compared to the 201 days at the end of 2015. And it exceeds the target of 90 days of interruption at the most. In the long run, the target should be 0 days, of course.

The close and continuous monitoring by the municipalities is therefore bearing fruit. The monitoring by the association of drinking water users also contributes to the good result. Representatives of this association and of the private sector meet regularly at the invitation of the municipality and monitor the finances.

Good management is essential in order to make drinking water systems sustainable. In the 4 municipalities where Protos currently operates, 94% of the systems are managed in a professional manner. Last but not least, the participation of women in management increased by 10% to 34%.



Each municipality sent a delegation to the celebration of CENAGRAP © Katrien Van Hooydonk

## More women in management

### Haiti

Awareness raising campaigns motivate women to participate in development activities. ITECA is Protos' new partner in Central Plateau and its main focus is on raising awareness. ITECA also forms women's groups and brings them into contact with each other. There is still a lot of work for women to be better represented in all social structures and also to take responsibility, but there is progress.



In Belladère, women are mainly active in drinking water management committees, as they are usually responsible for supplying drinking water. More than 1 in 3 members of these committees is a woman and the drinking water committee in Belladère is chaired by a woman. Women are also becoming more involved in other local development structures.

Women are also very active in protecting soils and slopes from erosion and in managing water resources: half of the groups involved are women.

In the management of water for agriculture and in the farmer groups for irrigation, women are, on the other hand, not at all represented.

**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.

## 15 years of sustainable drinking water management in Cañar

### Ecuador

CENAGRAP, the centre for the management of more than 100 rural drinking water systems in the canton of Cañar, in the middle of Ecuador, celebrated its 15th anniversary in June 2017. CENAGRAP was established in 2002 as an umbrella organisation for 15 drinking water committees. It is a so-called community-public second-line structure and is the result of successful cooperation between our local partner CEDIR, the municipality of Cañar, and Protos. Today, no fewer than 121 drinking water committees are affiliated with CENAGRAP. They themselves carry an important part of the operating resources, and there is also funding from the municipality of Cañar.

The organisation is a model in Ecuador for sustainable management of drinking water systems. More than 30,000 users benefit from the smooth functioning of CENAGRAP, which has a laboratory for analysing the water quality of drinking water systems. CENAGRAP is receiving a great deal more of recognition. In the meantime, the centre also received the Premios Latinoamérica Verde, the Latin American Green Awards. And the Banco Interamericano de Desarrollo - the Inter-American Development Bank - has launched a study into management models for drinking water systems. CENAGRAP will be used as an exemplary model for many Latin American municipalities.

## Water users associations to a higher level

### Uganda

In the Kamwenge district, in the municipalities of Nyabbani, Kanara and Mahyoro, JESE, in collaboration with Protos, has for five years been supporting the Water User Associations (WUAs), operating at sub-county level. The WUAs are now relatively independent, overseeing and providing support to local water user committees, for example in the event of repairs. The WUAs are working on two main goals: improving the functioning of the water points so that the fees can be used to carry out repairs; and the WUAs want to advocate the needs of their water committees at district level.

JESE and Protos strengthened the WUAs in planning, financial management, data collection monitoring and reporting. Members of the WUAs also participated in the district water and sanitation coordination meetings, where they were able to present good practices in water resources protection. The construction of water buffering trenches at the upstream of water sources, for example, prevents the water source from drying up. Meanwhile, other practitioners in the sector have adopted this approach to protect water resources.

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

A new government policy framework for the management of rural water supply systems at sub-county level, known as the Sub-County Water Supply and Sanitation Board (SWSSB), has recently been put in place. The idea is to shift from a voluntary management system such as the WUAs to a more professional and accountable system. JESE and Protos support the WUA in this transition, as they sought guidance to explain the guidelines clearly so that each WUA knows what is required. For example, the sub-county chief has to be on the team as the accounting officer and a special account has to be opened onto which the district's contributions and subsidies are transferred.

Still, there remain some challenges. For example, the communities are sometimes only moderately motivated to pay for water. And for the rural drinking water supplies, this transformation will not happen by itself. Their management has always been more difficult, partly because the systems are further apart and are less profitable than a water supply system in the city.

In the coming years, JESE and Protos will continue to work on strengthening the capacity of the WUAs, in their transformation into SWSSB.



Participants in the General Assembly of Water User Associations © Hannelore Martens

## Each one plays its own role

### DR Congo

To make a drinking water system function over a longer period of time, Protos is making every effort to set up management committees. They collect the user contributions, coordinate repair work in the event of breakdowns and ensure hygiene around the taps. Protos also organises regular exchanges between the management committees in Ituri, the province where Protos and its partner CIDRI installed 14 drinking water systems. The meetings are necessary in order to share experiences and get to know workable solutions.

Recently, there has been even more opportunity for exchange. A new water law in DR Congo recognises the committees and regulates how the various parties in the water sector should play their role. For this reason Protos organised a sector meeting at provincial level where a delegation of the drinking water management committees can consult with the local, regional and provincial authorities. The cooperation with our partner CIDRI enables us to take a pioneering role and thus take a concrete step towards a more sustainable and participatory management for the Ituri province and its inhabitants.

**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 enterprises.

## The population as the owner of its drinking water system

### DR Congo

In the provincial town of Mahagi, in the most northeastern part, Protos and CIDRI built a water system in the early 1990s, designed at that time for approximately 14,000 people. The return of refugees after various wars in the region, the construction of a university and, indeed, the availability of a drinking water system have all made Mahagi an attractive place to live, with today more than 80,000 people living in the districts that are supplied with tap water.

With the (technical) support of Protos and MISEREOR, our partner CIDRI built a second supply line that brings extra flow to the city and partly solves the severe water shortage. The local population made a contribution where possible, helping to dig the trenches over a distance of many kilometers and to supply the materials. The people also made a financial contribution.

Every family that already has water pays a small solidarity contribution, and every family that will receive water as a new user also pays a contribution. This is how the local population appropriates the project and will subsequently be responsible for the management and maintenance of the system.





24.229

persons gained access to

## Sanitation and hygiene

Unsafe 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 enterprises to meet that demand. In addition, we assist local authorities in meeting their responsibilities in matters of sanitation.



The disposal service in Toamasina, Madagascar © Dries Moorthamers

## Closing the sanitation chain

### Madagascar

In Toamasina, the second largest city in Madagascar, Protos has been working for several years on improving hygiene conditions, with the aim of closing the 'sanitation chain'. The links in the sanitation chain are the construction of latrines, the removal and transport of its content, the treatment of the faeces, and the reuse as fertiliser.

A large majority of the 300,000 inhabitants have a latrine, usually with a regular pit. When it has to be emptied, it is usually done with a bucket or a shovel. Obtaining the appropriate materials and hygiene are problematic... In addition, the faeces are simply buried in the yards, which causes contamination of the groundwater. And that groundwater is pumped up as drinking water... In addition, floods increase the risk of diarrhoea or cholera. After a period in which the main focus was on latrine construction, Protos is now working on two other aspects of the sanitation

chain: a private disposal service called Impact and a treatment station for the collected sludge. Impact has 3 employees and depending on the need, 4 to 6 day workers are active. The company is equipped with a manual and motorized pump and barrels of 50l. and 1 m<sup>3</sup>. For transport to the treatment plant, there is an engine with trailer and a tractor that can pull up to 5 tonnes. Protos supervises Impact and monitors the activities. The company was quickly financially independent and solvent. In 2017 Impact served 500 families, with 750 m<sup>3</sup> of removed and treated sludge. It is very important that hygiene and safety standards are respected and that all families with any kind of latrine can be helped thanks to the appropriate equipment.

The treatment plant started operating in the middle of 2016. It is located 12 km from the centre and consists of 6 drying beds in which two types of reeds are planted. Large concentrations of bacteria develop

around the reed roots, which break down the waste products. There are 4 permanent dry beds filled, while the other 2 are emptied. Once the reed plants have recovered, a new cycle can start. The treatment plant will have a capacity of 1,200m<sup>3</sup> of sludge to be treated per year.

In the future, the Impact disposal service must be able to grow in terms of capacity/volume and expand its services, for example to the construction of latrines. The city has to draw up a management plan for the treatment plant and examine whether it can also outsource the management to Impact. Finally, the intention is that the biomass obtained can be used as a fertiliser.



## A story with varying success

### Mali

Every Tuesday is a 'Health & Hygiene Day' in Keibane Soninké, a village of nearly 3,000 inhabitants, in the west of Mali on the border with Mauritania. The women clean the streets and the courtyards, the boys load the dirt on a cart. This happens in an exuberant atmosphere, but it is hard work, because humans and animals live close together here, which causes a lot of dirt. Keibane Soninké is one of the villages where Protos works on CLTS with local social organisations. CLTS stands for Community-Led Total Sanitation: a method in which the whole community is committed to improving sanitation. The aim is to obtain a status of 'open defecation free'.

In the first phase awareness-raising is central, animators literally chart the situation with all the inhabitants: where is the dirt, where do most people defecate, how does this affect life... Animators perform theatrical plays, that for example, show how one's hands can pass on germs. People are then encouraged to adopt a more hygienic lifestyle - washing hands when cooking, after visiting the toilet and before eating, keeping drinking water safe, and above all: building latrines and using them.

The health of children in particular improved in Keibane Soninké, there are clearly fewer cases of diarrhoea. This encourages people to use the latrines and to convince everyone to build one as well. The latrines here are sturdy and have a concrete floor plate. This is a rather durable construction, but this comes at a price. Sometimes a family has to sell an animal in order to have enough money or poorer families expect the NGOs to give them the material, but with CLTS the very idea is for the people themselves to take up the commitment.

The 'bushes' are still being used for defecation despite the efforts, for which there are several explanations. The power of habit is very strong: why change a habit if things have been happening in a way for generations? Also, there is always one latrine that is reserved for the elderly, and not every family can afford to build 2 latrines... In villages where animal husbandry is the main activity, men leave with their flocks for long periods in search of grazing land. As a result, the inhabitants often do not see the benefit of a fixed latrine.

There are also elements that help to banish open air defecation. Population growth and deforestation mean that people feel more like they are being watched, and they need to go further in order to defecate. A latrine offers a solution for that.

The advent of radio and television also has a motivating effect, as awareness-raising spots show how things can be done differently. Because of the location near the border, passing seasonal migrants also bring with them other customs. The financial obstacle can be removed thanks to the money that migrants send home. And migrants returning sometimes build more sustainable houses with latrines near their homes, which is a good example.

So working on better hygiene conditions and habits requires a great deal of insight into local customs as well as into and all the factors that encourage or hinder people to build latrines.



An employee of the disposal service at work in Bamako, Mali © Protos

## Hello, disposal service ?

### Mali

"For all your latrine emptying work, call the Allô Vidange call center!" That is the message meant for every inhabitant of the Malian capital of Bamako, where this call center started in November 2017. The call center is part of a broader project that made it possible to build more latrines and professionalized the services for emptying the latrines. Ultimately, the living conditions of the inhabitants will improve considerably, especially in terms of hygiene.

In Bamako, and in particular in Commune I and Commune IV, where Protos has been operating since 2007, the hygiene situation is more than

unsatisfactory. But the situation improved thanks to the work done by Protos with its partners: first there was a period of awareness raising, followed by the construction of latrines, the training of the workers at a disposal service, the development of a mobile app that records and analyses the activities of the disposal service, and lastly a call center.

The call center is permanently available and anyone - a family, company or organisation - can call to or drop by at the disposal service. All types of latrine are eligible. The operator takes note of the type of latrine and where the house is located, so that she

can already give some idea of the price. Via an app in which all disposal services are registered, it is then possible to find precisely that disposal service which can be reached fastest, is closest and offers the cheapest solution. If the disposal service and the customer agree on a price, the disposal service pays back 10% to the call center.

The people of Bamako are enthusiastic about Allô Vidange: since the end of December, dozens of them had already called on the service, and they became satisfied customers.



## Latrines : also a matter of supply and demand

### Uganda

In the villages where Protos works near the Mpanga river basin you will already find many EcoSan latrines. These are solidly built dry latrines the contents of which can be used as compost over time. Protos has devoted the past 10 years to the construction of these latrines, the so-called Flower Toilets, both in family homes and in public places. The hygiene situation improved considerably. Yet we notice that despite the high demand of the population for these latrines, few more are being built.

After an assessment of the situation and a study of the methods used in Uganda itself and elsewhere, Protos took a more market-oriented approach, specifically to improve the sanitary situation.

The aim is to create a sustainable market for the Flower Toilet. After all, it turns out that there is indeed a demand for these latrines, but that there is a shortage on the supply side: the price is too high, the materials are not standard and people need financing to buy them. Protos now focuses on the price and materials. Various local partners joined in: Protos wants to switch the

building material from burned bricks and mortar to dry stacking interlocking stabilized soil blocks. The stones are made on site from compressed earth, sand and cement. With clear benefits:

- The construction is almost 40% cheaper (mortar is not needed and construction takes less working hours),
- The material is standardized (the ordinary bricks have quite different sizes),
- The environment also benefits because no firewood is needed in the brickmaking process.

The year 2017 was mainly a year of research, in 2018 Protos will put this to use and engage a local entrepreneur. Local masons will receive training and sales persons will be trained and equipped to sell the building packages. Microfinance institutions will also be involved at a later stage. Small loans would then enable households to invest in their own sustainable and environmentally friendly sanitation facilities.

Step by step, a better market situation for the Flower Toilets will be created.



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.



## FLOWER TOILETS

THE MODERN LATRINE THAT MAKES YOUR CROPS GROW!

- ✓ No smell, No flies, only Comfort!
- ✓ Free Fertilizer!
- ✓ Extremely Durable!
- ✓ Healthier Family!



Contact your local experts today



217

persons gained access to 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, Integrated Soil Management and sustainable and biological farming, an approach more necessary than ever in the light of recent climate change.



Training in agricultural techniques in Matha, Haiti © Antoine Verlaïne

## Working on hygiene ... also good for agriculture

### Haiti

The Matha river basin is part of the Moustiques river basin in northwestern Haiti. Matha is quite small with 50 hectares and 33 families living there, all together some 170 people. The population lives almost entirely of agriculture and cannot count on the government for electricity or drinking water, for example. Open defecation was still common, resulting in health problems. As early as 2016, the management committee of the Moustiques basin (CBVRM), to which Matha belongs, started to tackle the hygiene situation, which would also benefit agriculture: building EcoSan latrines and using human waste as compost. With the support of Protos 15 of these dry latrines were installed, with the intention of eventually fertilizing the vegetable gardens to fertilize.

In October 2017, a laboratory investigated the compost for potentially harmful germs. The results

were favourable and peppers, tomatoes, beets, carrots and eggplants were sown or planted. And the people testify: "The EcoSans offer two advantages: on the one hand it is nicer here because people no longer defecate in the fields, and on the other hand we are educated about composting and production techniques. Thanks to higher production, we will also be able to earn an income."

A number of plots are used for training on agricultural techniques. Out of every three plots, one receives manure from animal faeces and green waste, another receives the compost from the latrines. The third plot shall be used as a check. The difference is clearly in favour of compost from the latrines. An animator follows up the results with the families. He works very participatively, and pays a lot of attention to knowledge contribution by the participants in the training sessions.

In 2017, in another part of the Moustiques basin, ODRINO, a partner of Protos, supported farmers in the construction of two irrigation channels: a 160-metre channel in Elmé and two aqueducts in Saint-Juste, covering 48 metres. This made it possible for 18 new families to increase their agricultural production.



## From the local to the national level

### Uganda

For 10 years Protos has been working intensively on Integrated Water Management (IWRM) programmes in Uganda, with activities in the Mpanga basin and, since 2018, around the northern part of Lake Albert. It is important that we always work 'bottom up': the local communities have a strong input, but at the same time we work towards influencing at a higher level.

This approach led to practical results: the Ministry of Water and Environment has now formulated a national policy for IWRM at basin level. This directive is based, among other things, on the experiences and examples of Protos. Our ambition to be able to influence at a higher level was therefore successful, but for Protos this was not the end of the process.

In 2017, the Ministry and the Directorate of Water Resources Management (DWRM, the department for IWRM) prepared a new cycle of cooperation with the development partners. An evaluation of the past projects and of the department's competencies for IWRM was part of these preparations. Protos was appointed by GIZ, Deutsche Gesellschaft für Internationale Zusammenarbeit, to carry out a thorough analysis and identify working points. The DWRM staff were thoroughly questioned about their needs and a capacity development plan was drawn up in close consultation with them. Finally, in June 2017, no fewer than 116 employees from all levels of the DWRM received a 10-day training.

Different issues were addressed: performance management, performance assessment, team building, mapping the parties involved, reporting techniques, effective communication, customer service, time management, etc. The sessions were highly interactive, and the participants participated with great enthusiasm.

The Ministry has enormous confidence in Protos, and we are very proud of that. With pleasure we continue our work to use these local experiences to influence in a targeted way the water sector in Uganda.

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.



## Efficient use of water for agriculture

### Benin

The AMSANA project in northwest-Benin works on drinking water and food security.

More than 500 families will enjoy higher agricultural production, with vegetables for their own use and for sale, so that they can also earn some money.

In order to expand the areas on which crops can be grown and to extend the season, action-research is looking for more efficient irrigation. The question is: how can you extract, use and store more water for vegetable cultivation and for later use?

Protos brings together the people involved around each vegetable growing zone: farmers (m/f), the municipality's technical department, the local government and the engineering offices. Together they study the technical options for water extraction, storage, distribution and irrigation.

An important conclusion is that the water stored in reservoirs is not sufficient for the animals to drink and grow vegetables throughout a year, including in the dry season.

That is why other ways of extracting water for agriculture have been explored. For example, drilling was carried out that produces a large flow rate. This was not possible in 2 places, in Kouarihoun (municipality of Matéri) there can be no vegetable garden and in Dipokor (Boukombé) the area of the vegetable garden will be smaller.



The area around one of the dams in Tchawassaga is being stabilised © Myriam Launay

The other sites are equipped with a solar pump and a water tower for storage. Small dams were also built in the streambed near Tchawassaga (Tanguiéta) to increase the storage capacity.

In 2 places an action-research is currently being carried out to investigate the possibility of working with drip irrigation or with a small sprinkler system. Covering the soil with different local organic materials to retain the water longer is also tested. Whether these are effective methods for these sites will be determined in the future.



**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.

# Belgium

## Project W - Wereldwijs met water\*

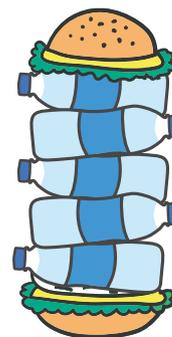
Project W, "Wereldwijs met water" aims to increase the awareness of water use and water behaviour in municipalities and schools in Flanders. For the production of the goods we consume here, such as food and clothing, a lot of water is needed. In many cases, these products come from abroad. Our consumption pattern therefore has a major impact on water consumption and its availability in other countries. Many countries are already struggling with water scarcity. If we do not change the way we produce and consume, this situation risks getting worse.

In 2017 we started in Bierbeek, Merelbeke, Kortrijk and Roeselare. In each city or municipality an action plan has been drawn up for the next 5 years. This action plan includes a more efficient use of direct water (tap water and rain water) and a reduction in the use of indirect water (water required for the production of goods consumed by the municipality); an integration of sustainable water choices into policy; raising public awareness of water issues and the integration of water issues in the city or municipality's relations with a twinning city in the South.

Since few people are aware of the problem concerning the use of indirect water, a great deal of attention was paid in 2017 to creating support within the municipality. The project was thoroughly discussed with the various services. Instruments mapping the indirect water use for the production of work clothing, paper, work-related travel, catering, etc. and training prepared an audit of the direct and indirect water use. On the basis of the results of this assessment, concrete action plans will be drawn up to reduce the water consumption of each municipality.



1 coffee  
= 150 litre



1 hamburger  
= 2.500 litre



1 jeans  
= 10.000 litre

In Roeselare and Kortrijk, four primary schools take part in the global water programme that will run over two school years. Through Project W, we teach pupils how to make sustainable choices with regard to direct and indirect water. The fourth graders are playing a pioneering role. We offer the teachers of these classes concrete ways to work on the theme in the classroom. In this way they can teach their students about the complexity of e.g. indirect water use: which raw materials and how much water were needed to make a product? In addition, we work with a core team of teachers and management to raise awareness of sustainable water use among all school stakeholders (pupils, parents, teachers, etc.) and to reduce the school's water footprint. In 2017, teachers and management learned more about indirect water use during our interactive kick-off. After this starting moment and a more technical training on the reduction of direct water

use at school, together with the core team, we identified the biggest challenges per school in terms of water use. At the end of 2017, the teachers of the example classes also received an initial educational workshop on system thinking, a form of work that exposes complex systems (such as water use) and helps them to understand these better.

\* a word game with the letter 'W' of 'water' ;  
'the wise use of water'

© Sarah Delvaux



## Protos is making itself heard

At various times throughout the year, Protos sets out to draw attention to the challenges concerning water and sanitation in our partner countries, with the general public, the media and politics, students, companies and partners in the water sector, etc.

In the period around [World Water Day](#) on March 22<sup>nd</sup>, we creatively drew attention to the challenges concerning drinking water. The befriended video production company Leitmotiv made two nice commercials for us, in which a water sommelier in a luxurious restaurant presents an exclusive water to two customers. The Dutch commercial is about water from a dry spring in Haiti, while the English commercial is about water that was carried many kilometres by Burundian women. The sommelier describes the water as if it were an expensive champagne, a sec water... The commercials were shared 500 times and viewed 60,000 times on Facebook, and received many positive reactions.

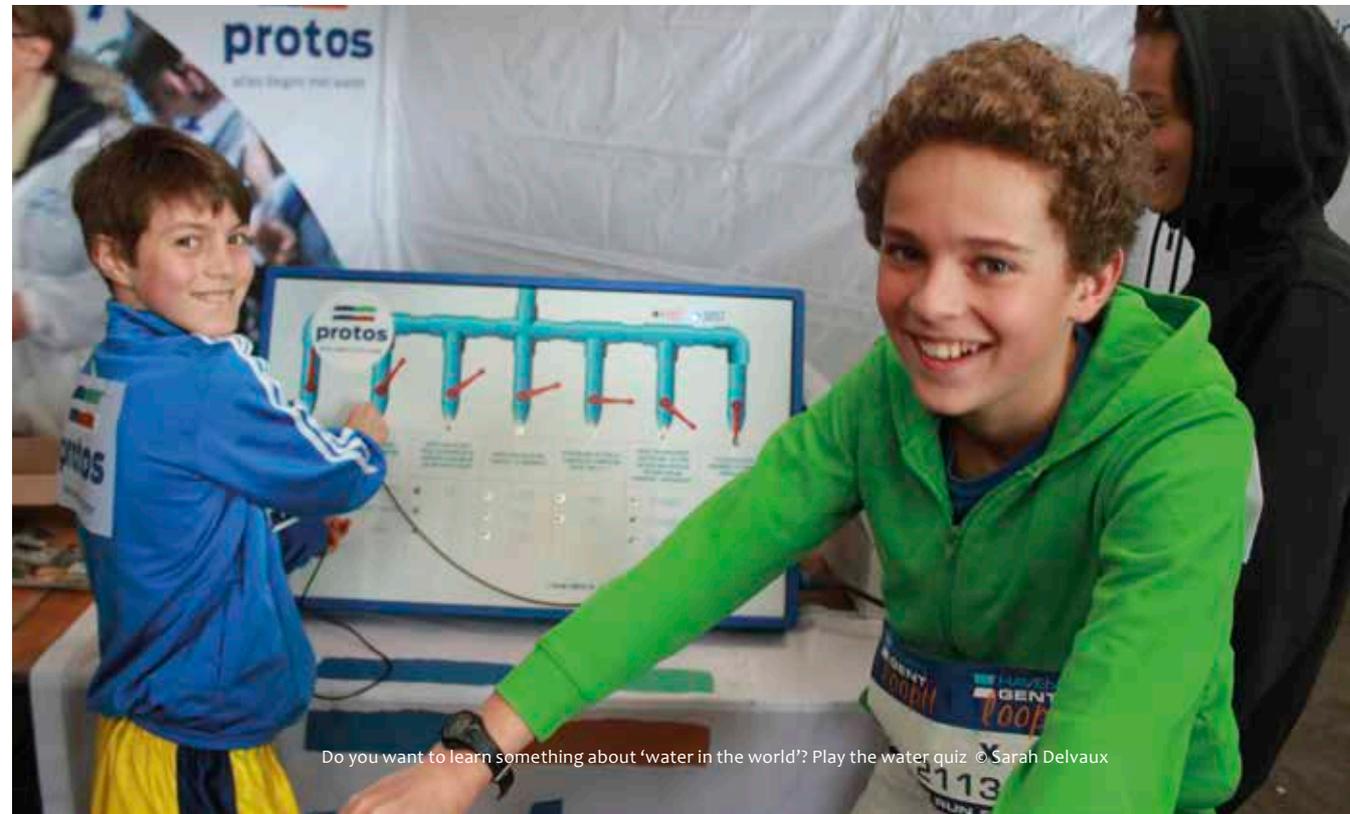
The '[Havenloop](#)' in Ghent is gradually becoming a tradition. On 2 April 2017, under the banner of Protos, some 60 runners took part in this race at the Ghent port. Some also sponsored Protos, a welcome extra!

In June, with our own [Sanimarché](#), we went to Feest in 't Park, a multicultural festival in Bruges. Fate determined whether a chance passer-by could use an ordinary latrine, a chic bathroom or... the bushes. Of course, everyone got the due explanation.

These activities are aimed at the general public. We are also recognised as an expert on water and development and are regularly invited to speak to a more specialised audience or to take part in debates. Among other things, we were allowed to provide various guest lectures at several colleges and universities (Howest-Vives-Ugent-UA) and participate in the event of the Flemish Partnership Water for Development on World Water Day.

During the [Protos Cafés](#), you can find out more about Protos' operations and activities: via our short lectures, or interactive presentations about certain projects. At the same time, these cafés offer the opportunity to meet other sympathisers, ask questions to Protos employees and talk over a drink. Everyone is welcome!

Those who want to follow Protos regularly can visit the website and Facebook, Twitter, Instagram, YouTube or LinkedIn!



# Social and environmental report

## Comments on the environmental, social and societal indicators

For the 9<sup>th</sup> year in a row Protos publishes a social, environmental and societal report for the entire Protos group. For the second time, this is done according to the new GRI standards, option "Core". GRI stands for Global Reporting Initiative. "Core" is the short version designated for small and medium sized organisations/enterprises.

On p. 4 you already read that Protos has done a new survey among its external and internal stakeholders about what they think is most important (GRI 102-44) to read in this annual report. In this light, Some new indicators are discussed and some are discussed among the additional indicators that are explained on the website.

**GRI 102-55** For an overview, we refer to the GRI index p. 38.

The detailed tables with the social and environmental indicators can be found on the website under publications/annual report. Below you will find additional information and a brief explanation of a number of indicators.

### Organisational profile and social data

**GRI 102-10 Major changes in the organisation.** Compared to 2016, this integrated Annual report contains one less overseas office (Ecuador) where the team has become independent and is no longer part of the non-profit organisation Protos, and one less country, Rwanda, where Protos was able to confidently hand over the activities to its three partners at the end of 2016.

**GRI 102-2 Unique Selling Proposition of Protos.** Protos distinguishes itself in the development sector by always opting for a role as co-implementor of a programme in a multi-party approach, in which each actor is encouraged by guidance and capacity

development to take up its role in local sustainable development. Other important roles that Protos takes on together with its partners are action-research to find solutions working in the local context, knowledge gathering and sharing, and advocacy.

**GRI 102-8 Social balance.** Protos carried out its activities in 2017 with 72,72 FTEs (full-time equivalent, averaged in 2017).

This is less than in previous years: this is due to the discontinuation of our activities in Rwanda and the hiving-off of our team in Ecuador.

In 2017, Protos could count on the commitment of 153 volunteers: they translate, write short articles for the Protos and 11.11.11 websites, and they help to raise awareness among the general public in Belgium.

**GRI 102-41.** As of 31/12/2017, 37.3% of the employees are covered by P.C. 329.01: these are the employees of the head office in Ghent, as well as the expats.

**GRI 102-9 Supply chain.** The purchase policy can be found on the website.

**GRI 102-11 Precautionary principle.** Since Protos operates in a number of fragile states, the safety of our staff is a permanent concern. The country representative has a continuous information line with the international monitoring system in the country that provides an overview of incidents

and of unsafe and avoidable places. The country representative shall report major incidents within 24 hours. In the event of riots or uprisings, he/she decides, in consultation with the director, to temporarily stop sending the employees into the field. In the event of violent riots, it may be decided to temporarily withdraw staff from the unsafe intervention zone.

**GRI 102-12 Subscribed charters and principles.**

As a member of the umbrella organisations, Protos signed the charter of 11.11.11 and the political charter of CNC-D-11.11.11 respectively. In 2016 Protos also signed the SDG charter of minister De Croo.

**GRI 401-1 Staff turnover.**

Many employees in developing countries have employment contracts linked to the duration of a programme or project. In 2017, the 5 employees of Ecuador are no longer part of the Protos organisation, and 4 employees left our organisation in Rwanda, one of whom moved to Protos Uganda. Furthermore, the team in Haiti and Mali was reduced by 5 and 4 employees respectively, because more executive responsibility was transferred to the partners in those countries. In accordance with labour law, we must register colleagues who are given a new employment contract because of changes in the workplace, function or working time, with both outgoing and incoming employees: there were 8 such cases in 2016.





General Assembly 17/06/2017.

Boat trip on the Blankaart pond in the Yser valley, Diksmuide © Dries Moorthamers

#### GRI 102-14 Renewed Sustainability Statement by the Chairwoman.

"Protos contributes to the development of communities around the world by focusing on its mission: Protos reinforces equitable, sustainable and participatory water management and use. In this context, sustainability means that Protos strives for the best possible management and use of the available water, without jeopardizing the opportunities of people and the environment, now and in the future. Protos supports participatory and innovative development programmes and partnerships to improve access, management, distribution, valorisation and use of water so that everyone has sufficient water for healthy human development. With this and its advocacy, Protos mainly wants to contribute to the achievement of SDG 6 without neglecting the importance of the achievements of the other SDGs."

*Antonique Koning 15/12/2017*

#### GRI 404-3 of employees who had a performance appraisal interview.

In 2017, this was 77.2%. This is better than the 60% in 2016, but leaves room for improvement.

### Material aspects and boundaries

#### GRI 103 Explanation of the scope of this report and GRI 102-49 Changes in reporting.

Compared to 2016, this integrated annual report contains one less overseas office (Ecuador) where the team has become independent, and one less country, Rwanda. See also GRI 102-10 on p.26. In addition, the overseas offices were also critically examined: in both Haiti and Uganda, the office is now shared with other organisations. In Mali, the Mopti antenna was closed. All this saves costs and explains the reduction in office space from 2,793 to 1,711 m<sup>2</sup>.

#### GRI 102-45 Entities included in the consolidated financial statements and GRI 102-46 Process for determining content and scope aspect.

This integrated annual report covers the financial results as well as the social and environmental consequences of all the activities of the Protos Group's own employees: from the Ghent head office, the 5 overseas offices and branches in 7 developing countries. The social and environmental

impact related to the activities of our implementing partners falls outside the scope of this report.

GRI 102-44 For the determination of the content and aspects (themes), we refer to p. 4.

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

### Report parameters

#### GRI 102-50 /-51 /-52.

This annual report covers the period from 1/01/2017 to 31/12/2017. The previous annual report was published after the General Assembly (GA) of 17/06/2017. Protos publishes an annual report every year after the GA in the month of June.

GRI 102-53 Contact point for this report. See p. 38.

#### GRI 102-56 External verification.

Only the annual accounts and balance sheet have been externally verified.

As far as the GRI is concerned, Protos opts for the « *In accordance with the GRI standards : option Core* ».

### Management

See website.

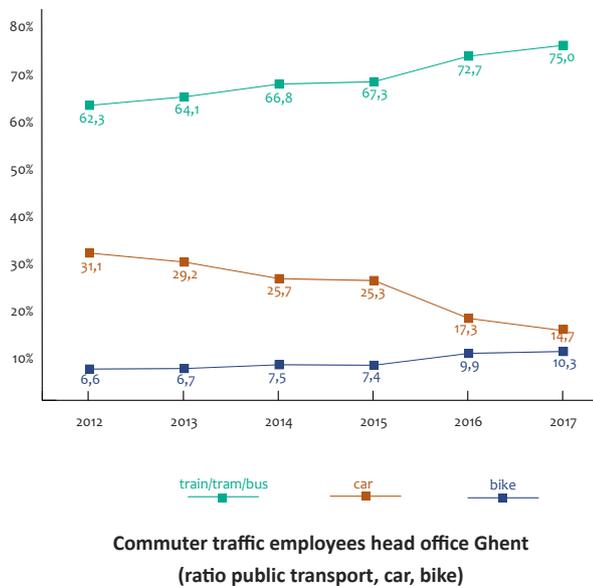
## Comments on the environmental indicators

For the total consumption of materials (paper, printer cartridges), energy, water consumption and mobility in all offices and of all staff, we refer to the extensive table on the website.

Protos calculates its total CO<sub>2</sub> emissions annually on the basis of the mobility per means of transport and the energy and paper consumption in its offices and branches.

### GRI 305-1 Indirect energy usage through mobility.

In the commuting of staff employed in Ghent, we see a further shift towards public transport and cycling. The measures taken a long time ago, such as the bicycle allowance on the one hand and limited financial intervention for the use of cars on the other, continue to have a major impact.



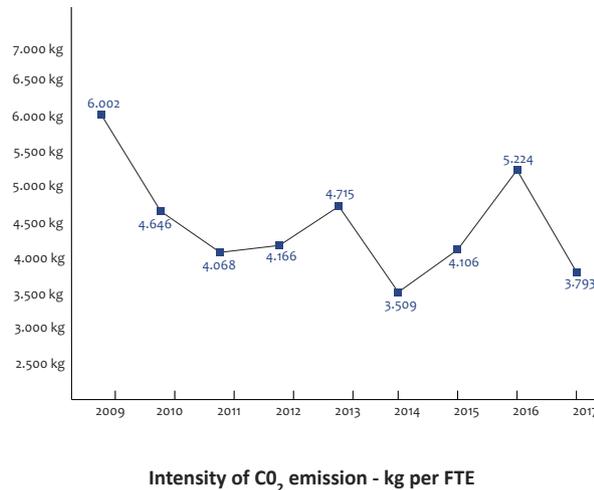
### GRI 305-4 Total greenhouse gas emissions for the Protos group.

See also detailed table on the website.

After the peak in 2016 due to an exceptionally large number of air transport kilometres, we again see lower emissions per FTE in 2017.

Aircraft traffic and work-related traffic each account for one third of total emissions.

Emissions inherent in commuting and in heating and electricity for offices account for the remaining third.



## Comments on the social indicators and additional disclosures for the NGO sector

### GRI 102-16 Values, principles, standards and norms for behaviours.

At the beginning of 2016, a completely new Code of Ethics was rolled out to all existing staff. New staff will be informed of this Code of Ethics at the time of recruitment and will be required to sign for receipt. This code of ethics is much broader than the anti-corruption and anti-fraud directives: it also deals with moral obligations that must be complied with, such as the prevention of undesirable behaviour and the respectful treatment of all ethnic groups.

### GRI 205-2 Communication and training on anti-corruption and anti-fraud policies.

For the anti-corruption and anti-fraud policy, see website. This is dealt with in detail in the vade-mecum.

Upon entry into service, new employees are trained on the basis of the vade-mecum, which describes policies and good practices.

The percentage of employees the vade-mecum has been explained to in 2017 was 66.7% of newly hired employees. This is lower than the 93% achieved in 2016, and any necessary corrective measures are being taken.

### GRI 103 Additional management disclosures for the NGO sector

NGO1 to NGO8: see website.

*Explanation of NGO 3-1: Programme impact: sustainable autonomous management structures*

> See the key figures on p. 2 and the details on p. 8-9.

This is the number of established, trained and functioning management structures that were supported by Protos in 2017 in order to further strengthen themselves and professionalise their services.

Setting up a management structure and ensuring its proper functioning takes a great deal of time and, at the start of a new multiannual programme, it is logical that only few new structures have been created.

The number of management structures is closely linked to the intervention zones. In Ecuador, for example, only 2 municipalities on the coast still work on drinking water.

In Mali and Benin, many more ODF (sanitation) committees were supported in 2017 than in 2016, which is the focus of the current programme in these countries. ODF stands for 'Open Defecation Free', a status that a village can obtain when every resident has stopped defecating in the open air and instead uses a latrine or WC.

Management structures for agriculture or Integrated Water Resources Management (IWRM) have remained more or less the same in most countries, except Mali where the agricultural programme has been significantly reduced due to the unsafe situation in the Mopti region. In Haiti, however, the agricultural programme is being expanded further, with a strong focus on IWRM.

*Explanatory notes to NGO 3-2: Programme impact: number of beneficiaries reached*

> See the key figures on p. 2 and the details on p. 8-9.

For drinking water, this concerns infrastructure that Protos finished or rehabilitated in 2017, so that it meets the requirements of quality and hygiene, and that is now used by the population. The same applies to sanitary facilities (latrines or small sewers): Protos built them or took part in their construction. Families who built latrines on their own initiative are therefore not included, even though Protos had an important hand in raising awareness. As far as agriculture is concerned, the beneficiaries are farmers who can increase their production through finished infrastructure works. This also includes families who, as a result of Protos' activities, now have an improved irrigation system and/or a kitchen garden (vegetable garden), for example.

The number of persons 'having access to' can only be measured when drinking water, sanitary or irrigation systems are put into operation, so that in the annual reports, considerable fluctuations can be noticed. A number of systems were under construction in 2017, for example, but they will only be completed and put into operation in 2018. Protos does not work in every country in the 3 sectors either, which explains the lower figures concerning 'water for agriculture'.

The programme financed by the Belgian Government for 2017-2021 was only officially approved in April 2017, which delayed the start of the programme. As a result, the interventions also started later, in consultation with the actors involved. In DR Congo not all planned interventions could take place and in Burundi Protos had to postpone all activities, in both cases due to problems with authorisations by the local authorities: in RD Congo there was a lack of permission to import a cargo of pipes and in Burundi there was no approval by the governor to start in the new intervention zone. However, a breakthrough was made in both cases towards the end of 2017, so that the delays can be made up for in the course of 2018.





*« In our village there are more than 60 farmers who work along the watercourse that flows through our village. Growing vegetables has been very difficult until today: the cultivatable surface is small and in the dry season there is too little water. Until recently we sowed in the riverbed in the dry season, but the people of Protos explained that this leads to salinisation and pollution of the water. And due to the flooding of the river in the rainy season, the plants rinse away. Protos realised a water drilling, so we don't have to work along the river the next season. We are preparing a new agricultural zone and we have been trained in agricultural techniques. We are ready to use this new know-how! »*

Hector M'Beti,  
farmer in Koutangou, Bénin

# Ensuring quality

## A continuous challenge...

Organizations and companies can only remain successful if they also continue to improve and adapt to changing circumstances. This also applies to the organizations that are active in development cooperation. There are various models and methods for working on this continuous quality improvement. In 2011, the Belgian development sector chose EFQM (European Foundation for Quality Management) as a model for the sector, because it stimulates organizations to constantly question themselves and improve themselves. Using the EFQM model, you map out what your organization does and how, as well as what you achieve. This gives you an idea of the strengths and areas for improvement.

The aim is to achieve balanced and good results that meet the expectations of all stakeholders. Firstly, these are the partner organizations and target groups in the partner countries, the Protos staff and society. The members of the General Assembly and Board of Directors, volunteers and donors are a second important group of stakeholders.

In 2013 Protos already obtained the recognition of C2E (Committed to Excellence). Protos had then completed a 2-year improvement process around 3 themes: improving the internal financial and administrative management system, with a lot of attention for follow-up in the country offices; systematically and consistently organizing performance interviews and an analysis of the partners in the countries where Protos is active.



Brainstorming about improving quality, in Ghent © Lut Mathys

In 2017 we started with the dossier for the broader and more comprehensive R4E (Recognized for Excellence) recognition. Applying such a quality model is a learning process that takes time to do thoroughly. Protos also chooses to involve the country offices in our partner countries in this process and not to limit itself to the activities of Protos in Belgium. This makes it a little more complex and time-consuming, but it is much more relevant for improving the quality of the entire organization.

### To measure is to know

We can only know that we are improving as an organization by measuring it. That's why we formulated a set of indicators to monitor progress. This was easier said than done, because indicators must be measurable, relatively simple and relevant to the objectives of our activities and our organization.

Working on quality improvement is a continuous challenge, in the interest of the organization and all stakeholders.



## Financial report

### Introduction

Protos has an integrated annual account which is the sum of the figures of the head office and 5 regional offices. These financial statements are the end product of a process of internal and external audits:

- The annual accounts of the head office are audited by Clybouw Bedrijfsrevisoren.
- Following internal audits by headquarters, the accounts of each regional office are audited separately by a local external auditor.
- The head office integrates all the annual accounts. Clybouw Bedrijfsrevisoren then checks the audit reports of the regional offices and, finally, the integrated annual accounts.

The audited 2017 financial statements are approved by the General Assembly of 16 June 2018 and can be consulted on the website of the National Bank under company number 0417.299.047.

The auditor has provided the financial statements with an unqualified audit report.

At the end of 2015 Protos decided, in collaboration with the communication agency DSC, to invest in recruiting new private donors via direct mailing. This approach requires an effort over several years.

A more detailed explanation of the annual accounts can be obtained with Tom Mestdagh, tel. +32 (9) 235 25 16.

More information about our organisation and about the sector can also be found on the website [www.ngo-openboek.be](http://www.ngo-openboek.be).

## Balance sheet

### Intangible fixed assets

The costs incurred in recruiting new donors contribute to the income from fundraising over several years and are capitalised in the balance sheet under the heading intangible fixed assets. This investment is depreciated over a period of 3 years.

### Tangible fixed assets

This concerns only goods purchased with Protos' own funds. The investment goods purchased with programme funds are not included in the balance sheet because the subsidy providers require them to be recorded as an expense in the year of purchase.

### Allocated funds

In 2016, a start was made on setting up a fund for social liabilities. This year, EUR 30,000 will be added to the allocated fund. In the longer term, the objective is to build up this social liability to 20% of the total personnel costs. Currently, the allocated fund amounts to 7.44% of the total personnel cost.

### Provisions

The provisions have been increased by an amount of 10,941.72 EUR for costs related to returning expats on the one hand and 80,000 EUR for unforeseen costs on the other hand.

### Prepayments and accrued income

On the active side, these are mainly project funds yet to be received per 31.12.2017 and on the passive side these are mainly allocated project funds, not yet spent as of 31.12.2017 and transferred to 2018.

## Balance (in €)

### Assets

	2017	2016
<b>Fixed assets</b>	<b>382.279,36</b>	<b>133.633,38</b>
Intangible fixed assets	357.661,27	109.738,03
Immobilisations corporelles	2.584,93	1.132,00
<i>Plant, machinery and equipment</i>	2.584,93	1.132,00
<i>Furniture and vehicles</i>	0,00	0,00
Financial fixed assets	22.033,16	22.763,35
<b>Current assets</b>	<b>3.484.834,94</b>	<b>3.991.979,95</b>
Amounts receivable within 1 year	415.127,82	494.891,29
<i>Trade debtors</i>	4.674,26	2.523,40
<i>Other amounts receivable of which non-interest bearing or at a low rate of interest</i>	410.453,56	492.367,89
Cash at bank and in hand	2.673.078,73	3.210.673,60
Deferred accounts	396.628,39	286.415,06
<b>TOTAL ASSETS</b>	<b>3.867.114,29</b>	<b>4.125.613,33</b>
Fixed assets not integrated in the balance	91.489,06 (*)	114.818,79 (*)

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

### Liabilities

	2017	2016
<b>Equity</b>	<b>1.076.154,55</b>	<b>1.039.453,63</b>
Funds	667.335,40	667.335,40
<i>Starting funds</i>	0,00	0,00
<i>Permanent funds</i>	667.335,40	667.335,40
Allocated funds	170.298,36	140.298,36
Result carried forward (*)	238.520,79	231.819,87
<b>Provisions</b>	<b>459.256,89</b>	<b>368.473,62</b>
<i>Provisions for liabilities and charges</i>	459.256,89	368.473,62
<b>Amounts payable</b>	<b>2.331.702,85</b>	<b>2.717.686,08</b>
Amounts payable within 1 year	668.247,60	1.098.786,72
<i>Trade debts</i>	111.938,06	379.584,96
<i>Taxes, remunerations and social security</i>	135.106,91	128.365,18
<i>Other amounts payable</i>	421.202,64	590.836,58
Deferred accounts	1.663.455,25	1.618.899,36
<b>TOTAL LIABILITIES</b>	<b>3.867.114,29</b>	<b>4.125.613,33</b>

(\*) After differences due to conversion.

## Income statement

The result for appropriation for 2017 amounts to +36,700.92 EUR. (including conversion differences). Of this amount, EUR 30,000 will be added to the allocated fund for social liabilities. EUR 6,700.92 will be carried forward to 2018.

The total operating costs of 2017 amount to EUR 5,438,330.93 and were spent as follows:

- 81.1% for direct achievement of the programme's objectives;
- 13.1% for general management by the head office;
- 5.8% for fundraising.

The increase in the share of general management expenses is non-recurring and is exclusively due to the exceptionally low turnover in 2017. The explanation for this can be found on page 7 under "2017 in a nutshell".

The increase in the share of costs for fundraising is mainly related to the investment in recruiting new private donors via direct mailing in collaboration with the communication agency DSC. This investment will be continued in 2018.

### Fundraising

In addition to the government subsidies, Protos applied its own funds for EUR 1,188,319.30 in 2017:

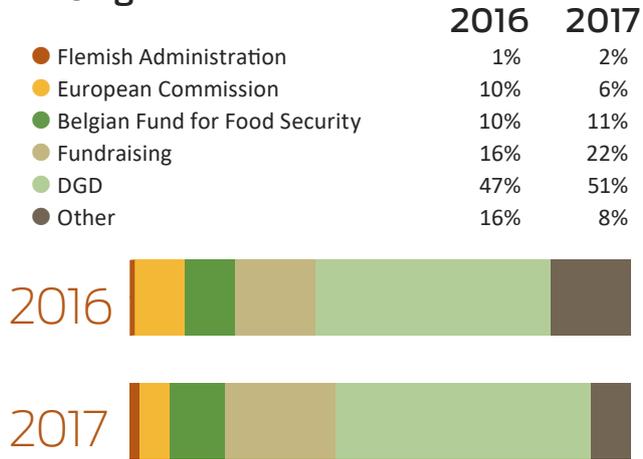
- NGO contributions for subsidized programmes;
- the financing of projects which were not linked to traditional public financing;
- financing of non-eligible costs related to the programmes;
- financing part of the general management costs by the head office.

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

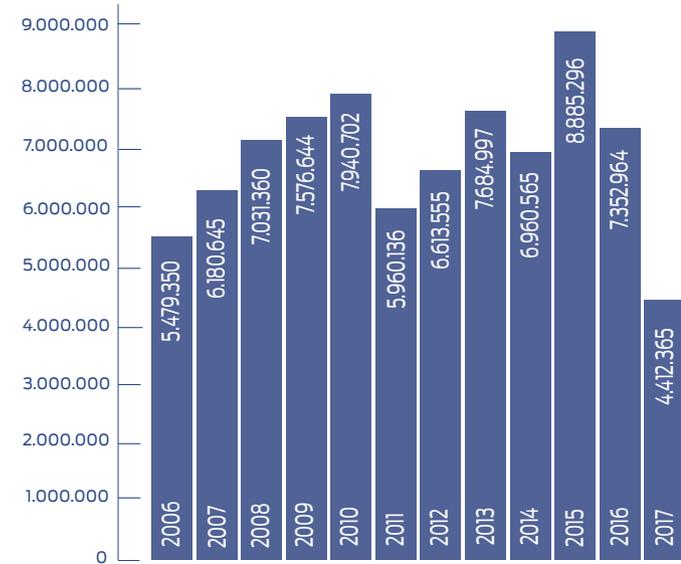
## Results (in €)

	2017	2016
<b>Operating income</b>	<b>5.479.258,42</b>	<b>8.518.554,22</b>
Fundraising & Subsidies	5.386.526,80	8.122.336,31
<i>Fundraising</i>	<i>1.188.319,30</i>	<i>1.260.496,17</i>
<i>Subsidies</i>	<i>4.198.207,50</i>	<i>6.861.840,14</i>
Other operating income	83.232,38	291.897,38
Financial income	3.516,31	93.586,42
Extraordinary income	5.982,93	10.734,11
<b>Operating charges</b>	<b>5.438.330,93</b>	<b>8.238.461,33</b>
Services & other goods	790.041,08	1.410.880,79
Remunerations	2.288.369,29	2.805.967,18
Depreciations	207.840,60	56.946,85
Provisions	90.783,27	49.617,02
Other operating charges	2.031.972,63	3.871.298,52
Financial charges	29.319,43	43.249,01
Extraordinary charges	4,64	501,96
<b>RESULT excl. differences due to conversion</b>	<b>40.927,49</b>	<b>280.092,89</b>
Differences due to conversion	-4.226,57	1.372,15
<b>RESULT after differences due to conversion</b>	<b>36.700,92</b>	<b>281.465,04</b>
Deduction from allocated funds	0,00	7.443,72
Addition to allocated funds	30.000,00	140.298,36
<b>Positive (negative) result carried forward</b>	<b>6.700,92</b>	<b>148.610,40</b>

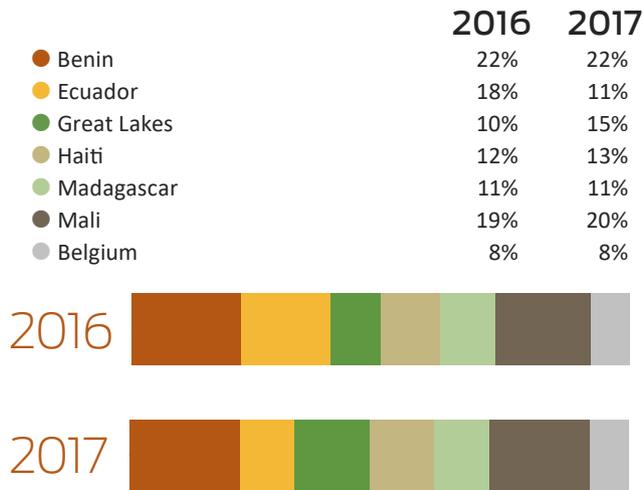
### Origin of financing



### Evolution of the direct expenditure for our programme activities (in €)



### The regional distribution of the expenditure for our programme activities



# 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)** • 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”.



**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** • Protos is a member of the Board of Directors and of several working groups. [www.ngo-openboek.be](http://www.ngo-openboek.be) is a product of the federation.



**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

**Perspective 2030** • coalition of NGOs that jointly take action around the Sustainable Development Goals (SDG's) and follow-up of the Belgian contribution to its realization.



**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.



**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.



**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.





Flower Toilet in Nyakeru, Uganda © Sofie Page

## Special thanks to...

In 2017, 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 • Vlaams-Brabant • East Flanders •

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11.11.11 • 4UCampus • ACLVB - CGSLB via ALIMENTO • Antea Group Belgium sa • Aquafin • Association Sud-Nord • Ayuda en Acción - ESP • Co-Valent via Entrepreneurs pour Entrepreneurs • Denys via Entrepreneurs pour Entrepreneurs • De Kansel • De Watergroep • Dpt. Tarn et Garonne - FR • Duror (Terre Bleue) via Entrepreneurs pour Entrepreneurs • Ecobeton Water Technologies • Family and friends Elise Delsaerd • FARYS • Ghent Dredging • Herbosch-Kiere • HidroPLUS PIDPA • Hugo Vercammen via Entrepreneurs pour Entrepreneurs • Hydrobru • King Baudouin Foundation - Music for Life • King Baudouin Foundation - Fonds Elisabeth et Amélie • Kris Kras • Lindemans friends • Linklaters • Lions Service Ghent Scaldis • Morlaas - FR • Nationale Loterij • Nature Solutions • North Sea Port Ghent via Entrepreneurs pour Entrepreneurs • Renotec via Entrepreneurs pour Entrepreneurs • Sanitechniek via Entrepreneurs pour Entrepreneurs • Sipwell • Soroptimist Club Zottegem • Fondation Gillès • Stichting Woord en Daad - NL • TNAV vzw • TREVI nv • UEBH • VPK Packaging Paper • Willemen Groep 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) • Facilité africaine de l'Eau via African Development Bank • Deutsche Gesellschaft für Zusammenarbeit (GIZ) • Stichting Aqua For All for VIA Water NL •

Enterprises or organisations who provided knowhow and expertise for free :

Arcadis Belgium • 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 • VVSG •

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A woman in a red shirt and a grey bucket hat is operating a manual water pump. She is leaning over the pump, which has a large metal handle and a spout. A red bucket is placed under the spout. In the background, a man in a striped shirt stands with his hands on his hips, looking towards the camera. Another man is visible in the background, leaning on a wall. The setting is a rural village with a dirt ground and some buildings in the distance.

*« We are currently working with Protos to follow up on any breakdowns. If the operation of a drinking water point is interrupted by a breakdown, this of course has serious consequences for the drinking water supply. This leads to a greater influx of users at the other drinking water points that are still in operation. Protos assists the Association of Drinking Water Users (AUWP) and this is bearing fruit. AUWP can today mobilise the necessary resources to have a faulty pump repaired as quickly as possible. »*

Kolokélé Doumbia –  
Member of the Association for Drinking  
Water Users and Chef de village of Mali.



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[www.protos.ngo](http://www.protos.ngo) offers more information on the GRI indicators.