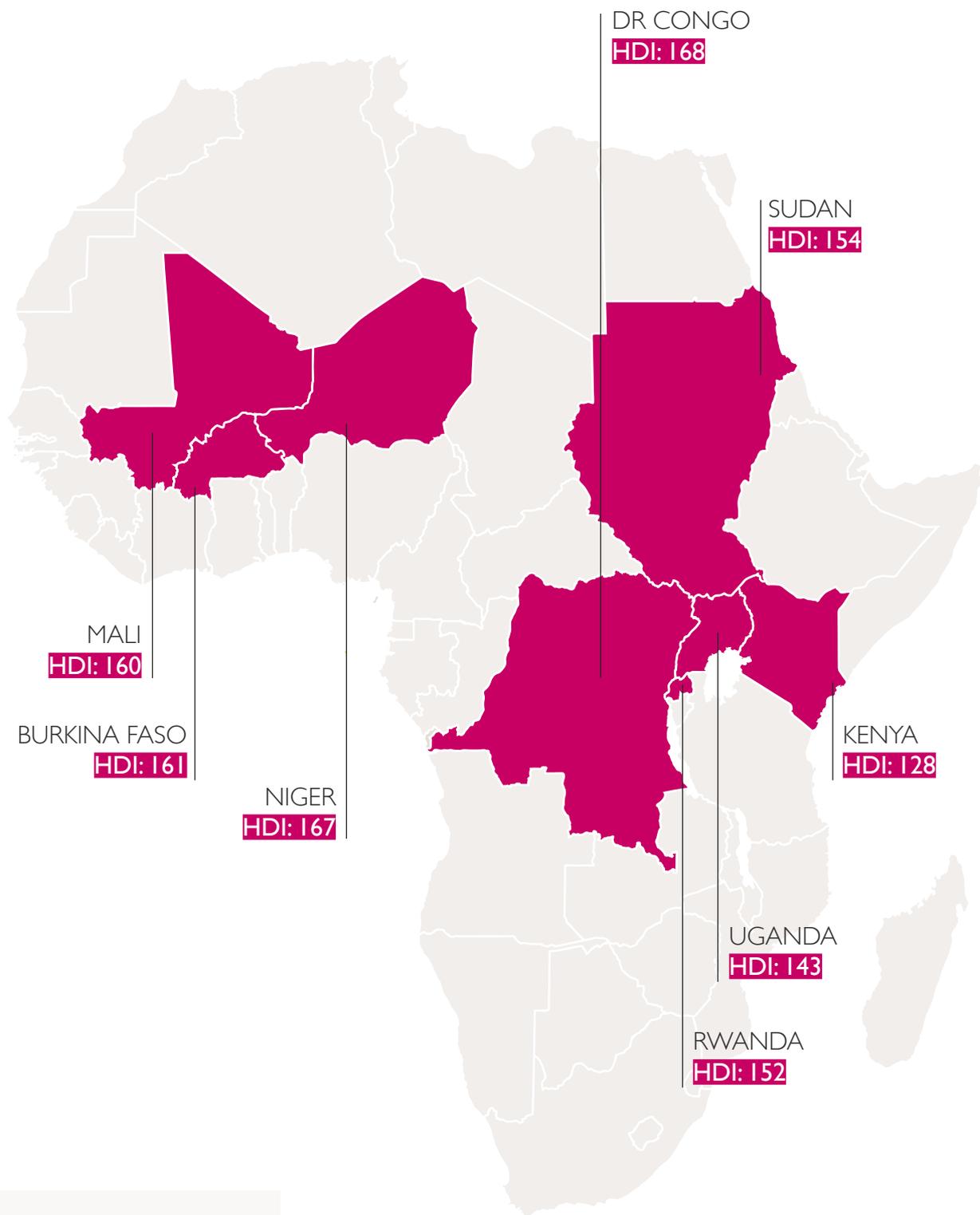




DIERENARTSEN | VÉTÉRINAIRES
ZONDER GRENZEN | SANS FRONTIÈRES

BELGIUM

2010 | ANNUAL REPORT
VÉTÉRINAIRES SANS FRONTIÈRES BELGIUM



HDI

The human development index of the United Nations is calculated on basis of life expectancy, education and income by country and ranked in a list of 169 countries.

Belgium ranks 18th.

01.

PREFACE

2010 was a successful year in many ways. The donations and efforts of many sympathisers were crucial to this. We are proud of the fact that we are still a partner that is much in demand for development programmes in the South. Our expertise is highly regarded both nationally and internationally: we contributed to the Belgian Ministry for Development Cooperation's strategy memo on agriculture and food safety; we have advised members of the European Parliament; and we have represented the interests of pastoralists to the African Union. Because of the important role of Vétérinaires Sans Frontières Belgium in eradicating rinderpest in South Sudan, the Food and Agriculture Organization (FAO) of the United Nations asked us to join them in evaluating this successful worldwide campaign.

However, there were other matters of which we are not so proud. We have uncovered a case of fraud in the field. Through transparent consultation with the institution that provided the subsidy for the project and with our local partner organisations, we have taken the necessary (legal) steps. We want to communicate about this as openly and honestly as possible, so that this affair does not harm people's trust in our organisation.

Putting the futures of the African livestock

keepers which who we cooperate in their own hands: that's the aim of all our programmes. We simply facilitate and offer our expertise where needed. In this way, people can increase their sense of human dignity through their own wisdom. Vétérinaires Sans Frontières Belgium has a great deal of expertise in veterinary medicine, livestock keeping, water management and microfinance. We work predominantly together with communities of people. In order to do this you must always have a good feel for how much guidance is required. Imposing an approach from above does not work, but too little steering won't change anything, either. And, a community can learn from its errors - as long as progress is made.

In 2010, we continued down our chosen path of decentralisation, which entails that our staff and partners in Africa have to work as independently as possible. The role of the Belgian headquarters is changing: it will increasingly provide the framework for good management.

In the run-up to our new three-year strategic plan, starting in mid-2012, we have resumed a number of interesting discussions. For example, how do we define the 'beneficiaries' of our programmes in qualitative and quantitative terms? Which indicators do



we use to measure our objectives? How do we measure the impact of our programmes? How do we measure the social and ecological impact? And what, for example, is the productive benefit of a herd for a family working with us? These are all interesting questions to continue to focus on over the year ahead.

It is not only the impact of our actions that matters, but also the way we achieve them. That is something we have learned in 2010. This applies to livestock keepers in Africa, to our partner organisations, and to us at Vétérinaires Sans Frontières Belgium. I wish you a great deal of reading pleasure!

Joep van Mierlo
Director of Vétérinaires Sans Frontières Belgium

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02

VISION & MISSION

VÉTÉRINAIRES SANS FRONTIÈRES BELGIUM IN A FEW WORDS



VISION

Healthy animals, healthy people.

MISSION

Vétérinaires Sans Frontières Belgium optimises livestock farming in order to improve the well-being of disadvantaged populations in developing countries.

healthy
animals,

healthy
people

VALUES

- Integrity
- Respect
- Transparency
- Know-how
- Efficiency
- Responsibility
- Empowerment

PEOPLE

Pastoral stockbreeders, agro-pastoralists and peri-urban livestock keepers in Africa.

ANIMALS

Large and small animals such as cows, camels, goats, sheep, pigs, chickens, guinea pigs and rabbits. The animals are a source of food and income. They are important for local economy and food security. They are used for transport, traction force and they provide manure for the fields. Moreover, livestock has an important social role, for example as dowry or for religious celebrations.

"We pastoralists believe that a life without livestock is not one worth living. Livestock keeping is our philosophy, wealth, tradition, pride and culture. You may only speak at village gatherings if you possess animals. You also need animals to marry a bride and pay the dowry. To us, poor people are those without livestock, even if they own land."

Testimony of Francis Anno, senior trainer from Vétérinaires Sans Frontières Belgium (Kenya)



Over one billion people who live in chronic hunger and poverty depend on cows, buffalo, camels, sheep, goats, pigs and poultry to provide essential nutrition and livelihoods."

"Livestock for the Future", ELIDEV, the EU experts' group on livestock matters in developing countries

03.



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THEMES

3.1 HEALTHY ANIMALS

Veterinary healthcare in the expansive rural regions of the South is often inadequate to ensure the optimum health of the herds. Therefore it is essential to livestock keeping that an integrated network of private veterinarians, local animal health workers and national and local governmental bodies is developed.

FARMER SEEKS VET

Vétérinaires Sans Frontières Belgium encourages private vets to offer their services in remote areas and supports them with training and materials with which to equip their practices and adapt them to the conditions of the countryside. Livestock keepers who require the services of a vet have to pay for them in order to ensure the continuity of the service.

COMMUNITY ANIMAL HEALTH WORKERS

Even with private vets setting up in the rural areas, they cannot deal with the numerous villages on their own. Therefore, Vétérinaires Sans Frontières Belgium trains livestock keepers to become community animal health workers under the supervision of a local veterinarian. The villagers themselves decide who takes the courses, which last from a couple of weeks to several months. They learn how to diagnose and treat diseases, supplementing traditional knowledge with new insights. Following the course, they receive a rucksack with veterinary materials and medicines with which they can treat their community's animals. The community animal

health workers receive regular refresher courses in order to anchor and expand their knowledge. Like the private vets, they are remunerated by the livestock keepers for their services, in kind more often than in cash.

KNOWLEDGE IS POWER

The animal health workers play an important role in raising awareness among other livestock keepers of preventive and curative animal care, the quality of medicines and the



"In order to make the other villagers aware of the importance of good nutrition for their animals, we are carrying out an experiment with two animals in the pastoralist field school. We give one goat higher quality feed than the other. After a number of weeks, the goat that is given better nutrition will provide more milk. A well-fed goat produces 2 to 5 litres of milk a day, while a poorly-fed goat provides less than 2 litres."

Testimony of Paul Etabu, facilitator of the Turkwel pastoralist field school (Kenya)

negative effects of inbreeding. They take part in large-scale vaccination campaigns and early warning systems for drought and epidemics which benefit the whole region.

STRENGTHENING GOVERNMENT CAPACITY

Vétérinaires Sans Frontières Belgium strengthens the capacity of the national and local governmental bodies responsible for livestock in developing countries so that they are capable to track down and fight epidemics in time, together with the local population.

QUALITY FEED

Livestock is stronger and more productive when it is given adequate and high-quality feed. Therefore, Vétérinaires Sans Frontières Belgium organises participatory courses on feed and strategic dietary supplements. As such, livestock keepers learn in practice how they can grow feed that is rich in protein. In doing so, they complement their traditional knowledge with new insights.

FEED BANKS

In order to ensure sufficient feed throughout the year the livestock keepers store some of their harvest in feed banks. In this way, feed is available to herds during times of shortage due to long-term drought. Vétérinaires Sans Frontières Belgium trains local committees to manage these stocks which often also contain grain for own consumption and for agricultural activities.



© Dieter Telemans

3.2 HEALTHY PEOPLE

By improving the health of the livestock and optimising animal production, Vétérinaires Sans Frontières Belgium fights hunger and poverty. In Sub-Saharan Africa, 80% of the population lives off livestock production. Animals are therefore crucial to the food security of disadvantaged livestock-keeping families.

SMALL BUT IMPORTANT

Goats, chickens, rabbits and guinea pigs play a significant role in the local food supply and economy of many African countries. The animals can be kept easily and with few resources. Vétérinaires Sans Frontières Belgium provides small livestock to families, often run by women, in fragile areas and situations. Once the animals have bred, the families donate several of them to other families in turn. This helps build a local solidarity network. They are trained in production techniques and animal husbandry and learn how to use the manure for their kitchen gardens. In doing so, they combine traditional knowledge with new insights.

SELLING LIVESTOCK

To be able to sell their livestock and animal products, livestock keepers often have to cover long distances on foot. Therefore, Vétérinaires Sans Frontières Belgium guides

the local population in setting up additional, strategically-situated cattle markets. In remote areas, livestock keepers can supply animals to mobile abattoirs, for example. They are trained in commercial techniques so that they can better assess the economic value of their livestock.

DAIRY PRODUCTION

By improving hygiene, through training and other means, less milk is lost during the various stages of the production process. The livestock keepers can then sell more milk to cooperatives that check, process and market the product. These companies are expanding the range of high-quality dairy products. The employees of the small dairy companies learn how to generate and manage their revenues directly through technical and accounting training.

MICROCREDITS

Vétérinaires Sans Frontières Belgium promotes the proper management of village community banks, which grant small loans to their members. All members, including many women, contribute a weekly amount to this savings bank and decide jointly what is done with the money. They start up - individually or as a group - initiatives which generate extra income or lend money when the need is the

greatest. The livestock keepers are trained in microcredits and organisational management.



"I can now sell my chickens more easily, as I no longer have to go to the market in a far-away town or sell them cheaply in the village. Thanks to Vétérinaires Sans Frontières Belgium, our women's group has signed a contract with an intermediary who regularly visits the village and buys all our members' poultry, at a price we have negotiated."

Testimony of a poultry keeper and chairwoman of a women's group (Mali)



© Roger Job

3.3 HEALTHY ENVIRONMENT

Long droughts and devastating downpours, both consequences of climate change, ravage the Africa continent ever more often. Water sources dry up and supplies of food for the livestock keepers and their herds are becoming scarcer.

WATER AND GRASSLAND

In order to safeguard the sustainable management of natural resources, especially during the dry season when water and grasslands are scarce, Vétérinaires Sans Frontières Belgium supports local water and grazing committees. These committees monitor the livestock keepers' compliance with the agreements on grazing and watering. They manage the maintenance of water points above and below ground which are identified and built by the villagers themselves, with the support of Vétérinaires Sans Frontières Belgium. The communities also create firebreaks to prevent fires from destroying hundreds of hectares of grassland. In concrete terms, this means that the villagers clear grass and create a strip that is 20 metres wide and several kilometres long to lead the fire away.

CONFLICT MANAGEMENT

Peace is essential to the sustainable development of the local communities, livestock trade and economy and for the smooth running of

all activities of Vétérinaires Sans Frontières Belgium. In areas where water and grasslands are scarce, rival communities fight over feed and drink for their livestock. Armed cattle raids are not uncommon. Vétérinaires Sans Frontières Belgium therefore encourages representatives of opposing communities to reach agreements on the areas in which the various herds can graze and water. They also create in consultation corridors to prevent transhumance, i.e. large-scale seasonal cattle movements, from damaging woodlands and agricultural areas.

"A Turkana saying goes 'when the cattle are struck by drought, disease or plundering, the livestock keepers suffer'. In the dry season, the search for water and grassland is a constant challenge. We dig deep wells by hand and travel through hostile territory to find grass for our herds. The battle against disease among animals and humans is part of our daily life."

Testimony of Francis Anno, senior trainer of Vétérinaires Sans Frontières Belgium (Kenya)



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TESTIMONIES

1. Testimony of James Pac Lual, livestock keeper and former soldier (South Sudan)

"East Coast fever has been killing our animals for a long time. We didn't know what kind of disease it was, or how to control it, until Vétérinaires Sans Frontières Belgium carried out an awareness-raising campaign in our region. Now we know that the disease is transmitted by ticks and we have learned how to treat the animals."

2. Testimony of a private veterinarian (Mali)

"With the support of Vétérinaires Sans Frontières Belgium I opened a practice in Sirakola. Business is going well, and I have an assistant who regularly travels to the remote villages to aid the livestock keepers. In six months' time, 1,200 farmers have called on my services and I have treated 8,750 animals. The Mali government commissioned me to vaccinate the cattle in the region with the legally-required vaccine against infectious pneumonia."

3. Testimony of Belancille, widow and mother of six (Rwanda)

"Vétérinaires Sans Frontières Belgium gave me two goats and two rabbits. The animals are breeding well; last year I sold a billy goat and 28 rabbits, and my children ate 10 rabbits. I have also created a vegetable garden and planted ten fruit trees. I use the animals' excrement as manure for my garden which doubles my yield of beans and fruit. With the aid of the extra income I have been able to build a larger house and now live nearer the other villagers."

4. Testimony of Peter Lokeun, facilitator of the village community bank of Kakongu (Kenya)

"With the help of the village community bank, we can diversify our forms of livelihood. We are vulnerable if we depend solely on raising livestock: other clans steal our cattle or they die of drought. A loan enables us to start up a small trading operation or buy new animals. The bank saves lives. For example, one of the members' children was bitten by a dog with rabies. Thanks to a loan we were able to take him to a city hospital to be cared for."

5. Testimony of Denis Ripoché, development worker and project manager of Prodel-K (Mali)

"The profitable Koumantou dairy collected over 36,000 litres of milk in 2010 and sold it in the area around the capital. After eight years of backing by Vétérinaires Sans Frontières Belgium, the dairy can now operate completely autonomously. By selling their milk to this company, the livestock-keeping families can earn additional revenue of € 150 annually. This enables them to pay for half of their annual requirements. The women, who sell the milk and handle the revenues, can spend their time more usefully as they would otherwise have to travel for miles to sell their milk. The Malian consumers also benefit from the mini-dairy, which employs five people full-time. The products of the dairy are cheaper than the powdered milk sold in Bamako."

6. Testimony of volunteer Annick Lambotte (Belgium)

"I work two days a week at the headquarters of Vétérinaires Sans Frontières Belgium in Brussels and perform mainly administrative duties. I check the mail, prepare shipments, answer the phone, welcome visitors and sometimes translate text. I felt at home here from the very first day. My co-workers are always talking about the projects in Africa, which increases my understanding of how important the work of Vétérinaires Sans Frontières Belgium really is."

7. Testimony of Léonidas Mbanzamihigo, development worker and project manager of Proxivet (Rwanda)

"The success of the partnership strategy and the activities of Vétérinaires Sans Frontières Belgium is mainly down to the positive interaction between the local partner organisations and the Vétérinaires Sans Frontières Belgium team members. This is an approach that should be continued and intensified."

8. Testimony of Valère Tsumbira, executive secretary of Réseau WIMA and co-manager of Luvupel (Congo)

"With the aim of creating better follow-up of the activities of the Luvupel project and to be able to identify other projects to benefit the local population, Vétérinaires Sans Frontières Belgium has increased our capacity. The staff of Réseau WIMA received training on result-oriented project management, gender, management and financial management among other things. This capacity building contributes to the viability and durability of our organisation, so that we can perpetuate the results of the project."



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3.4 SUSTAINABLE PARTNERSHIPS

LOCAL PARTNER ORGANISATIONS

Vétérinaires Sans Frontières Belgium works closely with local organisations to implement its programmes in Africa. This partnership takes on the form of a sustainable partnership with mutual trust, respect, responsibility, consultation and the exchange of experiences and knowledge.

In order to fulfil its mission in a lasting, effective and efficient way, Vétérinaires Sans Frontières Belgium helps its local partners

strengthen their capacity. As the partner organisations develop greater autonomy, the role of Vétérinaires Sans Frontières Belgium evolves from 'implementor' to 'facilitator' of development.

VOLUNTEERS

Vétérinaires Sans Frontières Belgium can count on the efforts of a range of volunteers in Belgium, including those who perform administrative duties and provide translation. These sympathizers are an incredible sup-

port to the organisation. Livestock keepers in Africa also often work voluntarily for their communities, as they believe that the welfare of the animals, humans and nature are inextricably connected.

3.5 AWARENESS RAISING AND EDUCATION IN BELGIUM

The choices made by citizens and politicians in the wealthier nations influence the conditions of small-scale livestock farmers around the world, especially in terms of consumption and agricultural politics. Therefore, Vétérinaires Sans Frontières Belgium aims through a range of activities to draw the attention of the public, politicians, professionals and students in the agricultural sector to the importance of livestock keeping in sustainable development.

WORLD MILK DAY

Manneken Pis, dressed as an African livestock keeper, urinated milk on the 1st of June in order to make the media and the public aware of the problems around milk in Africa.



TURKANA: THE FIRST LAST PEOPLE

From the 25th of September to the 16th of January, Roger Job exhibited his reportage on the consequences of climate change on the pastoral Turkana livestock keepers in the Charleroi photography museum. The activi-

ties of Vétérinaires Sans Frontières Belgium in Kenya were dealt with comprehensively, with the use of informative signs, video images, educational games and a foreword in the book published by Roger Job on his work in Turkana.



Francis Anno and Michael Ameripus, Turkana employees of Vétérinaires Sans Frontières Belgium and Roger Job's guides during his travels, helped open the exhibition. They spoke to the media and the public as well as agricultural experts and members of the European Parliament about the situation of their pastoral people.

TURKANA: A SOLUTION TO THE VAGARIES OF CLIMATE

This film made by Fabienne Cuypers shows how Vétérinaires Sans Frontières Belgium and its local partners are supporting the Turkana livestock keepers in order to make them more resilient against climate change.

AFRIKAVILLE

In response to the De Standaard Solidarity Award, Vétérinaires Sans Frontières Belgium launched a Facebook game, in which visitors can virtually vaccinate an animal in an African village.

OTHER EVENTS

- Debate in Charleroi on the consequences of climate change for the South, with climatologist Pierre Ozer, photographer Roger Job, and Francis Anno, Michael Ameripus and Eddy Timmermans on behalf of Vétérinaires Sans Frontières Belgium.
- Symposium of be-troplive in Antwerp on the collaboration between the medical and veterinary sectors in developing countries. With presentations from Vétérinaires Sans Frontières Belgium, its Nigerian partner organisation ONG Karkara and its international partner ILRI.
- Showing of the documentary 'Vulnerability and small livestock' about the Luvupel project in Congo, followed by a debate, in Brussels and Antwerp.
- Information stand at the 'Mano River' festival of the African community in Brussels.
- Various activities for veterinary students at Flemish and Walloon universities.
- Advocacy of the interests of East African pastoralists to the African and European Unions in the scope of CELEP, the international coalition of civil society organisations.

04.

VÉTÉRINAIRES

SANS FRONTIÈRES BELGIUM

ACTIVE IN 8 AFRICAN COUNTRIES

West Africa

NIGER

In this desert country, livestock keepers have traditionally produced milk. Due to the poor harvest of the previous year, a consequence of the unstable climate, the country was hit by a serious food crisis which cost the lives of humans and animals. Half of the population and three-quarters of the livestock went hungry. The price of cattle collapsed, while grain prices went through the roof.



PROJECTS

Program to support livestock sector (PASEL)

Donor: DDC

Duration: 3 years (since 2010)

Total budget: CHF 5,027,419

Partners: SNV, CESA0-PRN

Livestock keepers' support (LIKES)

Donor: USAID

Duration: 1 year

Total budget: \$ 708,693

Local partner: CESA0-PRN

Project to secure the health and food of livestock in the area of Tadress (SESAC II)

Donor: DGD

Duration: 3 years (since 2008)

Total budget: € 462,279

Local partners: KARKARA, ONG Tadress

Project to support livestock in the region of Dosso (APELDO)

Donor: DGD

Duration: 3 years (since 2008)

Total budget: € 1,029,974

Local partner: CESA0

Project to strengthen food security through livestock in the departments of Dakoro and Abalak (SAREL)

Donor: Belgian Fund for Food Security

Duration: 5 years (since 2009)

Total budget: € 3,052,462

Local partner: KARKARA

Project to support affected households in the rural communities of Aderbissinat and Ingall (PAMES)

Donor: Côtes d'Armor (France)

Duration: 3 months

Total budget: € 47,000

Local partner: KARKARA

Emergency destocking in the departments of Dakoro and Abalak

Donor: FAO

Duration: 2 months

Total budget: € 78,258

Local partner: KARKARA

Free distribution of grain

Donor: WFP

Duration: 1 month

Total budget: € 38,225

Local partner: KARKARA

Cash transfer in Gouré

Donor: Val de Marne (France)

Duration: 10 days

Total budget: € 15,000

Local partner: KARKARA

The sale of feed at reduced prices in the departments of Dakoro, Abalak and Aderbissinat

Donor: FAO

Duration: 3 months

Aid through 176 tonnes of feed

Local partner: KARKARA



MALI

Although the Malian livestock keepers produce a lot of milk, the production is not at an optimum due to a lack of veterinary services, infrastructure, hygiene, water and feed. This makes it difficult to get the milk to the consumers and the country has to import milk powder in order to meet the national demand. Increases in the price of the imported foodstuffs and the global price fluctuations in cotton, the main export product, hit the most fragile population groups first and foremost.



"During the food crisis we received only € 8 per cow at the cattle market; sometimes only € 3. However, Vétérinaires Sans Frontières Belgium bought up our cows at € 80. This was an enormous help to us. With this money we were able to buy feed to ensure the rest of our herd survived the crisis."

Testimony of a livestock keeper from the department of Dakoro (Niger, SAREL)

PROJECTS

Project to support women's organisations through small livestock keeping in the region of Bamako (PAFEC)

Donor: DGD
Duration: 3 years (since 2008)
Total budget: € 467,076
Local partner: ICD

Project to develop livestock keeping in Koulikoro, Kita and Koumantou (PRODEL-K)

Donor: DGD
Duration: 3 years (since 2008)
Total budget: € 1,078,387
Local partner: ICD

Project to strengthen the local milk chain in West Africa (FILLAO)

Donor: AFD
Duration: 11 months
Total budget: € 53,000
Partners: AVSF, AOPP, ICD



"I have learned how to improve the habitat of my chickens and how to feed the chicks better. I now understand how important it is to vaccinate my poultry regularly against Newcastle disease. Now more chickens survive and I earn three times as much from selling them."

Testimony of a chicken farmer from the Koulikoro region (Mali, PAFEC)

BURKINA FASO

Burkina Faso is a landlocked Sahel country with a long dry season. Because of the arid soil, only a quarter of the ground is suitable for agriculture or forestry. As a result, the majority of the population is greatly dependent on livestock keeping for both its food supply and other socio-economic needs. Despite this, the sector has little opportunity to increase its potential.



Despite the temporary cessation of the projects in Burkina Faso because of the financial situation, the partnership between A2N and Vétérinaires Sans Frontières Belgium continues. In 2010, Vétérinaires Sans Frontières Belgium and its partner organisation met with local and national authorities and various technical and financial partners in their search for co-financing for projects. In the meantime, A2N continues to follow the feed banks and beneficiaries of the previous projects. The second stage of the project in support of the development of the Fula Zebu in the Sahel (ZEPESA) will start in 2011.



"Vétérinaires Sans Frontières Belgium gave us seed to grow fodder crops along the Turkwel river. We learned how to make bales and store the hay, so that our animals are sufficiently fed during the dry season too. Our cattle now produce more milk all year round for our small children."

Testimony of a livestock keeper from the Turkana region (Kenya)

East Africa

KENYA

Pastoralists from Turkana and other regions in the north of Kenya have to deal with long-lasting droughts, interspersed with short, intense rainfalls, and tribal disputes around livestock. Animal diseases which are easily spread by moving herds and a shortage of water limit the productivity of the livestock. Because of the poor economic opportunities, few private vets set up business in this remote area.



PROJECTS

Emergency programs concerning food aid, veterinary services and water supply in the regions of Turkana, Garissa, Lagdera, Fafi and Pokot

Donor: ECHO

Duration: 9 months - Total budget: € 290,000 (Garissa, Lagdera, Fafi)

Donor: FAO (CERF)

Duration: 8 months - Total budget: \$ 50,000 (Garissa, Fafi, Lagdera)

Duration: 8 months - Total budget: \$ 50,000 (Turkana, Pokot)

Duration: 10 months - Total budget: \$ 175,000 (Pokot, Turkana)

Project to enhance livestock production and food security through a sustained boost in fodder resources in the regions of Turkana and Garissa

Donor: FAO

Duration: 14 months (since 2010)

Total budget: \$ 100,000

Drought management initiative in the regions of Turkana, Pokot, Samburu and

Baringo (DMI livestock)

Donor: European Commission

Duration: 3 years (since 2008)

Our budget: € 1,157,140 (total budget: € 2,200,000)

Consortium led by Vétérinaires Sans

Frontières Belgium: Practical Action, ACTED,

Oxfam Great Britain and Vétérinaires Sans

Frontières Germany

Local partner: TUPADO

Turkana livestock development program (TLDP II)

Donor: Belgian Fund for Food Security

Duration: 5 years (since 2005)

Total budget: € 1,571,130

Local partner: TUPADO

Disaster management initiative (water supply and conflict management) in northern Kenya (DMI water)

Donor: European Union

Duration: 35 months (since 2008)

Our budget: € 329,557

Consortium led by Oxfam Great Britain:

Practical Action, ACTED and Vétérinaires Sans Frontières Germany and Belgium

Project to enhance food supply and livestock marketing (LOMIDAT)

Donor: European Union

Duration: 20 months (since 2010)

Our budget: € 560,582

Consortium with / led by Terra Nova

Improved food security project for selected remote areas in Samburu Central district

Donor: French Embassy in Kenya

Duration: 8 months

Total budget: € 191,530

Local partner: PGDP



SOUTH SUDAN PROJECTS

Although South Sudan found peace in 2005 after two decades of civil war, the road to recovery and development is still difficult. Almost half the population is living below the poverty line. Most of these are livestock keepers. Epidemics, tribal disputes and a shortage of cattle markets and veterinary services mean that investing in the livestock sector is still a challenge. The only option for livestock keepers is a system in which the community takes care of the health of its animals.

Emergency veterinary support program in Warrap, Central Equatoria, Eastern Equatoria, Unity, Jonglei, Upper Nile and Lakes states (EVSP II)

Donor: USAID

Duration: 14 months (since 2010)

Our budget: \$ 1,185,233 (total budget: \$ 1,883,567)

Consortium led by Vétérinaires sans Frontières Belgium; Vétérinaires Sans Frontières Germany and Switzerland

Emergency veterinary support to vulnerable livestock dependent communities in Jonglei, Upper Nile, Lakes, Eastern and Central Equatoria states

Donor: CHF

Duration: 5 months

Total budget: \$ 200,000

Livestock epidemio-surveillance project in all 10 states of South Sudan (LESP)

Donor: European Union

Duration: 5 years (since 2008)

Total budget: € 3,550,000

Food security recovery program in Lakes state (FSRP)

Donor: European Union

Duration: 4 years (since 2009)

Total budget: € 1,500,004

Animal health care service delivery in Upper Nile and Jonglei states

Donor: Multi Donor Trust Fund (UNDP)

Duration: 8 months

Total budget: \$ 600,000



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UGANDA

Because of a long history of political and economic instability, Uganda is heavily dependent on foreign aid. The majority of the population of the sparsely populated Karamoja region in the northeast of the country lives below the poverty line. In order to cope with the arid climate, the inhabitants travel around with their herds in search of water and grasslands.

PROJECT

Karamoja livestock development program (KLDP)

Donor: DGD

Duration: 3 years (since 2008)

Total budget: € 613,483

Local partner: MADEFO



"When my cattle were stolen, I wondered how a 78-year-old man like me would feed myself and my family. I borrowed money from the community bank to start up my own livestock business; I buy and sell goats. With the revenues from this I was able to buy six goats and two billies for my family. I also bought medicines for the animals and paid for my daughter's schooling."

Testimony of Paul Deng'el, livestock keeper from Kakingol (Uganda)



"My main task is to ensure that the population does not eat contaminated meat, in order to prevent zoonoses. In the cities, livestock keepers take their animals to abattoirs, and this meat is approved by the government. This is harder to inspect in the villages. Therefore, Vétérinaires Sans Frontières Belgium trains us so that we can make the villagers aware of the importance of meat inspection."

Testimony of Regina Ijyok, local government meat inspector (South Sudan, LESP)

Great Lakes

DR CONGO

The Democratic Republic of Congo is a country full of natural riches, but also a country of conflict. Millions died during the long civil war. Thousands of people had to flee, herds were exterminated, harvests destroyed and the knowledge of many generations was lost. The population is now trying slowly to build back up that which was lost during the war.

PROJECT

Project to combat vulnerability through small livestock in the region of North Kivu (LUVUPEL)

Donor: Belgian Fund for Food Security

Duration: 4 years (since 2007)

Total budget: € 2,358,062

Local partner: Réseau WIMA

RWANDA

The Rwandan economy is built predominantly on agriculture and livestock. However, the production of livestock is weak and veterinary services are inadequate. As a result of the high population density and increasing soil erosion, the livestock keepers suffer from a pressing need for land for their livestock.

PROJECT

Project to promote local and private veterinary services in southern Rwanda (PROXIVET)

Donor: DGD

Duration: 3 years (since 2008)

Total budget: € 1,158,139

Local partners: IMBARAGA, SDA-IRIBA



"During the long civil war I lost my animals. Thanks to Vétérinaires Sans Frontières Belgium I now have a few goats once again. They have bred successfully and I was able to give some of them to another vulnerable family. Now I can sell a goat to pay my children's school fees."

Testimony of Kambale Nganza, former rebel from Musienene (Congo, LUVUPEL)

Regional projects

ICRD: IMPROVED COMMUNITY RESPONSE TO DROUGHT

Livestock keepers in Uganda, Ethiopia, Somalia and Kenya are often confronted with droughts and food insecurity. Vétérinaires Sans Frontières Belgium, in cooperation with Vétérinaires Sans Frontières Germany and Switzerland and the local population, identifies the main problem areas for access to water and pasture during the dry season. Local communities benefit from training in sustainable management of water and soil, disease reporting and information systems concerning the market. The project aims to alleviate the impact of drought on vulnerable local communities and further build their resilience through the dissemination of warnings and market data, the creation of local financial institutions and the construction of water points.

Donor: ECHO

Duration: 1 year (II); 18 months (III) (since 2010)

Our budget: € 550,700 (II); € 505,000 (III)

REGLAP: REGIONAL LEARNING AND ADVOCACY PROGRAMME FOR VULNERABLE DRY LAND COMMUNITIES

The rapid population growth and the deterioration of natural resources are a real threat to livestock in East Africa. The project therefore aims to foster a dialogue between policy makers and pastoralists in Eritrea, Ethiopia, Kenya, Somalia and Uganda, in order to better prepare all stakeholders for drought and to ensure the livelihoods of livestock keepers. In addition, REGLAP collects knowledge and best practices and strengthens the capacities of civil society in advocacy and networking. Vétérinaires Sans Frontières Belgium executes this project in consortium with Oxfam, Save the Children, CARE, IIED, Cordaid, ODI and Reconcile.

Donor: ECHO

Duration: 18 months (since 2010)

Our budget: € 21,000 (only Uganda)

L4L: LIVESTOCK FOR LIVELIHOODS

The African continent consists largely of dry areas where water, fertile soil and vegetation are scarce. In these fragile ecosystems, pastoralists and their livestock, sedentary farmers and wildlife compete for these limited natural resources. Vétérinaires Sans Frontières Belgium supports livestock keepers in Eastern Africa - the border regions between Ethiopia, Kenya, South Sudan and Uganda - and Western Africa - the border regions between Benin, Burkina Faso and Niger - to strengthen their adaptive capacities to cope with climate change, by proposing livelihood alternatives and less conflicting solutions.

Donors: African Union, European Union

Duration: 3 years (since 2010)

Our budget: € 616,350 (East Africa);

\$ 143,325 (West Africa)

Partners: IUCN, AWF



05.

5. FINANCIAL REPORT

This financial report relates to the consolidated accounts of Vétérinaires Sans Frontières Belgium, including all the activities carried out between 1 January and 31 December 2010. The accounts were audited and certified by our auditor DGST & Co. They are available on the site of the National Bank of Belgium (www.bnb.be).

REVENUE

Donations are essential for Vétérinaires Sans Frontières Belgium to achieve its objectives. In 2010, fund-raising brought in € 858,166 (compared with € 731,143 in 2009). Admittedly, this only represents 10% of the revenue of Vétérinaires Sans Frontières Belgium, but these small amounts, when added together, enable sizeable subsidies to be obtained through co-financing, both at Belgian and international level.

At institutional level, we have been able to rely for many years on substantial support from various governments and private foundations. Our main donors are the Belgian

government (€ 3,320,155 in 2010), the European Commission (€ 1,365,357) and USAID (€ 1,362,140). These three donors account for 70% of the revenue of the association.

EXPENDITURE

The implementation of our activities in the South represents € 7,536,962, or 88% of the expenditure in 2010, the rest being connected with the running of our Brussels office and the costs of fund-raising. 31% of our project expenditure was in West Africa, 13% in Central Africa and 56% in East Africa.

The final result of the 2010 financial year is a surplus of € 26,617 whereas the association closed the two previous financial years with a deficit (of € 30,551 and € 84,459 respectively in 2009 and 2008).

BALANCE SHEET

The balance sheet total is € 17,311,702. It is characterised by large amounts of receivables and grants carried forward. Accounting rules make it compulsory to account for

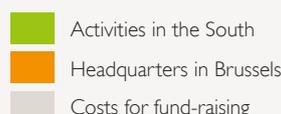
entire multi-annual funding contracts, which explains the substantial amounts shown on the assets side as amounts receivable and on the liabilities side as accruals and deferred income (for the portion of subsidies that have not yet been used by projects).

The capital is € 1,883,297, or an increase of one million compared to 2009. It represents 11% of the balance sheet. This increase is explained by an anonymous donation which arrived at the end of the 2010 financial year. The board of directors is currently considering how to use this donation. At present, it has been allocated to permanent funding, in order to reflect the association's wish for sustainable growth.

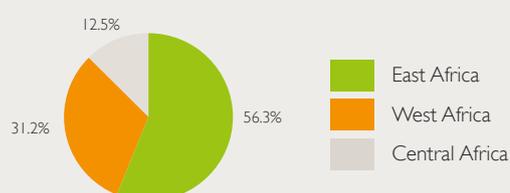
REVENUE



EXPENDITURE



ACTIVITIES IN THE SOUTH (87.8%)



BALANCE SHEET

ASSETS	2010	2009
Fixed assets	780,022	680,807
Intangible assets	5,645	7,326
Tangible assets	718,820	649,396
Financial assets	55,557	24,086
Current assets	16,531,680	12,740,187
Amounts receivable after more than 1 year	4,327,771	3,884,530
Amounts receivable within 1 year	8,218,586	6,677,665
Cash in hand and at bank	2,755,397	2,077,546
Prepayments and accrued income	1,229,926	100,446
TOTAL ASSETS	17,311,702	13,420,994
LIABILITIES	2010	2009
Capital	1,883,297	874,150
Permanent funds	959,268	35,106
Profit brought forward	353,272	326,655
Investment grants	570,758	512,389
Provisions	109,288	50,000
Amounts payable	15,319,117	12,496,844
Amounts payable in more than 1 year	0	93,858
Amounts payable within 1 year	2,331,823	2,321,847
Accruals and deferred income	12,987,293	10,081,139
TOTAL LIABILITIES	17,311,702	13,420,994

PROFIT AND LOSS ACCOUNT

	2010	2009
Turnover	8,543,041	8,454,733
Cost of turnover	-8,458,912	-8,279,713
Operating profit	84,129	175,020
Financial income	67,434	53,023
Financial charges	-124,946	-254,940
Profit on ordinary activities	26,617	-26,896
Extraordinary income	0	223
Extraordinary charges	0	-3,878
Profit/loss for the financial year	26,617	-30,551

ADDENDUM

RISKS, SOLUTIONS AND ETHICS

CASH AND PROGRAMME FLOW

2010 resulted in a gain of € 26,617 (against a loss of € 30,551 in 2009) to be added to the reserves made in previous years, now totalling € 353,272.

Vétérinaires Sans Frontières Belgium has been able to stabilise its budget over the last three years to approximately € 8.5 million. This was necessary after a period of rapid growth in the previous years. The general assembly has approved a growth of 130% for 2011; this is in comparison with the 2010 exercise. The three-year plan for the future focuses on an annual increase of 10%. Short-term liquid assets require a rigid cash flow strategy, including a quarterly update and a monitoring process. As a result of this, Vétérinaires Sans Frontières Belgium was able to realise a 105% execution rate of its ambitious programme planning for 2010. The association still needs to be vigilant to maintain sufficient liquid assets to cope with its commitments in the short term but thanks to an extraordinary anonymous donation, we were able to secure a permanent asset of approximately € 959,268.

Attention is still required in the following areas:

- Low but slowly increasing reserves compared with the volume of activity (11% compared with 6.5% in 2009). A policy will be reviewed in 2011 to set a new and clear target for the reserves.
- Donors with a pre-financing policy and often a lengthy payment term, compounded with our own incidental delays in reporting, results in us often receiving money after it has been spent, therefore requiring the association to advance it.

Our cash flow policy now better anticipates this coverage before committing to new projects, and Vétérinaires Sans Frontières Belgium monitors its programmes to shorten donors' payment terms by issuing reports to them as quickly as possible.

In contrast, the association also gauges the number of new projects in the pipeline. Business is therefore secure for the future as the programme flow is in our favour.

FUND-RAISING

Our own funds remain an issue. Vétérinaires Sans Frontières Belgium raised approximately 10% of its 2010 income through individual fund-raising. Co-financing of the current and new programmes also requires attention, as unrelated fund-raising should not be used entirely for the systematic financing of programmes that often require between 10-25% of co-funding. Ideally, own funds should be used partly to fund programmes that are considered to have the highest priority by the organisation, but might not easily be funded by institutional donors. To do this, more research into institutional co-financing and non-related funding was performed in 2010 and this resulted in a total co-funding package of € 490,111. To stimulate this effort, the full-time equivalent for two part-time experts was increased for 2011: the research into co-financing and grants was increased from 50% to 100%, and individual fund-raising was raised from 50% to 60%.

REGIONAL OFFICES AND HEADQUARTERS

Another area requiring attention is the coverage of the costs for the two regional offices. This should be covered by properly and transparently dividing the different programme costs into either operational,

programme management or administrative costs. The same principle, but on a different level, applies to the head office costs' coverage using administrative income. This was 65% in 2008, 67% in 2009 and 70% in 2010, and the target set for 2015 is 100%. In view of the further decentralisation of the organisation, to empower the South and to increase effectiveness and efficiency as much as is relevant and realistic, all positions, job descriptions, responsibilities and authorities are currently being revisited.

QUALITY OF PROGRAMMES

Project cycle management is a crucial part of the association's risk management. This is not limited to planning or execution, but also includes monitoring and evaluation, as these are important elements in the quest for excellence. To create a learning organisation in which quality programmes have impact at the right levels, all parts need to feed into each other in the correct order. This needs to be done with the implication of our local partners and our final clients in the field. It has to be well managed, especially during this period of planned growth for the organisation. One of the methodologies we will introduce along this theme is the EFQM Excellence Model, in close collaboration with the Belgian NGO federations COPROGRAM and ACODEV.

Our relief programmes (short term) and structural development programmes (longer term) also need to be balanced. Both should be on-going and should also supplement each other. Relief programmes are necessary from time to time, certainly in the fragile ecosystems we are working in. But they should always support (future or on-going) structural development programmes, i.e. linking relief, rehabilitation and development (LRRD). Our goal is to have an average ratio of 20% relief programmes and 80% structural development programmes.

STAFF

Security is one of the other risks facing the association. Considering the ecosystems and the geopolitical working environments, all programmes have context-specific security plans. Each change in context will require these plans to be updated. Because of this, due to higher security threats from Niger, Mali and Congo, updated plans had to be created. Vétérinaires Sans Frontières Belgium will also need to reassess the situation in West Africa as a whole, considering the Al-Qaeda threats received from the region. In 2011, we also need to be aware of the upcoming elections in Kenya and the independence of South Sudan.

Human resources are one of our most valuable, and we need to deal structurally with a relatively high staff turnover. We cannot compete with the salary packages offered by the larger international NGOs nor of those offered by the international or for-profit organisations operating in our area of work. As such, we have to be prepared to have a solid staff coaching and empowerment scheme and at the same time be prepared to deal with staff turnover. This means that the organisation needs to invest in its institutional memory mechanisms and make sure it is not overly dependent on specific individuals.

SUSTAINABILITY

Corporate social responsibility (CSR) is another issue we have become more conscious of. As a charitable organisation, we try as much as possible to perform 'good deeds' through our programmes. But we, as a

charitable organisation, are also required to carry out these 'good deeds' in a sustainable way. The association's team had its first ideas session about CSR in 2010 and produced some new policies, and improved some existing ones. A simple change is that we have discarded most of the old printers in the head office in favour of one central printer that is more economical, can print duplex and has a tray for surplus paper which can then be used for notepaper. For most of the other final documents, we use unbleached, recycled paper to ensure our paper consumption is more sustainable. We already had a pro public-transport policy in place and have now strengthened it, resulting in 85% of our colleagues travelling to work by public transport or by bicycle. We have two subscriptions for Cambio, a car-sharing initiative. This allows members of staff to commute large distances or to be able to combine several meetings into one day, which would be otherwise impossible or inefficient. In Brussels we promote the use of Villo!, a bicycle rental initiative, so people can exercise while travelling to meetings around the city. We also try to reduce our air mileage by combining field visits with a workshop/meeting or vice versa, so we can halve the number of flights needed to reach our programme areas. Furthermore, we have introduced biological and/or fair trade products into the head office's kitchen. All this shows that we, as an organisation, also want to do 'good deeds in a good way!'

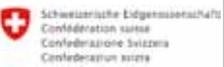
Vétérinaires Sans Frontières Belgium has a code of ethics, which is integrated into our strategic programme cycle management. This is reflected in our vision, mission and values, and is updated when necessary. In addition, we subscribe to the codes of ethics used by our umbrella organisations, such as VSF Europa and ACODEV.



DIERENARTSEN | VETERINAIRES
ZONDER GRENZEN | SANS FRONTIÈRES

BELGIUM

FINANCIAL PARTNERS

PARTNERSHIPS

				
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