



Social and
environmental report
Additional comments

2016

GRI Additional comments on the indicators

See GRI overview on page 33 of the Annual report. In this document you'll find additional explanation or comments on the annually recurring indicators. The most important explanations and the annually varying explanations are given in the annual report.

General Standard Disclosures

Organizational Profile

G4-102-9 Supply chain - acquisition policy

Protos buys fair trade products when available. Since 2011 we all drink tap water. Older office equipment is recycled.

Strategy & analysis

GRI 102-14 Statement from the chairman about the sustainability

"The programs and cooperation agreements of Protos in the South are based on its mission: equitable, participatory and sustainable water management.

Sustainability has different meanings: ensuring sustainable access to water for the disadvantaged over time, with both the social, technical, organizational, financial and environmental dimensions, all framed in Integrated Water Resources Management. Along the same line Protos puts as much as possible a limit to its CO₂ emissions inherent in its activities."

Arnoud Lust - Chairman 21/04/2011

Governance

GRI 102-18 Governance structure – decision making committees

① Governance structure

Protos is a non-profit organization whose most principal governance is the General Assembly (GA), composed of active members with a right to vote and associate members, who may become active members after 2 years of commitment.

The GA appoints the members of the Board of Directors (BD) and approves the annual accounts at its statutory meeting in June. During this meeting, the GA gives mandate to the directors and auditors of accounts. During the session of December, it approves the budget for the following year.

The Board outlines the strategic guidelines that are put into practice by the management team and staff.

The Board meets 5-6 times a year. He is assisted by a Financial and Administrative Commission, which meets four times a year to discuss the budget, to monitor budget expenditures and ensure compliance with financial procedures. This financial commission advises the Board on financial matters and reports to the Board.

The president presides both the BD and the AG.

All key strategic lines, guidelines and work procedures and financial resources are defined in the 'Vademecum', which is known to all employees. This document is the guarantor of the quality of the content of our work and of the way how the funds are to be spent and describes the human resources policy. The Vademecum also contains the anti-corruption policy.

② Independency chairman and directors

The chairman and the members of the association are independent and unpaid volunteers, who have no mandate within the operational functioning of the organization.

The President has a term of 3 years, the Secretary a mandate of one year.

Composition of the Board of directors:

www.protos.ngo/en/contact/organisation-employees

③ Number of independents / non-executives of the highest governance body

On December 31, 2016 there were 105 members in the General Assembly, 3 of them are Protos employees, including 1 with a managerial role.

Composition of the General Assembly:

www.protos.ngo/en/contact/organisation-employees

④ Mechanisms for recommendations highest governance body

The employees of Protos have participation:

- Through the heads of department and the director; they can be approached daily;
- The fortnightly staff meeting;
- Via the fortnightly meeting of the executive committee;
- Through the personnel department.

The employees can at any time contact a confidential counsellor, appointed by Protos. This is also possible when an employee has a complaint.

Ethics and integrity

GRI 102-16 Values, principles, standards and norms

See our Mission statement on the inside cover page of the Annual report 2016.

The **Vademecum** sums up the values, principles and ethics the staff must adhere. In this chapter, the connection is made between the three key words of the vision/mission statement and operational principles and standards of behavior around equity, participation and sustainability. The chapter ends with a list of key elements of good governance within the organization. At the start of 2016, a completely new Ethical Code of Conduct for all staff has been rolled out.

Specific disclosures

Economic

GRI 201-1 Direct economic value and financial continuity
See Annual report p.27-29

GRI 201-4 Financial assistance received from government
See Annual report p.29

GRI 103 NGO8 Sources of funding and 5 largest donors
See 'origin of financing' in the Annual report.

In addition to the four indicated largest institutional donors, the 5th largest amount is provided by the province of East Flanders: 233.000 €. Most of it (175.000 €) is used for the implementation of the regional policy of the province of Esmeraldas in Ecuador. In Esmeraldas Protos guides, supports and advises the local partner CEFODI.

Environment

GRI 302-1 Materials used by weight or volume
See table with environmental indicators.

GRI 302-2 Energy consumption within the organization
See table with environmental indicators.

In terms of work related traffic there was a significant increase in aircraft kilometres in 2016. The statement can be found on p.24 of the annual report.

In commuter traffic, we notice the positive trend to make more use of public transport, the motorcycle (in developing countries), and bicycle and tram (in Belgium).



Burundi © Philippe d'Aout

GRI 305-4 Direct greenhouse gas emissions

We used the site *treecological.be* of BOS+ and Ecolife association: this is identical to the CompenCO2 method of previous years which was developed at the request of the BBL. BOS+ took over the rights of CompenCO2. To calculate the CO₂ emissions for flights treecological uses a method, which applies stricter criteria than more commercial sites. Treecological calculates the full impact of a flight ("well to wheel").

CO₂ emissions

Compared to last year work related air travel is responsible for the largest part (42%) of CO₂ emissions. Work related car travel comes second.

In work related travel the car is mainly used in the developing countries, a car is essential to access often remote intervention area and where public transport is almost non-existent.

GRI 305-5 Initiatives to (further) reduce greenhouse gas emissions

Our main point of interest continues to be limiting the number of flights we make, however, without jeopardising normal progress and capacity building in our programmes in the South. In the offices in the South, we carry on campaigns to raise awareness for using the air conditioners as little as possible, just like in Ecuador, Haiti and Great Lakes offices.

Social

See table with the social indicators.

GRI 401-1 Employee turnover

The figures seem to be impressive. The employee turnover is mainly due to the fact that many local employees have a temporary contract related to the term of an approved programme or project. It is not possible to work in another way, because we can never guarantee that new funding can be found for a programme or project in the same intervention zone or in the same country. Although Protos works with programmes, they come to an end once the local actors can act autonomously. This is the essence of structural development.

We are also required to register an employee for whom place of work or working time has changed as 'dismissed' and again 'recruited' – as the employment agreement changed. There were 5 of these cases in 2016.

GRI 404-2 Skills management

The number of hours of training has been on the rise since 2014. The management plans for more training for staff. The needs are discussed during the performance interview.

GRI 404-3 Employees entitled to/receiving a performance and career development review

All Protos employees on permanent contracts, except drivers and guards, are entitled to an annual performance review in which training is established, to ensure better performance.

Percentage of employees that received performance review: see annual report p.23.

Society

GRI 205-2 % of employees trained in organization's anti-corruption policies and procedures

The policies and procedures of Protos are focused on anti-fraud. The Vademecum contains the guidelines and procedures for contracting partners of the programs, for mandates and job description of each function; they also indicate the maximum amount of the commitment; and the system of double signatures.

Each country representative, has to deliver each year - following the external audit of the books - an explicit anti-fraud statement.

Furthermore Protos respects the strict guidelines of the institutional funders such as DGD (Belgian Development Cooperation) and the European Commission, who demand very detailed statements with evidence.

The percentage of employees to whom the Vademecum was explained to can be found in the Annual report. Only the drivers and guards (only in the South) on permanent contracts are not supposed to know the Vademecum.

NGO Sector supplements

GRI 103 Additional management disclosures for the ngo-sector

NGO1 Processes for involvement of affected stakeholder groups in the design/implementation of programmes

Protos has deliberately opted for a highly decentralized operation with six country offices in addition to its headquarters in Gent. In every office there is a Protos representative, he or she identifies and describes the programmes, in collaboration with various local partners - the multi-actor approach specific to Protos – and taking into account the needs expressed by the target groups. Among these needs of the local population priorities are determined by an interplay between local institutional partners (usually the municipality) and organized population or farmer groups. The implementation of an approved programme is done in a multi-actor structure; each partner has his own responsibilities, which is also contractually committed.

NGO3 System for programme monitoring, evaluation and learning; measuring effect and impact

Protos uses country-specific strategies that delineate the intervention themes and zones; programmes are written in consultation with the beneficiaries and our partners; and funding is sought. The basis of the Protos programmes are the DGD Strategic Framework and Pluriannual plan and the long-term EU projects. Other funding lines are additional to this basis.

Within the approved programmes Protos works with the Logical Framework as monitoring, evaluation and "lessons-learned" tool. As a legally authorized programme NGO (authorized by DGD), Protos works in a strategic framework of 10 years and a multi-annual plan of 3 years. The Belgian Development Cooperation legislation since 2007 imposes Result Oriented Management with the Logical Framework as a tool. The LOKA departs from the general objective of the program, for which the impact (long-term outcome = 6 years) must be demonstrated. For specific results (results in the short term = 3 years) the effect has to be demonstrated.

To produce results (also called output) within the specific objectives, you have a baseline (input) and develop your activities, for which you write a detailed budget. For the follow-up of the results, the specific and general objectives, you have to define indicators when writing the program. During the implementation of the programme you systematically follow-up these indicators. Every year Protos has to deliver a detailed report to DGD, and the lessons learned from one year influence the approach for the following year.

For programmes funded by the European Commission (EC), an annual progress report has to be written, there are evaluations by the EC delegation on the spot, and a final evaluation provided by an external evaluator is needed.

Additionally Protos also orders regularly an external transversal evaluation: these are evaluations on a specific theme that is present in all programmes in all our partner countries. The reports of these evaluations can be downloaded from the website. The lessons learned are incorporated into the formulation of the next program.

NGO4 Measures to integrate gender and diversity into programmes

Protos has an internal transversal policy on gender, and refers in the Vademecum (Human Resources chapter) among the basic principles explicitly to equality between men and women, between majority and minority groups, and suggests that no distinction should be made between people coming from different cultures. Protos is ideologically neutral and not tied to a religion or political ideology. These principles have to be taken into account when writing and implementing our programmes.

NGO5 Processes to formulate, communicate, apply and change advocacy positions / adoption of position in public campaigns

Protos has no written policy document. But the "house style" consists in solidly substantiate our points of view with scientifically accepted arguments or data: starting point is a strong content and never "empty slogans".

For its advocacy Protos usually works in a network: there also we provide a strong content base, and we refuse to engage ourselves in a pamphlet style discourse. Protos is also in favor of a multi-party approach in its advocacy work, in which every section of society (government, business community, civil society,...) is involved and where one is at least willing to listen to the views of others. That way you end up with points of view that are easily accepted by the majority of society.

NGO6 Processes to take into account and coordinate with the activities of other actors

In the design of its programmes Protos should take into account:

- the Paris Declaration and the Agenda for Action of Accra and Busan: the main claim is that all development actors must fit their activities into the development priorities defined by the developing country itself. These are for Protos the PRSP (Poverty Reduction Strategy Paper) and more specifically the NAPA (National Adaptation Programme of Action) of the developing countries where Protos is operational;
- national policies, development plans but also specific legal frameworks (labour act, laws concerning water and sanitation, etc.);
- the general policy of DGD and the EU in a given country. The NGOs are also increasingly involved in the joint committees for Indicative Programming Cooperation, which Belgian government organizes every 3 to 4 years with the higher authorities of the partner country;
- in 2015, all the Belgian development actors operating in a developing country made a Joint Context Analysis. In 2016 a Common Strategic Framework for each country was developed. Complementarity, synergie and collaboration between Belgian actors are important aspects in this framework.
- local development actors in a partner country, particularly those around provision of (drinking)water and sanitation. Agreements are made on the intervention areas in which the various actors intervene so that duplication is avoided and the resources are deployed effectively.



Benin © Myriam Launay

NGO7 Resource allocation

Staff and resources are recruited and deployed according to the approved programmes. The number of staff with a permanent contract is determined according to the capacity of the association. A large number of staff has a contract of limited duration, depending on the duration of an approved programme.

NGO10 Adherence to standards for fundraising and marketing communications practices

Regarding fundraising from the general public and for the issuance of the tax certificates Protos follows the guidelines from, and Protos is under the control of the Federal Public Service Finance. For fundraising from companies, organizations and institutions Protos has since 2006 its own policy document "Cooperation with companies and institutions".

Although Protos had no written policy regarding ethical advertising and promotion, it is part of our style to describe positive solutions, and to ensure that a positive image of the developing countries is displayed.

The communication agency DSC handles since the end of 2015 the direct mailing of Protos. DSC follows the standard of VEF (Association for Ethics in Fundraising).



Madagaskar

Environmental Indicators Protos group

GRI code	Description	Unit	2016	2015	2014	2013	2012	2011	2010	2009	2016 per FTE	2015 per FTE	2014 per FTE	2013 per FTE	2012 per FTE	2011 per FTE	2010 per FTE	2009 per FTE
302-1	Materials used by weight or volume																	
	Copying paper	kg	1.889	3.008	2.010	1.890	1.832	2.603	2.358	1.785	19	30	20	21	23	41	37	29
	Paper for brochures and annual report	kg	397	191	205	357	175	344	505	278								
	Cartridges																	
	color	pieces	48	39	58	60	68	51	23	42	0,5	0,4	0,6	0,7	0,9	0,8	0,4	0,7
	black	pieces	95	102	95	99	111	103	121	83	0,9	1,0	1,0	1,1	1,4	1,6	1,9	1,4
302-2	Direct energy consumption by primary energy source										per m²	per m²	per m²	per m²	per m²			
	Surface offices	m²	2.793	2.793	2.838	2.443	2.443	2.199										
	Gas for heating	KWh	1.441	1.694	6.305	1.221	943	727	718	850	0,52	0,6	2,2	0,5	0,4	0,3		
	Fuel oil for heating	l	4.850	3.850	4.000	5.869	2.645	3.840	7.140	5.939	1,74	1,4	1,4	2,4	1,1	1,7		
	Fuel oil electricity production	l	4.265	3.039	3.660	2.355	1.714	698	1.214	338	1,53	1,1	1,3	1,0	0,7	0,3		
	Electricity for the utilities	KWh	71.885	75.170	61.543	63.277	51.902	52.295	56.878	51.480	25,74	26,9	21,7	25,9	21,2	23,8		
305-1	Indirect energy consumption by primary source										per FTE	per FTE	per FTE	per FTE	per FTE	per FTE	per FTE	per FTE
	Commuter traffic car	km/yr	117.693	112.698	109.953	97.294	79.648	62.056	71.302	85.491	1.172	1.122	1.100	1.065	1.013	970	1.128	1.401
	Commuter traffic train/bus	km/yr	142.282	114.674	120.387	138.560	91.951	120.679	107.922	104.826	1.417	1.142	1.204	1.516	1.169	1.886	1.707	1.718
	Commuter traffic motorcycle	km/yr	57.592	37.942	60.744	28.060	27.522	7.000	13.599	9.432	573	378	607	307	350	109	215	155
	Commuter traffic bike	km/yr	20.008	13.152	13.337	12.795	9.364	9.732	6.511	9.651	199	131	133	140	119	152	103	158
	Commuter traffic tram	km/yr	10.996	10.764	5.140	4.119	4.026	3.850	0	0	109	107	51	45	51	60	0	0
	Travel work related																	
	car	km/yr	492.798	452.455	453.673	438.469	437.048	357.440	361.125	405.539	4.907	4.505	4.537	4.799	5.558	5.588	5.711	6.648
	motorcycle	km/yr	31.770	41.117	28.790	31.497	11.955	25.947	32.853	27.048	316	409	288	345	152	406	520	443
	train/bus	km/yr	40.162	51.637	62.407	28.715	37.331	33.931	31.486	24.617	400	514	624	314	475	530	498	404
	air travel	km/yr	625.201	434.166	284.190	548.680	332.496	228.740	218.960	431.000	6.225	4.323	2.842	6.005	4.229	3.576	3.463	7.066
303-1	Total water withdrawel by source										per FTE	per FTE	per FTE	per FTE	per FTE	per FTE	per FTE	per FTE
	Water for the utilities	m³	2.666	2.547	2.643	2.195	1.944	1.870	1.797	1.417	26,5	25,4	26,4	24,0	24,7	29,2	28,4	23,2

305-4	Total direct and indirect greenhouse gas emmision by weight	Unit	2016	2015	2014	2013	2012	2011	2010	2009	2015	2014	2013	2012	2011	2010	2009	
	Utilities										kg CO ₂	kg CO ₂	kg CO ₂	kg CO ₂	kg CO ₂	kg CO ₂	kg CO ₂	
	gas	KWh	1.441	124	6.305	1.221	943	727	718	850	27	1.364	264	204	157	155	184	
	fuel oil	l	9.115	6.889	7.660	8.224	4.359	4.538	8.354	6.277	20.222	22.482	24.139	12.796	13.320	24.521	18.423	
	electricity	KWh	71.885	75.170	61.543	63.277	51.902	52.295	56.878	51.480	48.760	37.870	38.031	30.551	30.283	42.884	38.814	
	Commuter traffic																	
	car	km/yr	117.693	112.698	109.953	97.294	79.648	62.056	71.302	85.491	33.246	32.436	28.702	23.496	18.307	21.034	25.220	
	train	km/yr	142.282	114.674	120.387	138.560	91.951	120.679	107.922	104.826	10.829	11.368	13.084	8.683	11.396	10.191	9.899	
	motorcycle	km/yr	57.592	37.942	60.744	28.060	27.522	7.000	13.599	9.432	2.732	4.374	2.020	1.982	504	979	679	
	bike	km/yr	20.008	13.152	13.337	12.795	9.364	9.732	6.511	9.651	184	187	179	131	136	91	135	
	tram	km/yr	10.996	10.764	5.140	4.119	4.026	3.850	0	0	1.162	555	445	435	416	0	0	
	Travel work related																	
	car	km/yr	492.798	452.455	453.673	438.469	437.048	357.440	361.125	405.539	133.474	133.833	129.348	128.929	105.445	106.532	119.634	
	motorbike	km/yr	31.770	41.117	28.790	31.497	11.955	25.947	32.853	27.048	2.960	2.073	2.268	861	1.868	2.365	1.947	
	train/bus	km/yr	40.162	51.637	62.407	28.715	37.331	33.931	31.486	24.617	4.876	5.893	2.712	3.525	3.204	2.973	2.325	
	air travel work related	km/yr	625.201	434.166	284.190	548.680	332.496	228.740	218.960	431.000	142.315	90.690	181.750	108.920	64.810	71.960	141.580	
	Paper	Kg	2.286	3.199	2.215	2.247	2.007	2.947	2.863	2.063	11.265	7.803	7.913	7.067	10.379	10.083	7.264	
	CO ₂ -emissions - total										492.533	412.392	350.928	430.855	327.580	260.224	293.769	366.104
305-4	CO ₂ emissions average per FTE										5.224	4.106	3.509	4.715	4.166	4.068	4.646	6.002

Social indicators Protos - group

code GRI	Description	unit	2016	2015	2014	2013	2012	2011	2010	2009
102-8	Total workforce									
	Average number of employees									
	Full-time	number	85,76	92,45	92,22	83,4	71,6	57,14	56,7	54,7
	Part-time	number	10,93	10,38	11,7	11,9	11,2	11	10,5	7,1
	Total FTE	number	94,29	100,43	100,0	91,37	78,63	63,97	63,23	61,0
	Employees per 31/12									
	Full-time	number	79	89	98	86	78	62	56	59
	Part-time	number	13	12	10	12	11	11	11	9
	Total FTE	number	87,56	97,28	104,58	93,88	85,13	68,83	62,83	64,7
401-1	Turnover of employees									
	Recruitments	number	11,1	8,1	18	23	36	12	9	15,6
	Dismissals	number	23,2	14,5	11,5	14	20	6	8	10,6
403-2	Absenteeism									
	Absenteeism - occupational diseases	days/yr	250	431	?	98	315	102	116	
404-2	Training - Education									
	Employees who received training	number	40	37	39	39	33	21	13	
	Received training									
	language courses	hours/yr	0	45	0	0	51	30	60	72
	IT (applications)	hours/yr	88	120	32	240	132	162	42	96
	social legislation	hours/yr	209	110	9	85	117	12	26	60
	general	hours/yr	1.708	1.420	950	1.302	984	1088	311	49
	Total training	hours/yr	2.005	1.694	991	1.627	1284	1292	439	277
404-3	% of employees receiving regular performance and career development reviews		59,7	62,8	85,9	57,1	84,7	27,0		
	employees received a review	number	34	54	61	44	50	17		
	employees entitled to a review	number	57	86	71	77	59	63		

code GRI	Description	Unit	2016	2015	2014	2013	2012	2011	2010	2009
102-8	Breakdown of employees per category									
	Workforce									
	Men - women per 31/12									
	Men full-time	number	58	62	71	65	63	45	42	46
	Men part-time	number	2	2	2	3	2	2	2	1
	Women full-time	number	21	27	27	21	15	17	14	13
	Women part-time	number	11	10	8	9	9	9	9	8
	Total FTE	number	87,56	97,28	104,58	93,88	85,13	68,83	62,83	64,7
	According to category (FTE)									
	Direction	number	1	1	1	1	1	1	1	2
	Employees	number	86,56	96,28	103,58	92,88	81,13	63,83	57,83	61,4
	Labourers	number	0	0	0	0	3	4	4	1,3
	According to category (FTE)									
	Primary	number	15,30	15,13	16,13	17,13	12,13	9,33	9,33	
	Secondary	number	10,15	10,15	8,15	5,4	8,4	5,2	2,2	
	Higher education	number	5,11	8,4	6,8	6,55	9,8	6,8	8,8	
	University	number	57,00	63,6	73,5	64,8	54,8	47,5	42,5	
	According the age group (FTE)									
	< 30 years	number	3,60	7	8	9,0	11,33	11,33	8,33	
	30 - 50 years	number	64,35	68,28	77,08	73,58	63,3	49	46,00	
	> 50 years	number	19,51	22	19,5	11,3	10,5	8,5	8,50	
405-1	According to minority group membership (FTE)									
	Minority group membership	number	0	0	0	0	0	0	0	
	No minority group membership	number	87,56	97,28	104,58	93,88	85,13	68,83	62,83	
	According to origin (total 31/12)		92	101	108	98	89	73	67	
	Europeans	number	27	29	30	32	28	28	27	
	Local employees 9 partner countries	number	65	72	78	66	61	45	40	

Social indicator Protos group

code GRI	Description		2016	2015	2014	2013	2012	2011
205-4	% of employees trained in organization's anti-corruption policies and procedures anti-fraude		92,86	76,9	55,6	87,0	80,6	90,5
	Employees trained	num-	13	10	10	20	29	57
	Employees entitled to this training	num-	14	13	18	23	36	63



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