



ANNUAL REPORT 2019



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Introduction

In 2019, we put our work on Inclusive Business front and centre. From Nicaragua to Indonesia, from Belgium to Uganda, we have been focussing on making business more inclusive for smallholder farmers. And increasingly, we have been seeing that concentrating on the relationships between companies and farmers is not enough.

As cities across the world are growing at staggering rates, the need for food chains that are inclusive for urban consumers becomes all the clearer. At Rikolto, we are supporting cities worldwide to spearhead initiatives that make food systems more sustainable. We do this by bringing different stakeholders together around the table and enabling them to turn policies into inclusive actions. As such, we strive for food systems that offer decent incomes to those who produce our food, but that also ensure affordable, healthy and sustainable food for every consumer.

While finalising this annual report, 2019 seems the distant past. But now, more than ever, we are convinced of how crucial it is to put inclusivity, from the farmers' and consumers' side, at the core of our work. We hope you will too, after reading this annual report, and look forward to hearing from you if you'd like to join us in taking action.

Chris Claes

Executive Director

Stephanie Daniels

President of the Board of Directors

Scope of the report

This annual and sustainability report covers the activities of Rikolto International s.o.n. and Rikolto Belgium v.z.w. in the calendar year 2019. We report on all 16 countries where Rikolto is active (in Africa, Latin America and Asia, and in Belgium).

The report was published on our website after approval by the International Board of Directors on 5 June 2020 and by the Belgian General Assembly on 13 June 2020.

Global Reporting Initiative

This annual report is drafted in accordance with GRI, the Global Reporting Initiative. We follow the tailored guidelines of the GRI Sector Supplement for NGOs, which are based on the INGO Accountability Charter.

In Belgium, Rikolto was one of the pioneer NGOs to draft its annual report in accordance with GRI. Our 2013 Annual Report even won an award for the **best Belgian Sustainability Report** in the NGO category, presented by the Belgian Institute of Company Auditors.

Since 2014, we have reported according to the G4 standard, 'in accordance – core' option. In GRI language, this means that we will only report on core indicators, and that we will cover at least one indicator per 'material' (i.e. most relevant and impactful) aspect. The complete overview of all GRI indicators is included at the end of this report (appendix 6).

Since we have since switched to an international network organisation structure, the international management team has drafted a list of sustainability KPIs related to GRI, which are revised periodically by our international board.

At the time of writing this annual report, Rikolto is developing its strategy for the next 5 years. Accordingly, we will design a new Planning, Learning and Monitoring system in line with this new strategy, and in which we will incorporate the GRI indicators. In this process, we will consult representatives from our different **stakeholder groups** in all our regions, to come to a new list of 'material' aspects for Rikolto.



CHRIS CLAES
Executive Director



We expect from the companies we work with that their actions and impact will become more sustainable, and we therefore firmly believe that we should walk the talk. GRI presents a common framework that helps us to show the outside world how we perform and how we want to improve.

Section 1 Rikolto programme

How can we guarantee that future generations retain access to affordable quality food? Ensuring global food security will be the defining challenge of our lifetime. At the moment, small-scale farmers produce 70% of all the food in the world. If we do not appropriately include them in food markets and, in doing so, improve their social and economic position, it will be impossible to achieve global change. Change on a global scale demands that food systems become more inclusive and offer value to all parties in the food chain.

Rikolto is ready to meet this challenge, and fully subscribes to the global Sustainable Development Goals. We have decided on three strategic priorities:

- We **empower** farmers' groups to become solid business partners and to implement climate-friendly practices.
- We **connect** farmers with innovators in the food industry to explore new ways of doing business and effecting change.
- We **develop** new mechanisms to encourage collaboration, trust and transparency throughout the food sector, enabling consumers to make future-proof choices.

In every aspect of our work, we pay special attention to the empowerment of women and young people.

Overview of commodities

Latin America: vegetables, cocoa, coffee

West Africa: rice, sesame, bananas, cocoa

DR Congo: rice, coffee, cocoa

East Africa: rice, pulses, vegetables & fruit

Vietnam: vegetables, rice

Indonesia: rice, cocoa, coffee, seaweed, cinnamon

In our programmes, Rikolto engages comprehensively in Planning, Learning and Accountability (PLA) through a monitoring and evaluation system that mainly aims to learn from successes and failures. The PLA system provides a framework for the systematic collection of data and the use of this data for continuous programme adjustments. Moreover, PLA also seeks to stimulate critical reflection internally, among colleagues working in similar interventions across the globe and with external stakeholders.

Read more about our PLA system on our website - <https://www.rikolto.org/pla>.

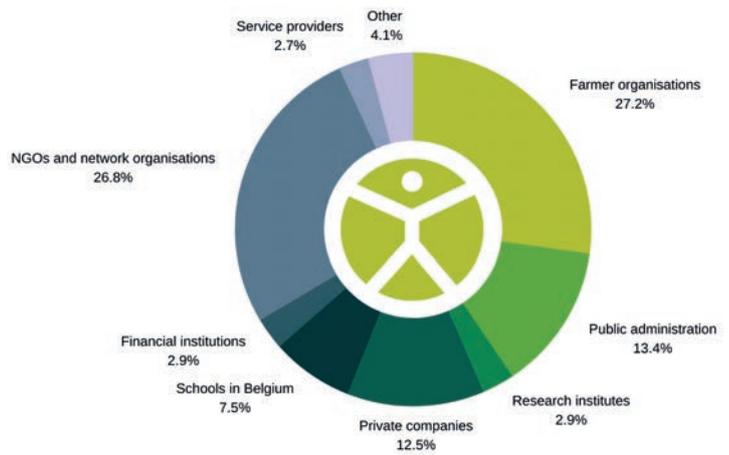


1.1 The Rikolto network

Last year Rikolto financially supported **129 organisations in 16 countries** in Africa, Asia and Latin America, compared to 87 last year. Of these, 52% are farmers' organisations, compared to 62% last year.

This change reflects our programme strategy: since we want to fix food systems, we also closely work with - and sometimes financially support - local NGOs, commodity platforms, different national and local government institutions, business service providers or research institutes. Moreover, we include investors and social lenders and private companies¹ in our interventions. But our end goal remains the same: our interventions always benefit the farming communities and end consumers.

Constant consultation and dialogue with our multiple stakeholders is part of Rikolto's DNA. In the next chapter you can read more about how we build partnerships, and an extensive overview of all our stakeholders can be found on our website - <https://www.rikolto.org/stakeholders>



Graph 1: Type of partner organisations involved in our programmes

1.2 Farmers' organisations as business organisations

In total we work with 120 farmer organisations, farmer cooperatives or farmer groups. All of them are supported in their business development, but not all of them receive funding. We sometimes only give specific advice or provide trainings. 17 of the farmer organisations we work with are certified 'organic', 10 organisations are Fair Trade certified, 4 are UTZ certified, and 7 Global GAP.

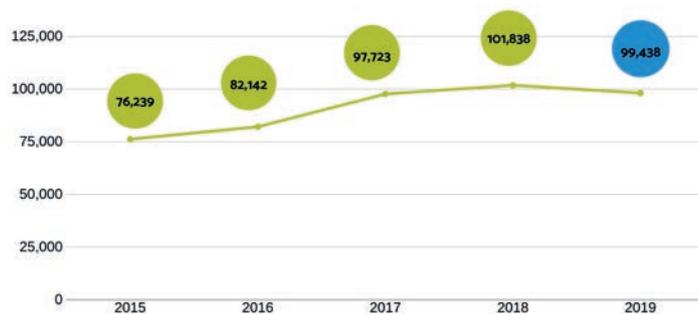
We support farmer organisations in their business development, so that they are able to market the

products of their members in a professional way, leading to stable incomes for farmers and more sustainable food available for consumers. Since 2018 we also keep track of the quantities of our main commodities sold collectively through a farmer organisation, cooperative or another collective action mechanism. Besides the collective sales figures in the table below, farmers may well use part of their produce for own consumption or sell it individually through intermediaries.

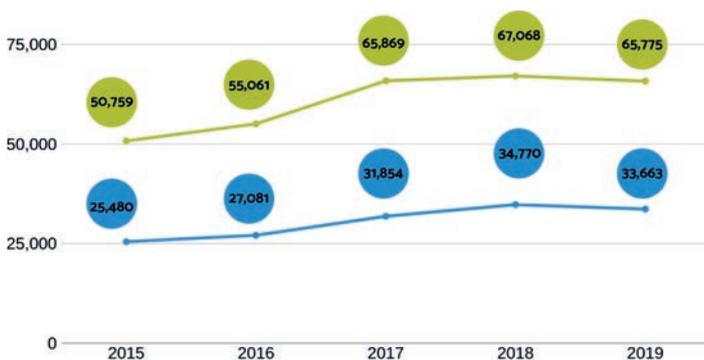
	2018		2019	
	Volumes sold (MT)	number of farmers involved	Volumes sold (MT)	number of farmers involved
cinnamon	0.06	145	3.40	953
cocoa	2955.00	9,299	5942.30	11,238
coffee	3009.00	18,349	1277.07	16,184
pulses	3916.00	8,324	787.00	8,309
rice	7005.00	46,472	8051.64	53,896*
sesame	1902.00	4,356	333.00	5,152
fruits & vegetables	19937.00	5,520	13760.92	4,147

* rice farmers numbers also include about 8000 rice farmers in DRC participating in Farmer Field schools, with whom Rikolto's activities are not specifically targeted towards commercialisation (and therefore also don't have commercialisation figures registered)

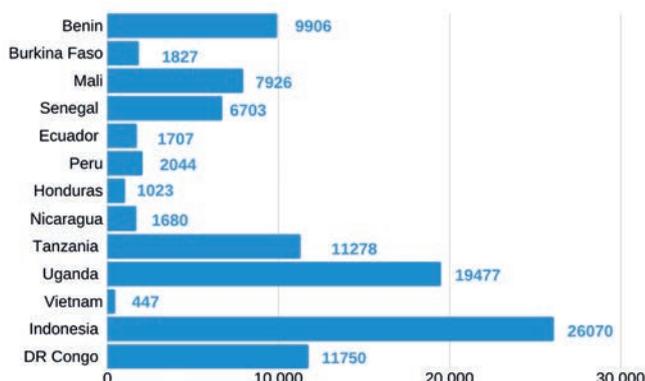
1.3 Membership of farmers' organisations



Graph 2: Total number of farmers reached



Graph 3: Total number of farmers reached (blue = women, green = men)



Graph 4: Number of farmers reached per country

Most of our interventions directly target members of farmers' organisations. This, in turn, allows us to indicate how many men and women are benefiting per region (see graphs below). Globally, about 65,000 men and 33,000 women received Rikolto's support in 2019.

In many cases, however, more farmers are involved during collective sales. Moreover, it is an inherent part of our strategy to achieve policy changes within companies, at commodity sector level and in national legislation, and to encourage other organisations and governments to replicate successful experiences on a much larger scale, so that multiple farming families benefit from our interventions.

In East Africa, we were running a large programme to promote collective selling of surplus food crops, in which very large numbers of farmers are directly involved in 2017 and 2018. This programme came to an end in 2019.

In DRC, two new programmes were launched, which allows us to reach more farmers in two new areas.

In West Africa, farmers have been organising themselves according to commodity for many years, resulting in very large farmers' organisations. We support those organisations in supplying rice for government institutions (schools, prisons etc.). As these are business actions at national level, a lot of farmers are involved.

In Vietnam, we started working in new provinces after the vegetable farmer organisations in the previous provinces "graduated" last year: they continue their business activities without our support. Moreover, a big part of our programme is directed towards policy work to promote Participatory Guarantee Systems for safe vegetables, instead of directly working with farmer groups. In the rice sector we test new business cases on a smaller scale, but big companies are involved, so lessons learned find a way on a bigger scale.

There is still a big gender gap when we look at the farmers we directly support via their organisations. Almost three-quarters of the members of farmers' organisations are men. Especially in the coffee and cocoa sector, traditionally more men are involved. However, in most of our regions we see specific interventions to give more opportunities to women (see 1.4.7).

1.4 Programme interventions 2019

Eight focal topics guide Rikolto's work. Explore what happened in 2019 with us...

1. Inclusive Business

Inclusive Business is about doing business with a long-term outlook, fulfilling the needs of farmers and buyers alike. With this kind of forward-looking strategy, they can plan ahead more carefully, resulting in stronger businesses. For over 10 years, Rikolto has been facilitating Inclusive Business models by engaging both private and public stakeholders. In 2019, we wanted to showcase our experience by putting several Inclusive Business cases in the spotlight on our website, in newsletters and through social media. We also targeted specific events to share our stories.

One of the cases we highlighted was the story of the business relationship between four vegetable cooperatives in **Nicaragua** and the food chain **Subway**. After years of liaising with all the partners involved, strengthening the farmer cooperatives' businesses and investing in infrastructure and certification, the farmers managed to overcome the challenges posed by a customer with high international quality and safety standards. These efforts were rewarded with fixed and differential prices up to 240% higher than the value achieved by sales on traditional markets.



Read more... [Sandwich of the day: inclusive business relations between farmers' cooperatives and Subway in Nicaragua](#)

Due to uncertainty about the capacity of smallholder farmers to adhere to contract terms and standard specifications, companies are often reluctant to work with smallholder farmers. To address this challenge, we have been assisting the MUVIKIHO vegetable farmer organisation in **Tanzania** to implement climate-smart and good agricultural practices and quality management systems. After farmers were certified, there was more trust in them, enabling them to sign long-term contracts with companies such as East Africa Fruits. In 2019, new companies entered the market, which increased the competition in contract sourcing from farmers.

The company East Africa Fruits (EAF – a social enterprise introducing sellers to buyers of fresh fruits, vegetables and grains) collaborated with Rikolto to contract smallholder farmers to supply fruit and vegetables to Dar es Salaam city market. EAF aggregates demand and delivers fresh produce directly from farms to retailers, wholesalers, local vendors, restaurants, cafés, hotels and exporters. They are not only a buyer, but also support smallholder farmers on crop planning in alignment with marketplaces, upgrading farm infrastructure and transitioning to sustainable practices.

In **Belgium**, we continued our work with the Belgian retailer Colruyt Group, and initiated our first chocolate project with Lidl. The Head of Sustainability in Belgium and Luxembourg explains: *"In 2015, Lidl committed to selling all its chocolate supply according to the UTZ, Rainforest Alliance and Fairtrade sustainability standards. The goal was achieved in 2016 and 2 years later, in 2018, Lidl signed Beyond Chocolate, a charter initiated by the Belgian government. As a result, Lidl invited stakeholders to the table to develop the first initiative surrounding Living Income in the chocolate sector. Rikolto and Fairtrade were involved from the beginning and, in 2019, the first product was born named Way To Go: a chocolate bar for which an extra premium, on top of the Fairtrade premium, is paid in order to move substantially towards a Living Income. Today, Way To Go chocolate bars can be found in Belgium and the Netherlands, and other countries will follow soon.."* This project also led to new horizons for Rikolto: for the first time, we started working in Ghana.



In **Indonesia**, MTC, Australia's leading specialty coffee broker, provided a down payment of up to 80% to Koerintji Barokah Bersama Cooperative (KKBB) in Kerinci Regency, Jambi Province. MTC was confident in paying the advance since KKBB has always been able to maintain the quality of their coffee. But building trust took time: it was only after a three-year business relationship that KKBB received the first down payment from MTC. KKBB also gained trust from the local government and banks, and they now have a new coffee drying dome and processing facility. At the end of 2019, Barokah received an export permit and started exporting their coffee for the first time to Belgium through MTC. The collaboration between government institutions, private sectors, NGOs, a financial institution, cooperative, and – of course - coffee farmers was key to this success.



In 2018, the coffee sector in **Peru** suffered from a double crisis: heavy rains and very low prices seriously affected coffee quality and production. Farmers were extremely demotivated. It was in this difficult context that Allegro Coffee and the coffee cooperative La Prosperidad de Chirinos jointly decided to revive farmers' spirits. Allegro signed an export contract for over 170,000kg and agreed to pay a premium price for it, on condition that the members supplied organic quality coffee. A joint investment scheme was set up to purchase quality drying domes, to give training on producing Pachakushi fertilisers (meaning 'happy soil' in Quechua), bookkeeping and other business skills. Allegro Coffee would pay the biggest share of the investment (37%), La Prosperidad 32% and Rikolto 31%. A year later, we can proudly say that the coffee farmers managed to supply very high quality organic fairtrade coffee and fulfil the terms of the contract.



2. Food Smart Cities

In this programme, Rikolto supports city-regions in implementing policies and practices that contribute to sustainable, fair and healthy food systems. In 2019, we launched a Communication and Learning Cycle to map the expertise and learning gaps of the nine partner cities, document promising practices, capitalise on local knowledge, and trigger new collaborations and synergies to upscale our impact.

City representatives from Quito, Da Nang, Arusha, Dakar, Bobo-Dioulasso, Solo, Ghent, Leuven, and Tegucigalpa gathered in Belgium in December 2019 to get inspiration on the topics of food safety & food distribution. They also discussed new collaborations in the realm of sustainable food systems.

In December, we also organised a big international event, "We feed the cities". About 300 people attended the event to discuss a series of key topics: rural-urban linkages & inclusive business, sustainable diets & nutrition, climate change & food, youth entrepreneurship, good food @ school, food safety management in the global South, urban food governance, and peer-to-peer learning about food systems. We are tapping into the expertise of our own staff and partners, as well as strategic allies such as Hivos, FAO, RUAF, UNEP, ICLEI and CIAT.

In partnership with the Belgian magazine EOS Tracé, a series of articles and a book were published, and a social media campaign was organised. We will build further on this experience in 2020.

Between March and August 2019, three journalists from the magazine Eos Tracé visited partner cities of Rikolto's Food Smart Cities programme. During these visits, they interviewed more than 130 people and discovered initiatives that make safer, healthier and sustainable food more accessible to citizens. The book "What will we eat tomorrow? Food Smart Cities leading the transition to sustainable food systems" tells their stories from **9 cities** in Vietnam, Belgium, Tanzania, Indonesia, Ecuador, Honduras and Nicaragua. The book has been downloaded over 750 times via our website and is available in English, French, Spanish, Bahasa and Vietnamese.



In **Belgium**, the campaign "*I am more than my receipt*" entered a second phase. Through this campaign, we want to create a movement of citizens saying: "buying sustainable food in the supermarket has to be an obvious choice". Nearly 6,000 consumers subscribed to the '*More than my receipt*' newsletter and the workshops in different cities and municipalities were well attended. On 23 January 2020, Rikolto awarded the first '*I am more than my receipt*' award to Colruyt, a major retailer in Belgium for its 'Dinner for 1, 2, 3 euros' initiative. This is a collaboration between the supermarket Colruyt and several welfare organisations to make healthy and sustainable food accessible for everyone, with a focus on vulnerable families. One of the national newspapers in Belgium covered all the projects selected by the jury and readers were asked to vote. In this way, sustainable food was put high on the agenda.

In **DRC**, two rice cooperatives (ADPA and COOPABA) in South Kivu, took the lead in commercialising rice in the region (as well as the rice collected by other rice cooperatives in the region) in order to conquer the market of Bukavu City and be able to compete with imported rice from neighbouring countries. The two cooperatives obtained better rice processing machines, they have now their own brand "Riz du Kivu" and packaging, and they launched a campaign on the local radio stations and through social media to promote the local rice. Four new shops in Bukavu are happy to sell the rice. The consumers really appreciate "Riz du Kivu" as it is fresher than the imported rice. Demand has increased, but the cooperatives are not yet able to meet that demand.

In 2019, Rikolto worked with the Tropical Pesticides Research Institute (TPRI) to conduct a study on the chemical and biological contamination of fruit and vegetables in Arusha, **Tanzania**, which poses a threat to food safety. Many farmers using crop protection products do not always do so correctly. Kapelaka Jones, who conducted the TPRI study, went to see farmers to find out what the most common problems are. Excessive use is one of them. "Specific products work against specific pests, but farmers sometimes mix two or three products randomly. The mixture may be more toxic and may equally no longer be effective. To ensure that their crops remain in good condition for as long as possible, farmers often spray right before harvesting. It is usually the women who harvest the newly sprayed products.

They do so unprotected and spend a long time in the field," says Jones. "Children play in the fields and among the pesticides. Empty packaging ends up in the environment." Jones investigated the concentrations of pesticides in the blood of consumers and farmers, and for both groups disturbing values were measured. This study forms the basis for the work of the Arusha Food Safety Initiative, a multi-stakeholder platform that supports farmers in the production of safe food, guides sellers on safety and hygiene standards, informs consumers about health risks, and engages with the national and local government to develop food safety policies.



In **Indonesia**, the Surakarta (Solo) City Government supported our work to promote sustainable production and consumption, among other things through the Gender Responsive Village Programme, in which together we empowered the urban female community to manage their food waste by providing free food take-aways to those in need, which was combined with the establishment of urban farming.



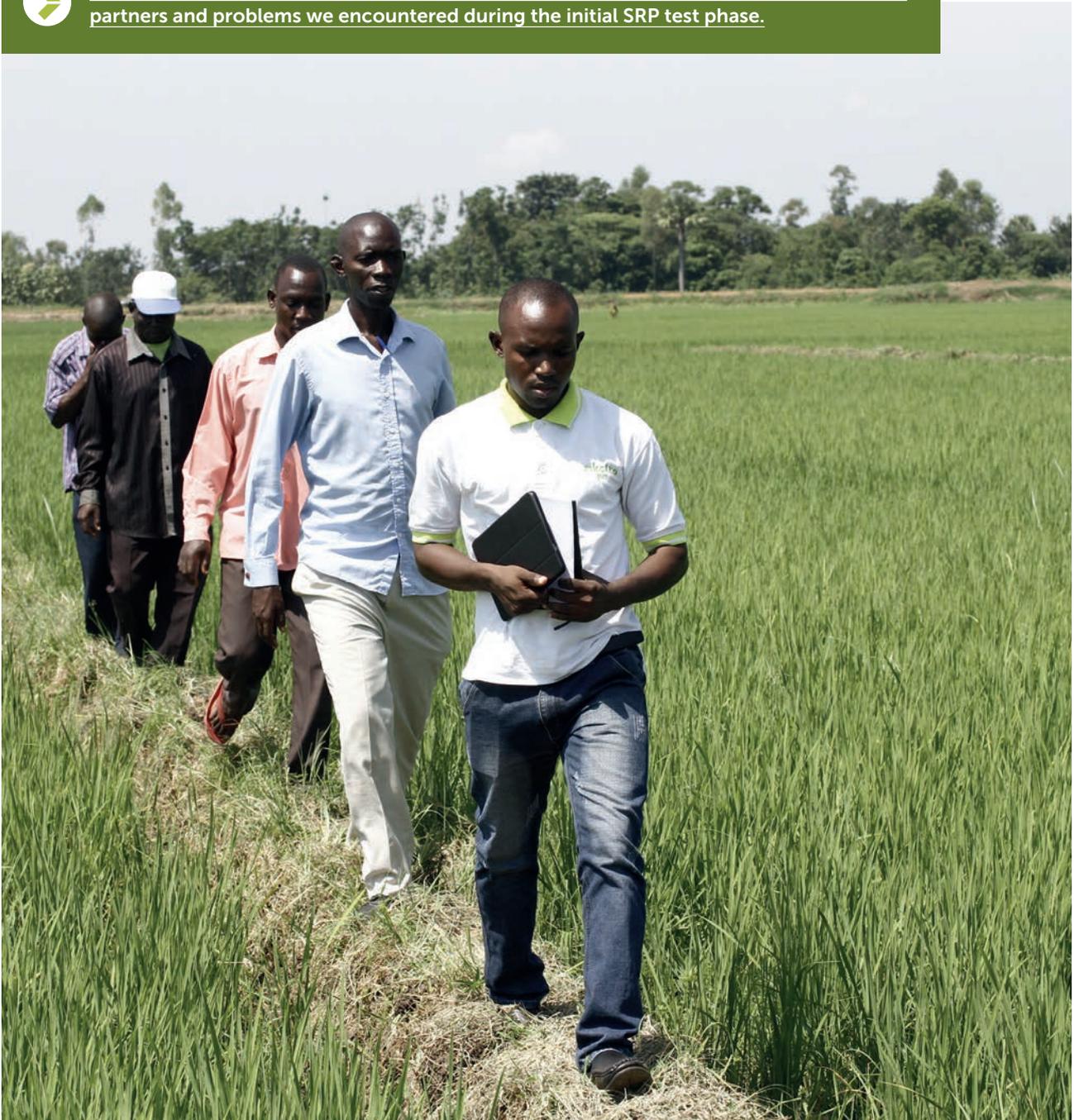


3. Rice

Rikolto has sat on the advisory board of the Sustainable Rice Platform since 2015 and is now a member of the Board of Directors. Our colleagues running rice programmes in Benin, Mali, Senegal, the Democratic Republic of Congo, Uganda, Indonesia and Vietnam were among the first to test the standard for Sustainable Rice Production with farmers' organisations. Overall, we have noticed that farmers in all pilot countries have improved their rice farming practices, as confirmed by the improved SRP scores in six of the seven countries involved.



In 2019, we presented a summary report which collates results, insights, feedback from partners and problems we encountered during the initial SRP test phase.



In **Burkina Faso and Mali**, one of Rikolto's interventions strategies is to make farmer organisations ready and capable to supply rice to government institutions, both at national and local level. Through what is called institutional purchasing, big quantities of rice are bought by the government to distribute in school canteens, prisons, to people in need, etc. Rikolto supports the leaders of the farmer organisations in how to negotiate solid contracts, manage these contracts and improve the commercial relations and communication with their members.

In Burkina Faso, 3 farmer organisations (UNPRB, UNERIZ and CIRB) sold 80% of their available rice to school canteens and to the National Agency in charge of the Food Security Stock (SONAGESS), compared to 50% last year.

In Mali, we had foreseen that after 3 years of intervention, our rice partners in Mali would be able to supply 50% of the total rice volumes requested by government institutions. They are now at 70%. We also noticed progress in honouring their contracts. Last year, they were only able to deliver 40% of the rice after signing contracts; this year – after negotiating an extension of the delivery deadlines – they were able to deliver/sell 100% of the requested volumes (5,000 tonnes of white rice).

One of the farmer organisations involved in institutional purchasing in Mali is ARPASO. Last year, the organisation was not able to honour its sales contract because members sold their rice to other buyers, and not to the farmer organisation. Therefore, in 2019, the organisation put a lot of effort into dialogue with its members combined with the start-up of its processing & commercialisation unit. ARPASO staff went from village to village to explain how selling through the organisation benefits them, with success: farmers started selling to the processing unit and felt they had more ownership over their local rice brand "San Malo".

For a couple of years, Rikolto and the Union of Women Parboilers (UNERIZ) in **Burkina Faso** have joined forces to **co-create an alternative business model for parboiling rice**, namely a franchise model. This model allows for quality parboiling at home by individual women or small enterprises of women, and complements the parboiling done in bigger processing centres. Rikolto supported the setting up of the business relations between UNERIZ and the individual women, we helped the women get loans at local banks, tested innovations (e.g. an ecological parboiling kit) and monitored sales prices. In 2019, UNERIZ obtained a credit of FCFA 260,000,000 in total for its franchisees.

We learned a lot from the pilot project and started scaling up the business model. Other stakeholders that intervene in the rice sector got inspired and took our insights to integrate them in their approach. We see that Oxfam



and CECI focus on the parboiling practices and business management of the women parboilers in Bama and Banzon, CISV incorporated elements in their women's empowerment projects in Mogtédo, and PAERIZ/CECI extended their warranty fund to women in Douna, Bama, Banzon and Karfiguéla.

We see that in general, women pay much more attention to quality: they take care to buy the paddy rice varieties that are most in demand from farmers, remove impurities, use the packaging provided by UNERIZ, etc. They also keep track of their expenses and income by using a very simple bookkeeping system. The results are visible: the quality of rice they sell on the market has improved significantly, leading to much better prices: FCFA 700 if the women sell packaged rice to smaller shops and FCFA 400 if they sell in bulk to UNERIZ, compared to FCFA 400 and FCFA 300 two years ago.

Salimata Ouédraogo is one of the franchisees in Bama. She says "I managed to fulfil all the requirements to start up my own rice parboiling business. I have a business plan, and managed to get a loan from the local bank to invest in building a small place to store my rice, buy plastic sheets to dry rice in a hygienic way, and of course... buy the necessary paddy rice. My husband sees that I'm serious about it and he helped me with the construction work and transporting the paddy rice. I now get FCFA 1,275,000 from my business."



In Douna, we listen to Aïssa Kara. She earned FCFA 1,425,000 from her rice parboiling business in 2019, compared to FCFA 430,000 in 2016. The majority of that money goes towards paying her children's school fees.

Better prices inspired other women to follow the same path. Therefore, we also notice the effects of our intervention beyond the dedicated franchisees of UNERIZ involved in the pilot project.

In Northern **Tanzania**, we involved smallholder rice farmers in Babati in a pilot project to coach them on the Sustainable Rice Platform (SRP) standards. They changed their traditional practices to more sustainable ones, which led to a rise in productivity, a reduction of post-harvest losses, and an increase in efficient water usage. Mary Temu, extension officer in Babati, explains the impact this switch had on the community: "With 80% of the total Babati population practising rice farming, the shift in lifestyles is impressive. Most farmers have been able to buy cars and tractors for their own farming purposes." Following this successful pilot in Babati, we collaborated with the Rice Council of Tanzania and the Ministry of Agriculture to include the SRP standards and Quality Management Systems in the National Rice Development Strategy II, an ambitious rice development programme that will run until 2030. We also took the opportunity to upscale this pilot to southern Tanzania in a new partnership with Kilimo Trust. This collaboration proved that a small successful pilot in northern Tanzania can result in innovations and learnings that can be implemented in major rice producing areas in southern Tanzania.

With 80% of the total Babati population practising rice farming, the shift in lifestyles is impressive. Most farmers have been able to buy cars and tractors for their own farming purposes.

In **Senegal**, Rikolto has supported the rice organisation FEPROBA for years at business organisation and production level. In 2019, the organisation managed to diversify its financial partners in order to have enough working capital available to buy its members' paddy during harvest season, and collectively sell the aggregated rice volumes. In general, FEPROBA has a good reputation for reimbursing its loans. However, if loans are obtained from different sources, this requires a more complex management of the financial flows. We therefore invested a lot of time in training the leaders of the FEPROBA local member organisations to come to a common understanding, and to finetune the financial process flow. The biggest weakness is at FEPROBA's top management level: in 2020, Rikolto will support the organisation by recruiting a finance officer and training her/him in the use of a professional bookkeeping software.

At production level, having quality rice seed available at the start of the production season has been a real challenge in recent years; seeds from varieties that well-liked by consumers are especially rare. Since 2017, FEPROBA is officially registered as a certified seed supplier in the southern part of Senegal. In 2019, we trained another 20 producers and 25 staff members of FEPROBA on all the procedures that they have to follow to be able to sell certified rice seeds. 9,066 ha of 3 varieties have been multiplied, leading to 1,971 producers having access to use these seeds during the agricultural season.

We see the effects of the different types of support (access to quality seeds and loans, production planning and business development) trickling down to the members. The average area of land per farmer that is dedicated to rice production went up, and accordingly, production volumes per farmer almost doubled the past two years (from 4.51 MT in 2017 to 8.21 MT in 2019). Also the volume of rice per farmer sold through FEPROBA increased (from 1.74 MT in 2017 to 2.64 MT in 2019). A supporting factor is the fact that farmers have to refund their credits obtained through the farmer organisation in kind, i.e. in bags of rice.

4. Cocoa

For many years, Rikolto has empowered cocoa farmers' organisations in Latin America and Indonesia to become solid business partners, and to have better access to markets and finance. However, to build truly resilient cocoa farming communities, we must look beyond cocoa as a commodity, towards the farming systems in which cocoa is grown. These are often agroforestry systems combining cocoa with timber, food crops such as plantain, cassava and yam, and animal husbandry. Rikolto believes that diversification holds the key for cocoa farmers to build up resilient livelihoods and enhance their food and nutrition security. Even more than today, this will be the focus of our interventions in the years to come. This will also be the case in our new cocoa programmes in West Africa and DRC.

On 1st October 2019, on international cocoa and coffee day, a new cooperative was legally registered in the North East of **DRC**: Cocoa Okapi cooperative. The cooperative, uniting **700 cocoa producers, is the first cooperative in the region that is truly owned by the farmers.** Rikolto will support the cooperative on its road to professionalism and selling a top quality cocoa. Together with the World Conservation Society, which is working to conserve the okapi, we intend to combine high-quality cocoa production with biodiversity conservation.

Working in the cocoa sector from an agroforestry perspective is our main focus in **Honduras**. Combining cocoa with other crops on the farm is significantly better for the environment (as it increases soil nutrition), for food security and to provide an extra income for the farmers' families. In 2019, the promotion of agroforestry systems and its support were included in the Ministerial Decree called "the Competitiveness Framework Agreement for the cocoa sector 2019-2022". In addition, a meeting of the Cocoa Committee of Central America and the Dominican Republic was held. Various stakeholders took part in order to bring the inclusion of agroforestry in the cocoa sector to a regional level.



Rikolto facilitated new business relations in the cocoa sector in **Ecuador**. The farmer organisation UOPROCAE and the company CONEXIÓN Chocolates developed 3 new chocolate flavours and a specific brand for cocoa produced by young farmers. It was launched both in Latin America (Salón de Chocolate de Lima) and in the US. What was the key to this success? The young cocoa farmers were involved in the whole process: from choosing the flavours to the design of the packaging. Also, transparency in the cost structure was really important to turn this into a successful business collaboration.





5. Coffee

Just like cocoa, coffee has been one of the sectors in which Rikolto has been active for many years. In 2019 we started defining a new strategy at international level.



In **Honduras** we assessed the level of professionalism of 5 coffee producer organisations, using the SCOPE Pro tool. The evaluation gave us good insights into the organisations' strengths and weaknesses, and helped us to set up specific development plans so that these organisations can become professional and independent businesses. (picture)

Both in **Nicaragua and Honduras**, Rikolto was very active on coffee platforms at national level. In Honduras we had our say in the formulation of the National Curriculum for Sustainable Coffee, which is a technical instrument that gives guidance to organisations and businesses on how to move towards sustainability in the sector. In Nicaragua, we contributed to the formulation of the Communication and Advocacy Strategy of the Nicaraguan platform for sustainable coffee (NICAFES), to engage more stakeholders, especially decision-makers.

In **DRC**, we started working in the coffee sector in 2014, but it is only now that we see structural changes happening. For all these years we pushed for the creation of professional coffee cooperatives, giving the farmers full ownership. Increasing the quality of the coffee was one of our main intervention themes. We see now that the number of coffee buyers who are willing to sign contracts at the beginning of the season, including making down payments to the cooperatives, has increased. Also the National Office of Agricultural Products (ONAPAC) expressed its appreciation for Rikolto's approach, which is now being copied in other regions.





6. #YouthinAg

How do we open up opportunities for young people in agrifood systems? Overall, Rikolto pays special attention to increasing the participation of young people in the governance of the farmer organisations, and to finding new job opportunities for them throughout the value chain. In 2019, we had very specific interventions targeting 354 young people as entrepreneurs.



In **Honduras**, young people can follow a specific course on Cocoa Management in Agroforestry Systems in coordination with the National Autonomous University of Honduras. The project is supported by the Belgian retailer Colruyt Group's Collibri Foundation. Specific focus is given to developing business skills, so that the young people can kick-start on- or off-farm activities with a good plan for their business. It was a real challenge to get an equal number of young women participating, and positive discrimination in the initial phases of the selection process was needed to achieve gender equality by the end. In 2019, 40% of the participants were women. We want this to be 50% next year.

In **Ecuador**, we support young people to become the internal inspectors in the certification processes of UOPROCAE, an umbrella organisation of cocoa producers. They are trained in cocoa Quality and Certification procedures.

In **Uganda and Senegal**, Rikolto organised two workshops with FAO and YPARD for young African food entrepreneurs. Young potentials were invited to learn about sustainable agriculture and food businesses, and they discussed how they can contribute to this based on their own experience and talents.

In **Peru**, we are working with the young people of Chirinos coffee cooperative to set up a specific business run by the youth committee: they are now exploring the production and marketing of a new aromatic drink, under the brand "Aroma Chirinos", with coffee husk as the main ingredient.





In **Belgium**, Generation Food was launched. It was set up as a network for young people with several supporting partners – all active within the agriculture and food sector – to stimulate innovation and entrepreneurship. Participants go through a process that starts with a vague idea to then test a developed concept, and throughout this process they give each other feedback and tips.

In the coffee chain in **Eastern Congo**, Rikolto **motivated youngsters to start tree nurseries** and sell the seedlings to the members of four coffee cooperatives, thus contributing to the rejuvenation of old coffee plantations. Specific training was given to improve their business and marketing skills. In 2019, these start-ups were recognised by the government services and ready to obtain an official certificate, guaranteeing quality and conformity to specific standards.



In **Indonesia**, our programme colleagues engaged millennials both in rural and urban areas through interactive training, seminars, study exchanges, internships, competitions, and a festival to gain better knowledge about sustainable production and healthy consumption. In the cocoa sector, we collaborated with millennials to launch a Youth Entrepreneurship Lab on the island of Flores as a learning and business-development platform. 2019 was the final year of this Lab. In addition, the Amanah Cooperative and Village-Owned Enterprise Inaya worked together to train and mentor 140 millennials in 6 villages in Polewali Mandar District, on the island of Sulawesi, to be part of the village transformation towards economic growth. We enabled them to develop their own business or run their parents' cocoa businesses.



7. Gender

In Mali, and more broadly in **West Africa**, Rikolto is continuing and intensifying its efforts to take gender issues into account in its value chains, particularly those for rice and sesame. Women are increasingly present at production level but still lack representation and structure within farmer organisations. Rikolto works directly with its partners to build strategies adapted to the context and needs.

Rikolto also continues to provide support at processing level, which is largely represented by women parboilers. Parboiled rice is rice that women steam with its entire husk for a period of time, then dry it before husking. It is more nutritious than white rice that has not undergone this process. In Mali, Rikolto works with partners to structure women parboilers' organisations and support advocacy for the extension of the institutional purchasing of parboiled rice. In the evaluation of 2019 institutional purchasing, women who took part showed an increase in income and especially reported increased control of this income. This is because women can contribute more to household expenses according to their own needs and be less dependent on men. However, Rikolto acknowledges the needs to work harder for the empowerment of women in West Africa, and now intends to move forward in this direction.

Based on our experiences on gender in Latin America, the NGO Solidaridad and Rikolto signed a collaboration agreement to formulate the Gender Policy for the coffee sector in **Honduras**. We did this at the request of the Platform for Sustainable Coffee in Honduras (PCSH) and the National Coffee Council (which includes members of the coffee industry).



Moreover, as Rikolto, we also want to continue to learn from our own experiences with farmer organisations. In **Peru**, for example, we have been strengthening the Women's Development Committee (CODEMU) of the organisation CAC Pangoa since 2017: developing specific income-generating activities for women

and at the same time working on several gender issues with the members and leadership of the cooperative. The past years' experiences gave us a lot of insights into the effective inclusion of women in the organisation's spaces and on how to institutionalise gender equity as an internal policy of producers' organizations.



Gender equality has been taken into account by the **Vietnam** Government since the middle of the last century and has been mainstreamed in the legislation system of Vietnam since then. But gender equality is not just a one-off issue, it is relevant throughout the development process since above all, it affects social issues. According to Rikolto's 2019 monitoring data, the number of female farmers in rice production and vegetable production was respectively 22/234 (9%) and 257/439 (59%). So, the ratio of women participating in the chains is very different, higher in vegetable and much lower in rice.

Why is this? In the North and the Central areas where the vegetable projects are located, vegetable production is considered to be light work (as opposed to factory and masonry jobs, which are normally taken up by men and are considered to be harder work). In the Mekong, rice production is a prominent part of household income (87%) and is considered to be tough work, which rests on the men's shoulders. Even so, women in the rice chain take decisions in household spending.

Women being reluctant to take up responsibility is one of the reasons why there are very few women represented in the management of farmer organisations in Vietnam. In rice, there are still no women on the management board, while there is only one woman in vegetable management (Thanh Son cooperative in Ha Nam) thanks to the encouragement of our partner organisations (Plant Protection Department). The staff of this organisation kept gender equality in mind as a guiding thread during the implementation, like other partners working with Rikolto are asked to do.

Looking into the chains, Rikolto has mostly been tackling this issue mostly on the production side. The gender issue now should be looked at from a new angle: what can be done so that women are given opportunities to do what they want to do?



8. Climate-smart agriculture

In all its interventions, Rikolto takes the ecological aspect into account. In 2016, Rikolto's sustainability working group developed scoring tools for each commodity (rice, cocoa, coffee and fruit & vegetables) which are being monitored throughout the implementation of our programmes. In various ways, we support farmers' groups in implementing climate-friendly practices, but we also take into account the broader landscape in which we operate.



Read more about how we follow up ecological sustainability in our programmes in section 5.

Both in **South and Central America**, the promotion of agroforestry systems is key in our interventions in the cocoa and coffee sector. Together with the Catholic University of Peru, we tested the application of a lifecycle methodology on 85 cocoa and coffee farms. We identified critical points of greenhouse gas emissions and established guidelines for better production practices for these two crops. The results were presented to the Multisectorial Commission of Environmental Sustainability for agro-export products of the Ministry of Foreign Trade, who applied it to develop the first "environmental footprint calculator for coffee", which will allow producer organisations to have a simpler and lower cost digital tool to calculate the environmental footprint.

Traditionally, women in **West Africa** use wood as energy source in the rice parboiling process. Experiments to replace wood with briquettes/pellets made of rice hulls have succeeded, but these briquettes are not (yet) available in large quantities. Therefore, in 2019, the parboilers' union in Burkina Faso (UNERIZ) launched the campaign: "parboiling woman, a living tree". Over 600 trees have been planted.

In **Tanzania**, 90% of water is consumed by agriculture, with most farmers using an inefficient open canal method and diesel-powered pumps for the irrigation of their land. These irrigation systems are harmful to the environment and the inefficient water usage puts even more pressure on already water-stressed regions such as the Pangani River Basin.

A more efficient and sustainable alternative is solar-powered irrigation systems. Rikolto piloted six solar-powered irrigation demonstrations in northern Tanzania, which have proven to hold the potential to increase agricultural productivity and income due to better access to water. From our partnership with Simusolar¹¹, we have learned that the company's internal credit scheme for customers can be more easily accessed by smallholder farmers compared to other forms of financial products from financial institutions, if it is bundled with the technology transfer service. In 2020, we will invest more in assisting farmers with the development of business plans to support the adoption of this technology. This will be linked to the production of promotional materials and awareness campaigns for farmers about the importance of investing in efficient solar-powered irrigation systems.

¹¹ Simusolar is an equipment company bringing solar-powered irrigation pumps to Tanzania's smallholder farmers. The company has also developed an innovation surrounding digital credit for farmers to access the pumps.



In **Indonesia**, Payment for Ecosystem Services (PES) is the fundamental starting point of the implementation of Rikolto's programme. PES is a cost-effective means to compensate indigenous communities, landowners, and/or farmers for their environmental maintenance and provision of ecosystem services. We do this in collaboration with farmer organisations such as Koerintji Barokah Bersama Cooperative and Tanai Sakti Alam Kerinci (TAKTIK). Barokah was encouraged to implement good agricultural practices in coffee cultivation by linking the cooperative with buyers willing to pay a higher price for sustainably-produced quality coffee to incentivise farmers. As farmers implemented good agricultural practices, they noticed the return of some bird species nesting in shade coffee trees. In 2019, TAKTIK obtained organic certification and started the sale of sustainably-produced cinnamon.



The producers of Consorcio Agrocomercial in **Honduras** are seeing their losses increase year after year due to the effects of climate change. Lettuce, celery and tomatoes in open fields are especially susceptible to the high incidence of pests in the winter season. Through various exchanges with the producers of the Consortium Agrocomercial in Honduras, the Belgian research centre INAGRO, companies supplying inputs and Zamorano University, we learned about hydroponic production systems and their advantages in coping with the effects of climate change. In 2018, the first hydroponic systems were installed with four organisations, with the financial support of the EU, in 3 different geographical and climate zones in Honduras. In 2019, these installations were tested, and lessons learned were discussed among the member organisations of the Consorcio Agrocomercial. Also, specific credit schemes are being negotiated with local banks, so that investments can continue after this pilot project.



9. Rikolto's programme in Belgium: campaigning, fundraising, innovating and moving forward.

In the summer of 2019, Rikolto launched 'The Biggest Dinner in the World' in Belgium. The objective is to get as many people as possible around any kind of table, in as many places as possible. With this initiative, we do what we all think is important: be together around a table of good food - food that is tasty for our planet and the people producing our food. Together we give a strong signal to the food sector and policymakers. Through the food we put on the table and the daily choices we make in shops and in our kitchens, we can change the world.

With The Biggest Dinner we are aiming for a record. We want to have 10,000 people at tables all over Flanders. The original aim was to take stock by the end of 2020, but a lot was put on hold due to the corona crisis, and a delay in reaching our record seems to be inevitable.

GoodFood@school

In 2019, Rikolto signed a charter for healthy, balanced and sustainable school meals, together with stakeholders from the Flemish catering industry and education sector, and the Flemish government. This charter supports the nutritional policy in schools with an emphasis on health in combination with sustainability.

For Rikolto, the charter is an important achievement. Caterers are often criticised because their meals score poorly in terms of health and sustainability. However, caterers deliver what schools and clients demand of them through tenders. This is where the charter comes in and where GoodFood@school has an important role to play.



100 Ambassadors launch The Biggest Dinner in the Town Hall of Leuven

On 6 December 2019, 100 guests were invited to the fairytale setting of Leuven's old gothic Town Hall. They enjoyed a delicious seasonal buffet. Tasty and cosy dining in exchange for a contribution to Rikolto's work? The formula was very much appreciated by those who attended.



Local Food Strategies

Rikolto has been supporting the development of local food strategies for several years now, in various cities and municipalities worldwide, as well as in Flanders. A local food strategy is a collectively developed policy with vision, objectives and a set of strategies aimed at making the local – municipal or urban – agricultural and food system more sustainable. Two recent spin-offs are Generation Food and Kort'om Leuven, both launched in 2019.

Kort'om Leuven is an online market of food products for retailers and the hospitality industry. At Kort'om Leuven retailers and restaurant owners buy directly from a farmer or producer. Short food chains and local food are increasingly popular, showing that people want to know the origins of the food and pay fair prices to farmers.

Generation Food connects people with a shared vision: farmers, students, entrepreneurs, and so on who want to build a sustainable 'foodture' through entrepreneurship. In Generation Food, they pool/cluster their expertise to stimulate innovation and give start-ups a boost. Generation Food wants to activate new entrepreneurs and increase their chances of success.

"I'm more than my receipt"

Through this new campaign, we intend to create a movement of citizens who want to make sustainable food in the supermarket the obvious choice. Nearly 6,000 people subscribed for the 'More than my receipt' newsletter and the workshops in different cities and municipalities were well attended. On 23 January 2020, Rikolto in Belgium awarded the 'I'm more than my receipt' award to Colruyt, a major retailer in Belgium for its 'Dinner for 1, 2, 3 euros' initiative. This is a collaboration between the supermarket Colruyt and several welfare organisations to make healthy and sustainable food accessible for everyone, with a focus on vulnerable families.

Moving people

Rikolto wants to move people, but also for people to get moving for Rikolto. Last year, mountain-bikers travelled to Ecuador, Vietnam, Indonesia, and Sweden to test whether they are in shape on sponsored Rikolto Classic mountain bike tours. Runners filled the streets of Brussels at our yearly fundraising event and in January, thousands of volunteers crowded the streets and squares of Flanders to ask the public to support Rikolto. Furthermore, online fundraising actions are expanding each year.

Section 2 Partnerships for collaboration and fundraising

Rikolto's new organisational structure as an international network organisation goes hand in hand with a search for more and stronger partnerships with all the relevant stakeholders that want to join us in contributing to a sustainable and inclusive food system. To achieve our ambitious objectives, we need to build solid partnerships with private companies, development organisations, governments, research institutes and donors, contributing to both the implementation and funding of our programmes (see section 1.1). By engaging all these stakeholders, we can expand our impact and make the difference that is needed.

In order to strengthen our (potential) partners' involvement in our programmes, in 2019, we upgraded our Salesforce Database for contact management and partner & donor relationship management with the support of the King Baudouin Foundation.



Engaging in partnerships with private companies

To transform the food system, we believe that private food companies are an indispensable part of the picture.

We **partner with companies in multi-stakeholder platforms**, including the One Planet Network, the Global Coffee Platform, the Sustainable Rice Platform, AMEA and the Cocoa Sustainability Partnership, to jointly formulate policy proposals. An overview of all the platforms and networks in which Rikolto takes part can be found on our website: <https://www.rikolto.org/en/about-us/networks>

“ Together with OLAM and GIZ, in 2019, Rikolto contributed to a proposal for the global upscaling of the Sustainable Rice Platform standard for sustainable rice cultivation. This proposal was nominated as one of the Top 100 in the MacArthur Foundation’s 100&Change competition, in recognition of its “real and measurable progress in solving a critical problem of our time.”

On the other hand, we also **develop specific programme activities with corporate partners**. In 2019, we were a highly active member of the “Beyond Chocolate” network in Belgium, and as result we are partnering with the supermarket Lidl in a concrete inclusive business proposal for cocoa farmers in Ghana. We work with Subway in Nicaragua, sourcing vegetables from smallholders around Apanás Lake, with the goal of improving the livelihoods of these farmers and improving the ecosystem around the lake. Also in Nicaragua, in 2019, we started a pilot on Sustainable Agroforestry Systems in Coffee and Cocoa alongside ECOMtrading.

Secondly, we partner with companies to **apply for joint project funding targeting collaboration between private stakeholders and NGOs** (budget lines within USAID and DANIDA Business Partnership Facility in Belgium) or **we invite companies to co-fund specific Rikolto projects**. In 2019 we were supported by UMICORE, Sioen industries, Aperam and Neuhaus (who visited our project in Ecuador in 2019) through Entrepreneurs for Entrepreneurs.

Partnering with Governments: Changing the recipe

Rikolto believes in dialogue as an essential tool for change. In our Food Smart Cities Programme we facilitate local multi-stakeholder platforms with the direct participation of the local and national authorities. Together, we formulate strategies and action plans to create a local food policy. At national level we partner

with governmental actors, where we contribute to the development of new policies based on our experience from the field and research outcomes. In this way, we want to create environments conducive to specific value chains or mechanisms within the food system.

Governments also support our programmes financially. The Belgian Development Cooperation is currently our main funder; the Swiss Development Cooperation and the British, Canadian and Australian governments are also among our funders (see appendix 4). In some cases, we are subcontracted by a local or national government for specific initiatives in which our added value is recognised.

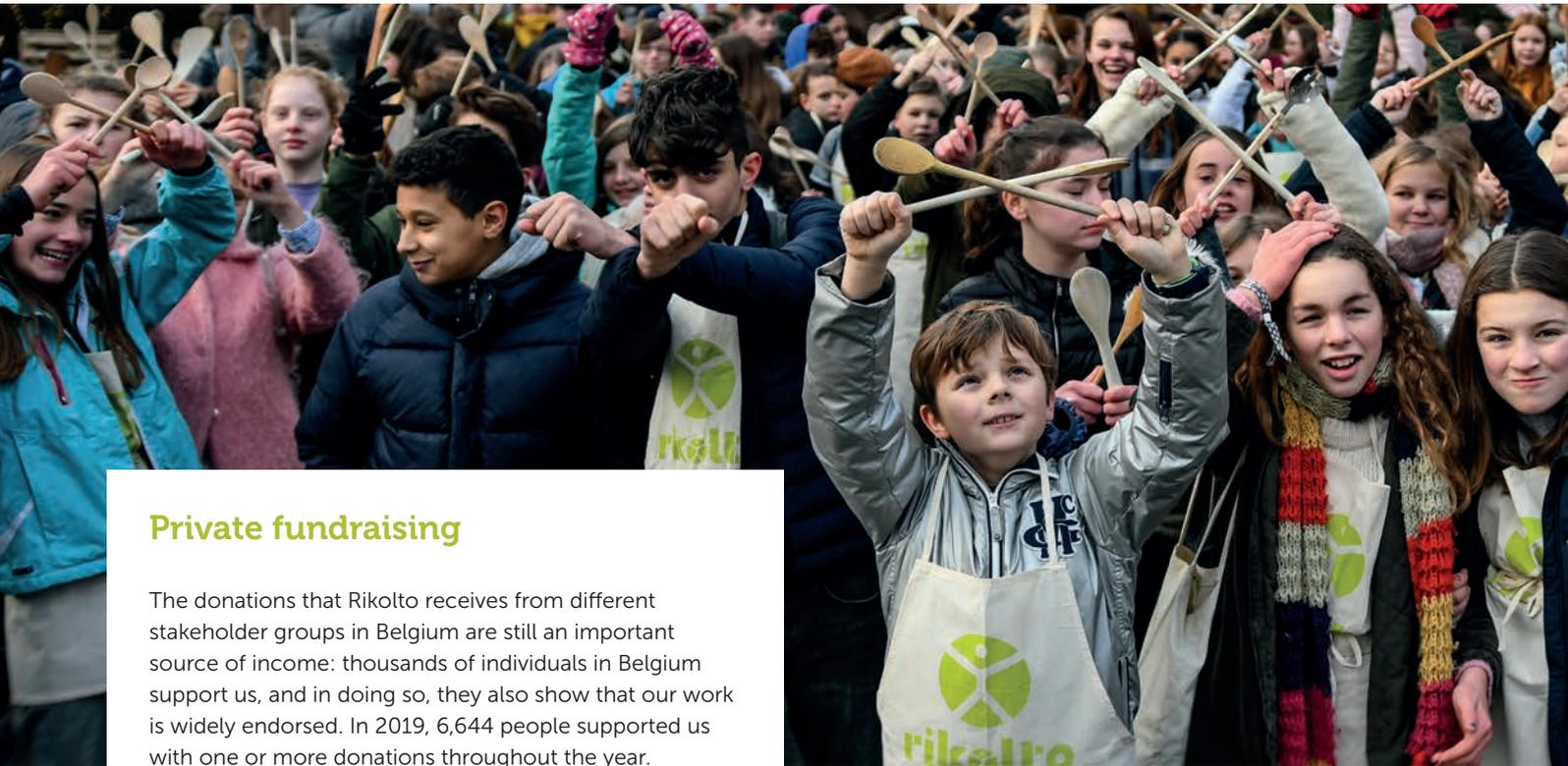
“ In Belgium for instance, in 2019, we intensively monitored and professionalised the process around the city of Antwerp’s food strategy, based on our earlier experience in Ghent and Leuven. Also, the City of Da Nang in central Vietnam adopted its Food Smart City development strategy for 2020-2030 which was the outcome of a fruitful collaboration between Da Nang’s Food Safety Management Authority, the Vietnam National University of Agriculture and Rikolto.

Co-creating impact with donors

As far as possible, we try to involve our donors as partners. We consider frequent and transparent communication and even direct donor involvement as a great opportunity to extend our impact. In an ideal situation, we co-create the funding or investment proposal from the start and have a joint continuous improvement process.

“ In 2019 FAO, YPARD and Rikolto organised two workshops for young African food entrepreneurs. FAO not only provided funding, but was also strongly involved in developing the content of the workshop, and committed itself to further disseminating the dynamics and insights created through its own global programmes.

You can find an overview of our income from the different types of donors in the financial part of this annual overview 2019 (section 7). The full list of institutional donors can be found in Appendix 4.



Private fundraising

The donations that Rikolto receives from different stakeholder groups in Belgium are still an important source of income: thousands of individuals in Belgium support us, and in doing so, they also show that our work is widely endorsed. In 2019, 6,644 people supported us with one or more donations throughout the year.

It is true that increased competition in fundraising, a demographic shift in the donor audience and building trust for the new Rikolto brand makes private fundraising a bigger challenge than ever. Giving a private donation means financial, but also moral support for the changes that we want to make. Therefore, we continue to build strong relationships and partnerships, and we experiment and launch new initiatives.

Our fundraising is based on three main sources: our annual fundraising campaign, in January, on which we collaborate with thousands of volunteers; donations and sponsorship events, such as the Rikolto Classics (mountain bike tours) for which sports enthusiasts reach out to their own networks (work colleagues, friends, family, etc.) to get sponsorship; and donations throughout the year from loyal private donors. In 2019, we started a fourth fundraising model: The Biggest Dinner (in the World).

The Biggest Dinner in the World

By taking part in the Biggest Dinner campaign (see section 1), people raise funds for Rikolto's projects, asking their guests to replace the bottle of wine or flowers they would bring for the host with a donation. In 2019, 50 hosts organised dinners at their home table and altogether they received 269 guests. In 2020, our intention was to cross the Belgian borders, but due to covid-19 we have put the Biggest Dinner on hold.

Sport events

In 2019, we organised no fewer than 6 Rikolto Classics – mountain bike tours in Benin, Vietnam, Ecuador, Indonesia and for the first time in Sweden. The Sweden adventure in 2019 was a try-out for the first real Midsummer Classic in June 2020, but unfortunately the worldwide pandemic forced us to cancel this first real edition.

Like every year, in May we took part in the "Brussels 20km". 106 individual runners and 22 company teams ran the "Rikolto Run".

Annual campaign

As we have already done for several decades, Rikolto started the year in Belgium with its fundraising campaign. Many volunteers, schools, groups of friends and youth associations go out on the streets and sell gadgets or organise other fundraising initiatives. During the January 2019 campaign, for the first time we sold spoons as a symbol of a fair food system for everyone.

Private donors

Last but not least, we can count on a strong base of loyal donors who support us with one or more donations throughout the year. Most of them are individuals, and some even support us after they have passed away. This gesture never ceases to move us. We also counted on the support of 29 local authorities, as well a private companies (see Appendix 5).



At the time of writing this annual report, a lot of activities were put on hold due to the corona crisis, and we expect a serious decrease in income (cfr. financial chapter).

Principles that we hold dear when working with partners and donors:

Transparency

Rikolto is committed to clearly and transparently communicating with all our partners and donors on how we spend our resources. We make our information accessible through:

- Clear programme descriptions on our website: www.rikolto.org/en/projects
- Commitment to the International Aid Transparency Initiative (IATI) and compliance with its reporting standards: on our website you can find an overview of the activity files for each country: <https://www.rikolto.org/en/about-us/planning-learning-and-accountability>
- We adhere to the sustainability guidelines of the Global Reporting Initiative in our annual reporting.
- Our financial section in this annual report gives a clear overview of resources and expenses for all our programmes

Apart from the above, Rikolto endorses the Donor Bill of Rights, and we work with the following initiatives on transparency and accountability in Belgium: Belgian Association for Ethical Fundraising, Donorinfo.be (a private initiative), Goede Doelen (King Baudoin Foundation) and X-Bank (Belgian NGO-federation). These websites publish Rikolto Belgium vzw's audited figures. In this annual report, we also show you the consolidated figures for the worldwide Rikolto group (Rikolto Belgium vzw and Rikolto International s.o.n). As accountability, transparency and qualitative reporting are key to Rikolto, checking adherence to global financial reporting standards and quality control will continue to be the responsibility of the Global Finance Support Team.

Privacy

Rikolto uses personal contact data for administrative purposes and to inform people about our activities. We take the privacy of our donors very seriously and want to be 100% transparent about what we do with personal data. In 2019, we continued working on transparent workflows. We started a privacy taskforce to look at possible data breaches and ways to upgrade our data management to ensure compliance with the European privacy legislation (GDPR).

We did not receive any formal complaints in 2019.

Ethical code

Since 2018, we have had a **clear internal policy to manage the ethical risks associated with partnering with and receiving funds from companies, corporate foundations and government actors**. Moreover, in 2019 our International Board of Directors approved an organisation-wide **Code of Ethics** and **Code of Conduct**. The aim of the Code of Ethics and the Code of Conduct is to help us to make informed decisions in response to the ethical dilemmas that we all face at work, to promote an ethical culture throughout the organisation and to show what we stand for as Rikolto members. These shared values and principles apply to all employees, volunteers, interns **and third-party entities such as consultants, partners and donors**.

Section 3 Governance

In 2016, our organisational and governance structure underwent a complete makeover and we became an international network organisation. Following the internationalisation our organisation and governance, we changed our brand name from Vredeseilanden/VECO to Rikolto. In 2018 we created a company/profit organisation to complement our activities funded with donations.

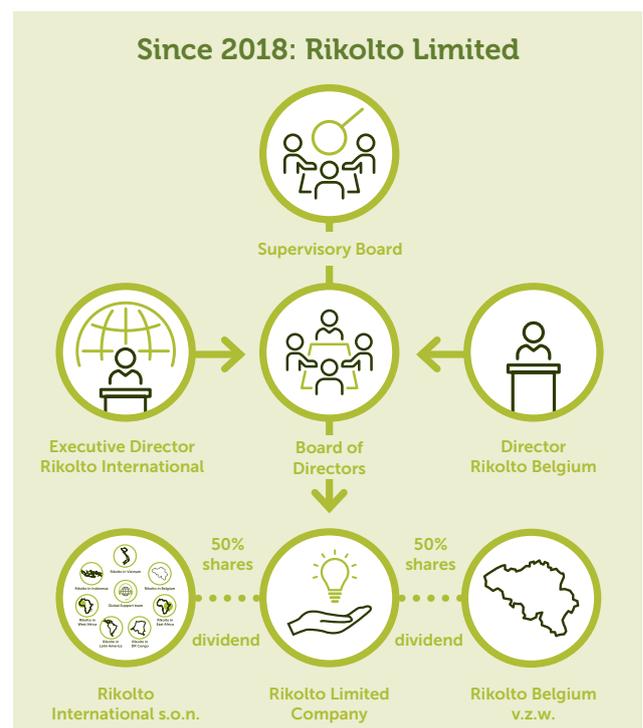
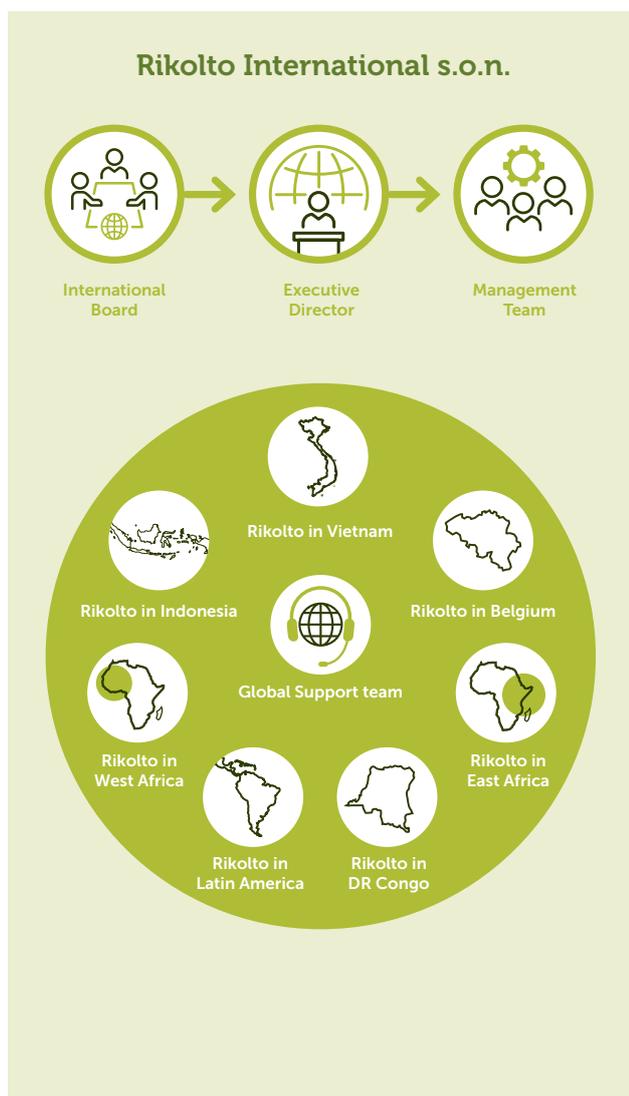
A Belgian Public Interest Foundation, **Rikolto International** s.o.n. has been operational since 2017 and is managed by an International Board of Directors and an International Management Team composed of the directors of the different programmes in the various regions.

This Public Interest Foundation operates alongside the non-profit organisation **Rikolto Belgium v.z.w.**

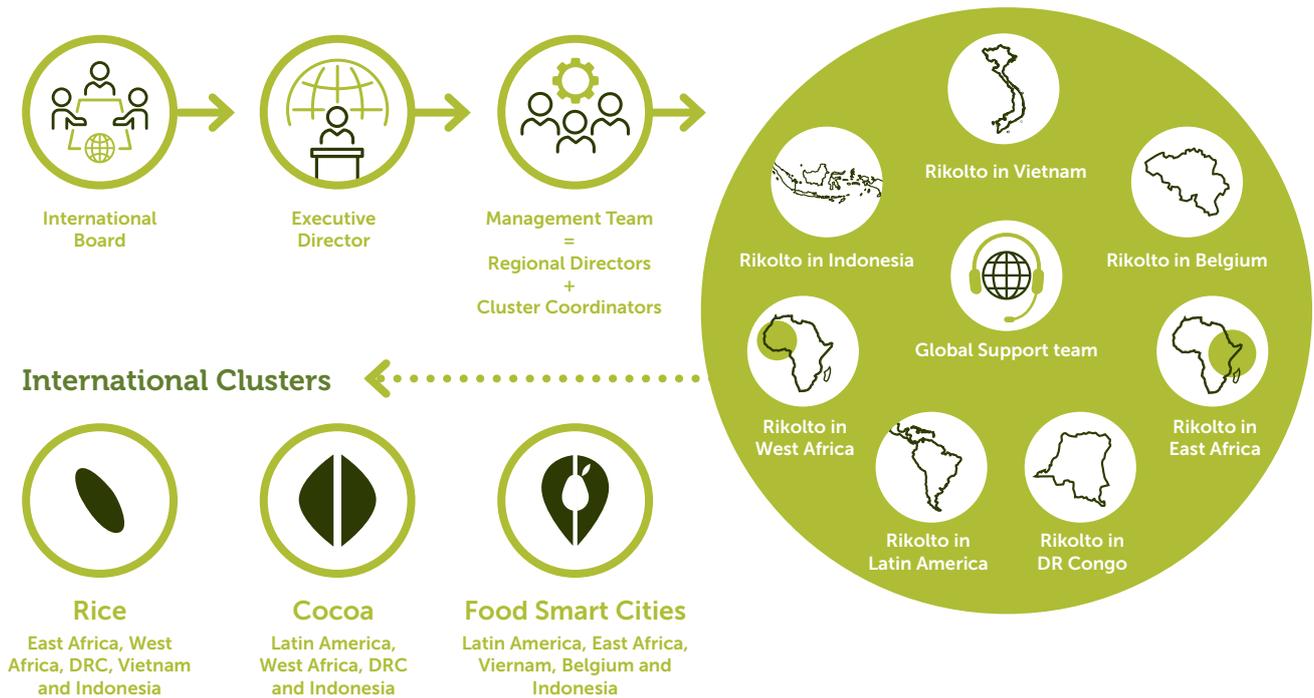
(previously Vredeseilanden v.z.w.), which has ultimate responsibility for all funds raised from Belgium donors.

At the end of November 2018, Rikolto International s.o.n. and Rikolto Belgium v.z.w. created **Rikolto b.v.**, an enterprise with limited liability and social purpose, with the goal of scaling the methodologies, methods, tools and instruments that the Rikolto family has been developing in its programmes financed through commercial contracts with third parties.

 Read more about this organisational change: <https://www.rikolto.org/en/news/veco-move-belgian-ngo-international-network-organisation>



3.1 Rikolto International s.o.n.



Board of Directors

The composition of our International Board of Directors is based on the members' complementary individual expertise (finance, HR and mission-related content), their background or stakeholder representation (civil society, public sector and private sector), their knowledge of Rikolto and a geographical distribution across the Rikolto regions. In 2019 Marijke Beel joined the international Board to complement the team with her expertise in people management. Together with Koen Dolphen, she ensures the link with the Belgian Board.

These are members of the Board (end of 2019): Stephanie Daniels (Chair), Amon Mattee, Koen Dolphen, Lettemieke Mulder, Ronnie Natawidjaja, Sharon Hesp, Mark Lundy, Marijke Beel and Alex Arnaud Assanvo.

The directors are appointed for a maximum period of three years and are eligible for reappointment twice. The Board members can only nominate new members if they are proposed by the International Management Team, to ensure diversity and knowledge of Rikolto's work. The Chair and all other Board members are volunteers. They receive no payment for their services, nor do they have an executive function within the organisation. The Board delegates operational responsibility to the organisation's Executive Management: since 1st September 2018, Chris Claes is the Executive Director of Rikolto International.

The Rikolto International Board of Directors meets three times a year in a virtual meeting and one time in a physical meeting, jointly with the International Management Team. The Board safeguards our mission and core values. Based on proposals from the Management Team, the Board defines the general policies and strategies of the organisation. They follow up on the implementation of these policies and strategies and on the results and impact achieved. Social, economic and environmental concerns form the core of these strategic conversations.

At the end of 2019, the International Board of Directors decided to abolish the Board of Affiliates. Its intended role was to monitor and advise the Board of Directors, but we realised that it was making our governance structure too complex and that the International Management Team largely fulfilled these roles. Instead, extra mechanisms to ensure mutual monitoring between the International Board, the Belgian Board and the International Management Team were put in place.

International Management Team, Executive Management and Global Support Team

The International Management Team, which steers the daily operations of the whole network organisation, is composed of the regional directors of the different Rikolto regions. In 2019, also the coordinators of the different programmatic cross-country programmes (clusters) joined the Management Team.

Global financial reporting standards and quality control are the responsibility of the Finance department of the Global Support Team. This team will also take on many support functions to increase our global impact and improve our way of working, e.g. communications, fundraising, designing tools for planning, learning and accountability, etc.



Meet the team: <https://www.rikolto.org/en/staff>.

3.2 Rikolto Belgium v.z.w.



General Assembly

The General Assembly consists of 80 members representing our key stakeholders. They are volunteers, experts from various organisations or private companies, people working for governmental institutions or public administration, members of the Board of Directors and former staff members. In total, our GA comprises 35 women and 45 men (as at 31/12/2019).

Anyone may apply to become a member of the General Assembly. Applications are presented at the next General Assembly. Membership is valid for an indefinite period. The Articles of Association stipulate that current Rikolto staff cannot be a member of the General Assembly.

The General Assembly is the supreme body of Rikolto Belgium v.z.w. (non-profit organisation). It appoints the Board of Directors and ratifies the annual accounts and the annual report. Within the General Assembly there is a Financial Committee that thoroughly studies the financial reports ahead of each General Assembly.

In 2019, apart from its formal obligations, the General Assembly thoroughly discussed the renewed mission and vision of Rikolto Belgium v.z.w.

Board of Directors

In 2019 Marijke Beel and Frie De Greef joined the Belgian Board of Directors to complement the team with their expertise in people management and in socio-cultural topics. Together with Koen Dolphen, Marijke ensures the link with the International Board.

These are the members of the Belgian Board (end of 2019): Marijke Beel, Marc Bosmans, Kristof Debrabandere (chair), Frie De Greef, Koen Dolphen, Karel Bolckmans, Marnix Somers, Toon Martens and Petra Dombrecht.

The directors are appointed for a maximum period of four years, renewable once. The Board of Directors is responsible for general management and determines the organisation's strategy. The Board monitors the organisation's sustainability performance. This concerns practical decisions as well as choices within the programme.

The Board delegates operational responsibilities to the organisation's Executive Management: Jan Wyckaert. The Chair and all other Board members are volunteers. They receive no payment for their services, nor do they have an executive function within the organisation.

The Board has incorporated the principles of good governance into its Articles of Association and Rules and Regulations, based on the Belgian King Baudoin Foundation's "Good Practices and Recommendations for the Management of Social Profit Organisations" (Goed praktijken en aanbevelingen voor het besturen van Social Profit organisaties).

In 2019, the Board organised a two-day meeting to achieve more in-depth knowledge of the Belgian programme, the new role of volunteers within our organisation and private fundraising.

3.3 Rikolto Limited

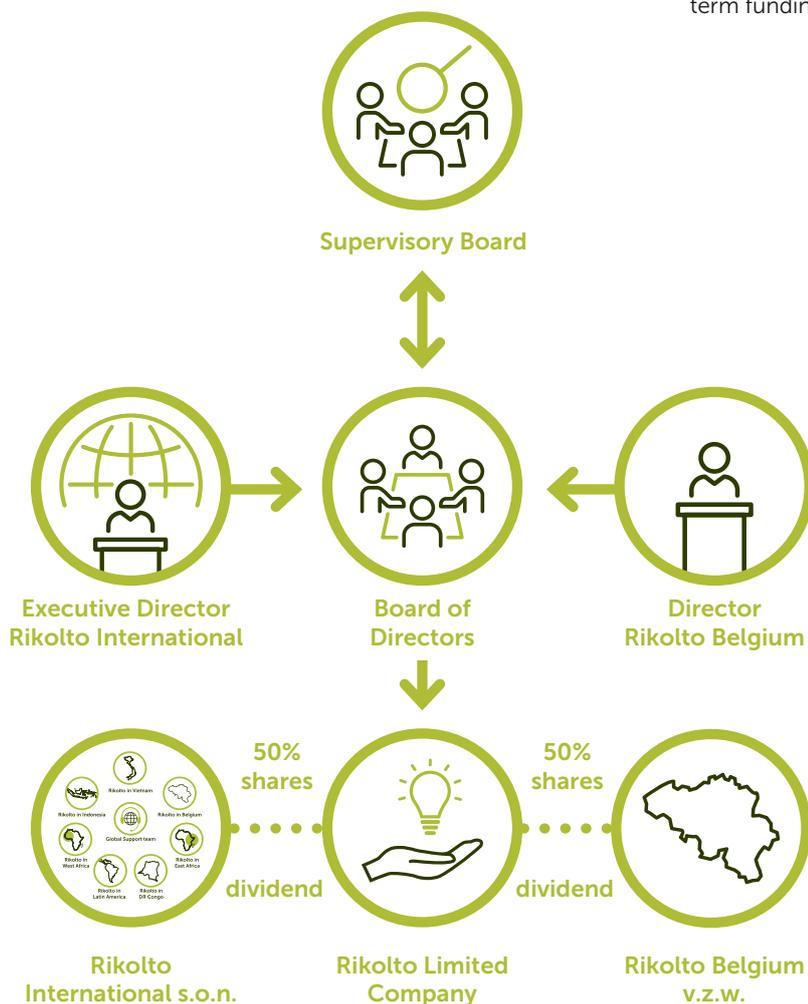
Rikolto BV is a limited company, and all profits go to Rikolto International s.o.n. and Rikolto Belgium v.z.w. The limited company was set up to scale the methodologies, methods, tools and instruments that the Rikolto family has been developing in its programmes. Its activities are financed by commercial contracts with third parties who seek its consultancy and advisory services.

It was established by Rikolto Belgium and Rikolto International, which each hold 50% of the shares. The three organisations are related in financial, economic and organisational terms and share a common mission and vision. The respective executive directors of Rikolto Belgium and Rikolto International, Jan Wyckaert & Chris Claes, have been statutorily appointed as the college of directors of Rikolto BV to oversee its daily management. A supervisory board has been established consisting of two board members from the Rikolto Belgium & Rikolto International boards of directors. According to the statutes of the two sole shareholders Rikolto Belgium & Rikolto International, this supervisory board can also represent the general assembly of Rikolto BV.

In 2019, Rikolto BV went through a start-up phase. Official partnerships were established with Rikolto International and Rikolto Belgium. Employees of Rikolto International and Rikolto Belgium were briefed internally about the structure of Rikolto BV, and how it can be used to carry out our mission and vision in a different way, with the tools, methodologies and expertise that arise from our programme operation. The start-up work is not yet finished, but we were able to carry out our first three assignments in Belgium and West Africa: mapping food chains (a joint project with HIVA) for KULeuven and UZ Leuven, an exploration of opportunities and challenges for sustainable catering for the Flemish public broadcaster VRT (together with Sustenuto), and developing an M&E framework for the Islamic Development Bank (together with Helvetas).

3.4 External view on how we manage our organisation

In 2016 the Belgian government (through the consultancy agency Deloitte) screened all Belgian NGOs on their governance and management. Rikolto achieved an excellent result and is now recognised as “programme NGO” for the next ten years, allowing us to apply for long-term funding from the government.



Section 4 People and Organisation

Our organisational and governance structure changed in 2017 and we became an international network organisation. This resulted in increased autonomy for the eight regional Rikolto offices and enhanced collaboration between them. Over the years this close collaboration became more concrete in Latin America, where the South and Central American regional offices merged into one Latin American region, with local teams working on joint continental themes and objectives.

We also gradually moved from a purely geographically regional approach towards an increased focus on international programmes on Rice, Cocoa, Food Smart Cities and Coffee. Staff from different regions participate in these programmes and contribute with their local experience and actions to global goals. For many of our colleagues it is a true challenge to work in these international teams: they have to balance their workload between regional and international tasks, communicating in English can be a challenge, and it requires rising above the scope of their own region/thinking from a more global perspective.

4.1 People and organisation strategy

One of Rikolto's core values has always been our belief in people, whether they are our staff or the many stakeholders we work with to achieve our programme goals. "Rikolto = its people" remains a core value in the new network organisation. Our global HR vision focuses on the six following principles, which are shared and understood by everyone in the organisation:

- We are the power of change
- We are an open and connected organisation
- Staff development is essential
- Fair rewards
- Assessing performance
- Global policy and transparent HR systems

4.2 Fair rewards

One of the principles formulated in the strategy is "fair rewards". Rikolto strives to give fair remuneration to all employees for their contribution to the organisation's mission, considering their qualities and relevant work experience, and to make this remuneration competitive with similar organisations.

In the Rikolto offices, each region has its own salary system, based on the local context. Yet each salary system applies the same principle of scaling according to function and relevant work experience. Salary scales are established through a benchmark with similar organisations. Rikolto wishes to position itself just above the average in order to recruit competent employees. In general, we are able to engage the profiles we are looking for. We do notice however that for some specific specialized functions and business profiles, our salaries are perceived as rather low. Then Rikolto's innovative image and good reputation can be a determining factor to accept the position anyway. In the Rikolto offices fringe benefits are also provided. These can include hospitalisation or life insurance, pension fund, 13th month, additional leave, commuting expenses, etc.

In terms of salary and fringe benefits, there is complete equality between men and women, and between employees with open-ended and fixed-term contracts, in all Rikolto offices. No performance reward or other bonus system is in place.

We strive to have a healthy wage gap. For example, Belgium has a wage gap of 1 to 3; in other words, the highest wage is three times greater than the lowest. The union standard for a good wage gap in Belgium is 1 to 4. Every employee also receives meal vouchers, group insurance, hospitalisation insurance and their travel to and from work by public transport is reimbursed. Nobody receives a company car. One car is available that can be used by anyone who needs it for work purposes, but we also encourage staff to use public transport in that case.

4.3 Staff development

Another principle in our people and organisation strategy is attention to staff development. Next to a fair salary, the development of new skills and the opportunity to work and exchange with colleagues on other continents is a big motivation factor for people to stay working for Rikolto.

Throughout their career, Rikolto provides development opportunities for its employees at all levels, both individually and collectively. Rikolto seeks to be a flexible organisation, where people adapt to the organisation's new strategies and long-term objectives and where mutual learning is encouraged. "Learning" is therefore explicitly included as an objective in Rikolto's strategic plan.

On a daily basis, many people participate in **virtual meetings** with their peers in other regions. But many staff members foster the ambition to actually **travel to another region** for a short or longer period, to gain experience by working in another region on a joint project. We look for opportunities that offer a clear win-win for both offices and we believe these cultural exchanges create huge added value for both the employee and Rikolto. In 2019, we had some

exchanges when one staff member stayed for a longer period in another office.

Every year, there is a **training budget earmarked for each person**. Joint training initiatives are also included in the budget. The training initiatives are followed up in every Rikolto office separately.

Apart from formal training, we also want to stimulate peer-to-peer learning in our internal **WhatCanYouLearnFromYourColleagues webinars and briefings**. Each of these provide an opportunity for colleagues to share their knowledge and insights on a specific topic.

The development of our staff is an ongoing process. It therefore requires constant attention. Rikolto employees worldwide have already indicated on previous occasions, for instance in satisfaction surveys, that they consider it very important to be able and allowed to invest in training and development. However, the supply and/or opportunities are not always as hoped. Now and in the future, it is a challenge to respond even better to needs, requirements and expectations.



4.4 Reporting concerns

Rikolto is committed to treating all colleagues and job applicants with fairness and respect. We believe in cooperation, teamwork, dialogue and trust. Hostility and harassment are not tolerated. We want to create and maintain a safe working environment in which people are treated respectfully.

Our **Code of Conduct** contains sections on anti-bribery, anti-fraud and anti-discrimination. However, having a policy is one thing. It is more important to strive for an organisational culture that prevents this kind of behaviour from happening. Therefore, we started a process in 2018 to create more awareness among our staff surrounding our core values and integrity. Almost all regional offices carried out a reflection exercise in which the organisation’s values were revisited and translated in day-to-day behaviour. This created a common ground to give each other feedback or report situations that could be unethical.

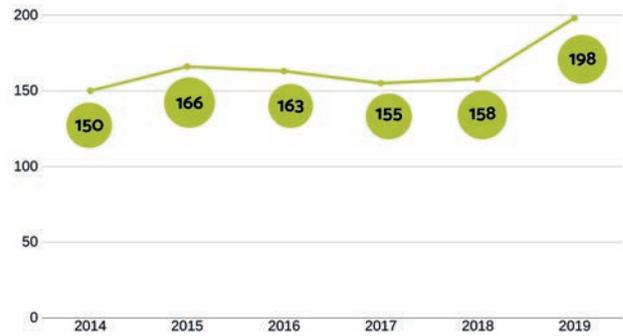
In 2019, we reviewed and disseminated our **Ethical Code**. To make sure our employees know and ‘live’ our ethical framework, this code was presented to all teams, including in the form of ‘dilemma training’. The purpose of such training is to learn how to analyse a situation that presents an ethical dilemma and take decisions based on your own and Rikolto’s values.

If any staff member encounters unwanted, unethical or unlawful behaviour, is the victim of discrimination, or has other serious problems with one of his/her colleagues, he/she can contact a confidential adviser (one in every office). This is clearly set out in our work regulations. If an adviser receives a complaint, he/she will try to mediate. If mediation is not successful, a formal complaints procedure can be initiated.

Our internal complaints procedures brought forward three complaints that were investigated by an integrity committee. Two were declared inadmissible after investigation. The findings of the other complaint led to a disciplinary contract termination. Our findings gave input to improve our internal control mechanisms and to make our ethical code and code of conduct more explicit.

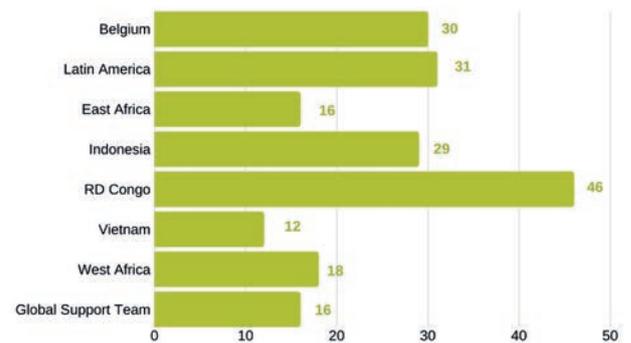
4.5 Workforce

In 2019, Rikolto had 198 employees worldwide. This was an increase of 42 employees in comparison to 2018. It was mainly due to two large programmes in DR Congo for which 30 new staff members joined the team.

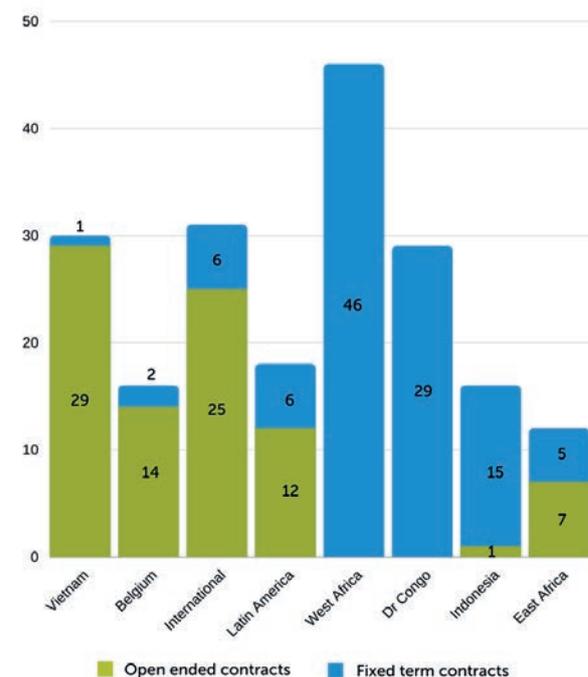


Graph 5: Number of staff worldwide

In Belgium, all staff are hired under a permanent employment contract. A fixed-term contract is only issued in exceptional cases, for a specific temporary assignment or a clearly specified task. The same applies for the International and Vietnamese offices. In other Rikolto regions, it is more common to use fixed-term contracts, which can be renewed depending on the approval of new funding. In Latin America and East Africa there is a move towards more open-ended contracts, because of legal obligations.



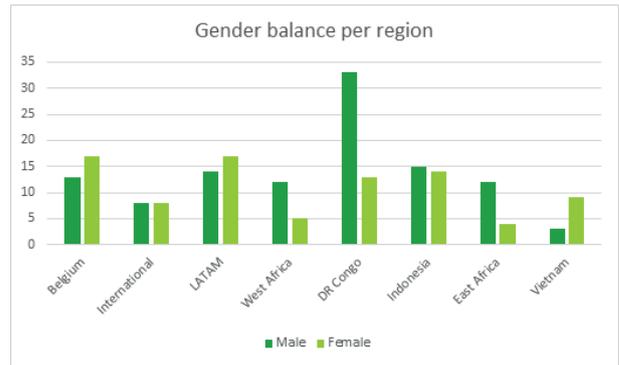
Graph 6: Number of staff per region



Graph 7: open ended and fixed term contracts per region



Graph 8: Rikolto's gender balance in 2019



Graph 9: Gender balance per region

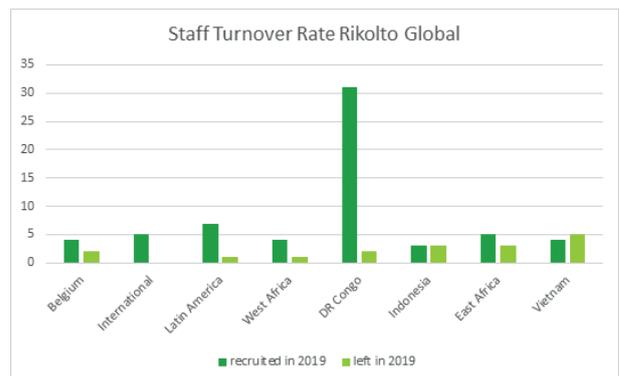
4.6 Gender

Several years ago, men were clearly in the majority in the organisation. In 2018, for the first time, more women than men were employed. However, in 2019, the male-female ratio was again less balanced: 56% men and 44% women. Again, this can be explained by the large group of agricultural technicians recruited in DR Congo, which is traditionally a more masculine occupation. Only 20% of the new recruits were female.

Still, there is an interesting difference between our offices in Belgium, Vietnam and Latin America on the one hand and West Africa, East Africa and DR Congo on the other hand. In the last group, proportionately many more men are employed, whereas there are more women onboard in the first group.

4.7 Staff turnover

In 2019, more people entered the organisation than people left. We have already highlighted the large recruitment drive in Congo. In Rikolto International, we decided to invest in hiring coordinators for the clusters and for inclusive business to support and stimulate collaboration in the international teams. The Global Support team welcomed a finance and operations manager who focusses on streamlining the different processes in the network organisational structure.



Graph 10: staff turnover rate across regions

Section 5

Ecological sustainability @ Rikolto

Every day, we have to make decisions in response to changes in our environment. Each time, new questions arise about what the “truly sustainable choice” would be.

At programme level, the global sustainability working group guides Rikolto’s vision and strategies for environmental sustainability. Also, at office level, we are aware of our ecological footprint. We keep track of a number of key indicators (waste, mobility, energy, food consumed in our offices) and try to improve each year. Special attention is given to air travel, as this considerably increases our ecological footprint.



5.1 Ecological sustainability in our programmes

Our interventions and activities in Africa, Asia and Latin America not only have an impact on the living conditions of farming families, they also have consequences on soil fertility, the use of water, emissions of certain greenhouse gases, etc.

We started our sustainability trajectory in 2015. A small group in Belgium translated our strategy for ecological sustainability into different aspects. More specifically: climate change, natural resource management, agrobiodiversity, valuable ecosystems, genetically modified organisms (GMOs) and agro-ecology. The following year, these documents were reviewed with a representative from each region, and were then revised

and supplemented with good practices from Rikolto’s programmes. They can be viewed on our website (<https://www.rikolto.org/en/about-us/reflections-and-positions-rikolto-aspects-sustainability>).

This sustainability working group also contributed to the further development of scoring tools for each commodity (rice, cocoa, coffee and fruit & vegetables). These tools were used for the impact assessment at the end of the 2014-2016 programme. The outcomes of the assessment clearly indicate whether each Rikolto region is moving towards a more environmentally sustainable approach and what it should change in order to improve the situation.

At the start of the new programme cycle (2017-2021), we wanted to be sure that we have sufficient baseline data on



current agricultural practices. We therefore incorporated the environmental scoring tool into the farmer survey that was carried out in every region to collect baseline data for the new programme. The results from the baseline data gave our staff a good overview of the bottlenecks and key issues surrounding environmental sustainability for farmers, farmers' organisations and in the broader landscape. For the first time we had a very detailed overview of the many different aspects of environmental sustainability in our programmes.

These key issues are now being monitored on a regular basis by our programme staff, and included in the global dashboards that are used by the International Management Team for follow-up at global level.

5.2 Rikolto offices' ecological footprint

Since 2009, we have been reporting on the environmental achievements of our office in Belgium; since 2012 we have also included our offices in Africa, Asia and Latin America. In doing so, we confine ourselves to a number of relevant key indicators that are easy for all offices to follow. You can find the detailed figures on our website: www.rikolto.org/footprint.

We have not noticed any significant shifts compared to last year, except in the field of mobility.

Office supplies

In terms of **paper use**, not a great deal has changed. Recycled paper is not available in most regions, or the paper is very expensive. However, staff are encouraged to share documents by e-mail as much as possible and print double sided. In Belgium, the mailshots sent to private donors and volunteers account for most of our paper use.

In Belgium, all **maintenance products** purchased are from an ecological brand, except for some products for which it is hard to find an ecological alternative. We continuously monitor whether we can replace certain products with an ecological alternative. Also, in Indonesia and West Africa, most of the cleaning is done with environmentally friendly products (at least 50%).

Catering

When it comes to **servicing food at events**, our colleagues in Central and South America, Indonesia, Belgium and Vietnam try to avoid or reduce the amount of plastic plates and spoons used. In Belgium, 90% of the food served to external visitors or at events is organic, FairTrade or comes from local producers. The same applies for office coffee and snacks. Also, in Central America and East Africa, extra attention is paid to sustainability when catering for events. In Indonesia, food and drinks that are served in the office are often bought from the farmer organisations we work with.

Waste

In a number of offices, our colleagues have studied or started separate waste collection, but a sorting system is not in place yet in most regions. In most regions, except West Africa and Congo, paper is sorted and collected separately. In DR Congo, organic waste is used in the office garden and to feed the chicken.

In Indonesia, there is a waste management system in place in the main office and field offices in the different programme areas, but awareness needs to be raised much further to make it a success. In South America and East Africa, a special service provider collects organic, paper and plastic waste separately for recycling. Since last year, plastic is collected separately in our office in Vietnam, to be recycled.

In Belgium, waste production remains steady and we try to recycle as much as possible. The amount of paper waste is a lot lower than it was a couple of years ago, since e-mails and documents are printed on paper much less often. Since 2018, we have started collecting plastic food packaging in a specific bag, but more awareness-raising is needed.

Energy

In 2011, we renovated our office building in Belgium and turned it into a sustainable workplace. **Electricity and gas** use have decreased significantly and has remained stable since then. Naturally, we use green electricity.

As all of our office buildings outside Belgium are rented, renovation is impossible. However, the Rikolto office in Butembo, DRC, has a solar panel array next to the office building, which supplies 100% of its electricity. Moreover, in our office in Ouagadougou, Burkina Faso, eight solar panels and eight batteries supplied about 20% of the electricity.

The use of energy-efficient lamps is commonplace everywhere. In most of the offices, awareness is regularly raised about switching off lights and computers after office hours.

Water

In Belgium, water use has decreased significantly since we renovated our office building. Rain water is used for flushing the toilets. Outside Belgium, there are no systems to use rain water. However, sometimes it is used for cleaning. In all offices, extra attention is paid to fixing leaking taps as quickly as possible.

Mobility

Usually, programme staff use the office car or take a flight (see point 3 below) to **travel to Rikolto's programme areas**. The use of public transport continues to be unfeasible in most regions, due to the poor state of the roads, limited services and safety issues. Moreover, cars are often used to **commute** to and from work, while cycling or walking are not really considered. This may

be for safety reasons or because it takes more time, but sometimes it is also a cultural issue, linked to social status. In Belgium, Peru and Ecuador, over 90% of commuting is by bike or public transport. Also, in East Africa, public transport is used quite often.

5.3 Air travel

Travelling by air is still necessary for our operations. It is essential for an international organisation to have regular contact with colleagues on various continents. We use Skype or Zoom as much as possible to exchange information, but on the other hand we see that face-to-face exchanges are so much more valuable. Travelling from Belgium to the Rikolto countries and between Rikolto offices is therefore necessary. We are aware that this considerably increases our ecological footprint and we try to combine as many assignments as possible in one trip.

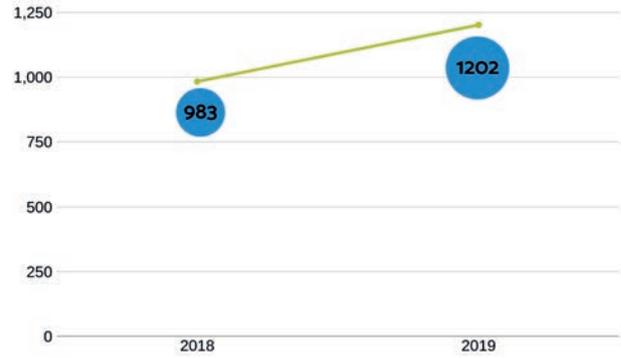
In 2017, we identified the following key travel principles, which were approved by the International Management Team:

- Flying is the last resort. Rikolto staff should always look first for alternatives to travelling by plane.
- When considering the options, look at distance, but also time. Sometimes travelling by car or public transport takes too long and can be exhausting. Travel time for staff should also be taken into account, as it might significantly reduce the time available for programme activities.
- If you fly, you compensate. We always carbon offset the trips made by our staff¹. Non-staff are invited to do the same. Compensation will be paid into one common fund and will be used in a specific Rikolto project aimed at climate change mitigation. The sustainability working group (one staff member from each office) will decide on how the money is allocated.

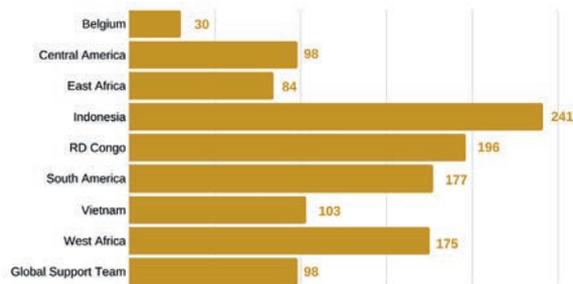
In 2018, we expanded carbon offsetting on flights from Belgium (which we have monitored since 2009) to all flights taken by our staff worldwide. We therefore take the global figures from 2018 as the baseline for the coming years.

As expected, in South and Central America, the number of flights has considerably decreased since the meetings required for the merger into one Latin American team in 2018. However, a huge increase in flights has been recorded in West Africa and DR Congo due to programmes starting in new areas, and safety issues. Also, in Indonesia, the number of flights has strongly increased.

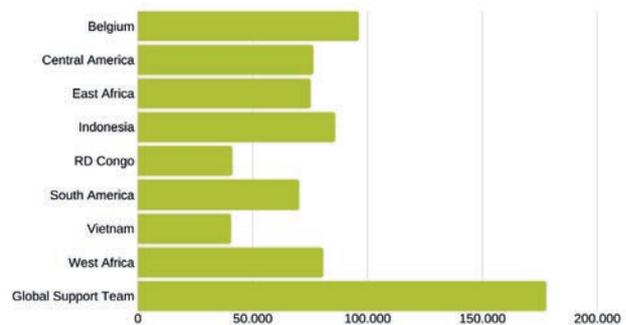
The 2018 carbon offsetting money was spent on a project in Benin, that was implemented in 2019. We supported farmers in further testing the standards of the Sustainable Rice Platform and promoting more ecological cooking stoves to process rice.



Graph 11: Number of one-way flights in 2018 and 2019



Graph 12: Number of flights per region in 2019



Graph 13: CO2 emissions in 2019 per region (in kg)

This year, we will allocate the carbon offsetting money to Rikolto’s Innovation Fund. Because of this new structure in our bookkeeping, the project that will be funded with the 2019 carbon offsetting money will be selected after the International Board meeting in November.

Besides offsetting, our main priority for the next few years is unchanged: to fully focus on high-quality, efficient ICT infrastructure to reduce physical meetings. The slow internet connections in some regions (especially in Africa) remain the biggest obstacle to effective communications, e.g. through videoconferences, but we gradually see connections improving.



Section 6

Financial Report 2019 – Rikolto Group

In 2016, Rikolto's organisational and governance structure underwent a complete makeover and we became an international network organisation. You can read more about this in section 3.

Rikolto now has three legal entities:

- A Belgian Public Interest Foundation, **Rikolto International s.o.n.** is managed by an International Board of Directors and an International Management Team that is made up of the directors of the different programmes in the various regions.
- This Public Interest Foundation operates alongside the non-profit organisation **Rikolto Belgium v.z.w.** (previously Vredeseilanden v.z.w.), which is ultimately responsible for all funds raised from Belgian donors.
- **Rikolto b.v.**, an enterprise with limited liability and social purpose, with the goal of scaling the methodologies, methods, tools and instruments that the Rikolto family has been developing in its programmes financed through commercial contracts with third parties.

This report covers the financial activities of the first two entities: Rikolto International and Rikolto Belgium v.z.w.

As regards Rikolto b.v., a turnover of just under € 32,000 was achieved through the following assignments:

- Human rights Due Diligence assignment, together with HIVA, for KULeuven and UZ Leuven: mapping of food chains (€ 2,200)
- Exploratory sustainable catering assignment, together with Sustenuto, for VRT (€ 1,200)
- Developing an M&E framework, together with Helvetas, for the Islamic Development Bank (€ 28,400)

The focus in this chapter is on the analytical presentation of the consolidated financial statements, i.e. following the new structure of the international network organisation.

6.1 Overview of our budget realisation

a. Regional programme operations

The Rikolto group implements its programmes in eight regions: Belgium, Central America, South America, West Africa, DR Congo, East Africa, Vietnam and Indonesia. Last year, we invested 44% of our funds in 7 countries in Africa, 23% in 4 countries in Latin America, 18% in 2 countries in Asia, and 15% in Belgium. In Belgium, we are a direct implementer of programme activities (including different awareness raising campaigns), which means we don't transfer money to farmers' or other types of organisations (as is the case in the other regions).

Globally, the budget spent on programme operations in 2019 was considerably higher than in 2018. **Appendix 1** shows the general result. We explain this in more detail for each region:

Belgium

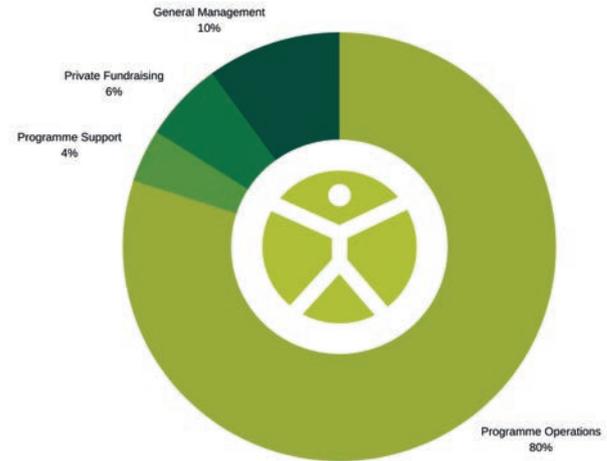
Rikolto Belgium v.z.w. closed the 2019 financial year with a negative result of € 496,238. The costs side followed the path as set in our budget (- 4%), but the revenue from our private fundraising was only 75% of the budgeted amount. Several promising new initiatives, such as 'the Biggest Dinner in the World' and the 'Midsummer Classic' (mountain bike tour in Sweden), have not yet led to the expected turnover.

Programme activities in Belgium (our work with the retail sector, the campaign 'I'm more than my receipt' and the GoodFood@School project) were funded by different donors. The Belgian Development Corporation - DGD (59%) remains the main donor. The rest of our funds come from other institutional donors (23%) and contributions of individual donors (18%). The current DGD program runs up to 2021. Looking for additional long-term institutional funds to support our mission and focus on changing the food system, including in Belgium, remains a challenge.

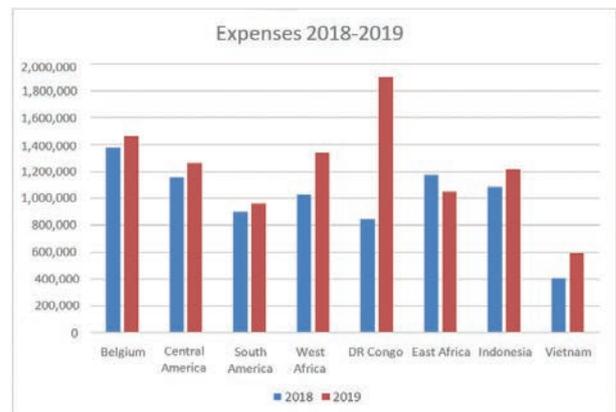
Central America

After two years of adjusting the programme to the context of the socio-political crisis in Nicaragua, we managed to implement the biggest part of the budgeted activities in that country. Moreover, Rikolto in Central America was able to successfully grow in terms of business services delivery by signing 2 new contracts: one with IFC and one with a consortium formed by COSUDE and Ayuda en Acción from Spain. In terms of diversification of funds, Rikolto in Central America received over €300k of funding from the European Union to implement an innovation programme to promote vegetable production using hydroponic technology.

At the end of the year the funding from the different donors is as follows: 48% DGD, 24% COSUDE, and 28% from other sources (mainly IFC, Ada Microfinance international, the Belgian province of West Flanders, EU,



Graph 14 – Overview of our expenses in 2019



Graph 16: Programme operations 2018 vs 2019

private donors in Belgium and 11.11.11). DGD funding dependency has decreased, while local funding has increased from 25% in 2018 to 42% at the end of 2019.

South America

Rikolto in South America spent 7% more compared to the previous year. This was mainly due to a new USDA funded project, Maximizing Opportunities in Coffee and Cacao in the Americas (MOCCA). Rikolto is leading the implementation of this project in Ecuador. Accounting for 72% of the total budget, in 2019, DGD remained the biggest funder of the programme in South America. 28% originated from locally sourced funds such as USDA (9%), as well as internationally sourced funders such as 11.11.11 and OVO (11%) and private donors in Belgium (8%). Nevertheless, the DGD dependency decreased by 6% compared to last year and we see a slight positive trend in terms of obtaining more funds locally (in 2017: 4% and in 2019: 12%). The diversification of income in the region remains an important focus in 2020.

West Africa

In 2019, Rikolto in West Africa spent 30% more compared with 2018, mainly due to the new rice project funded by AGRA in Burkina Faso, but also thanks to short-term

projects such as a youth workshop funded by FAO and the sustainable rice production project in Benin, funded by our own carbon emissions reduction fund.

The diversification of income in West Africa has improved strongly compared to 2018. The dependency on DGD funds was reduced by a further 15% compared to 2018, and now represents 47% of the total budget. The other funds are from CFSI, AGRA and FAO, and also partly from private donors in Belgium.

DR Congo

Rikolto in DR Congo spent 124% more in 2019 than in 2018 due to 2 new projects: PICAGL (rice) and PASA NK (coffee), which are financed by the World Bank and IFAD respectively.

As a consequence, the diversification of income in DR Congo has changed enormously compared to 2018. At the end of the year the funding from the different donors is as follows: 32% DGD, 52% World Bank, 8% FIDA and 8% from other sources (mainly Colruyt, Alimento and Vivace (both foundations), Coffee Circle, private donors in Belgium and 11.11.11).

East Africa

There was a 10% decrease in expenditure in East Africa in 2019 (compared to 2018). This decrease can be explained by 3 main factors: 1) decrease in staff cost in Tanzania; 2) delay of programme implementation by partner organisation EAGC and its sub-grantees for the pulses project funded by DGD D2 in Tanzania; 3) delay or cancellation of fund transfers to national partners in Uganda because the partners did not comply with contractual obligations. The DGD dependency remains high in 2019 for Tanzania (75%) and Uganda (64%), but the diversification will increase in 2020 due to new projects financed by EU and Doen Foundation.

Vietnam

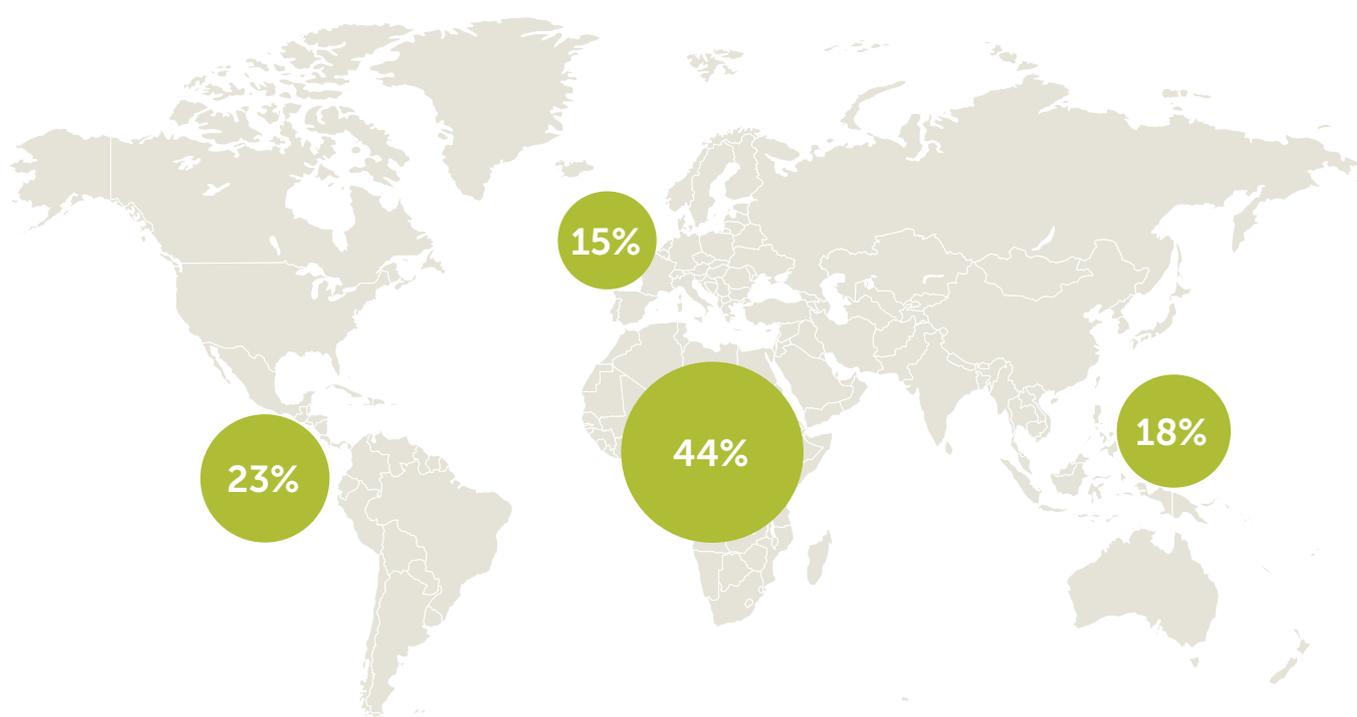
Vietnam spent 47% more in 2019 than in 2018. The programme expansion is reflected in the figures: extra programme implementation costs (7%), overhead costs (26%) and transfers to partners (166%). The Midterm Review and the change of the Regional Director have given Rikolto Vietnam an opportunity to assess programme efficiency and review its intervention strategy in terms of both areas for investment and the right partners to continue working with.

In 2019, 58% of the funds of Rikolto in Vietnam came from DGD, 21% came from other funding that was internationally sourced, and the remaining 21% came from locally-sourced donors such as CLFI Canada, Conservation Food & Health Foundation, Bill & Melinda Gates Foundation, World bank, IFC, Enabel and IFPRI.

Indonesia

Rikolto in Indonesia spent 12% more in 2019 compared to 2018. Rikolto in Indonesia conducted a staff assessment which resulted in the non-renewal of several staff contracts expiring by the end of 2019. The termination of these contracts resulted in an increase in overhead expenses (+49%). The relative share of programme implementation costs decreased compared to 2018. This is due to fewer activities in the Food Smart Cities programme because the project funded by Ford Foundation has ended. The premium rice project funded by ICCO in Central Java also reached the end of its implementation period.

DGD funds made up 76% of the total expenses in 2019, representing an 11% increase compared to 2018. Only 11% of the funds were raised locally in 2019. Diversification of income in the region and finding local funding remain important points of focus in 2020.



Graph 15: Overview of expenses per region

b. Global programme support, international programmes and communication

In 2019, 4% of our total budget was spent on global programme support. This is less than the 2 previous years (6%) because these expenses did not follow the rather strong increase in regional programme expenses (from almost 8 million to just over 9.8 million EUR). Expenses were even lower due to late and only partial replacement of retired staff.

Global programme support expenses can be divided into two categories:

The first category represents the operational and salary costs of the programme as well as management support services to the regional Rikolto offices. The costs for monitoring and evaluating the impact of our programme are being paid for with DGD programme management funds.

The second category covers the costs of international programme activities. On the one hand, we set up exchange and learning programmes (for example for strengthening farmers' organisations as business entities) and develop and test global methodologies (SCOPE, Impact Measurement framework) for global evidence and knowledge sharing. Expenses in this category relate mainly to the organisation of workshops for developing and sharing these methodologies. On the other hand, in 2019 we invested considerably in increasing our impact as a relatively small organisation by expanding our international professional networks, mainly by attending high-level conferences.

DGD was the main funder of the international programme activities.

Communication mainly involves creating and disseminating good content through a range of external

communication channels. Accordingly, we spent most of our budget on hosting and maintaining our international website, software subscriptions (e.g. for design), translations, and the production of e-newsletters and print publications.

c. General Management

The share of general management costs within total expenditure continues to fall. In 2019 it accounted for 10% (in 2018 for 11%) and so it is well below the permitted maximum of 20% in compliance with the Belgian law on non-profit organisations (the right to issue tax certificates to donors).

In absolute figures, however, there was an overall increase of 8% (or € 88,676) compared to 2018. Three events related to the global finance team have contributed to this increase: 1. filling the temporary staff shortfall of 2018; 2. the organisation of an international workshop with all regional finance managers; and 3. the participation of our external auditor in the internal audit in Uganda. The People & Organisation team also showed an increase in costs due to a reinforcement of that team with a part-time colleague.

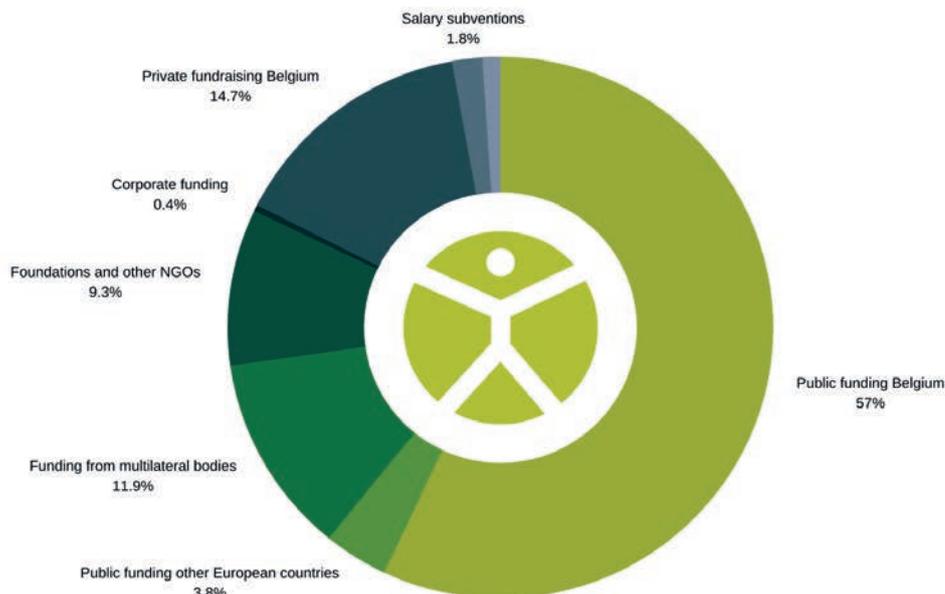
d. Private fundraising in Belgium

In 2019, 6% of our total budget was spent on this type of fundraising.

The donations that Rikolto receives from different stakeholder groups in Belgium are still an important source of income. Thousands of individuals in Belgium support us and thereby also show that our work is widely endorsed. In section 2b we explain the evolution of income from private fundraising in more detail.



6.2 Overview of our income sources



Graph 17: Overview of our income sources in 2019

Income source	Amount in euro
Public funding Belgium	6.776.070
Public funding other countries	454.883
Funding from multilateral bodies	1.417.447
Foundations, NGOs and major donors	1.111.046
Corporate funding	43.894
Private fundraising in Belgium	1.744.694
Salary Subventions	213.002
Other income	126.525
Total Income	11.887.561

Important remark: Not all our fundraising revenue (from private donors or other donors) is spent immediately. Some donations are spent in the following fiscal year. The annual budgeting process includes allocating the funds, and making sure that the money is spent in the best possible way.

a. Donor diversification

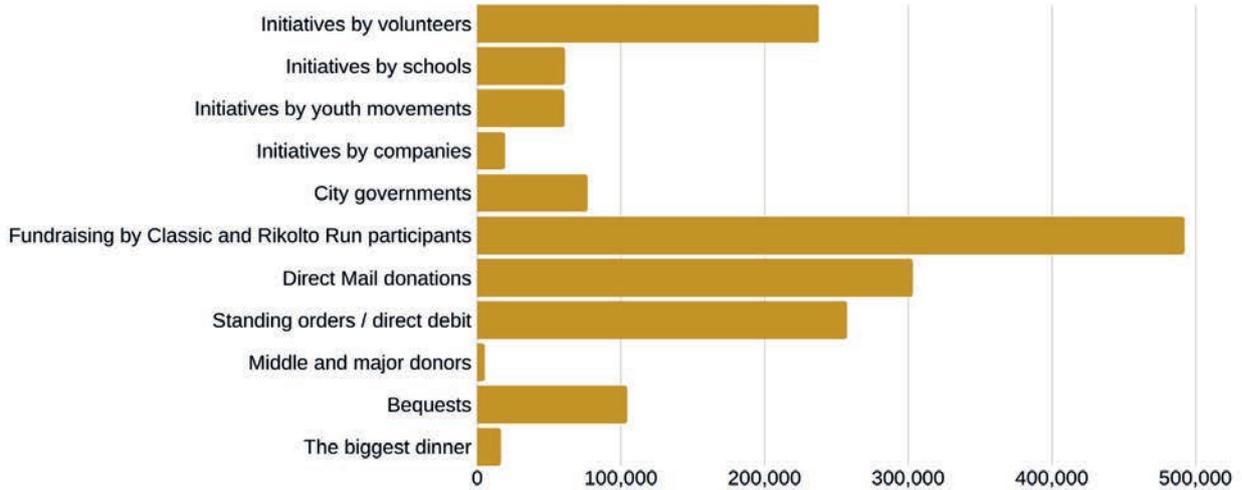
Rikolto continues to work towards reducing its dependence on Belgian government funds (DGD), and increasing donor diversification and fundraising of the regional Rikolto offices. The share of DGD funding (the biggest part of public funding Belgium) has decreased from 61% in 2018 to 53% in 2019.

Our target for 2021 is 50%. We are on track to reach that target.

Other than that, we see 3 main trends: 1. the share of funding from multilateral bodies has increased from 1% to 12%; 2. the share of foundations, NGOs and major donors increased by 2%; and 3. we spent less funds coming from private donors in Belgium, compared to 2018.

b. Private fundraising in Belgium

Our private fundraising is based on three main sources of income: our annual fundraising campaign in January where we collaborate with thousands of volunteers; donations and sponsorship events such as the Rikolto Classics (mountain bike tours) where sports enthusiasts reach out to their own networks (work colleagues, friends, family etc.) to get sponsors; and donations from loyal private donors throughout the year. In 2019 we started a fourth fundraising model: The Biggest Dinner (in the World). We raised € 1,615,304 in 2019. As mentioned in section 1a (Belgium), this amount is considerably less than we provided for in the 2019 budget.



Graph 18: Sources of private fundraising in 2019

Because of the cancellation of several fundraising activities and sporting events, we foresee our private fundraising revenue being seriously negatively affected by the COVID-19 crisis.

Fundraising Activities (f.e. The Biggest Dinner)	€482,796
Sporting events	€448,590
Private Donors	€561,574
Bequests	€122,344
Total:	1,615,304

In 2019, the costs related to private fundraising were 44% of the income that was generated from this, due to disappointing revenues (see 1.a Belgium).

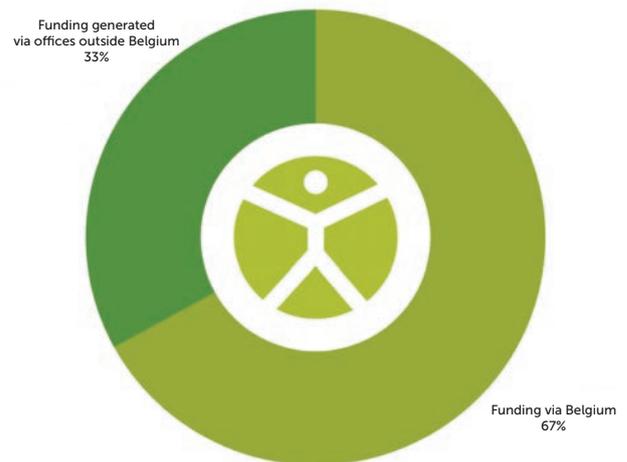
c. Other sources of institutional income

In 2019, we managed to further diversify our institutional sources of income.

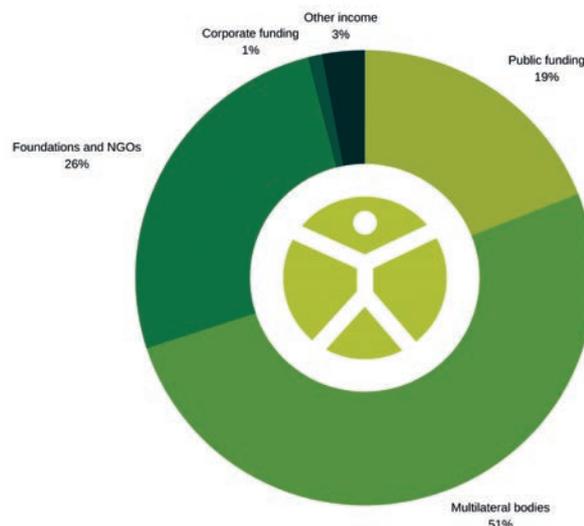
Approximately 12% of funds in 2019 came from multilateral institutions, of which the World Bank and IFAD (Congo programs) were the biggest donors. We received 9% of our funds from a variety of foundations, NGOs and major donors, including AGRA, USDA and the Bill & Melinda Gates Foundation. 4% came from other public donors, which is slightly lower than in 2018 because the project in East Africa funded by DFID had ended.

The complete list of donors can be found in appendix 4.

d. Fundraising by offices outside of Belgium



Graph 19: Fundraising by offices outside Belgium



Graph 20: type of funding raised via offices outside Belgium

Of the total funding spent in the 7 Rikolto regions (excluding Belgium), an amount of €2,540,305, or 33%, was raised by our regional offices in 2019, representing an increase of 17% compared to 2018. Five regions (South America, West Africa, East Africa, Indonesia and Vietnam) will require increased efforts in the coming years to achieve the 2021 objective (40% of funds locally raised), as percentages currently range from 9% to 32% of locally-sourced funding.

6.3 General result (appendix 1)

The overall financial result for 2019 shows a negative balance of €256,722.55.

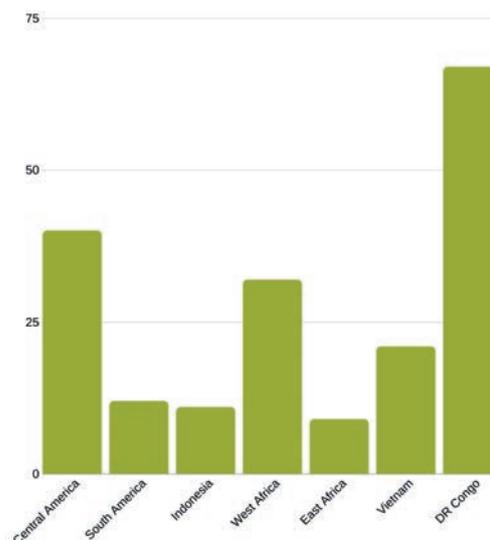
For an elaborate and analytical explanation of the expenses and income, we refer to paragraphs 1 and 2 in this chapter.

This result coincides with the sum of the result of Rikolto Belgium v.z.w. (-€496,238.63) on the one hand, and the result of Rikolto International s.o.n. (€239,516.08) on the other hand.

Looking at the detailed cost and income elements in appendix 1, you will see that the consolidated amount (column "Consolidated Total") is not always the sum of the corresponding amounts in the financial statements of the two legal entities as published by the National Bank of Belgium (columns "Rikolto Belgium VZW" and "Rikolto International SON").

An example will illustrate this: the funds from our biggest donor (Belgian federal government DGD) are being received by Rikolto Belgium v.z.w., a big part of which is transferred to Rikolto International s.o.n. for programme implementation in the other countries. This means that for Rikolto Belgium v.z.w. DGD funding is income as well as an expense, and for Rikolto International s.o.n. the latter again represents income for paying specific programme costs. When consolidating the financial statements of both entities we make a correction for such intercompany transactions to avoid double counting.

The same happens with the part of the private fundraising income generated by the fundraising team of Rikolto Belgium v.z.w. which is being transferred to Rikolto International s.o.n. to fund activities in other countries.



Graph 21: Percentage of funds raised via offices outside Belgium

6.4 Balance sheet (appendix 2)

The balance sheet in appendix 2 presents a snapshot of the financial position of the Rikolto group as of 31 December 2019. The balance total at that date stands at €11,232,393, which represents a very small decrease of almost €12,000 compared with 2018.

Also with regard to the consolidated balance sheet ("Consolidated Total" column in appendix 2), it is important to be aware of the fact that it is not simply the sum of the balance sheets of both legal entities as published by the National Bank of Belgium (columns "Rikolto Belgium VZW" and "Rikolto International SON"). Once again, the main difference relates to the grants from DGD transferred from Rikolto Belgium v.z.w. to Rikolto International s.o.n. The grants which were transferred in 2019, but not yet spent during the same year, appear on the balance sheets of both entities as intercompany receivables or liabilities respectively. When consolidating them, we correct for intercompany balances to avoid double counting. However, the small decrease between the consolidated balance totals from 2018 to 2019 hides bigger changes on two levels, which cancel each other out.

The first level is the consolidated one with balances of different assets levelling each other out. Balances of different liabilities also level each other out. This is especially the case on the liabilities side. On the one hand, equity decreases by €256,723 (from €6,341,674 to €6,084,952) due to the negative result of the current year 2019, as well as the allocation of profits of former years to "allocated funds". This equity still represents 54% of total liabilities, which is a good solvency ratio for an organisation (Rikolto has more own funds and few debts). The total amount of provisions also decreased by €56,541 (from €745,208 to €688,667), largely due to the aforementioned non-renewal of several staff contracts in Indonesia.

But on the other hand, short-term amounts payable to third parties largely make up for the aforementioned decreases as they increase by €301,299 (from €4,157,475 to €4,458,774) due to higher payables to suppliers, taxes and social security, as well as to the increase of grants received during the year but not yet spent (for example for the new World Bank project in DR Congo and the EU project in Honduras).

The second level for which the small decrease hides bigger changes, is on the level of each of the two legal entities.

On the one hand, the balance total of Rikolto Belgium v.z.w. decreases strongly by €1,043,567 (from €5,788,463 to €4,744,895) due to the important negative result of the current year 2019, as well as to the allocation of profits of former years (see "Result of the period" and "Allocated funds"), and due to considerable spending in 2019 of grants (mostly DGD, but also several smaller grants of other donors) which were already received in 2018 (see "Accruals and deferred income"). On the assets side of the balance sheet you can see the effect of this on the current account with Rikolto International s.o.n. related to grants, and on the "cash at bank".

On the other hand, the balance total of Rikolto International s.o.n. increases by €553,919 (from €7,046,943 to €7,600,862). One element is the equity which increases by €239,516 (from €3,144,102 to €3,383,618) due to the positive result of the current year, 2019. The other element is the aforementioned increase of grants received during the year, but not spent yet (World Bank projects in DR Congo and EU project in Honduras).

6.5 Internal audit and fraud prevention at Rikolto

Since the end of 2015 the Global Support Team has employed a finance manager dedicated to improving and standardising the internal financial procedures, practices and tools. One of his tasks is to perform internal financial audits at the various Rikolto offices, identify weaknesses in financial management, formulate and implement improvements, and prevent fraud.

A key goal of the internal audits is to investigate whether the existing internal control system is adequate and effective (implemented as planned). In addition, there is a constant focus on improving the existing processes by formulating recommendations to mitigate identified risks and weaknesses.

The internal financial audits to be performed in a given year are planned by the International Board of Directors based on a proposal from the internal auditor and the Executive Directors. The internal auditor defines the

specific terms of reference for each internal audit based on input from colleagues at Rikolto's Global Support Team and the relevant Regional Director. After finalising an internal audit, the internal auditor sends his report directly to the Board of Directors and to the Executive Directors, as well as to the relevant Rikolto Director and Finance Manager. The Regional Director and his/her team are responsible for implementing the recommendations from the internal audit.

In 2019 there were 4 internal audits, namely in the regional offices of West Africa (Burkina Faso), DR Congo, Uganda and Indonesia. The internal audit of the office of Rikolto Belgium v.z.w. has been started but could only be finalised in the beginning of 2020.

Important weaknesses that emerged in different regions are related to: controls on advances paid to staff for paying for programme activities; use of the file-sharing and backup functionalities of Cloud services; the internal control system related to cash movements and to vehicle and fuel usage; and the quality of the financial manual and procedures. Recommendations for improvement have been agreed upon with regional management and are being followed up.

In 2019 two breaches of the internal financial procedures have been investigated.

The first was discovered in 2018 in Indonesia and relates to falsification of attendance lists by staff of partner organisations (leading to impermissible payment of attendance fees). This has been taken up on the one hand with the partner organisation and, on the other hand, as a high-risk recommendation in the internal audit report of Indonesia, to strengthen control mechanisms in this aspect.

The second relates to falsification of attendance and transport allowance lists by one of our staff members in Uganda. The relevant staff member has been dismissed and a system of electronic payments instead of cash payments is being implemented for such allowances.

In 2018 we reviewed our Code of Conduct as part of a bigger process to create awareness of our Integrity Policy (see "Reporting concerns" in the "People and Organisation" section). In 2019 we published our code of conduct and code of ethics on the Rikolto Website and also shared it with our colleagues. All regional directors and financial managers followed a training by our external auditor KPMG, about the codes and how to deal with ethical dilemmas. Furthermore, we assigned 3 new roles within Rikolto: the integrity manager, the complaint manager and the integrity advisor. In 2020, the focus will be on organising an informative session in each region so all colleagues can familiarise themselves with the code and have a clear view on the different channels for filing an integrity complaint. Colleagues who have taken up a new integrity role will get the necessary support.

Appendices



Appendix 1: General Result

INCOME STATEMENT			Consolidated Total	Rikolto Belgium VZW	RIKOLTO INTERNATIONAL SON	International Office
		Codes	Euro	Euro	Euro	Euro
			2019	2019	2019	2019
I	Operating income	70/74	12,193,437.30	8,942,358.18	9,855,180.67	7,508,264.08
	D1. Grants	73	10,797,242.97	7,093,746.85	9,150,417.90	6,260,491.80
	D2. Contributions, gifts and legacies	73	1,107,688.94	1,593,981.75	670,886.96	1,229,488.12
	E. Other operating income	74	288,505.39	254,629.58	33,875.81	18,284.16
II	Operating charges	60/64	12,481,194.20	9,431,112.28	9,654,183.47	7,271,800.00
	A. Raw materials, consumables	60	56,723.43	56,723.43	0.00	0.00
	1. Purchases	600/8	19,684.28	19,684.28		
	2. Stock : decrease (increase)	609	37,039.15	37,039.15		
	B. Services and other goods	61	4,245,500.08	903,428.72	3,342,071.36	554,595.69
	C. Remuneration, social security costs and pensions	62	5,981,539.24	1,807,268.73	4,174,270.51	1,225,000.35
	D. Depreciation of and other amount written off formation expenses, intangible and tangible fixed assets	630	357,377.66	81,961.88	275,415.78	3,706.37
	F. Provisions for liabilities and charges : Appropriations (uses and write-backs)	635/8	-56,540.82	-31,660.22	-24,880.60	50,000.00
	G. Other operating charges	640/8	1,896,594.61	6,613,389.74	1,887,306.42	5,438,497.59
III	Positive operating income	70/64			200,997.20	236,464.08
	Negative operating income	64/70	-287,756.90	-488,754.10		
IV	Financial income	75	18,733.92	3,487.16	15,246.76	1,315.10
	B. Income form current assets	751	3,341.96	3,341.96	0.00	
	C. Other financial income	752/9	15,391.96	145.20	15,246.76	1,315.10
V	Financial charges	65	17,706.84	10,971.69	6,735.15	2,811.85
	B. Amounts written off current assets except stocks, contracts in progress and trade debtors : appropriations (write-backs)	651	-2,326.55	-2,326.55	0.00	
	C. Other financial charges	652/9	20,033.39	13,298.24	6,735.15	2,811.85
VI	Positive income on ordinary activities	70/65			209,508.81	234,967.33
	Negative income on ordinary activities	65/70	-286,729.82	-496,238.63		
VII	Extraordinary income	76	25,458.55	0.00	25,458.55	0.00
	D. Gain on disposal of fixed assets	763	21,601.23		21,601.23	
	E. Other extraordinary income	764/9	3,857.32	0.00	3,857.32	
VII	Extraordinary charges	66	0.00	0.00	0.00	
	E. Other extraordinary charges	664/8	0.00	0.00	0.00	
IX	Positive income of the period	70/66			234,967.36	234,967.33
	Negative income of the period	66/70	-261,271.27	-496,238.63		
	<i>Exchange rate differences to add at the financial result</i>		-0.02	0.00	-0.02	
	<i>Exchange rate differences to add at the financial result</i>		4,548.74	0.00	4,548.74	
	<i>Exchange rate differences to add at the financial result</i>		0.00	0.00	0.00	
	Positive/Negative income of the period		-256,722.55	-496,238.63	239,516.08	234,967.33

West Africa	East Africa	Tanzania	Uganda	DR Congo	Andes	Meso-America	Vietnam	Indonesia
Euro 2019	Euro 2019	Euro 2019	Euro 2019	Euro 2019	Euro 2019	Euro 2019	Euro 2019	Euro 2019
1,302,486.38	896,737.00	629,649.73	267,087.27	1,761,609.15	903,546.41	1,253,489.68	552,298.57	1,088,479.91
1,288,811.70	896,684.71	629,597.44	267,087.27	1,759,789.64	903,546.41	1,253,444.51	552,298.57	1,088,479.91
0		0.00	0.00	0.00				0.00
13,674.68	52.29	52.29	0.00	1,819.51	0.00	45.17		0.00
1,302,486.38	923,483.17	629,649.72	293,833.45	1,761,609.15	902,607.62	1,253,934.82	554,866.57	1,095,126.27
581,630.33	379,995.75	224,828.23	155,167.52	695,648.28	196,865.45	494,647.96	126,905.54	311,782.36
325,061.51	390,066.27	259,059.59	131,006.68	640,352.55	361,109.67	483,040.28	227,222.44	522,417.44
28,296.11	12,000.26	4,341.01	7,659.25	219,374.22	4,888.27	1,240.73	1,307.12	4,602.70
	0.00		0.00	0.00	7,668.47	31,246.38	4,545.78	-118,341.23
367,498.43	141,420.89	141,420.89	0.00	206,234.10	332,075.76	243,759.47	194,885.69	374,665.00
0.00		0.01			938.79			
0.00	-26,746.18		-26,746.18	0.00		-445.14	-2,568.00	-6,646.36
0.00	5,144.95	0.00	5,144.95	0.00	100.51	445.15	5,452.00	2,789.05
	5,144.95		5,144.95		100.51	445.15	5,452.00	2,789.05
0.00	0.00	0.00	0.00	0.00	1,039.30	0.00	2,884.00	0.00
	0.00				1,039.30		2,884.00	
		0.01				0.01		
0.00	-21,601.23		-21,601.23	0.00	0.00		0.00	-3,857.31
0.00	21,601.23		21,601.23	0.00	0.00	0.00	0.00	3,857.32
	21,601.23		21,601.23					
	0.00							3,857.32
0.00					0.00			
	0.00							
		0.01			0.00	0.01	0.00	0.01
0.00	0.00		0.00	0.00				
	-0.01	-0.01	0.00			-0.01		0.00
	-68.85	-68.85	0.00	141.81	236.04	1,252.47		2,987.27
	0.00		0.00					0.00
0.00	-68.86	-68.85	0.00	141.81	236.04	1,252.47	0.00	2,987.27

Appendix 2: Balance as per 31/12/2019 (before allocation of the result)

BALANCE SHEET 31/12/2019 BEFORE ATTRIBUTION OF RESULT			Consolidated Total	Rikolto Belgium VZW	RIKOLTO INTERNATIONAL SON	International Office
ASSETS			2019	2019	2019	2019
		Codes	Euro	Euro	Euro	Euro
FIXED ASSETS		20/28	880,009.04	864,140.20	15,868.84	7,241.83
I	Formation expenses	20				
II	Intangible fixed assets	21				
III	Tangible fixed assets	22/27	807,716.30	803,574.47	4,141.83	4,141.83
	A. Land and buildings	22	513,286.91	513,286.91	0.00	0.00
	1. In full property	22/91	513,286.91	513,286.91		
	2. Other	22/92				
	B. Plant, machinery and equipment	23	11,076.14	7,602.56	3,473.58	3,473.58
	1. In full property	231	11,076.14	7,602.56	3,473.58	3,473.58
	2. Other	232				
	C. Furniture and vehicles	24	668.25	0.00	668.25	668.25
	1. In full property	241	668.25		668.25	668.25
	2. Other	242				
	D. Leasing and similar rights	25				
	E. Other tangible fixed assets	26	282,685.00	282,685.00		
	1. In full property	261				
	2. Other	262	282,685.00	282,685.00		
	F. Assets under construction and advance payments	27				
IV	Financial fixed assets	28	72,292.74	60,565.73	11,727.01	3,100.00
	A. Affiliated entities	280/1	6,200.00	3,100.00	3,100.00	3,100.00
	1. Participating interests	280	6,200.00	3,100.00	3,100.00	3,100.00
	2. Amounts receivable	281				
	B. Other companies linked by participating interests	282/3				
	1. Participating interests	282				
	2. Amounts receivable	283				
	C. Other financial assets	284/8	66,092.74	57,465.73	8,627.01	0.00
	1. Shares	284	55,877.87	55,877.87		
	2. Amounts receivable and cash guarantees	285/8	10,214.87	1,587.86	8,627.01	
CURRENT ASSETS		29/58	10,352,383.83	3,880,755.17	7,584,992.77	4,676,250.92
V	Amounts receivable after more than one year	29	2,123.90	0.00	2,123.90	0.00
	A. Trade debtors	290				
	B. Other amounts receivable	291	2,123.90	0.00	2,123.90	
	of which non interest-bearing amounts or abnormally low interest rate	2915				
VI	Stocks and contracts in progress	30	106,886.58	106,886.58	0.00	0.00
	A. Stocks	30/36	106,886.58	106,886.58	0.00	0.00
	1. Raw materials and consumables	30/31				
	2. Works in progress	32				
	3. Finished goods	33				
	4. Goods purchased for resale	34	106,886.58	106,886.58	0.00	
	5. Immovable property intended for sale	35				

West Africa	East Africa	Tanzania	Uganda	DR Congo	Andes	Meso-Americia	Vietnam	Indonesia
2019	2019	2019						
Euro	Euro	Euro						
3,000.20	0.00	0.00	0.00	4,012.58	0.00	719.38	894.85	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00						
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00						
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00						
	0.00	0.00						
3,000.20	0.00	0.00	0.00	4,012.58	0.00	719.38	894.85	0.00
3,000.20	0.00	0.00	0.00	4,012.58	0.00	719.38	894.85	0.00
	0.00	0.00						
3,000.20	0.00	0.00		4,012.58		719.38	894.85	
69,680.33	257,956.61	59,997.14	197,959.47	571,497.26	161,582.02	374,078.13	196,853.85	172,491.77
0.00	0.00	0.00	0.00	0.00	1,158.45	0.00	0.00	965.45
	0.00	0.00			1,158.45			965.45
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00						

BALANCE SHEET 31/12/2019 BEFORE ATTRIBUTION OF RESULT			Consolidated Total	Rikolto Belgium VZW	RIKOLTO INTERNATIONAL SON	International Office
			2019	2019	2019	2019
		Codes	Euro	Euro	Euro	Euro
	6. Advance payments	36				
	B. Contracts in progress	37				
VII	Amounts receivable within one year	40/41	429,671.47	1,262,995.42	280,040.16	415,868.18
	A. Trade debtors	40	39,916.09	39,916.09		
	B. Other amounts receivable	41	389,755.38	1,223,079.33	280,040.16	415,868.18
	of which non interest-bearing amounts or abnormally low interest rate					
	1. Receivable from International Office	415	0.00	0, 00	0.00	
	2. Other receivables	415	389,755.38	116,865.46	280,040.16	19,926.08
	3. Current account International Office related to Grants	415	0.00	1,106,213.87	0.00	395,942.10
VIII	Current investments	50/53	819,951.28	775,943.81	44,007.47	
IX	Cash at bank and in hand	54/58	8,870,922.04	1,699,804.78	7,171,117.26	4,220,410.47
X	Deferred charges and accrued income	490/1	122,828.56	35,124.58	87,703.98	39,972.27
TOTAL ASSETS		20/58	11,232,392.87	4,744,895.37	7,600,861.61	4,683,492.75

West Africa	East Africa	Tanzania	Uganda	DR Congo	Andes	Meso-Americia	Vietnam	Indonesia
2019	2019	2019	2019	2019	2019	2019	2019	2019
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
-124,427.74	-212,807.62	-121,107.09	-91,700.53	-219,874.69	-98,218.94	-358,153.33	-201,866.36	-25,081.22
-124,427.74	-212,807.62	-121,107.09	-91,700.53	-219,874.69	-98,218.94	-358,153.33	-201,866.36	-25,081.22
	1,422.16	0.00	1,422.16			757.78	19,079.93	819.81
88,057.68	21,109.33	9,368.38	11,740.95	70,437.23	29,954.10	36,941.47	5,189.19	8,425.08
-212,485.42	-235,339.11	-130,475.47	-104,863.64	-290,311.92	-128,173.04	-395,852.58	-226,135.48	-34,326.11
	0.00	0.00			44,007.47			
187,092.36	459,210.07	178,926.71	280,283.36	789,588.58	214,486.95	731,577.81	398,720.21	170,030.81
7,015.71	11,554.16	2,177.52	9,376.64	1,783.37	148.09	653.65		26,576.73
72,680.53	257,956.61	59,997.14	197,959.47	575,509.84	161,582.02	374,797.51	197,748.70	172,491.77

EQUITY AND LIABILITIES			Consolidated Total	Rikolto Belgium VZW	RIKOLTO INTERNATIONAL SON	International Office
			2019	2019	2019	2019
		Codes	Euro	Euro	Euro	Euro
EQUITY		10/15	6,084,951.52	2,701,333.89	3,383,617.63	3,256,135.11
I	Foundation funds	10	2,956,663.12	0.00	2,956,663.12	2,819,964.23
	A. Opening equity	100	2,956,663.12		2,956,663.12	2,819,964.23
IV	Allocated funds	13	1,983,470.50	1,588,503.50	394,967.00	394,967.00
V	Accumulated positive (negative) income	140	1,636,507.46	1,609,069.02	27,438.44	41,203.55
	Result of the period		-491,689.56	-496,238.63	4,549.07	0.33
PROVISIONS		16	688,667.47	320,906.78	367,760.69	204,000.00
VII	A. Provisions for liabilities and charges	160/5	688,667.47	320,906.78	367,760.69	204,000.00
	1. Pensions and similar obligations	160	163,760.69		163,760.69	
	4. Other liabilities and charges	163/5	524,906.78	320,906.78	204,000.00	204,000.00
	B. Provisions for grants and legacies to reimburse and gifts with a recovery right	168	0.00			
AMOUNTS PAYABLE		17/49	4,458,773.88	1,722,654.70	3,849,483.57	1,223,357.64
VIII	Amounts payable after more than one year	17	0.00	0.00	0.00	0.00
	A. Financial debts	170/4	0.00	0.00	0.00	0.00
	5. Other loans	174	0.00		0.00	
	B. Trade debts	175				
IX	Amounts payable within one year	42/48	770,045.33	385,686.58	1,497,723.14	165,573.47
	C. Trade debts	44	268,415.08	63,667.71	211,897.61	48,897.08
	1. Suppliers	440/4	268,415.08	63,667.71	211,897.61	48,897.08
	E. Taxes, remuneration and social security	45	391,546.34	221,561.53	169,984.81	116,676.39
	1. Taxes	450/3	23,349.94	86.78	23,263.16	5,420.90
	2. Remuneration and social security	454/9	368,196.40	221,474.75	146,721.65	111,255.49
	F. Miscellaneous amounts payable	48	110,083.90	100,457.34	1,115,840.71	
X	Accruals and deferred income	492/3	3,688,728.55	1,336,968.12	2,351,760.43	1,057,784.17
TOTAL LIABILITIES		10/49	11,232,392.87	4,744,895.37	7,600,861.89	4,683,492.75

West Africa	East Africa	Tanzania	Uganda	DR Congo	Andes	Meso-Americia	Vietnam	Indonesia
2019	2019	2019	2019	2019	2019	2019	2019	2019
Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro	Euro
1,804.52	-2,711.18	-2,711.18	0.00	7,076.28	11,007.65	59,840.29	1,429.31	49,035.65
1,804.52	-2,948.99	-2,948.99	0.00	7,540.11	11,712.13	63,670.03	1,429.31	53,491.78
1,804.52	-2,948.99	-2,948.99		7,540.11	11,712.13	63,670.03	1,429.31	53,491.78
	0							
	306.66	306.66	0.00	-605.64	-940.52	-5,082.21		-7,443.40
	-68.85	-68.85	0.00	141.81	236.04	1,252v47		2,987.27
0.00	0.00	0.00	0.00	0.00	50,627.79	63,923.44	49,209.46	0.00
0.00	0.00	0.00	0.00	0.00	50,627.79	63,923.44	49,209.46	0.00
	0.00				50,627.79	63,923v44	49,209.46	
	0.00							
	0.00							
70,876.01	260,667.79	62,708.32	197,959.47	568,433.56	99,946.58	251,034.06	147,109.93	123,456.12
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17,030.56	19,530.92	8,325.60	11,205.32	38,079.88	14,736.46	41,427.03	7,100.14	110,110.48
1,673.45	19,463.99	8,325.60	11,138.39	29,598.11	395.45	16,738.59	7,100.14	110,110.48
1,673.45	19,463.99	8,325.60	11,138.39	29,598.11	395.45	16,738.59	7,100.14	110,110.48
8,467.57	66.93	0.00	66.93	8,481.77	11,603.71	24,688.44	0.00	0.00
151.38	66.93		66.93	3,519.26	2,553.58	11,551.11		
8,316.19				4,962.51	9,050.13	13,137.33		
6,889.54	0.00				2,737.30			
53,845.44	241,136.87	54,382.72	186,754.15	530,353.68	85,210.12	209,607.02	140,009.79	13,345.64
72,680.53	257,956.61	59,997.14	197,959.47	575,509.84	161,582.02	374,797.79	197,748.70	172,491.77

Appendix 3: Statutory Auditor's Report of Rikolto International s.o.n.

The Statutory Auditor's Report is available on request (in Dutch) – info@rikolto.org



Statutory auditor's report to the members of the board of directors of Rikolto International Stichting van openbaar nut on the annual accounts as of and for the year ended December 31, 2019

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR'S REPORT ORIGINALLY PREPARED IN DUTCH

In the context of the statutory audit of the annual accounts of Rikolto International Stichting van openbaar nut ("the Foundation"), we provide you with our statutory auditor's report. This includes our report on the annual accounts for the year ended December 31, 2019, as well as other legal and regulatory requirements. Our report is one and indivisible.

We were appointed as statutory auditor by the board of directors of June 29, 2016. Our mandate will expire on the date of the general meeting deliberating on the annual accounts for the year ended December 31, 2019. We have performed the statutory audit of the annual accounts of Rikolto International Stichting van openbaar nut for 3 consecutive financial years.

Report on the annual accounts

Unqualified opinion

We have audited the annual accounts of the Foundation as of and for the year ended December 31, 2019, prepared in accordance with the financial reporting framework applicable in Belgium. These annual accounts comprise the balance sheet as at December 31, 2019, the income statement for the year then ended and notes. The balance sheet total amounts to EUR 7.600.861 and the income statement shows a positive result for the year of EUR 239.516.

In our opinion, the annual accounts give a true and fair view of the Foundation's equity and financial position as at December 31, 2019 and of its financial performance for the year then ended in accordance with the financial reporting framework applicable in Belgium.

Basis for our unqualified opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs") as adopted in Belgium. In addition, we have applied the ISAs as issued by the IAASB applicable for the current accounting year while these have not been adopted in Belgium yet. Our responsibilities under those standards are further described in the "Statutory auditors' responsibility for the audit of the annual accounts" section of our report. We have complied with the ethical requirements that are relevant to our audit of the annual accounts in Belgium, including the independence requirements.

We have obtained from the board of directors and the Foundation's officials the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Statutory auditor's report to the members of the board of directors of Rikolto International Stichting van openbaar nut on the annual accounts as of and for the year ended December 31, 2019

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR'S REPORT ORIGINALLY PREPARED IN DUTCH

Board of directors' responsibilities for the preparation of the annual accounts

The board of directors is responsible for the preparation of these annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as board of directors determines, is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the board of directors is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Statutory auditor's responsibilities for the audit of the annual accounts

Our objectives are to obtain reasonable assurance as to whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of the users taken on the basis of these annual accounts.

When performing our audit we comply with the legal, regulatory and professional requirements applicable to audits of the annual accounts in Belgium. The scope of the statutory audit of the annual accounts does not extend to providing assurance on the future viability of the Foundation nor on the efficiency or effectivity of how the board of directors has conducted or will conduct the business of the Foundation.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also perform the following procedures:

- identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by board of directors;



Statutory auditor's report to the members of the board of directors of Rikolto International Stichting van openbaar nut on the annual accounts as of and for the year ended December 31, 2019

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR'S REPORT ORIGINALLY PREPARED IN DUTCH

- conclude on the appropriateness of board of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Foundation to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other legal and regulatory requirements

Responsibilities of the Board of directors

The board of directors is responsible for maintaining the Foundation's accounting records in compliance with the applicable legal and regulatory requirements, as well as for the Foundation's compliance with Law of June 27, 1921 on the not-for-profit associations, foundations, European political parties and European political foundations or, as from January 1, 2020, the Companies' and Associations' Code and the Foundation's articles of association.

Statutory auditor's responsibilities

In the context of our mandate and in accordance with the Belgian standard which is complementary to the International Standards on Auditing as applicable in Belgium, our responsibility is to verify, in all material respects, compliance with certain requirements of the Law of June 27, 1921 on the not-for-profit associations, foundations, European political parties and European political foundations or, as from January 1, 2020, the Companies' and Associations' Code and the Foundation's articles of association and to report on these matters.

Aspects concerning the board of directors' annual report on the annual accounts

Based on specific work performed on the board of directors' annual report on the annual accounts, we are of the opinion that this report is consistent with the annual accounts for the same period and has been prepared in accordance with article 3:52 of the Companies' and Associations' Code.

In the context of our audit of the annual accounts, we are also responsible for considering, in particular based on the knowledge gained throughout the audit, whether the board of directors' annual report on the annual accounts contains material misstatements, that is information incorrectly stated or misleading. In



Statutory auditor's report to the members of the board of directors of Rikolto International Stichting van openbaar nut on the annual accounts as of and for the year ended December 31, 2019

FREE TRANSLATION OF UNQUALIFIED STATUTORY AUDITOR'S REPORT ORIGINALLY PREPARED IN DUTCH

the context of the procedures carried out, we did not identify any material misstatements that we have to report to you.

Information about the independence

- Our audit firm and our network have not performed any engagement which is incompatible with the statutory audit of the annual accounts and our audit firm remained independent of the Foundation during the term of our mandate.

Other aspects

- Without prejudice to formal aspects of minor importance, the accounting records were maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- We do not have to inform you of any transactions undertaken or decisions taken in breach of the Foundation's articles of association or the Law of June 27, 1921 on the not-for-profit associations, foundations, European political parties and European political foundations or, as from January 1, 2020, the Companies' and Associations' Code.

Antwerp, June 5, 2020

KPMG Réviseurs d'Entreprises / Bedrijfsrevisoren
Statutory Auditor
represented by

Tim Vermeiren
Réviseur d'Entreprises / Bedrijfsrevisor

Appendix 4: List of donors

This list contains all amounts (in euro) we received on our accounts in the course of 2019. Some grants are destined for activities in a next or previous fiscal year

Donor	Amount (euro)
DGD	6,072,209.26
WORLD BANK	1,216,006.16
IFAD	462,479.99
COSUDE	318,914.60
EU	298,567.70
AGRA	281,736.02
USDA (MOCCA project)	127,673.99
11.11.11	116,146.39
FAO	90,514.17
Stichting Humanitas	75,000.00
Bill & Melinda Gates Foundation	65,800.98
COLIBRI Foundation	59,727.74
Departement Buitenlandse Zaken Vlaanderen	49,360.00
Fondation de France	48,685.00
MCKNIGHT Foundation	45,058.17
ACV ALIMENTO	40,000.00
Toraja Rural Development Services	38,654.31
ACODEV	37,647.80
Coffee Circle	32,500.00
Federaal Instituut Duurzame Ontwikkeling (SDG-Voice)	25,000.00
EIT FOOD	19,525.50
Faciliteit Duurzaam Ondernemen en Voedselzekerheid (FDOV)	17,910.94
Familie Dieryck	17,800.00
GOODPLANET	16,976.49
Vétérinaires sans Frontières	15,720.11
Common Fund for Commodities	15,390.09
Africa Rice (GIZ)	13,725.00
FARM AFRICA (Food Trade Programme UK Aid)	22,642.68
TRIPPER	10,083.50
Appui au Développement Autonome (ADA)	9,557.62
Stichting VIVACE	9,500.00
Ayuda en Acción	9,322.67
Canada Fund for Local Initiatives	8,822.49
ROTARY CLUB WETTEREN	8,500.00
Allianza para el Emprendimiento y Inovación (via PACARI)	8,386.69
LEUVEN 2030	8,333.33
International Finance Corporation (IFC)	8,049.66
CONQUITO	7,214.36
KILIMO TRUST (WeHubIt)	6,695.00
COLRUYT GROUP	6,545.25
FAIRTRADE BELGIUM	6,141.83
Stephen Malouf	4,900.00
ICLEI (AFRICA SECRETARIAT)	3,718.31
UNIVERSITY OF LEUVEN	3,576.05

Donor	Amount (euro)
Alumni Grant Scheme	3,064.28
Entrepreneurs for Entrepreneurs	2,821.25
IFPRI	2,131.54
Rainforest Alliance	1,809.14
FORD FOUNDATION	589.71
UCLL HOGESCHOOL LEUVEN	500.00

Appendix 5: List of provinces and towns in Belgium supporting Rikolto

These lists contain all amounts we received on our accounts (in euro) in the course of 2019. Some grants are destined for activities in a next or previous fiscal year. Also the grants for the local activities of volunteer groups are not in this list as they are directly transferred to the accounts of those local groups

Provinces	Amount (euro)
Provincie Vlaams Brabant	32,195.17
Provincie West Vlaanderen	15,600.00

Towns	Amount (euro)
Leuven	17,585.65
Mortsel	13,775.09
Antwerp	12,500.00
Grimbergen	6,101.00
Aalst	4,847.56
Bonheiden	3,791.67
Herent	3,500.00
Schilde	3,205.00
Heusden Zolder	2,500.00
Mol	2,500.00
Ghent	2,462.59
Diest	2,250.00
Oud Heverlee	2,030.00
Genk	1,897.70
Rotselaar	1,800.00
Boom	1,750.00
Geel	1,500.00
Holsbeek	1,325.00
Tessenderlo	1,250.00
Herentals	1,200.00
Maasmechelen	1,022.72
Zele	797.50
Hoogstraten	500.00
Wichelen	345.00
Tienen	312.50
De Pinte	227.37
Zuienkerke	50.00

Appendix 6: Global Reporting Initiative Index

GRI 101

This report has been prepared in accordance with the GRI Standards: Core option. At the time of writing this annual report, Rikolto is developing its strategy for the next 5 years. Accordingly, we will design a new Planning, Learning and Monitoring system in line with this new strategy, and in which we will incorporate the GRI indicators. In this process, we will consult representatives from our different stakeholder groups in all our regions, to come to a new list of 'material' aspects for Rikolto.

GRI 102

	DESCRIPTION	PAGE NUMBER, URL, OR REASON FOR OMISSION
	Organisational profile	
G102-1	Organisation name	30
G102-2	Main activities and services	5
G102-3	Location of head quarters	68 (colophon)
G102-4	Number and name of countries where the organisation is active	5
G102-5	Nature of ownership and legal form	30
G102-6	Beneficiaries and stakeholders	www.rikolto.org/stakeholders
G102-7	Scale of the organisation (employees, operations, finances)	6-7, 36-37, 42-48
G102-8	Number of employees by region, gender and region, including volunteers	36-37
G102-12	Externally developed sustainability charters, principles or initiatives that have been signed or endorsed by the organisation	www.rikolto.org/fundraising
G102-13	Membership of coalitions, associations and functions in management bodies, including national or international advocacy organizations	www.rikolto.org/networks
	Strategy	
G102-14	Statement from the most senior decision-maker about relevance of sustainability	4
G102-15	Description of impact, risks and opportunities	www.rikolto.org/sustainability
	Ethics and integrity	
G102-16	Description of organisation's values, principles and norms	29, 34
G102-17	Mechanisms for seeking advice on ethical and lawful behavior	36
	Governance	
G102-18	Governance structure of the organisation, including committees of the highest governance body	30-33, www.rikolto.org/governance
G102-19	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	www.rikolto.org/governance
G102-20	Sustainability officer at highest level?	www.rikolto.org/governance
G102-21	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	www.rikolto.org/governance
G102-22	Composition of the highest governance body and its committees	www.rikolto.org/governance
G102-23	Chair of the highest governance body is also an executive officer?	www.rikolto.org/governance
G102-24	Nomination and selection processes for the highest governance body and its committees	www.rikolto.org/governance

GRI 102		
	DESCRIPTION	PAGE NUMBER, URL, OR REASON FOR OMISSION
G102-25	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	www.rikolto.org/governance
G102-26	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's sustainability statements	www.rikolto.org/governance
G102-27	Measures to enhance collective knowledge of highest governance body on economic, environmental and social topics	www.rikolto.org/governance
G102-28	Process evaluation of highest governance body on economic, environmental and social topics	-
G102-33	Process for communicating critical concerns to the highest governance body	29
G102-34	Number of critical concerns raised and measures taken	48
G102-35	Report the remuneration policies for the highest governance body and senior executives	www.rikolto.org/governance
G102-36	Process for determining remuneration	34
G102-37	Stakeholders view on remuneration	-
G102-38	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation	34
Stakeholder engagement		
G102-40	List of stakeholder groups engaged by the organisation	www.rikolto.org/stakeholders
G102-41	Percentage of total employees covered by collective bargaining agreements	36
G102-42	Basis for identification and selection of stakeholders	6
G102-43	Approach of stakeholder engagement, including frequency of consultation by type and stakeholder group	www.rikolto.org/pla
G102-44	Key topics and concerns that have been raised through stakeholder engagement and organisation's response	www.rikolto.org/pla
Report parameters		
G102-45	Entities included in the consolidated financial statements	41
G102-46	Process for defining the report content and the Aspect Boundaries	Rikolto is defining its new strategy for the next five years. We will involve our stakeholders in a materiality exercise in the course of 2020.
G102-47	List all the material Aspects identified in the process for defining report content	
G102-48	Restatements of information provided in previous reports	-
G102-49	Significant changes in the boundaries of sustainability aspects reported on in previous years	-
G102-50	Reporting period	3
G102-51	Date of previous report	3
G102-52	Reporting cycle	3
G102-53	Contact for questions on the report	68 (colophon)
G102-54	'in accordance' option the organization has chosen	3
G102-55	Policy on seeking external assurance for the report	No external assurance

GRI 103

Since the list of our material aspects needs to be updated again (see GRI 101), we did not elaborate a full management approach, including evaluation procedure, for each material aspect in the list below. However, you will find our general policy related to most topic on the pages stated below (GRI 200, 300, 400)

G103-1	Explanation of the material topic and its boundaries	-
G103-2	Management approach	-
G103-3	Evaluation of the management approach	-

GRI 200

	DESCRIPTION	PAGE NUMBER, URL, OR REASON FOR OMISSION
GRI 201-1	Direct economic value generated and distributed, including impact on local communities	
GRI 201-4	Financial assistance received from the government	45
GRI 202-2	Proportion of senior management hired from local communities	31
GRI 205-1	Total number and percentage of operations assessed for risks related to corruption	48
GRI 205-2	Communication and training on anti-corruption policy	36, 48
GRI 205-3	Confirmed incidents of corruption and actions taken	48
NGO	Allocation of resources: annual financial report, control mechanisms, costs/income fundraising	section 6
NGO	Ethical fundraising – Funds per category, and the five largest donors and financial value of their contribution, policy on accepting gifts	26-29, www.rikolto.org/fundraising

GRI 300

MATERIAL ASPECTS	INDICATORS	PAGE
GRI 302-1	Energy consumption within the organisation	www.rikolto.org/footprint
GRI 303-1	Interaction with water as shared resource	39
GRI 304-2	Impact on biodiversity	38
GRI 305-1	Emission of greenhouse gasses	40
GRI 305-5	Reduction of greenhouse gas emissions	40

GRI 400

MATERIAL ASPECTS	INDICATORS	PAGE
GRI 401-1	New employees and turnover	36-37
GRI 401-2	Benefits full-time employees /v/ part-time employees	34
NGO	Mechanisms for workforce feedback and complaints, and resolution	36
GRI 404-1	Average number of training hours by year, by employee and by employee category	35
GRI 405-2	Ratio of the basic salary and remuneration of women to men for each employee category	37
GRI 406	Number of incidents of discrimination and corrective actions taken	36
NGO	System for programme monitoring, evaluation and learning, introducing modifications in the programme and communicating these modifications	www.rikolto.org/pla
GRI 415	Political contributions	27
GRI 418	Total number of substantiated complaints received concerning breaches of customer privacy	29

COLOPHON

For questions on Rikolto International s.o.n., please contact:

Stien Verdeyen

Finance and Operations Manager

+32 16 31 65 80

stien.verdeyen@rikolto.org

For questions on Rikolto Belgium v.z.w., please contact:

Erik Devogelaere

Finance Officer

+32 16 31 65 80

erik.devogelaere@rikolto.org

Rikolto Belgium vzw is an independent and pluralistic non-governmental organisation that is not related to any political party. We are a member of 11.11.11, the coordinating body of the Flemish North-South movement and the Flemish NGO-federation.

You are entitled to be informed. This means that donors, staff and personnel members will be kept up to date about what happens with the Rikolto funds at least once a year. This annual report responds to it.

