### KEY FIGURES 2015

#### TURNOVER

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td></td>
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#### TURNOVER BY ACTIVITY (€ million)

<table>
<thead>
<tr>
<th>Activity</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>Public development cooperation tasks (direct bilateral cooperation)</td>
<td>218</td>
<td>205</td>
<td>216</td>
<td>226.5</td>
<td>204</td>
</tr>
<tr>
<td>Specific public development cooperation tasks (Infocycle, Kleur Bekennen, Annoncer la Couleur, Trade for Development Centre, emergency aid, rehabilitation aid…)</td>
<td>10</td>
<td>9</td>
<td>7.5</td>
<td>6.5</td>
<td>6.5</td>
</tr>
<tr>
<td>Other development cooperation tasks that are entrusted to BTC by third parties (European Union, World Bank, DFID…)</td>
<td>22</td>
<td>12</td>
<td>9</td>
<td>8</td>
<td>7.5</td>
</tr>
<tr>
<td>Junior Programme</td>
<td>3</td>
<td>3</td>
<td>2.5</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total turnover</strong></td>
<td>253</td>
<td>229</td>
<td>235</td>
<td>244</td>
<td>221</td>
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#### STAFF

<table>
<thead>
<tr>
<th>Staff</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff in Brussels</td>
<td>210</td>
<td>198</td>
<td>187</td>
<td>178</td>
<td>175</td>
</tr>
<tr>
<td>International experts</td>
<td>184</td>
<td>190</td>
<td>185</td>
<td>186</td>
<td>204</td>
</tr>
<tr>
<td>Junior Assistants</td>
<td>88</td>
<td>76</td>
<td>66</td>
<td>64</td>
<td>59</td>
</tr>
<tr>
<td>Local staff in the country offices</td>
<td>200</td>
<td>193</td>
<td>179</td>
<td>169</td>
<td>153</td>
</tr>
<tr>
<td>Local staff in the interventions</td>
<td>739</td>
<td>744</td>
<td>1,014</td>
<td>850</td>
<td>810</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,421</td>
<td>1,401</td>
<td>1,631</td>
<td>1,447</td>
<td>1,401</td>
</tr>
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</table>
BTC’s head office is in Brussels. BTC has a country office in the main city of the 14 partner countries of the Belgian governmental development cooperation, and in three former partner countries.

On 21 May 2015, Belgium’s Council of Ministers approved a new list of fourteen partner countries. Among these, there are two new countries: Burkina Faso and Guinea. Early 2016, BTC opens an office in those two countries.

Six middle-income countries are no longer partner countries of governmental cooperation: Vietnam, Peru, Ecuador, Bolivia, Algeria and South Africa. These countries are in an exit programme of maximum four years during which the current interventions of governmental cooperation will be wound up and other forms of cooperation will be prepared.
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2015 was a pivotal year for international cooperation. The aid paradigm of the past fifteen years – the Millennium Development Goals, the financial commitments of Monterrey and the Paris Declaration – needed to be thoroughly reviewed. The quick and especially profound changes and the global challenges that humanity is facing are addressed with new financial commitments (Addis Abeba – July 2015) and the Sustainable Development Goals (New York – September 2015): the 2030 Agenda. Unlike the preceding paradigm, the 2030 Agenda is a universal and comprehensive one: It targets all countries and all aspects of human activity. The traditional development funds and actors alone cannot achieve these ambitions. Other means – such as private investments, taxes and the fight against illicit financial flows – are needed and other players – in particular the private sector – must be involved in the effort.

Because of the changing context, BTC already in 2014 started a strategic debate to allow us to remain relevant and effective over the coming fifteen years. Alexander De Croo, Minister of Development Cooperation, urged BTC to be ambitious and innovative.

In 2015, we worked hard at a proposal for a renewed and modern development agency. A proposal was submitted to the Minister on 31 October. A major aspect of the proposal was to broaden the mandate of the future organisation to carry out and coordinate activities for the account of the whole of the federal government under the framework of the 2030 Agenda. The proposal also pertained to a clearer separation of duties between BTC and the administration, a more flexible programme cycle and a changed relation with the Belgian embassies. In 2016, the proposal was submitted for approval to Belgium’s Council of Ministers and to a great extent approved.

In 2015, also the list of partner countries of the Belgian governmental cooperation was adapted. The Minister made a firm choice to concentrate Belgian assistance in fragile and least developed countries, in particular in Africa. Six countries are dropped from the list: Algeria, Bolivia, Ecuador, Peru, Vietnam and South Africa. For these countries BTC developed an exit strategy for governmental cooperation to close down by 2019. Two new countries were added to the list of partner countries: Burkina Faso and Guinea-Conakry. Meanwhile, BTC has opened a country office there and prepares the implementation of the first projects as from mid-2016.

Finally, in 2015 cooperation with Burundi, the second largest recipient of governmental cooperation assistance, was profoundly adjusted. In response to the political situation in the country – in particular the third mandate of the president – the Belgian government decided to freeze institutional cooperation and projects in association with lead ministries. Belgian assistance instead was concentrated in sectors that directly benefit the population.

More than ever before, change and innovation influence the environment in which we operate. What is even more, it is the core of what we do. Precisely that insight has convinced BTC to take the necessary steps in the right direction.

Carl Michiels
Chairman of BTC’s Management Committee
BTC has developed a strategy that defines its objectives. BTC’s thirteen strategic objectives are brought together in BTC’s strategy map, which was elaborated in 2012 and which is broken down in four perspectives. BTC’s strategy map reflects its desire to manage for stakeholders’ results and eventually contribute to the development processes of Belgium’s partner countries.

In 2015, by means of key performance indicators, the monitoring system, which measures BTC’s performance, i.e. the degree to which BTC achieves its strategy, was tested. Therefore, measures from different perspectives of the strategy map are tested internally. Lessons are learned from this experience to improve certain processes or question the relevance of certain indicators with respect to their purpose: steering and decision-making, learning and/or accountability as well as increasing internal ownership of key performance indicators.

As a reminder, the monitoring of BTC’s performance is implemented progressively since it depends on the concomitant evolution of the information management system.

Finally, BTC reviewed its strategy map at the end of 2015 to align it with the Sustainable Development Goals and embed the targeted development results under a human rights approach. The monitoring of BTC’s performance by means of key indicators was reviewed consequently and the lessons learned from the first experiences were capitalised on in view of implementing a reviewed system as from 2016.
There are five results in terms of changes to which BTC wants to contribute in relation to its main stakeholders.

1. Support the Belgian State with its strategies
2. Strengthen the efficiency of the interventions
3. Support our partners in their institutional development
4. Adapt our internal organisation
5. Obtain increased support from Belgian political decision-makers

Main commissioner: the Belgian State
People benefiting of the interventions
Partner Institutions
BTC employees
Belgian political decision-makers

In the following pages, the results achieved by each partner country in 2015 are accompanied by a reflection from the local BTC resident representative on the contribution of BTC’s portfolio to one of the three primary global results to be achieved by 2016.
**Contribution of the Country programmes to results 1, 2 and 3**

<table>
<thead>
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<th>1. Support the Belgian State with its strategies</th>
<th>2. Strengthen the efficiency of the interventions</th>
<th>3. Support our partners in their institutional development</th>
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2015 was a year of transition with the full completion of the preceding Indicative Cooperation Programme and the start-up of the new Cooperation Programme as approved at the Joint Commission of December 2013.

The new Programme suits Belgium’s new Development Cooperation strategy for middle-income countries, which emphasises the transfer of competences and of new technologies, and capacity development through the development of partnerships between Algerian and Belgian institutions.

The Programme will primarily focus on environmental issues through two new interventions: the Support to Integrated Waste Management project (AGID) and the Environmental Capacity Development project (PRCDE).

To ensure lasting results, special attention is paid to support to our partners’ institutional development. Thus, the AGID project will support the National Waste Management Agency in order to ensure integrated and sustainable waste management in three wilayas surrounding the city of Oran, whereas the PRCDE project will benefit several partner institutions and organisations, including civil society, in the Water, Health and Transportation sectors to better mainstream the environment.

The PRCDE is a major undertaking. It aims to enable all technical ministry and civil society actors to master environmental challenges, to elaborate environment-friendly and suitable solutions, to provide feedback from their field experiences about the environmental policies and to thus feed the intersectoral dialogue.

The intervention provides actors with a broad range of individual, organisational as well as institutional capacity development tools. The transfer of knowledge, technology and know-how, the development of pilot projects, technical assistance, training grants, studies and expertise, the exchange of experts, the organisation of seminars and workshops, and partnerships are among the means proposed.

Georges Pierseaux, Brussels-based acting resident representative

Environment & waste management

- The two public enterprises that collect, eliminate and process waste from the wilaya of Mascara were strengthened at the organisational and institutional level.
- A waste transfer centre was realised at Matemore, diminishing loads and reducing the dispatch of collection trucks to the El Keurt engineered landfill.
- Fifteen illegal dump sites in the project zone were eliminated.
- A sorting and collection programme was put in place for business-generated cardboard and plastics. Currently, approximately 448 businesses of Mascara and some businesses in Froha benefit from this service, which recovers up to fifteen tons per month.
- More than 55 beneficiaries, with 62% of women, with public administration and higher education and scientific research backgrounds, accessed degree-seeking and qualifying short- or long-term education in Belgium (internships, studies and PhDs). This scholarships grant programme will be incorporated in the PRCDE project as from 2016.

Improved water source in urban areas (% of urban population with access): 84%

Algeria is listed in the high human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of the country increased 1.04% per year on average.
The ‘North’ programmes support the Belgian State in its development education strategy

Belgium contributes to creating responsible citizenship with citizens formulating sound opinions on major global challenges and international solidarity and being aware about their ability to advance global change. The Belgian Development Cooperation wants to promote individual and collective efforts of citizens supporting fair North–South relations.1

BTC’s ‘North’ programmes – Annoncer la Couleur & Kleur Bekennen, the General Information Cycle, the Trade for Development Centre and the Junior Programme – effectively contribute to this strategy. In 2015, new targets have been formulated while others have been strengthened.

Embedding Global Citizen Education in Belgian schools

160 nursery, primary and secondary schools or higher education institutions (teacher training) were provided with educational and financial support to set up a global citizenship education project. 250 teachers participated to global citizenship training days. Finally, twelve lending centres for global education tools were created or strongly strengthened. Each of these has approximately 600 materials that can be borrowed by (future) teachers.

From a breakfast to an inter-parliamentary group

On 22 October 2015, shortly after the Fair Trade Week, the Trade for Development Centre, in association with Fairtrade Belgium, Oxfam-Wereldwinkels, Miel Maya Honing, Oxfam-Magasins du monde and the Belgian Fair Trade Federation organised a fair trade breakfast at the Federal Parliament. 27 Members of Parliament discussed the following topics: the evolution of fair trade; fair trade products at the Federal Parliament and in public procurement; traditional trade as an impediment to sustainable economic development in the South; labour rights in the fair trade textile and crafts sectors.

These informal discussions were an occasion to lay the foundations for an inter-parliamentary group on fair trade. This group is coached by the Trade for Development Centre. Every quarter it brings together Members of Parliament and Senators from different political parties who are interested by the topic and the main sector organisations. It aims to foster legislative initiatives on fair trade.

Population: 11 million
Land area: 30,528 km²
GNI per capita: $47,260
Human Development Index: 0.890 – 21st/188

BTC JUNIOR PROGRAMME

Young professionals support various activities of the Belgian Development Cooperation

Approximately 600 young professionals are eager to contribute to the projects of the Belgian Development Cooperation and applied for the Junior Programme in 2015. From these, 42 new Junior Assistants joined BTC projects or projects of NGOs in one of the fourteen partner countries to provide support in such varied domains as rural development and capacity development of local governmental institutions.

The evacuation of eighteen Junior Assistants out of Burundi constituted a landmark event this year. They were partially reassigned allowing their competences to be used in support of other projects.

CTB INFOCYCLE

The Information cycle is an eight-day training session that targets the general public to give an insight in current global issues and challenges in view of building a fairer world. Topics covered are: poverty and inequality; global public goods (raw materials and agriculture & food security); climate change and development; economics and trade; global financial flows; migration and development; politics and strategy; human rights and development.

In 2015 the Information cycle organised nine training sessions for a total of 836 participants. Most participants were women (589 women, 247 men) and French-speaking (488 French-speaking and 348 Dutch-speaking).

The Information cycle continues to be positively received by most participants: average 92% of women is very satisfied or satisfied; average 89% of men is very satisfied or satisfied about the content of the Information cycle.
Programmes implemented by BTC in Benin develop and strengthen the capacities of our partners at the central, regional and municipal levels. In the health sector and the agricultural sector our actions promote the feedback of successful field experiences to the central level to inspire decision making.

The Agriculture Programme put in place the Support Fund for the Development of Municipalities (FADEC) to fund agricultural activities. In 2015, this financing instrument became effectively operational via an annual budget allocation to all municipalities.

The Health Programme strengthened the sustainability of Results-Based Funding (RBF), a comprehensive quality of healthcare approach covering chronic non-communicable diseases, obstetrics and neonatal care, and enabling access to quality health care. The extension of the RBF took into account the departmental health directorates and health areas that were not yet covered at the national scale. The Ministry of Health committed to harmonising and further pursuing the RBF implementation processes. Lobbying efforts of the Embassy of Belgium and the technical assistance of the programme have played a determining role in this change.

Michel Françoys, resident representative in Cotonou

**Agriculture**

- The Central Laboratory for Food Health Safety (LCSSA) was ISO 17025:2005 certified. It is the second laboratory to obtain such certification in the sub-region.
- 50 SMEs received new equipment, training and backstopping for implementing a quality approach in order to become certified for good practices in hygiene and for Hazard Analyses and Critical Control Points (HACCPs).
- 110 municipal entities in Mono-Couffo (76) and Atacora-Donga (34) are exploited and support the development of the rice, market gardening and cashew nuts value chains.
- 62 promotors out of 83 completed a production cycle in 2015, i.e. 75%, and increased their profit in Atacora-Donga. In Mono-Couffo, this amounted to 53%.
- The ‘institutional assistance’ component of the programme supported the elaboration of the food and nutrition action plan and of the methodology guide for elaborating regional value chain development plans.
- 140 agricultural officers were trained in the design and the management of hydro-agricultural infrastructure and 23 were trained in the production of market garden seeds.

Rural population (% of total population): 56%

**Health**

- The level of satisfaction among patients about the quality of care in the health centres has reached 85% on average in the five health areas supported. This is an increase compared to 2014.
- On average, 81% of healthcare standards are respected in the hospitals in the five health areas supported.
- In the dialogue with healthcare providers the voice of the population is better heard in the organisation and in healthcare service delivery thanks to the improved performance of patient platforms.
- In two years’ time, the rate of registration of infants increased to 100% in the two targeted municipalities, Bassila and Djougou.
- The first Masters in nursery and obstetric sciences was launched at the end of 2015 at the National Medical Health Institute of Cotonou.

Life expectancy at birth: 59.6
In view of continually and progressively improving the capacities of our institutional partners (ministries, departments and municipalities) and of our civil society beneficiaries, 2015 was a year of consolidation of the interventions under the 2008 cooperation programme in the health, water/irrigation and rural development sectors.

Through our interventions tangible improvements are achieved in the field: large-scale construction of irrigation infrastructure systematically came with specialised technical assistance to promote the rational and sustainable use of the irrigation systems; establishment of commercialisation systems for smallholder producers; development, primarily for women, of producers’ capacity in good production practices as well as in leadership; project development with 39 municipalities in view of including health promotion in the municipal plans...

With the quality results obtained in the field we were able to supply the central level with lessons learned, recommendations and good practices.

The gender approach was mainstreamed in ongoing interventions and in interventions in the start-up phase in 2015. To achieve institutional strengthening, we also emphasise the importance of incorporating communication for development in our interventions.

The implementation of new projects at the end of 2015 will allow us for the next three years to focus even more strongly on the development of strategic competences and on the transfer of knowledge to our institutional partners.

Christelle Jocquet, resident representative in La Paz
It was expected 2015 would be very critical because of scheduled local, legislative and presidential elections. Unfortunately, the President’s candidacy in April triggered much protest which was violently suppressed, leading to a lasting crisis. In that context, most partners suspended or stopped collaboration with Burundi authorities. Belgium, via its Minister of Development Cooperation, had to reconsider its strategy in Burundi, which led to a reorientation of the whole programme. Thus, support projects in the governance sector (in the police, justice, decentralisation, governance and fight against corruption domains and in the national public procurement system) were suspended or stopped, as well as all institutional support in the health, education and agriculture sectors. Principles, such as the alignment with local procedures, joint management or institutional support, were somewhat put aside and replaced by approaches directly supporting the needs of the population, a human rights-based approach… Despite the sensitive and complex situation, BTC is one of the few agencies to have been permanently involved in Burundi and to have maintained, as much as possible, activities to serve the population. This crisis allowed us also to discuss the importance and the need of carrying out development projects in fragile situations.

Olivier Heck, resident representative in Bujumbura

Governance
- First magistrates appointed following a transparent contest and customized training.
- First evaluation of the Governance and Anti-Corruption Strategy.
- Noteworthy progress in performance of communes supported under the decentralisation framework.

Agriculture and Economic development
- Regardless of the tense situation, the support activities to production in three targeted agricultural zones (Imbo, Moso and Bugesera) were further pursued: acreage cultivated increased, watersheds were protected, technicians and Farmer Field Schools groups were trained in rice, banana and maize cultivation.
- 28 kms of roads were paved and rehabilitated in vulnerable districts of Bujumbura (Kamenge, Kinama, Cibitoke), creating direct employment for the unemployed (labour-intensive method) and providing professional training (at infrastructure construction sites or elsewhere).

Vulnerable employment (% of total employment): 94.6%

Health
- Regardless of the crisis, the primary satisfaction indicators for healthcare service delivery were stable (rate of use of curative consultations, quality of staff…).
- The pilot experience of the National Health Information System was completed and the extension of the System is launched.
- The realisation of the master plan for infrastructure and equipment was supported.

Life expectancy at birth: 56.7

Education
- Support to the reform of comprehensive and pedagogical secondary education was maintained in view of the start of the 2016-2017 school year, which is the first year the new programmes will be implemented.
- Ten insertion units worked in Vocational Training Centres and Professional Education Centres accompanying graduates onto the job market via internships, on site training or provision of equipment (leasing).

Primary school drop-out rate (% of the primary school cohort): 52.5%
The decentralised organisation of the BTC programmes in the Democratic Republic of Congo is now incorporated in the organisation and management modalities of the interventions. The provincial approach of programmes results in better local contacts with the populations, a more detailed understanding of the issues and challenges that local actors face, a sustained dialogue with the decentralised and deconcentrated authorities, and in fine a more adapted response to local needs and realities. The central-level sector coordination and transversal technical support help to ensure that interventions are of quality and mutually related. It fosters contributions to the national policy dialogue. In this respect, it is discussed to have intervention strategies evolve towards multi-actor approaches to improve the quality of service delivery to the populations.

Dirk Deprez, resident representative in Kinshasa

Agriculture and Rural Development

- 1,174 farmers’ organisations and 22 agricultural unions were supported and accompanied.
- 55 seed growers were trained and 644 test fields were put in place to produce ten new varieties of maize and eleven new varieties of groundnuts.
- More than 114 tons of seeds (of maize, cowpeas, groundnuts, soy beans and rice) were produced according to standards.
- More than 200,000 improved palm seeds were planted in a nursery.
- 530 nurseries and 46 test orchards were seeded producing 630,000 seedlings. That way and with the support of 21 agricultural technical schools 500 hectares of land can be reforested.
- To improve the flow of goods and persons, 520 kms of dirt road were rehabilitated and 1,770 kms maintained, three new ferries were put into service and nine bridges were built or rehabilitated.
- A dike of 400 m² was built to raise a road that was prone to flooding.
- 501 people were trained in pisciculture.

Rural population (of total population): 58%

Education

- Nineteen administrative building and offices rehabilitated, built or equipped at the central and provincial levels.
- Schools and deconcentrated education services given better access to technology: installation of 58 ICT kits, equipment of a school radio, supply of maps (GPS, software), Internet connections…
- 42 training modules dispensed for 330 staff members of ministries on human resource management, competence development, Geographical Information Systems…
- 333 school principals and 25 inspectors trained in school planning and administrative management.
- Thirteen training sessions dispensed for 1,545 officers in deconcentrated provincial entities on planning, office automation, sector policy…
- 2,000 educational strips on gender, the environment and HIV disseminated among pupils and teachers. A film was produced to encourage girls to choose for a technical profession.

Literacy rate (ages 15 and above): 61.2%
The current governmental development cooperation programme will not be renewed; all interventions have entered their final phase.

The interventions nevertheless remain very relevant. They contribute to two objectives: strengthening the operational capacity of our partners (local private organisations, local and regional authorities, central ministries) and ensuring the effectiveness of the interventions (specific achievements and impact).

Mario Goethals, Brussels-based acting resident representative

**Health**

- Improved access, in eight districts, to health care for all based on the national model for comprehensive family, community and intercultural care.
- Rehabilitation of 38 operational healthcare units and delivery of medical equipment.
- 1,452 people gain access to drinking water through the construction of sustainable drinking water supply systems in four rural communities.
- Installation of water reservoirs for seventeen health care centres in the districts of San Lorenzo and Muisne-Atacames.
- Water management training for 102 members of seventeen parish committees.

Teenage pregnancy rates (births per 1,000 girls aged 15-19): 76

**Rural development**

- The rural development programme, which ended in December 2015, achieved impressive results.
- Higher income and better employment for the most vulnerable population groups in four provinces.
- Five regional authorities train 25 technicians in local economic development to strengthen the capacity of the authorities. Upon completion of the programme, still twenty technicians work in the regions. Each of them elaborated a development plan for the regional and local authorities.
- Job creation by supporting 88 economic development projects in rural areas with 10,380 people benefiting. The local organisations and municipal authorities contributed an average 46% with own resources.
- Improved access to financial services for 2,718 customers in rural areas through capacity development in thirteen credit organisations (more than three million euro of credit granted in rural areas).

Vulnerable employment (% of total employment): 39%

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Ecuador is listed in the high human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of the country increased 0.53% per year on average.

Budget by sector (in %)

- 82% Health
- 13.5% Agriculture & Rural Development
- 4.5% Multi-sector

5.5 million euros of turnover in 2015

5 interventions ongoing in 2015

7 expatriate
14 national
21 staff members

6th bilateral donor of Ecuador in financial terms

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Population: 16 million
Land area: 283,561 km² (9.2 times Belgium)
GNI per capita: $ 6,090
Human Development Index: 0.732 – 88th / 188
The economic development strategy of the Koulikoro region was developed with the assistance of the Belgian Development Cooperation. Using this document brought civil society, the authorities and economic players to reconsider ‘how to live well together’: ‘We must develop the region by bringing together stakeholders around a shared vision of the economic potential of the region and the strategy to develop that potential.’

The communication strategy adopted by the state services of the Koulikoro region that are responsible for the civil registry has helped change the attitude of the citizen about the importance of civil registry deeds. Indeed, the citizen does not wait for top-down initiatives any more, but goes to the civil registry service and incites the latter to pay more attention to improving the quality of local public service delivery.

At the national level, the institutional support projects contributed to a better understanding of project management of public investments and the specific preparation of the transfer of competences from the national level to local authorities.

Bart Uyttendaele, resident representative in Bamako

### Governance

- 17 out of 31 communes supported in the Koulikoro region have achieved at least 50% of tax and duties coverage, which influences expected tax revenues.
- The rate of functioning of civil registry offices improved because of the installation of solar kits and the provision of ICT equipment.
- Community agents and local artisans were taught to maintain ICT and solar equipment in 27 communes.
- The level of qualification of civil registry officers went up from 47% at the beginning of the project (2012) to 87% in 2015, because 507 people were trained in awareness-raising and informative techniques.
- The deployment, in 2015, of local communication activities allowed people to better understand the importance of civil registry deeds.
- The knowledge of results-based management improved within the Ministry of Local Administration because of training of Cabinet members, officers of several directorates and young middle managers.

Population living in multidimensional poverty: 78.4%

### Agriculture

- Access of herds to pastoral resources (pasture and water) improved because of the rehabilitation of four pasture areas of a total surface of approximately 71,600 hectares and the initiated creation in 2015 of an additional three pasture areas of 56,000 hectares.
- Herds were better fed because of further support to the network of eleven cattle feed banks that had been put in place at the beginning of the project.
- Health coverage – of up to 70% of the herds – improved because of the support to the local animal health network put in place.
- Support to the Ministry of Rural Development in elaborating the national genetic animal resources strategy.
- Completion of the construction of the fish market in the urban commune of Sikasso.

Rural population (% of total population): 61%
In 2015, BTC Morocco, in association with its partners of the Saffron and Dates project, decided to assign a staff member, Nazha, exclusively to monitoring and evaluation. After more than a year of work, the monitoring and evaluation component appeared essential for the implementation of the intervention strategy. It contributes to efficiency.

Nazha supplies key elements for decision making and for steering the project. In view of planning she presents the state of progress of the targeted results, but she also assesses project performance against indicators. She is involved in the set-up of evaluations and in implementing the recommendations thereof.

Monitoring and evaluation remains hard work and implementing the system requires time, because it must be consistent with the partner institutions’ systems and aligned with the national sector strategy. This new culture is settling in and ownership is enhanced very effectively, contributing to sustainable development in the Kingdom of Morocco.

Marie-Christine Boeve, resident representative in Rabat

Water and Sanitation

- 60 rural schools obtained standard-level sanitation units in Tinghir and Zagora, with 3,500 pupils, including 1,800 girls, benefitting.
- 20,000 inhabitants of the sanitised centres under the National Liquid Sanitation Programme were directly made aware of the importance of environmental protection and a collective sewerage system.
- 186 kms of collective sewerage was installed for 120,000 inhabitants of small towns across Morocco.
- The water purification station that was recently opened in Ras El Ma can treat the sewage collected from 10,000 inhabitants.

Improved sanitation facilities in urban areas (% of urban population with access): 84%

Agriculture and Rural development

- Saffron cultivated in the Souss-Massa-Drâa region is more fairly developed: The sales price received by producers via cooperatives is two dirhams per gram, which is more than in the souk (0.18 euro).
- With the start-up of the laboratory of the Maison du safran the physicochemical characteristics of the product can be assessed and quality and value can be improved.
- Membership of Economic Interest Groups in the date sector was up by two-thirds (1,757 in 2015 up from 1,053 in 2014).
- 6,000 hectares of almond trees were planted in the Oriental province, generating 35,000 days of manual labour employment. Potentially, in the long run, these crops can generate a benefit from 1.5 (standing crops) to 8 million euros (crushed almonds).
- The volume of conditioned dates in the processing units went fivefold (600 tons compared to 120 tons before).
- 17.5 kms of irrigation channels (seguias, khettaras) allow for more efficient irrigation management in the oases.

Agricultural land (% of land): 68%

Education and Training

- 95% of the 1,042 civil servants that were trained used the acquired competences in exercising their duties.
- The number of civil servants coming from deconcentrated administrative entities increased with 20%.
For the first time, BTC intervened in the water and sanitation sector in Mozambique. Infrastructure scheduled for construction will provide sustainable drinking water access to 45,000 people in the Gaza province. The lack of reliable information makes sustainable investment policies in this sector difficult and uncertain. Since 2015 BTC and the National Directorate for Water and Sanitation (DNAAS) have jointly addressed the challenge by using new technologies. Data are collected from all water points by smart phones. Surveys are underway but already the information gathered helps us to make adjusted technological choices. The treatment of salt water constitutes a major problem in Mozambique especially since desalination is lacking in the solutions provided by the country which has no less than 2,000 kms of coastline on the Indian Ocean. Managing information is key since information shapes how interventions will be implemented though the monitoring and supervision of existing and future water points.

Paul Van Impe, resident representative in Maputo

**Water**

- Construction of demonstration sanitation blocks in nine district schools in Guija, Chigubo, Massingir and Massangena.
- 25 pumping tests carried out in six districts in the north of the Gaza province (water quality monitoring).
- Construction of eleven irrigation systems (pump/reservoir/pipe) in association with the FAO.
- Geophysical studies and construction of six production wells in the districts of Guija and Mabalane.
- Technical study for the construction of a drinking water system for 8,500 people in the district of Guija.
- Technical study for the construction of nine drinking water systems for 9,600 people using solar energy in the districts of Guija, Mabalane, Chicualacuala and Massangena.
- Technical study for the construction of a drinking water system using surface water for 5,000 people in the district of Mabalane.

**Energy**

- Completion of two off-grid mini hydro plants with a total of 162 kW capacity (Muoha and Sembezeia).
- 31 km of grid extension built for a mini hydro plant with 595 kW capacity (Majaua).
- 28 solar water pumping systems handed over to rural communities in the provinces of Inhambane, Manica and Zambezia providing clean drinking water.
- 41 additional solar systems installed (to complete a total of 591) for schools, health centres, staff houses and administrative buildings in remote rural areas of the provinces Manica, Sofala and Zambezia to provide power for schools (evening classes) and health centres (vaccine fridges).

Access to electricity (% of population): 15%

**Health**

- Rehabilitation of four housing units for health workers in Tete province.
- Start of the construction of sixteen new houses for health personnel in eight districts of Tete Province.

Life expectancy at birth: 50.25

Mozambique is listed in the low human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of the country increased 2.74% per year on average.
Direct budget support and local consultancy in twelve communes in the Dosso region helped the communes to become viable institutions that can contribute to the consolidation of the State of Niger and promote local development and basic democracy. The commune governance index, which monitors 21 indicators, went up from 0.69 in 2013 to 0.74 in 2014 and to 0.79 at the end of 2015. Eleven communes out of twelve now comply with the national public finance legislation: they elaborate and adopt commune budgets within the regulatory deadlines and they keep their accounting up to date. Nine communes do so with accounting software.

Since two years, the communes hold public accountability meetings with citizens. This is a first for the region. Such improved transparency of management and accountability by commune authorities helps improve trust and enhances civic commitment of the people. In addition, through eight consultative offices stronger legitimacy, consistency and efficiency of actor actions can be achieved. By taking cross-communal initiatives (four technical officers were shared, thirteen public contracts signed) and by developing partnerships (seventeen collaboration protocols with technical services of the State and many delegation contracts to manage infrastructure were signed with the private sector/community) communal contract management capacities are strengthened.

Eric de Milliano, resident representative in Niamey

Stock breeding & Rural development
- 500 civil servants of the Ministry of Stock Breeding trained in ICT.
- Stock breeding data encoded and updated and lead public servants trained.
- Internet network extended to satellite entities and regional directorates.
- Human resources management system strengthened.
- Public consultation organised in view of carrying out physical interventions to avoid land claim conflicts between users of natural resources.
- 71 hydraulic infrastructure projects completed.
- Marking set up along 2018 kms of transhumance corridors and on pasture land to facilitate the moving of stock at seasonal key times.

Improved water source in rural areas (% of rural population with access): 49%

Health
- Organisational and functional audit of the Ministry of Public Health identifying nineteen priority axes for modernisation.
- Support to implementation of the National Working Group on Universal Health Coverage.
- Elaboration of the national referral and counter-referral strategy.
- Validation of master plans for the construction of four district hospitals.
- Realisation of the architectural and technical study of four district hospitals and fifteen healthcare centres.

Life expectancy at birth: 61

Water and Sanitation
- Finalisation of studies for the construction of drinking water supply infrastructure.
- Realisation of drinking water supply infrastructure: twenty new cemented wells, 45 hand-pump wells, and fifteen drinking water boreholes.
- Construction of 70 public latrine blocks in schools and healthcare centres in the Dosso region.
- Support to the Ministry of Water and Sanitation in the Dosso region and the Dogondoutchi and Tibiri departments: supply of material and equipment, organisational audit, training plan, technical training...

Niger is listed in the low human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of the country increased 2.05% per year on average.

Budget by sector (in %)

75% Agriculture & Rural Development
22% Health
3% Multi-sector

10.1 million euros
of turnover in 2015

11 interventions
ongoing in 2015

14 expatriate
40 national
54 staff members

8th bilateral donor
of Niger
in financial terms
Palestine

High levels of unemployment, in particular among youth, is one of the main causes of poverty in Palestine. At the same time, the private sector is in dire need of properly skilled people to work for them or start their own business. To tackle this paradox, BTC decided to focus on the upscaling of technical and vocational education and training (TVET) in Palestine, and has launched an innovative apprenticeship programme under the umbrella term ‘Work Based Learning (WBL)’ that combines in-company training with training at a TVET institution.

The programme has proved to be highly successful and offers advantages both to TVET institutions and companies by promoting Private Public Partnerships in the education sector. Over 70 new WBL initiatives covering the West Bank and the Gaza Strip have been approved at the end of 2015 and will further increase the labour-market relevance of TVET during the coming years. At the end of the programme hundreds of graduates will be ready to be employed as skilled workers or start their own business.

Willy Demeyer, resident representative in Jerusalem

Education

- 109 schools in Gaza that had been damaged during the war in 2014, have been rehabilitated.
- The climate-friendly girls’ school in Wadi Al Mughair started operation in August 2015.
- More than 1,200 teachers have been trained on student-centered learning through the use of ICT.
- The digital teacher platform, where teachers can share their learning objects with each other (www.elearn.edu.ps), has been completed. The teacher portal has 6,500 active users and more than two million hits.
- 80 work-based learning initiatives have been launched in a private public partnership framework to promote labour market relevant technical and vocational training. An aligned scholarship fund improves the access to the scheme for vulnerable youth.
- A TVET week and Career Day have been organized in the Gaza Strip to match graduates with private companies.
- A comprehensive toolkit for the training of private sector coaches in small and medium enterprises has been developed.

Literacy rate (adults 15+): 95.9%

Governance

- Capacity development activities have been organised to support villages and municipalities to deliver services to local citizens and to develop their fragmented and occupied territory.
- In 2015, the Law of decentralization has been amended and pilot clusters of villages started merging together for improving their capacity to better develop and integrate the Palestinian territory.
- Regeneration plans for local historic centres in old Palestinian villages have been designed and will be implemented in 2016. They are directly targeting the recognition of the historic values and cultural identity of Palestinians.

Urban population (% of the population): 75%

Budget by sector (in %)

- 77.5% Education
- 18% Governance
- 4% Multi-sector
- 0.5% Health

Palestine is listed in the medium human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of Palestine increased 0.29% per year on average.

Population: 4 million
Land area: 6,520 km² (0.2 times Belgium)
GNI per capita: $3,060
Human Development Index: 0.677 – 113th / 188

8.4 million euros of turnover in 2015
12 interventions ongoing in 2015
6 expatriate
14 national
20 staff members

12 interventions ongoing in 2015
6 expatriate
14 national
20 staff members
The Programme for sustainable economic development and strategic management of natural resources in the Apurímac, Ayacucho, Huancavelica, Junín and Pasco regions (PRODERN) combines the fight against climate change, the rehabilitation of soils and the fight against degradation of soils and deforestation, whilst creating economic opportunities for local actors. One of the activities is the creation of web-based digital platforms to set up a national environmental information system (digital maps, satellite data, overview of weather and environmental data, etc.). The system fosters better decision making at the policy level and by local populations and allows monitoring the decisions taken. PRODERN provides technical assistance and training required to operationalise the system and make it sustainable thanks to steering by the Ministry of the Environment and by regional and local governments.

Patrick Gaudissart, resident representative in Lima

Health

- An international symposium on Peru’s universal health coverage was organised feeding the debate on the future role of a Comprehensive Health System (Seguro Integral de Salud – SIS).
- Six SIS offices and ten information and service modules were put in place for the insured in selected health centres, and regional technical advisors were recruited.
- The Comprehensive Health System and Belgium’s National Institute for Health and Disability Insurance (INAMI/RIZIV) further networked and shared ideas under the framework of the agreements signed between both institutions.
- Pilot experience in Rio Tambo, in the Junín Department, with Amazone populations on membership and access to health care for isolated populations.
- 295 staff members, i.e. one fourth of the SIS workforce, were trained in financial supervision mechanisms, insurance risk management, health technology assessment, etc.
- 51 campaigns on health rights and obligations were organised in the five regions of the project.

| Total public health expenditure (% of GDP): 2.1% |

Environment and sustainable economic development

- Development of a value chain approach based on agrobiodiversity; for ten products (including quinoa, alpaca and vicuña wool, and native cocoa) competitive strategies were developed in order to generate added value and to link productive populations with local, domestic and international markets.
- Development of regional environmental management systems by the five regional governments assisted by PRODERN.
- Implementation of the tourism development project for the Sondondo Valley.
- Installation of Regional control committees which can issue organic certification for arable land.
- Incorporation of PRODERN themes in the course materials of the main universities of the five regions.

Over the past forty years, Peru lost 746 km² of its ice cap, representing 42.52% of the country’s total ice mass. This has led to reduced water supply and reduced agricultural production.
Since 2009, the Ministry of Agriculture and Animal Resources of Rwanda with support of BTC has implemented a tailored approach of the Farmer Field School (FFS) extension system developed by the FAO. More than 100,000 farmers were able to increase their agricultural productivity by more than 50% by taking part in the intensive capacity development and empowerment program.

The Rwandan Government decided to go one step further: based on the FFS' success, it decided to develop its own 'home-grown' extension model, that is fully adapted to the Rwandan context and that aims to reach every single farmer in Rwanda. The 2,500 farmer facilitators trained in the project are the key resource persons of the Twigire Muhinzi model, because they have the knowledge and skills and are located all over the country. BTC assisted Rwanda in the fine-tuning of the model and in the transitioning of Farmer Field Schools from a Ministry of Agriculture project to a decentralized extension model coordinated by the Ministry of Local Administration, with technical support from the agriculture ministry. This is one of the reasons why the programme was selected as one of the ten finalists for the annual OECD DAC prize 'taking development innovation to scale'.

Benoît Piret, resident representative in Kigali

Health

- The capacity development pool fund financed the graduation of 262 Nurses A1, 200 Midwives A1 and A0 and nineteen hospital managers.
- The second and last tranche of budget support to the health sector of nine million euro was released, according to the specific agreement of 2014. This budget should support the health care sector to make progress on the following indicators: strengthening of institutional capacity, increase of financial and geographical accessibility to health services, reduction of maternal, neonatal and child morbidity and mortality and increase in quality and quantity of health care services delivered in health facilities (including the private sector).
- The new health support programme (Ubuzima Burambye, 21 million euro) was signed in June 2015. The programme aims at reinforcing a people-centered, integrated and sustainable health care system with quality essential health care services as close to the community as possible.

Life expectancy at birth: 64.2

Decentralization

- First disbursement of 5.1 million euro for District infrastructure projects and of 1.5 million euro for three implementing partners were released.
- A memorandum of understanding has been signed with other development partners (KfW, EKN) to harmonize and optimize the support to the Local Administrative Entities Development Agency.

Energy

- Technical and management experts developed the capacity of senior managers and engineers in the Rwanda Energy Group (REG).
- A tender, worth 11.6 million euro, to construct a new electricity distribution grid, providing 14,150 new connections, in the eastern province of Rwanda has been prepared.
- In December, the second part of the agreement for the rural electrification project, Be2 EARP, was signed. It provides twelve million euro to construct electric distribution lines.
- More than 4,500 ha of land have been reforested. 460 people involved in forestry activities were trained in maintaining the forests and tree plantations of Rwanda.

CO₂ emissions (metric tons/capita): 0.1 (Belgium: 10.0)
The Belgian-Senegalese health programme supports Senegal’s efforts to improve access to quality health care. A significant share of assistance goes to technical and logistical support to the effective launch of the new Universal Health Coverage Agency and to the pilot health insurance model (departmental health insurance units) put in place in the Kougheul and Foundiougne Departments.

This model tests innovations such as the roll-out of a mutual insurance scheme at the departmental scale, professionalises the executive of the entity by replacing volunteers with highly-qualified professional staff and universalises the ‘beneficiary’s card’, which extends health coverage to the whole of the Department and, in the medium term, to the whole of the region.

Senegalese authorities are interested in the results of the departmental health insurance units because of transparent management, professionalism of staff and accountability, and they put in place mechanisms to capitalise on these achievements. As from 2017 a State budget is earmarked to replace the funds that used to be given by Belgium to support the mutual health insurance schemes.

Luc Vanbellingen, resident representative in Dakar

**Drinking water and sanitation**

- 7,000 inhabitants and more than 200,000 head of cattle of five villages of Senegal’s silvopasture region have access to drinking water thanks to the construction of wells.
- Experts assisted the Sanitation Directorate and the Water Resource Planning and Management Directorate with improving the performance of public service delivery.

Improved drinking water sources (% of population with access): 79%

**Health**

- The subsidized lump-sum tariffs system is consolidated in the health districts of the Kougheul and Foundiougne Departments (500,000 inhabitants).
- Satisfaction about healthcare service delivery went from 91.6% in 2014 to 92.7% in 2015.
- Thanks to improved quality of health care, visits to healthcare entities in the pilot districts went from 19% in 2011 to 69% in 2015.
- Deliveries assisted by qualified staff increased between 2014 (81%) and 2015 (84%) following training in obstetrics and in basic neonatal emergency care.
- The health map of Senegal is updated and can be used for a country-wide redistricting of health entities in accordance with the available socio-professional workforce, equipment and type of services provided.
- Patient files are digitised in the health districts of Kougheul and Sokone.
- The rate of health insurance coverage in the Kougheul and Sokone Departments went from an average of 2% in 2014 to 7% in 2015.
- More than 10,500 poor benefitting from family insurance grants of the State are enrolled through the departmental health insurance units.

Improved sanitation infrastructure (% of population with access): 65%

**Rural development**

- Eleven million m³ of water can be mobilised and more than 2,600 hectares of land are available for rice and/or market garden produce thanks to 24 water retention basins and dams. Many thousands of farmers can thus increase their revenues and improve their living conditions.
- The management, maintenance and operations committees (ASOREP) put in place for each hydro-agricultural infrastructure site were supported in their functioning.
In the recent past, South Africa has been confronted to escalating protest against poor service delivery by the public authorities. That is why the Belgian development cooperation focuses on strengthening the capacity of service delivery on local and district level, as well as the link between the central and local levels. Another important axis of Belgium’s efforts in South Africa is aimed at improving the country’s new decentralised land administration and management, in order to develop a decision-making process that is more sensitive to locally differentiated needs with a more efficient service delivery.

Sven Huyssen, Brussels-based acting resident representative

Study Fund

- Seed funding for the appointment of a provincial HR specialist at the KwaZulu Natal Provincial Treasury.
- Technical expertise for the establishment of a Technical Policy Unit at Eastern Cape Province Health Department.
- Development of standard operating procedures for local government in key internal control cycles.
- Development of a medical device assessment and audit tool for the Gauteng Province Health Department.

Life expectancy at birth: 57.4

Agriculture and rural development

The Land Reform programme focuses its activities on the transformation of the rural economy and the integrated rural development at national and district level. This further focus on policy and implementation challenges implies:

- Extension of temporary deployment and training of 23 Rural Development Planning Assistants at provincial and district level to assist with Rural Development Plans and coordination.
- Temporary deployment and training of 23 Field Project Administrators for decentralised monitoring and evaluation.
- Training of 2,897 municipal stakeholders in the Spatial Planning and Land Use Management Act.
- Study trip of more than 25 farmers and government officials on various aspects of state-supported agricultural and rural development in Europe (Belgium, The Netherlands and Poland).
- Development of provincial databases on Apartheid-time forced removals and existing land claims.
- Recommendations to the Commission on Restitution of Land Rights on knowledge and information management and sharing, e.g. a Research Info Portal.

Total active population (15 +): 19,980,062 (out of 54 million)

Governance

- After a first call for proposal to improve municipal service delivery, fifteen proposals in different sectors (worth 1.7 million euro) start implementation in March 2015.
- The most successful projects will be replicated in the framework of a specific programme, after which the South African Government will upscale flagship projects towards long-term sustainability and broad based implementation.
- The programme has attracted complementary funding of 7 million Canadian dollar from Global Affairs Canada.
At the onset of the new millennium, the Government of Tanzania launched the Local Government Reform Program (LGRP). Its purpose is to improve the quality, access and equitable delivery of public services particularly to the poor. From the start, BTC was strongly engaged in this decentralization process, which resulted in the responsibility for rural development largely being devolved to the district administrations. These have become BTC’s main implementing partners. In 2015 village authorities, ward executive officers, district councils, regional administrations and technical line ministries benefited from capacity development activities.

To improve coherence of the BTC programme in 2015, all projects worked together to coordinate their institutional capacity building efforts. The Scholarship Programme assisted local governments to formulate global capacity development plans to improve their organisational performance and provided training on the administrative and planning capacity. The Beekeeping Support Project in Kigoma Region, the Kilombero and Lower Rufiji Wetlands Ecosystem Management Project (KILORWEMP) and the Natural Resources Management for Local Economic Development in Kigoma Region Project build capacity in community-based natural resources management in their specific areas. The Enhancement of Procurement Capacity of Local Government Authorities Project honed the procurement skills of eighteen Local Government Authorities in four regions, thus improving financial accountability and governance. Finally the water and sanitation project focused on the development of management capacity of fifteen water consumer associations, providing clean water to 200,000 people living in the peri-urban areas of the capital.

As a result, local governments are becoming more effective agents of sustainable social and economic development at local level.

Tom Smis, resident representative in Dar es Salaam

Natural Resources Management

- Zoning of twenty apiculture reserves and designation of five village forest reserves; 2,000 small beekeepers were granted access to the Moyowosi-Kigosi Game Reserve, and 161 beekeepers groups from 84 villages were assisted in producing and commercialising 450 tons of honey and fifteen tons of beeswax.
- Support to various community-based natural resources management planning processes: two Wildlife Management Areas, eight Beach Management Units, six community forest management projects and 33 land use plans. In addition, the conservation effort of demarcating the border of the Kilombero Game Controlled Area was initiated.
- Five landscapes were identified and analysed for their local economic development potential.

Forest surface (% of territory): 37%

Governance

- 28 local governments were trained in order to develop solid competences on public procurement issues at the local level and on contracts management within the Public Procurement Regulatory Authority, the Prime Minister’s Office, the regional administration and the local authorities.
- Development of procurement manuals, handbooks and guides.

Water and Sanitation

- Training and coaching of fifteen community-based Water Consumers Associations in operating and maintaining fifteen water supply schemes servicing 200,000 people in peri-urban areas of Dar es Salaam with safe and reliable drinking water.
In 2003, the Government of Uganda launched a ‘pilot performance-based financing scheme’ designed to improve the quality of and access to health services at private not-for-profit health facilities. Performance-based financing (PBF) links the allocation of financial resources to achieving defined performance targets. Through this mechanism, health service-providers become responsible for their own performance granting greater spending autonomy, with real decentralization of decision-making, combined with a financial motivational aspect.

The Private Not-For-Profit (PNFP) project was designed in 2014 to introduce the new mechanism in the Rwenzori and West Nile region. The work of the project will serve as a model to the Ugandan Ministry of Health on how to institutionalize a national performance-based financing mechanism to support the overall public health sector in Uganda. The long term objective is to create a National Trust Fund funded by contributions of the Ugandan government and donors through basket funding. And in the future, the introduction of community insurance and a national health insurance scheme as planned in the Health Financing Strategy developed by the Ministry of Health.

With the support of the PNFP project, an international workshop to orient the main stakeholders in Uganda’s health sector on performance-based financing was organized. Afterwards the Ministry of Health set up a PBF taskforce to develop a performance-based financing framework that will be part of the country’s financing strategy.

Nebeyu Shone, resident representative in Kampala

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**Health**

- Continuous support to all Medical Bureaus to carry out support supervision of their health facilities and the organization of multi-stakeholder regional health forums.
- An international workshop to orient the main stakeholders in Uganda’s health sector on performance-based financing was organized in February 2015.
- The Ministry of Health set up a performance-based financing task force to develop a framework which is part of the country’s financing strategy. To foster the culture of quality improvement in the health facilities, joint accreditation procedures for Private and Not-for-profit facilities were developed.
- Dissemination of a booklet on different case studies in leadership and management during the Institutional Capacity Building project in the Health Sector, and the creation of a documentary on the achievements of ICB.
- An X-ray machine was installed in the regional referral hospital of Kilembe mines; orthopedic equipment was delivered to regional referral hospitals and an ambulance system was established.

Life expectancy at birth: 58.5

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**Education**

- An Active Teaching and Learning Training Package was developed and delivered to over 300 lecturers of nine colleges.
- New libraries, classrooms, laboratories and staff buildings are under construction in four colleges. For one college (Mulago) works on a new pedagogic block were completed in November 2015.
- IT equipment and access to internet have been procured to the four colleges to facilitate access to information, preparation of lessons and research.
- Five technical and vocational training institutions in Western Uganda have been pre-selected to become ‘centers of excellence’. They were briefed on the Skilling Uganda reform strategy, the project objectives and the intended joint cooperation in each of the five institutions.

Primary school drop-out rate (% of the primary school cohort): 75%

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Uganda is listed in the low human development category of the UNDP’s report. Between 1990 and 2014 the HDI value of the country increased 1.89% per year on average.
In the last two decades, Vietnam has achieved remarkable progress in sustaining a high level of economic growth, reducing poverty and increasing the well-being of its people. Undoubtedly, the country’s high level of public investment and the ability to attract capital has been the key for its success. However, since 2008, growth has become less responsive to investment, especially for public investment.

The Ministry for Planning and Investment (MPI) has decided to reform public investment policies by introducing the first Public Investment Law with the support of Belgium. The law clarifies roles and responsibilities of various actors, increased transparency and accountability, and introduced the medium-term investment framework in public investment management. Subsequent support focused on the preparation of the legal framework for implementation of the law and capacity development for sub-national authorities.

As part of Vietnam’s 2035 vision to enhance the state accountability and citizen engagement, Belgium will support three provinces of Vietnam to improve their responses to citizens’ feedbacks and assessments of their performance.

Alain Devaux, resident representative in Hanoi

Water & Environment

- Study for downscaling global climate change models in Ha Tinh, Ninh Thuan and Binh Thuan provinces.
- Hydrology/hydraulic study to apply climate change results in three provinces.
- Studies for socio-economic survey, mangrove restoration and rehabilitation, early warning system for floods, estuarine salinity, and technical and institutional capacity assessment in three provinces.
- Drainage works in Binh Thuan province.
- Provincial green growth action plans for three selected provinces.
- Draft policy for public green procurement guidelines.

CO₂ emissions (metric tons/capita): 2 (Belgium: 9)

Governance

- Assistance to the Ministry of Planning and Investment to develop and implement the Public Investment Law.
- Instructions for the Medium Term Investment Plan (MTIP) have been drafted, trainings have been organized and the provincial capacity on MTIP has been assessed. The MPI has been assisted in drafting a directive for the Socio Economic Development Plan 2016 – 2020.
- Identification and formulation of Responsible & Accountable Local Government projects in three provinces.

Vulnerable employment (% of total employment): 63%

Education

- Demonstrated impact of Full day Schooling (SEQAP): learning outcomes of students increased stronger in SEQAP schools, and the performance gap between ethnic minority students and Kinh majority students is getting smaller in SEQAP schools.
- An inter-ministerial Circular on professional title standards of public primary teacher was issued.
- SEQAP’s core trainers provided practical intensive training to 40,000 teachers and 5,000 managers.
- An international comparative study on the evaluation of teacher performance was published, including policy recommendations for Vietnam.
BTC further adapts its internal organisation. The change that it undergoes is related to the priorities that BTC defines every year in view of achieving its strategic objectives. These priorities constitute the basis for defining four organisational change programmes.

The **TIME programme** aims to consolidate the programme and intervention management approach. Such consolidation requires the incorporation and simplification of existing components of the management system. It also requires that this system be further completed. The approach is one of capitalising across departments on BTC’s existing experience which is analysed and enriched through the MSP and PRINCE2 methodologies.

The **LEARN programme** aims to orient the management and sharing of knowledge at BTC so that BTC becomes a genuine learning organisation.

The **ERP+ programme** aims to implement a comprehensive ICT architecture at BTC, which provides performing support to the management and follow-up of the interventions implemented by BTC, which reduces the administrative burden and facilitates collaboration and the sharing of information.

Finally, the **BCG4 programme** aims to operationalise the commitments made by BTC to the Belgian State under the fourth management contract.
BTC fosters relations with political decision-makers. Supplying relevant information in due time for them to take decisions constitutes one of the work priorities of our agency. BTC also aims to obtain broader support from Belgian political decision-makers in view of operating efficiently on the European scene and developing Belgian and international partnerships.

Field visits of the minister offer exceptional opportunities for political as well as operational discussions. In January 2015, Minister Alexander De Croo visited Rwanda (Kigali) and Burundi (Bujumbura). A month later he visited the Democratic Republic of Congo (Kinshasa, Goma).

Publications
IMPACT is the BTC magazine that puts the spotlights on the results of our interventions in a specific sector. The 2015 issue was dedicated to infrastructure. It was distributed among political decision-makers in September.

Events
BTC's annual New Year's reception is the place by excellence for decision-makers and practitioners of the development cooperation to meet in a relaxed setting that is conducive to sharing ideas.

Networking
Be-cause Health celebrated its 10th anniversary in 2015 under BTC presidency. Be-cause Health is a Belgian platform for policy-makers, public and private organisations, NGOs and research institutes that are concerned by and interested in health care in developing countries. The network was created in 2005 by the Institute of Tropical Medicine and the Directorate-General for Development Cooperation. The shared goal is to strengthen the role and effectiveness of the Belgian Development Cooperation in improving access to quality health care in the South.

EDUCAID is a similar platform for the education sector. It was created in 2010. The annual conference, Education and the Sustainable Development Goals - Challenges and Opportunities, which was planned for 24 November 2015, had to be cancelled following the Brussels terrorist attacks and security situation.

BTC is also a member of Be.troplive, an informal and multidisciplinary platform gathering Belgian expertise on tropical animal health and production. It constitutes a network spurring interaction between governmental development agencies, universities, NGOs and independent experts, in the agricultural, veterinary and medical sectors. In 2015 their annual seminar was replaced by three debates on the future of stock breeding, respectively titled Do we need livestock? (Gembloux), Are livestock eating the world? (Ghent), and Eat or feed, that's the question: about (uns)ustainable livestock policies and practices (Brussels).

Seminars
BTC also co-hosted international seminars such as the ninth European Congress on Tropical Medicine & International Health (ECTMIH, September 2015 in Basel) under the title 'Driving the best Science to Meet Global Health'.

In October 2015 BTC, in association with COTA, ACODEV, Ngo-Federatie and the Be-cause Health platform, organised a seminar on Change and Complexity. Practitioners, researchers and political, economic and civil society players shared ideas about achieving change in complex circumstances, fragile countries and post-conflict situations.

In addition, BTC experts participated to many national and international seminars and conferences on such varied topics as decentralisation, good governance, forestry, technical and vocational education, gender issues, the environment and climate change.

Europe
BTC actively contributes to the strategic dialogue between Member State public agencies and the European Commission, in particular via the Practitioners' Network for European Development Co-
operation (www.dev-practitioners.eu) and via EUNIDA.

On 1 May 2015 BTC and AFD were handed the presidency of the Practitioners’ Network. The Practitioners’ Network signed a first framework agreement with the European Commission based on which the Network's members can execute delegated cooperation assignments for the Commission.

Partnerships

BTC's approach also excels by concluding partnerships with Belgian public institutions. In 2015, the format of Memoranda of Understanding was reviewed and new agreements were signed with water distribution and sanitation instances (Vivaqua and Hydrobru), with the Walloon Laboratoire de Recherches Hydrauliques and Flanders Hydraulics Research, with the Flemish Employment and Vocational Training Agency (VDAB) and with Belgium Customs of the Federal Public Service of Finances.
**Accountability**

**Legal framework**

BTC is a public-law company with social purposes, established by the Law of 21 December 1998.

Its only shareholder is the Belgian State, which is represented in the General Meeting by the Minister of Development Cooperation.

BTC’s organisational structure aims at efficient management and thorough control. The management bodies and control bodies are there to ensure this.

**Management bodies**

- **General Meeting**: In 2015, the General Meeting convened on 26 June.
- **Board of Directors**: There are twelve members on BTC’s Board of Directors, including the president, who is a member by right. The Board has an equal number of Dutch-speaking and French-speaking members and an equal number of men and women. The Board members are appointed for a four-year renewable term by the Council of Ministers on the basis of their knowledge of international cooperation or management. The Directorate General Development Cooperation and Humanitarian Aid at the Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation is represented in the Board of Directors by its Director-General, who is, however, ineligible to vote. In 2015, the Board of Directors convened 13 times.
- **Management Committee**: The Management Committee consists of the chairperson and three directors. It convened 20 times in 2015.

**Control bodies**

- **Government Commissioner (Development Cooperation & Budget)**
- **Board of Auditors (Court of Audit & Registered Auditors)**
- **Internal Audit**

**Complaints**

In 2015, BTC received four external complaints that were deemed admissible.

To be formally admissible, a complaint must be communicated via a form sent by e-mail, concern facts that have occurred less than six months ago and pertain to services delivered by BTC.

Four aspects of service delivery by BTC may be a ground of complaint: the attitude of our staff members, the quality of the services, the compliance with procedures and the management of complaints itself.

Complaints were processed in 26.2 calendar days on average, with a maximum of 35 days needed to respond.

After internal inquiry and analysis, no complaint received in 2015 was considered founded.

Nevertheless, the complaints showed that external communication about internal procedures can be improved.

Improvement actions identified through the complaints management during the preceding year were implemented in 2015.

**Internal audit**

BTC’s Internal audit service reports to the Board of Directors through the intermediary of the Audit committee. The service has two auditors, but in November 2014 one of them was seconded to the Cabinet of the Minister of Development Cooperation. The second internal auditor left BTC in May 2015. In expectation of the recruitment of a new auditor, a consultant was appointed to pursue auditing in 2015.

The task of the Internal audit service consists in providing the Board of Directors independent and objective assurance regarding the degree of control of BTC’s operations and their inherent risks.

The internal auditors formulate recommendations to improve BTC’s functioning, evaluate the efficiency of risk, control and business management processes and thus help BTC to achieve its objectives. In order to achieve their tasks, the internal auditors have to respect the standards of the Institute of Internal Auditors.
BTC’s Audit committee consists of five members of the Board of Directors. It convened four times in 2015. BTC’s Audit committee ensures that BTC identifies and manages all risks in an appropriate way.

In 2015, Internal Audit activities consisted of:
- Audit mission on the country office and two projects in Benin;
- Audit mission on the programmes in Morocco;
- Follow-up audit of formulations;
- Follow-up audit of human relations management;
- (External) audit mission on the functioning of the Internal Audit.

The Internal audit service manages BTC’s Integrity desk on a daily basis and conducts the desk’s administrative investigations.

**Organisation chart 2015**
Because of its special legal status, BTC falls under various regulatory frameworks with regards to labour rights and duties, in particular the Law of 3 July 1978 on Employment Contracts and the Law of 14 December 2000 to Determine Certain Aspects of the Organisation of Working Hours in the Public Sector.

**Human Resources**

BTC has several categories of employees:

- **Employees** at the Brussels head office;
- **Expatriates** (employees who work abroad under a Belgian employment contract):
  - The international experts who are employed in the country offices (Resident Representatives, among others);
  - The International Technical Assistants who work in the projects and programmes;
  - The Junior Assistants of the Junior Programme of the Belgian Development Cooperation;
- **National staff** (employees who are hired locally under a BTC contract):
  - At the country offices of BTC;
  - In the interventions of BTC in the partner countries.

**Head office**

There are 175 staff employed at the head office (168 full-time equivalent). The average age of the employees is 43. In line with the austerity measures demanded by the State, BTC manages its workforce as rationally and efficiently as possible. In this respect, a policy was adopted to not replace staff whose fixed-term employment contract has expired and – in case of prolonged absence – to only approve replacement following an in-depth assessment of the replacement need. 84% of employees work full-time; 16% work part-time. 89% of the employees have an open-ended contract; 11% have a fixed-term contract.

**Expatriates**

At the end of 2015, BTC had 263 expats. On 31 December 2015, there were 59 Junior Assistants. They are 28 years of age on average. The Technical Assistance expats are 50 years of age on average.

All expatriate employees work full-time. The employees in the country offices (i.e. expatriate and local staff) have an open-ended contract.

All Technical Assistants in the projects have an open-ended contract with a period clause. After all, they are hired for the duration of their project, but since projects are often extended, it is necessary to provide a period clause. Junior Assistants also have an open-ended contract with a period clause.
National staff
On 31 December 2015, a total of 963 local BTC staff members worked in the partner countries, of which 153 worked in BTC country offices and 810 in projects and programmes.

### National staff at country offices

<table>
<thead>
<tr>
<th>2015</th>
<th>COUNTRY OFFICE (REP)</th>
<th>PROJECTS (PROJ)</th>
<th>REP + PROJ</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M</td>
<td>F</td>
<td>ALL</td>
</tr>
<tr>
<td>ALG</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>BDI</td>
<td>7</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>BEN</td>
<td>10</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>BKF</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>BOL</td>
<td>4</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>ECU</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>GIN</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>MLI</td>
<td>5</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>MOR</td>
<td>5</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>MOZ</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>NER</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>PER</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>PZA</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>RDC</td>
<td>15</td>
<td>8</td>
<td>23</td>
</tr>
<tr>
<td>RWA</td>
<td>10</td>
<td>6</td>
<td>16</td>
</tr>
<tr>
<td>SAF</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>SEN</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>TAN</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>UGA</td>
<td>5</td>
<td>4</td>
<td>9</td>
</tr>
<tr>
<td>VIE</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>96</td>
<td>57</td>
<td>153</td>
</tr>
<tr>
<td>%</td>
<td>63</td>
<td>37</td>
<td>100</td>
</tr>
</tbody>
</table>

Local staff

### National staff at country offices (REP)
- 153 compared to 169 at the end of 2014, i.e. 16 staff members less.

### Local staff in Projects/Programmes
- 810 compared to 850 at the end of 2014, i.e. 40 staff members less.

### Women/Men ratio

The majority of Technical Assistants are men, but there is a gradual evolution towards a better gender balance. In the Junior Programme, on the contrary, there is a majority of women who apply and who are sent out as Juniors.

The gender balance at the head office and the country offices is relatively even.
Geographic distribution
In total, BTC employed 1,226 staff in the field in 2015. The geographic distribution is shown in the diagram below.

<table>
<thead>
<tr>
<th></th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brussels</td>
<td>44 %</td>
<td>56 %</td>
</tr>
<tr>
<td>Expatriates</td>
<td>80 %</td>
<td>20 %</td>
</tr>
<tr>
<td>Junior Assistants</td>
<td>32 %</td>
<td>68 %</td>
</tr>
<tr>
<td>Local staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country offices</td>
<td>63 %</td>
<td>37 %</td>
</tr>
<tr>
<td>Interventions</td>
<td>75 %</td>
<td>25 %</td>
</tr>
</tbody>
</table>

MEN | WOMEN
---|-------
Brussels | 44 % | 56 %
Expatriates | 80 % | 20 %
Junior Assistants | 32 % | 68 %
Local staff |      |       |
Country offices | 63 % | 37 %
Interventions | 75 % | 25 %

Salary policy

Head office
The Law of 21 December 1998 establishing BTC stipulates that BTC salaries should match salaries paid by the Belgian State. The salaries of BTC staff may not exceed the salaries of civil servants in the Federal Public Services.

In addition to the gross salary, employees benefit from meal vouchers, a group retirement savings plan, hospital and assistance insurance and full reimbursement of public transportation expenses.

In accordance with the salary policy that was approved by the Board of Directors on 12/09/2006, new employees are placed in a certain salary scale on the basis of a formal job description and the corresponding function classification. Salaries annually increase with seniority in the function. The same salary scales are used for men and women; consequently, there is no difference between the salaries of men and women.

All BTC staff members can consult the function classification, the job descriptions and the salary scales on the Intranet.

Expatriates
The salary policy for expatriate staff is in keeping with the approach of the Federal Public Service Foreign Affairs, Foreign Trade and Development Cooperation and takes into account the situation on the international job market.

More specifically, it is based on a salary scale that is inspired by a Hay classification, supplemented with expatriate and hardship allowances. BTC also offers customary expatriate benefits (housing, school allowance...) and the necessary insurances.

Of course, BTC respects all legal fiscal rules.

35% out the 251 expats are foreign nationals; they hail from 24 different countries.

Junior Assistants
The Junior Assistants are employed through the Junior Programme of Development Cooperation. They get to work for up to two years in a project. The Junior Programme offers the same conditions to all Juniors, such as an employment contract, a monthly salary, a 13th month, housing, social security and the necessary insurances.

Junior Assistants are employed under a separate fixed-term contract for the period of training and preparation. The specific expat contract is only activated when a Junior effectively leaves for the field.

Local staff
In the partner countries, BTC wants to position itself as a fair and interesting employer on the local job market. In practice, for every country, the median salary for each function level is determined in relation to the median for the same level in similar organisations. On this basis, salary scales are elaborated for the function classes.

The introduction of the salary policy also means that the basic salary evolves annually and can be adapted to an increased cost of living.

In many countries where BTC operates, job market conditions remain volatile and are affected by international instances, donors or partner ministries and by changes to the context such as inflation, foreign investments, exchange rates or the security situation.
Hiring local staff
BTC wants to work with local staff as much as possible whilst pursuing its mission. By coaching local staff and by providing training opportunities, BTC also wants to contribute to local capacity development in the partner countries.

Everywhere, the recruitment procedures are open, objective and transparent. Local staff sign an employment contract that has been approved by local legislators and that complies with local legislation.

Employee mobility
Employee mobility is being encouraged. Employees can take on a new job assignment in the field or in Brussels in response to internal or external job openings.

In 2015, three staff members made the step from the field to the head office and six staff members switched from the head office to the field.

BTC also has long-term backstopping missions (from 1 month to a maximum of 6 months) to the field.

Absenteeism
Short-term absenteeism at the head office, i.e. of less than a month, was 2.74%. This figure is slightly above the 2015 private sector absentee rate published for Belgium by SD Worx: 2.60%.

Long-term absenteeism at the head office was especially high in 2015: 3.79%. Several cases of burnout were reported. This was analysed in a well-being survey by Securex and special attention is expected from supervisors.

Career development
Since 2007 BTC has a career development programme: the development circles. They enable the supervisor to fully take up his/her role as the coach and guide of his/her co-workers. They facilitate communication, contribute to achieving objectives and foster employee development. Development circles are geared towards a better individual and organisational functioning. They do not affect salary.

The training sessions needed to apply the development circles were organised and the Management Committee was informed about the implementation of the development circles at the head office and in the field.

A BTC competence management system was introduced in 2014. The system is consistent with choices made in the past. It uses Hudson’s 5+1 Competency Model, which forms the basis for weighing functions at BTC. This approach is in line with competence management applied by the federal administration, with the addition of BTC’s values – respect, integrity, commitment and sense of responsibility.

Learning & Development
In 2015, the Learning & Development service organised various training sessions:

Strategic training sessions: Ten staff members (EST, OPS, DIRGEN) obtained MSP certification through the framework agreement for MSP training sessions. The organisation of a seminar on capacity development projects (Scholarships) brought together fifteen staff members from the field (International and National Technical Assistants, Scholarships Programme officers). Sixteen staff members attended a Knowledge Management & Knowledge Sharing workshop. They used the COMPASS tools during the workshop and worked at defining a knowledge management strategy for BTC. 19 trainees, in the first place staff members who give a session during the Technical Assistants briefing, received training on COMPASS training techniques. Finally, five staff members participated to a Human Rights Based Approach workshop organised by DGD.

Transversal training sessions: Since 2014, language courses are organised on an individual basis to better address the needs of trainees. Still, nine staff members participated to semi-intensive English and Dutch languages classes. Thirteen staff members participated to ICT training sessions: Excel advanced and PowerPoint.

A follow-up of the training sessions on assertiveness was organised for six staff members who had participated to the module offered in 2014. The conflict management topic completed the training module. A general awareness-raising workshop about Geographical Information Systems (GIS) was organised for 28 staff member (cross-departmental workshop). Fifteen staff members of the EST department attended an Akvo FLOW training session (Smartphone-based field surveys, to monitor and evaluate improvements to infrastructure and services, and make decisions based on accurate, current data).

This year 49 staff members participated to one of the three TA briefing sessions (March, May, September).

Individual training sessions: 94 individual training requests were submitted to the Learning & Development service ranging from participation to a conference to the registration for a university
class. We notice certain demands were on the rise in 2015: requests for coaching and customised English, Dutch and Portuguese language courses.

**Specialised training sessions:** Few specialised training sessions were organised in 2015. However, the support provided to organising a specific training session for the HR team is noteworthy.

**Field:** Several workshops were organised in the field for field staff:

- Workshop on team building and team management in Benin
- Leadership workshop in DRC
- Procurement workshop in Rwanda (18 participants)
- Finance Days in Senegal (21 staff members)

In addition to coordinating and organising these training sessions, the service further developed its communication (clarification of rules and procedures) and made available learning resources via a special Learning & Development page on the Intranet.

**Learn4dev**

Like in the past, BTC was active in learn4dev, the international competence development network for donors and development agencies. The network organises joint training programmes, provides digital learning materials and encourages its more than 30 member organisations to open up their training sessions to staff of other member agencies. It is also where BTC experts share experiences and knowledge with experts from other institutions such as the European Union, GIZ or the World Bank. At the General Assembly of learn4dev in Glasgow, which was organised by DFID, the commitment to the key tasks of learning and knowledge sharing was renewed.

<table>
<thead>
<tr>
<th>Hours of training (head office and field) *</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head office staff</td>
<td>12,275</td>
<td>11,290</td>
<td>9,524</td>
<td>6,357</td>
<td>8,459</td>
</tr>
<tr>
<td>Field staff</td>
<td>26,308</td>
<td>28,484</td>
<td>26,927</td>
<td>22,436</td>
<td>27,303</td>
</tr>
<tr>
<td>TOTAL</td>
<td>38,583</td>
<td>39,774</td>
<td>36,451</td>
<td>28,793</td>
<td>35,762</td>
</tr>
<tr>
<td>Budget</td>
<td>441,739 €</td>
<td>337,657 €</td>
<td>290,988 €</td>
<td>156,988 €</td>
<td>163,143 €</td>
</tr>
</tbody>
</table>

* Provisional figures not including all formal training sessions in the field.

**Telework**

To better combine private life and a professional career, on one hand, and to have employees work in an environment that suits the performance of certain professional tasks, on the other hand, BTC uses two specific work formulas:

- Occasional telework allows staff members to work at home for up to fifteen working days per calendar year. 52 employees used this formula in 2015.
- Structural telework allows staff members to work at home on one set day every week. BTC reimburses the employee’s monthly Internet subscription for an amount of 20€ per month. In 2015, the formula was used by 69 employees.

**Social consultation**

The Basic Consultation Committee is the official meeting for the employer and the three representative trade unions. It convenes on a regular basis and is presided by the Chairperson of BTC’s Management Committee. During these meetings, BTC, on the initiative or at the request of the trade unions, presents the different dossiers regarding BTC personnel. However, no individual cases are ever discussed at these meeting. The trade unions are invited to present their opinions at the meetings.

The legal framework for the Basic Consultation Committee is the Law of 19 December 1974, organising relations between public authorities and the trade unions of their employees, and the decrees implementing that law. The Basic Consultation Committee is part of Sector Committee VII.

In 2015, the Basic Consultation Committee convened three times.

**GO4HR in 2015**

At the beginning of 2015 the public tendering procedure for an integrated ICT system for human resources management was completed.

The contract was awarded the end of March following a long procurement procedure. The Successfactors application was selected and renamed GO4HR for BTC usage.

Most preparatory work for the implementation of the first two modules (Recruitment and Employee Central) was done in 2015,

while further preparatory work for interfaces between GO4HR and both payroll systems was also being organised. The first tests were set up in three pilot countries: DR Congo, Benin and Senegal.

The switch to this new system is very challenging for staff members. The final goal is to manage BTC’s available workforce more efficiently and effectively.
The Financial Report is only available in French and Dutch. Please refer to the Annual Report in one of those languages on the website.