

Alliance 2015

towards the eradication of poverty



ANNUAL REVIEW | 2012

REACHING THE MILLENNIUM DEVELOPMENT GOALS



Eradicate extreme **poverty** and **hunger**



Achieve universal primary **education**



Promote gender **equality** and empower women



Reduce child **mortality**



Improve maternal **health**



Combat HIV and AIDS, Malaria and other **diseases**



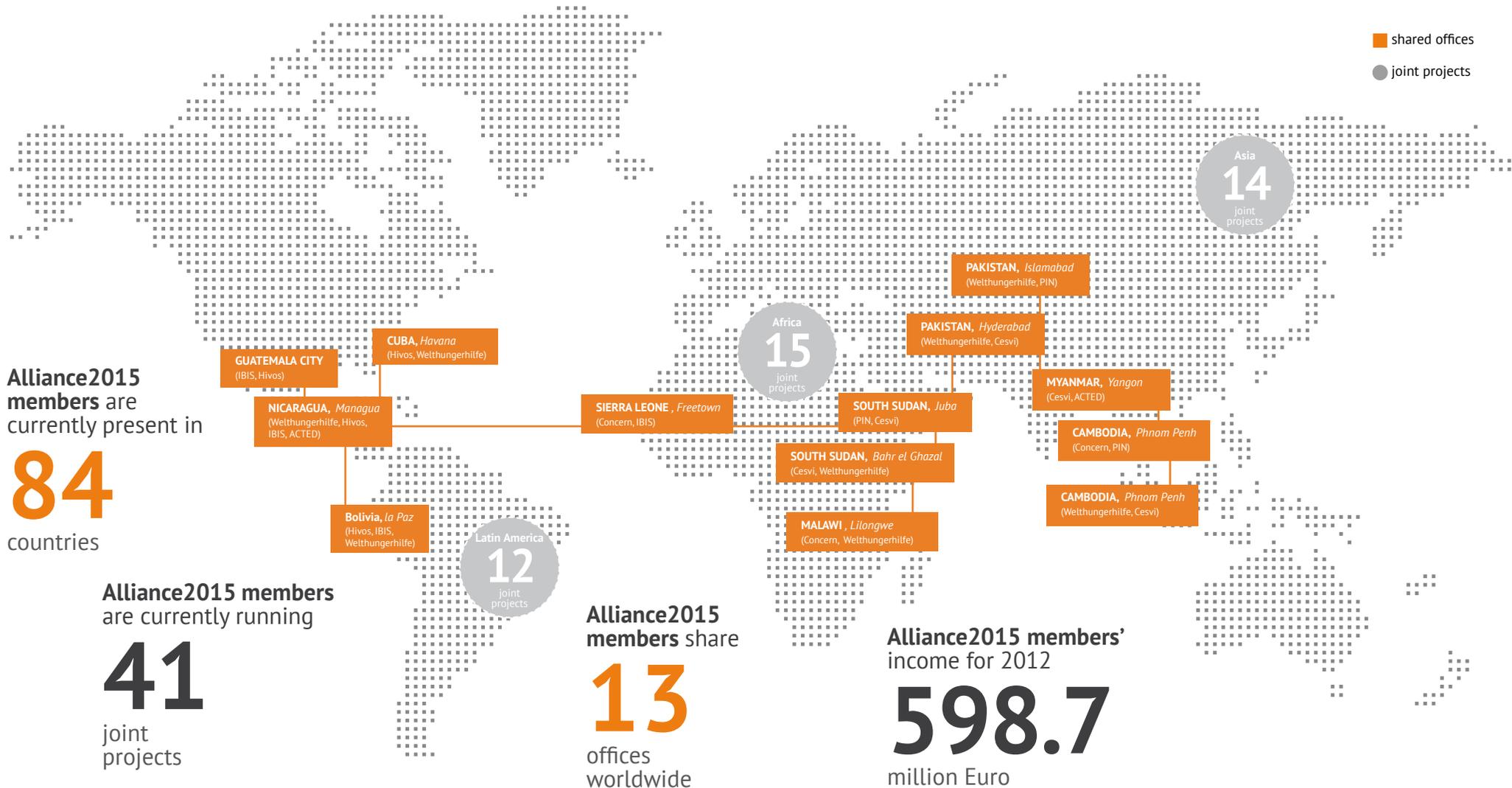
Ensure environmental **sustainability**



Develop a global partnership for **development**

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ALLIANCE2015 WORLDWIDE

Alliance2015 is a European partnership of seven independent non-governmental organisations engaged in cooperation on humanitarian and development activities as well as campaigning and advocacy in Europe.

Four organisations started Alliance2015 in 2000, establishing a strategic and practical network that allows each member to retain its own identity, brand and philosophy.

Originally constituted to strengthen its contribution to the Millennium Development Goals, the partnership aims to join forces in order to achieve greater impact on poverty reduction and to influence development and humanitarian policies in Europe.

The current members are ACTED from France, Cesvi from Italy, Concern Worldwide from Ireland, Hivos from the Netherlands, IBIS from Denmark, People in Need from the Czech Republic and Welthungerhilfe from Germany.

**“ Alliance2015 emergency operations
are a good example of how effective
we can be and how many beneficiaries
we can reach when working together ”**

Simon Panek



INTRODUCTION

Alliance2015 was established in the year 2000.

The original reasons, values and objectives for creating it remain valid.

By combining our expertise coordinating our activities and working together, we want to achieve more in terms of quantity, without compromising on quality.

How quickly do we manage to coordinate ourselves in emergencies? How comprehensively do we merge in development cooperation? We are sometimes successful. At the same time the special structure of Alliance2015, consisting of independent and strong members, constantly challenges us. Our diversity can be a great strength when we manage to work in a complementary manner, but it can become an obstacle when we want to harmonize and standardize. Sometimes, it reminds me of the difficult processes of integration within the EU and its 27 members. But just like the EU, the underlying idea of Alliance2015 is one we believe in, and we move on and see more results every year.

In 2012, Alliance2015 has been working on a new medium term strategy, which will guide us through the coming three years. During this period we will reach the significant date of 2015. Most development challenges will re-

main after this date, and Alliance2015 is participating in the now emerging post Millennium Development Goals debate.

Improving joint development programming is one of the three main objectives in our new strategy. It will help to scale up our work, hopefully with a more sustainable impact and long term perspectives. Part of our effort is to start at the base, sharing our development knowledge and moving towards joint programming and joint work.

Alliance2015 emergency operations are a good example of how effective we can be and how many beneficiaries we can reach when working together. Over the past three years Alliance2015 members in Pakistan have proven that joint planning and targeting, improves their capacity to work together.

At present the only Alliance2015 agency present in Syria is receiving support from other members, and we hope that this will lead to

more extensive cooperation during the rehabilitation phase.

Last but not least, the third pillar of our work focuses on advocacy. Now in a rapidly changing world, where balances, priorities and trends are shaping and reshaping, the EU remains a global leader in development. Therefore, it is important that Alliance2015 has a strong advocacy position.

I want to thank everyone who is contributing to Alliance2015's work; our donors, supporters and colleagues.

This brochure provides an overview of our work in 2012. I invite you to also visit the Alliance2015 website for regular updates:

www.alliance2015.org



Photo: Hynek Glos/Euro

Simon Panek,
Alliance2015 President,
February 2013

A handwritten signature of Simon Panek in black ink, written in a cursive style.

EMERGENCY AID

COOPERATION IN PAKISTAN

When Pakistan experienced the worst floods in the country's history in 2010, Alliance2015 members* responded immediately.

They continue to combine their experience and expertise on relief operations and emergency preparedness. Five of the joint Alliance2015 projects have been co-funded by the *European Commission - Humanitarian Aid & Civil Protection* (ECHO). These are the largest-scale joint emergency operations run by Alliance2015 members anywhere.

- Five joint Alliance2015 projects have received **€33.4 million** in funding from ECHO – **this is one of the largest grants that ECHO has ever awarded**
- Other donors, including **DFID** (UK Department for international development), **OFDA** (Office of U.S. Foreign Disaster Assistance) and the **German Foreign Ministry** have funded Alliance2015 consortia projects totaling **€6.9 million**

- To date, **Alliance2015 members** have supported each other with **€1.6 million** of their own funding in Pakistan

Together Alliance2015 members have had a budget of **€41.9 million** to respond to the urgent needs of the flood-affected communities in Pakistan. More than two million people have benefited from these programmes, which at first focused on food, clean water, hygiene kits, shelter materials and other basic necessities. The larger consortia projects focused on Water, Sanitation and Hygiene (WASH), shelter and livelihoods / cash for work initiatives.

EVALUATING THE WORK

In 2012, an external evaluation of the largest ECHO project found that despite the complex challenges posed by such a consortium programme, Alliance2015 managed to deliver planned outputs with an excellent achievement rate and with few delays. One of the most successful elements of the Alliance2015 pro-

gramme are the one room shelters, which were found to be appropriately designed incorporating disaster risk reduction (DRR) principles.

Reporting and monitoring is a challenge given the programme's complexity. Alliance2015 partners are looking at systems to align and tighten the information management. They also agreed to improve the harmonisation of their approaches (e.g. in targeting) and to do joint monitoring missions.

DOCUMENTARY: "IN ACTION FOR PAKISTAN"

With ECHO funding, Cesvi produced the film *In Action for Pakistan*, portraying the strong commitment of Alliance2015 and the European Commission. The film documents the Alliance2015 emergency response and underlines how the activities carried out by each partner are part of a large-scale integrated programme and illustrates how the partners work together.

* All Alliance2015 members except for Hivos and IBIS work in Pakistan.

“Cooperation has been extensive and intensive, and I now understand the other Alliance2015 members much better. When I remember how cautious we were at the beginning of the first consortium project, it makes me smile to see how readily we now agree on applying for new consortia projects. We now have a very good understanding of each other.”

Achim Apweiler,
country director Pakistan
for Welthungerhilfe



NOVEMBER 2011, SINDH PROVINCE.

A colorful truck delivers much-needed household goods to flood victims in Thando Allah Yar. The kits, provided by Welthungerhilfe, are distributed by People in Need.

JOINT DEVELOPMENT PROGRAMMING IN ALLIANCE2015

While actively participating in the “Post 2015” consultations, Alliance2015 members continue to work towards the achievement of the Millennium Development Goals, the original objective of the partnership.

The demand is to focus on results, which requires effective cooperation among all development actors. In 2010, Alliance2015 decided to fast-track cooperation processes between its members in seven pilot countries. Since members follow different timelines and approaches, the initial idea to promote joint strategic planning proved very challenging. However, regular meetings, the creation of common tools and regular reporting have helped the development of joint initiatives in all pilot countries and also in many other locations.

Stronger joint cooperation requires more emphasis on knowledge-sharing and learning more from each other. A working group on Food and Nutrition Security started work in 2012 (see info box on page 11). This process will continue with other topics, for example on community

resilience, an area where some members have developed expertise.

The number of donor-funded joint projects (as opposed to peer funded initiatives) has increased in 2012. There were **54** joint activities in 2012. These included **13** shared offices, most of them bi-lateral, but also two (in Nicaragua and Bolivia) that host all members active in the country. Alliance2015 members worked in **18** consortia projects funded by European Union donors (mostly ECHO), five in Latin America,

nine in Asia and four in Africa. Another **13** joint projects in various countries (two each in Latin America and Asia and nine in Africa) are funded by other donors.

After **Pakistan** (see page 6), cooperation in Asia has been most active in **Cambodia** but some joint projects also exist for example in **Afghanistan** or **Sri Lanka**. In Africa, **Liberia** and **Sierra Leone** are the most active countries. Cooperation also takes place in **Ethiopia, Somalia / Kenya** and the **Democratic Republic of Congo**.

In Latin America, the cooperation in **Bolivia** and **Guatemala** continues to focus on the Global Fund work on HIV and AIDS. Another large-scale joint project is the REDD (Reducing Emissions from Deforestation and Forest Degradation) project in **Ecuador / Peru**.

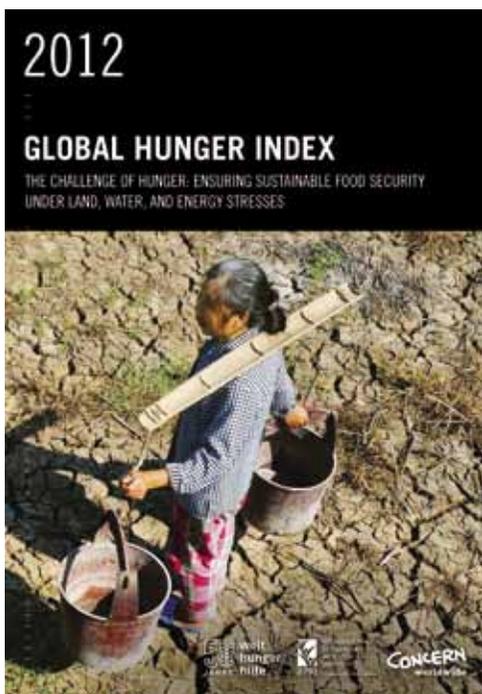
Recent meetings have led to new cooperation plans in **Uganda, South Sudan** and in **Mozambique**. When members share information on programmes they can better identify areas of potential cooperation. Programme visits and participating in each other’s relevant thematic trainings or “lessons learned” exercises contributes to increased trust and confidence essential for the teams to build peer knowledge.

For the future, Alliance2015 has decided to ensure a systematic joint evaluation of large joint projects. The goal is to build a better institutional knowledge of each agency’s strongest programming areas and to document and share the achievements in terms of both results and effectiveness.

	LAT. AM.	ASIA	AFRICA	OVERALL
Number of joint projects & activities	16	19	19	54
TYPE OF PROJECTS/ACTIVITIES				
EU/ECHO consortia projects	5	9	4	18
Other donor consortia projects	2	2	9	13
Emergency aid/rehabilitation*	3	7	7	17
Shared / joint offices	4	5	4	13

* Including institutional donor category

ALLIANCE2015 ADVOCACY WORK



Concern, Welthungerhilfe and IFPRI's Global Hunger Index report benefits from broad Alliance2015 support

2012 was a year of new departures in the campaigning and advocacy work of Alliance2015. With the support of the EC, we launched our new 'Food Right Now' campaign, aimed at increasing awareness and understanding among young Europeans of global hunger.

Meanwhile, our 'Stop Child Labour' campaign - now almost a decade old - continues to build and nurture strong support for education for all. (Please read more about the campaigns and the issues of education and hunger on the following pages.) We also secured EC support for a new three year Alliance2015 advocacy initiative (2013-2015), which aims to strengthen dialogue between Alliance2015 members, beneficiaries, partners, and the relevant EU institutions.

The initiative aims to contribute towards the achievement of MDGs one and two and the vital debate on what comes after the 2015 deadline for achievement of those goals. As part of this initiative, a Roundtable on "Scaling up EU

Impact on Community Resilience & Nutrition" takes place in Dublin during Ireland's EU Presidency.

Involvement in the post-2015 debate is growing, and we are contributing particularly to discussions on food & nutrition security and education. Building on our long-standing advocacy on Aid Effectiveness & 'Democratic Ownership', we undertook a mid-year review of the outcomes of the 2011 *High Level Forum on Aid Effectiveness*.

The commitments made in Busan must now be reflected in post-2015 consultations, which are meaningful and truly inclusive.

The 2012 Global Hunger Index, co-authored by Concern, Welthungerhilfe and IFPRI focused on the issue of resource scarcity and how to ensure sustainable food security under conditions of land, water and energy stress.

The report received significant uptake with country programmes organising launches, presentations and media outreach in Kenya, Zimba-

bwe, Sierra Leone, Tanzania and Mozambique. It was also launched in Dublin, London, Brussels, Milan, Paris, Des Moines and Berlin, each building on the growing public, policy and political interest in the report's findings and recommendations. Once more, Cesvi and ACTED took the report to new audiences across Italy and France, and this growth will continue in the coming years.

The issue of land was also at the heart of an Alliance2015 workshop held in Cambodia in 2012, which focused on "Economic Land Concessions" and the devastating and growing impact ELCs are having on the lives of ordinary people.

The workshop served to get a sense of the scale of the problem and to discuss possible joint action. The number of NGOs attending was a testimony to the relevance of the topic.

EDUCATION

The achievement of Millennium Development Goal two (achieve universal primary education) continues to be a priority for the Alliance2015 members. Concern and IBIS are working with three other international NGOs on a new project called “Improving Schooling in Sierra Leone” (ISIS). The objective is to improve disadvantaged girls’ access to primary education in the districts of Koinadugu and Tonkolili. The main Alliance2015 activity regarding education remains the Stop Child Labour campaign and the creation of Child Labour Free Zones globally.

STOP CHILD LABOUR SCHOOL IS THE BEST PLACE TO WORK

The Stop Child Labour (SCL) campaign began in 2003. It is now in its third phase of EC co-funding. The consortium led by Hivos includes Ceveni, IBIS and People in Need, plus several Dutch partners and local organisations in Africa, Asia and Latin America.

In 2012, the SCL campaign commemorated the “World Day against Child Labour” on June 12th with the publication of research on child labour in the leather shoe industry. A shoe campaign was launched where SCL requested footwear companies to provide information on their policy and practices to prevent and tackle child labour in their supply chain.

On November 20 “World Day for Children’s Rights”, the campaign followed up with shoe companies to check their progress. Updated research, media attention and the online Mr. Scribble for consumers helped to increase pressure.

In January 2012, the campaign’s partner MVFoundation in India, celebrated its 20th anniversary and the fact that one million children have been taken out of work and put into school. Indian ministers, dignitaries and thousands of former child labourers met during a large demonstration in Hyderabad.

The campaign also organised multi stakeholder meetings in partner countries in Africa (Morocco, Ethiopia, Ghana, Uganda, Kenya and Zimbabwe) to discuss the concept of Child Labour Free Zones (CLFZ) and to mobilise support for the total elimination of child labour. SCL organised an exposure visit to Ghana for students from Alliance2015 partner countries to witness and discuss CLFZ and to share learnings as well as the SCL message with a broader audience back home.

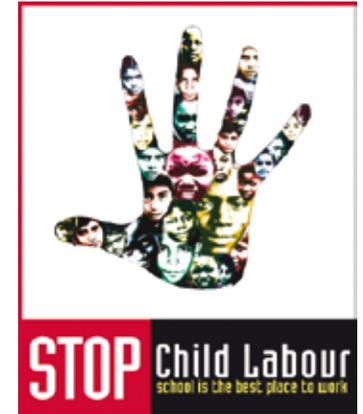
In light of information disclosed in the ILO report Buried in Bricks, questions were asked in the EU parliament about child labour in Af-

ghanistan. Members of European Parliament also asked the High Representative for Foreign Affairs and the EU Commission about tackling child labour in the global leather footwear industry and about Dalit girls working in the Indian textile industry.

The campaign’s main objective continues to be the elimination of all forms of child labour by 2015 and formal, full-time and quality education for all children. www.stopchildlabour.org



Mr. Scribble
wants child-friendly shoes!



CHILD LABOUR FREE ZONES (CLFZ) FACTS

In these zones, child labour does not exist and all children up to age 16 go to school. Parents, employers, teachers, trade unions, the government and children are the key to the success for Child Labour Free Zones, fighting child labour in all its forms.

- One million children in India have been taken out of work and put into school
- There are Child Labour Free Zones in India, Morocco, Ghana, Ethiopia, Uganda, Kenya, Zimbabwe, Mali, Burkina Faso, Senegal, Nepal, Nicaragua, Guatemala and Albania. School attendance has strongly improved since the establishment of CLFZs.
- Inside the CLFZs, involvement and mobilisation of communities increases as does community responsibility for eliminating child labour.

HUNGER

Millennium Development Goal one (the eradication of poverty and hunger) is another focus issue for Alliance2015. Several Alliance2015 members work together on the Global Hunger Index and five members have joined the newly established working group on Food and Nutrition Security. In Uganda, a project to improve resilience through wealth, agriculture and nutrition in Karamoja started in August 2012. Welthungerhilfe and Concern cooperate with ACDI VOCA (a U.S. American NGO). Concern focuses on nutrition and Welthungerhilfe on livestock in this project.



FOOD RIGHT NOW!

Food Right Now is another EC co-financed Alliance2015 awareness and activation campaign. Cesvi has taken the lead, cooperating with Concern Worldwide, Welthungerhilfe, People in Need and ACTED.

Linked to “World Food Day” on October 16 2012, the partners officially launched the campaign through multiple national events such as a *Food Right Now Campaign Academy* (Concern), together with the presentation of the *Global Hunger Index* (Cesvi, Concern and Welthungerhilfe) or through online worksheets, games and educational materials (Welthungerhilfe).

The campaign aims at increasing awareness and understanding of the causes, solutions and actions on global hunger among young Europeans. According to Alliance2015 partners’ experience, awareness is the first step for the establishment of a lasting partnership between the civil societies of Europe and developing countries. Understanding and sharing the chal-

lenges that other countries face, and recognising the role of the EU as a global promoter of development is the next step towards actual activation. *Food Right Now* will provide students and young people with tools and opportunities to help them understand the causes of hunger and to actively involve them in the fight for a world with enough food for all.

As a first campaign-wide activity, a baseline survey has been distributed to teachers in order to assess their knowledge on hunger and the right to food. Based on the results of the survey, the Alliance2015 partners will design educational material to be used in class.

The activities and the materials will be available online on each member’s website. In 2013, international events such as a *Global Issues Network Academy* in Berlin are planned as well as creative competitions on national level in the countries that are part of the campaign.

WORKING GROUP ON FOOD AND NUTRITION SECURITY

Several Alliance2015 members work on Food and Nutrition Security (FNS) programmes and Welthungerhilfe and Concern cooperate (together with IFPRI, the International Food Policy Research Institute in Washington D.C.) on the annual *Global Hunger Index*. The GHI has a growing influence internationally, partly due to additional Alliance2015 members translating and publishing it in their respective countries.

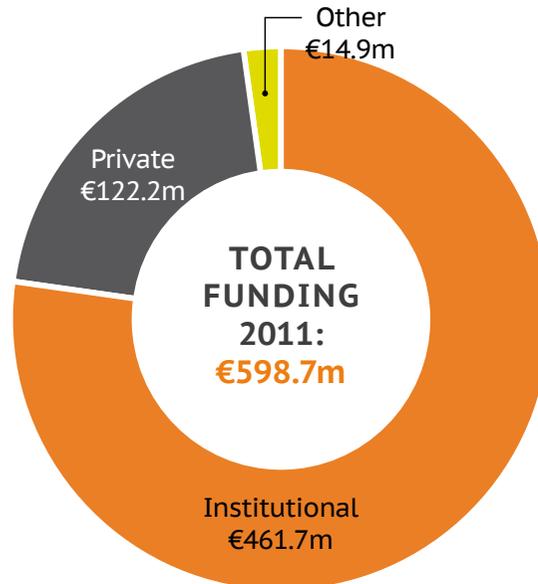
In 2012, five of the Alliance2015 members (Welthungerhilfe, Concern, Cesvi, Hivos and PIN) formed a working group on Food and Nutrition Security to intensify collaboration in this increasingly important sector. The group has been working on:

- A short strategy on how to work jointly in this sector
- Gaining a better understanding of who is doing what in the area of FNS
- Inter-organisational learning
- Joint country programming
- Sharing information on current approaches and strategies
- Participating in each others’ workshops or conferences (in 2012 e.g. Concern’s Livestock and Pastoralists workshop in Nairobi)
- Mapping each organisation’s current food and nutrition security interventions
- Sharing best practice documentation and exploring collaborative mechanisms to support capacity development of Alliance2015 members.

FACTS & FIGURES

INCOME

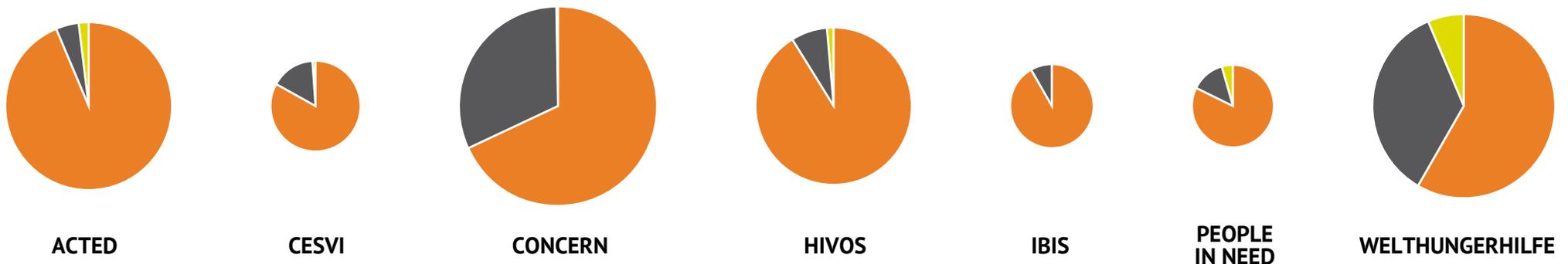
In 2011 the members of Alliance2015's combined income was €598.7m. Over 77 percent came from institutional donors such as the European Union or national governments. Institutional funding also includes 'in kind' donations (commodities) that some members receive and distribute in their programmes. Over 20 percent came from the corporate sector and private individuals. 'Other income' refers, for example, to deposit interest.



	in €m						
	ACTED	CESVI	CONCERN*	HIVOS	IBIS	PIN*	WHH*
Institutional Funding	106.5	27.5	109.4	89.9	26.1	22.6	79.7
Private Funding/Donations	5	5.3	50.4	7.4	2,3	3.6	48.2
Other Income	2	0.3	0.4	2.4		1.2	8.6
TOTAL	113.5	33.1	160.2	99.7	28.4	27.3	136.5

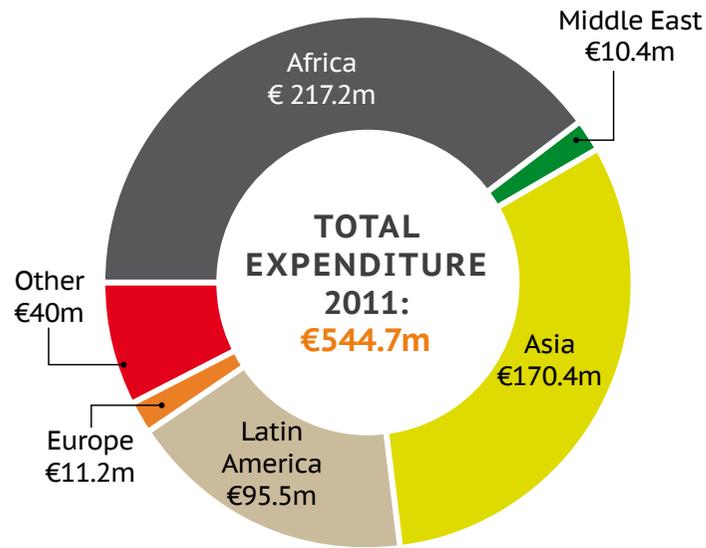
* Concern, PIN and WHH receive in kind funding, which is included in the institutional funding and totals €23.4m in 2011

FUNDING BY ORGANISATIONS IN 2011



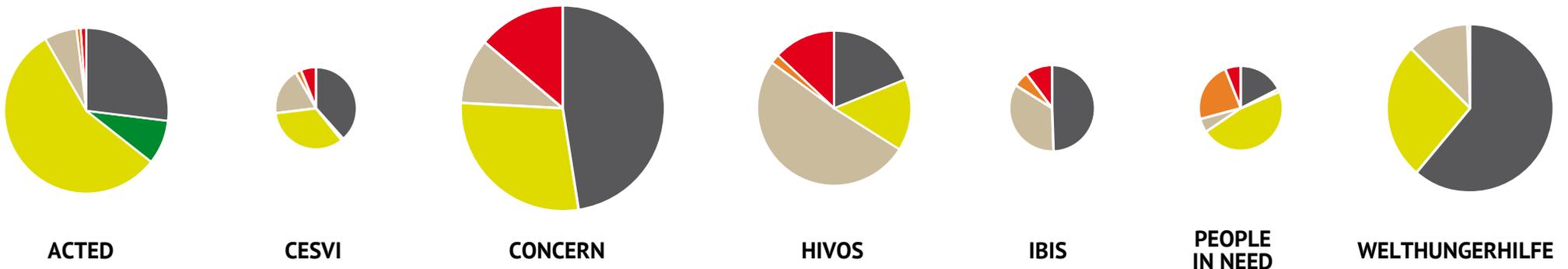
EXPENDITURE

One of Alliance2015's key strengths is emergency response. In 2011, the members spent a total of €134.9m on emergency aid. That amounts to 25 percent of the total expenditure of €544.7m. The majority of funds were spent on development cooperation projects. Some funding was also allocated towards advocacy work in 2011.



in €m	ACTED	CESVI	CONCERN	HIVOS	IBIS	PIN	WHH
Africa	30.3	9.9	76.4	16	14	4.8	65.8
Middle East	9.9	0.2				0.3	
Asia	62.7	8.7	45.4	12.6		12.8	28.2
Latin America	7.3	4.8	16.5	42.8	9.8	1.4	12.9
Europe	1	0.6		1.7	1.6	6.3	
Other Expenditures	0.8	1.5	22	10.9	2.9	1.6	0.3
TOTAL	112	25.7	160.3	84	28.3	27.2	107.2

EXPENDITURE BY ORGANISATIONS PER CONTINENT IN 2011



ALLIANCE2015 MEMBERS

Alliance 2015
towards the eradication of poverty

Founded
2000

Number of Countries active in
84

Number of partners
1.793

Project expenditure 2011
€ 544.7 million

Staff
768 at head offices (HO),
704 at regional offices/international staff
and more than 9.350 local field staff

Address
c/o People in Need
Šafaříkova 24
120 00 Prague 2, Czech Republic
Tel.: +420 226 200 400

info@alliance2015.org
www.alliance2015.org



Founded
1993

Head office
Paris, France

Number of countries active in
33

Number of partners in the South
150

Project expenditure 2011
€ 112 million

Staff
46 HO, 214 international staff,
3,097 national staff.

Address
33, rue Godot de Mauroy
75 009 Paris, France
Tel. +33 1 42 65 33 33

paris@acted.org
www.acted.org



Founded
1985

Head office
Bergamo, Italy

Number of countries active in
24

Number of partners in the South
137

Project expenditure 2011
€ 25.7 million

Staff
46 HO, 77 international staff,
617 local field staff

Address
Via Broseta 68 A,
24128 Bergamo, Italy
Tel. +39 035 20 58 058

info@cesvi.org
www.cesvi.eu



Founded
1968

Head office
Dublin, Ireland

Number of countries active in
25

Number of partners in the South
456

Project expenditure 2011
€ 160.3 million

Staff
186 HO, 171 international staff,
2.729 local field staff

Address
52-55 Lower Camden Street
Dublin 2, Republic of Ireland
Tel. +353 1 417 7700

info@concern.net
www.concern.net



Founded
1968

Head office
The Hague, The Netherlands

Number of countries active in
32

Number of partners in the South
708

Project expenditure 2011
€ 84 million

Staff
112 HO, 203 in 6 Regional
and 6 local offices

Address
Raamweg 16
2596 HL, The Hague, The Netherlands
Tel. +31 70 376 55 00

info@hivos.org
www.hivos.org



Founded
1966

Head office
Copenhagen, Denmark

Number of countries active in
11

Number of partners in the South
159

Project expenditure 2011
€ 28.3 million

Staff
51 HO, 25 international staff,
265 local field staff

Address
Vesterbrogade 2b,
1620 Copenhagen V, Denmark,
Tel. +45 353 58788

ibis@ibis.dk
www.ibis.dk



Founded
1992

Head office
Prague, Czech Republic

Number of countries active in
28

Number of partners in the South
48

Project expenditure 2011
€ 27.2 million

Staff
127 HO and in CZ, 47 international staff,
475 local field staff

Address
Šafaříkova 24
120 00 Prague 2, Czech Republic
Tel. +420 226 200 400

mail@peopleinneed.cz
www.peopleinneed.cz



Founded
1962

Head office
Bonn, Germany

Number of countries active in
39

Number of partners in South
135

Project expenditure 2011
€ 107.2 million

Staff
200 HO, 170 international staff,
more than 2,000 local field staff

Address
Friedrich-Ebert-Str. 1
53173 Bonn, Germany
Tel. +49-228- 2288-0

info@welthungerhilfe.de
www.welthungerhilfe.de

ALLIANCE2015 WORKS IN THE FOLLOWING 84 COUNTRIES

€ project funding (no own staff in country)
 operational

	ACTED	CESVI	CONCERN	HIVOS	IBIS	PIN	WHH
ASIA							
Afghanistan	operational					operational	operational
Armenia						operational	
Bangladesh			operational			€	
Cambodia	operational			€		operational	
DPR Korea			operational				operational
Georgia						operational	
India	operational			operational			operational
Indonesia	operational			operational			
Kyrgyzstan	operational			€			
Lao PDR		operational					operational
Mongolia						operational	
Myanmar	operational	operational				operational	
Nepal							operational
Pakistan	operational	operational				operational	operational
Sri Lanka	operational			€		operational	operational
Tajikistan	operational	operational					operational
Thailand	operational						
Timor Leste				€			
Uzbekistan	operational						
Vietnam	€						
MIDDLE EAST							
Egypt						operational	
Iran				€		operational	
Iraq	operational			€		operational	
Jordan	operational					operational	
Lebanon	operational					operational	
Palestine	operational	operational					
Syria				€		operational	€
Yemen	operational						

	ACTED	CESVI	CONCERN	HIVOS	IBIS	PIN	WHH
AFRICA							
Angola						operational	
Burkina Faso				€	€		operational
Burundi			operational				operational
Chad	operational		operational				
Central African Rep.	operational						
Congo DR	operational		operational			operational	operational
Congo Brazzaville	operational						
Ethiopia			operational	€		operational	operational
Ghana					operational		€
Ivory Coast	operational						
Kenya	operational		operational				operational
Liberia			operational		operational		
Libya	operational					operational	
Madagascar							operational
Malawi			operational	€			operational
Mali	operational						operational
Mozambique		operational		€	operational		operational
Namibia				€		€	
Niger	operational		operational				operational
Rwanda			operational				operational
Rep. of South Africa		operational		operational			
Republic of Sudan	operational		operational				operational
Senegal	operational			€			
Sierra Leone			operational		operational		operational
Somalia	operational	operational	operational				operational
South Sudan	operational	operational	operational		operational	operational	operational
Tanzania			operational				operational
Uganda	operational		operational	€			operational
Zambia			operational	€		€	
Zimbabwe		operational	operational				operational

	ACTED	CESVI	CONCERN	HIVOS	IBIS	PIN	WHH
LATIN AMERICA							
Belize				€			
Bolivia		operational		operational			operational
Brazil		operational					
Costa Rica				operational			
Cuba				operational		operational	operational
Dom. Republic							€
Ecuador				operational	€		€
El Salvador				€			
Guatemala				operational			
Haiti	operational	operational	operational				operational
Honduras				operational			
Nicaragua	operational			operational			operational
Peru		operational		operational	€		operational
Uruguay		operational					
EUROPE							
Albania		operational					
Belarus							operational
Bosnia-Herzegovina		operational					
Czech Republic							operational
Kosovo							operational
Moldova							operational
The Netherlands				operational			
Romania							operational
Russia							operational
Serbia							operational
Slovakia							operational
Ukraine							operational
TOTAL COUNTRIES:	33	24	25	32	11	28	39