



# ICCO Alliance

## Annual Report 2010



# **ICCO Alliance**

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# Foreword

*“Alone you move faster, together you go further”*

In the Netherlands people have more and more doubts about the efficacy of governmental development cooperation. Should we help? Does aid work? And are organizations capable of really making a difference? Support amongst the public seems to be steadily crumbling. Politics has responded: severe government funding cuts and less pretension, fewer target countries and themes, and a greater role for Dutch business. There were so many changes that 2010 can be seen as a watershed in the history of Dutch development cooperation.

How did it get this far? The last ten years has seen increasing debate on the functioning of the public sector. The market-oriented economy advanced and the government began to withdraw. The welfare state had become too expensive and the belief in its sustainability is rapidly waning. The hitherto sacrosanct development cooperation also received its share. The financial crisis together with negative connotations as corruption, inefficiency and “sixty years without success” confirmed the opinion of a growing and influential group that money was being wasted. However, a paradox in a way, we see increasing new private initiative in Dutch society by individuals or companies that are committed to engaging in development activities.

The report ‘Less pretension, more ambition: development aid that makes a difference’ of the Scientific Council for Government Policy (WRR) brought the – internationally acclaimed – principles of the Dutch to waver even more. The WRR publication was a boost for the advocates of “less development, more Dutch economic interest”. The value and track record of organizations like ICCO are underestimated in the report and the WRR sees development agencies foremost as executors of public policy. Also the report neglects the importance of political and social processes in development, seeing development foremost as an economic process. After the elections and the formation of the new Dutch government late 2010, the report appears to have been the prelude for the new policy.

For ICCO and the alliance 2010 was also a turning point. For two reasons. Firstly the relationship with Dutch government is under review. ICCO grew over the past 45 years thanks to a generous government and the taxpayers. It appeared normal to receive multi-year grants from The Hague every four years. The money did not come easy, thick reports had to be written to apply for the funding and to justify its spending, but it felt like a sustainable model for government to invest in civil society organizations.

However in 2010 the government cut our budget by 40 percent. In just two months the organization had to change dramatically, with major implications for programs and staff. It raised fundamental questions as to the future of ICCO and its alliance partners and to the role of ICCO in relation to our government.

The dependence on government, whose priorities are prone to change frequently due to the political cycle, has shown that ICCO and the alliance are vulnerable. We have paid our dues and are redefining our strategic position. The ICCO Alliance is reinforcing its connection with Dutch society. We are a civil society organization with its own constituency and partner organizations, rooted in our protestant identity and mission. This is valuable and authentic. By working together with other social organizations, churches, businesses, institutions and governments, we are convinced that we can make a significant contribution, both in the Netherlands and in developing countries. We see many opportunities for collaboration with like-minded organizations, both in North and South. ICCO and its alliance partners made important steps forward in strengthening the cooperation and made plans for next steps in 2011.

The second reason why 2010 was an important year for ICCO and the alliance is related to our agenda for the future. ICCO’s organizational renewal, which started in 2007, was completed in 2010. We call it ProCoDe: programmatic approach, co-responsibility and decentralization. The most important part of the renewal is that

the strategy, the priorities and allocation of resources are no longer matters that are only decided on in Utrecht. Southern Regional Councils with representatives from all walks of life identify the needs and are co-responsible for the ins and outs of the entire organization. ICCO Netherlands has stepped back, and the international cooperation with Regional Councils and Regional Offices has stepped forward. The ICCO staff now works from Utrecht and eight Regional Offices in Managua, La Paz, Bamako, Lilongwe, Kampala, Bishkek, New Delhi and Denpasar.

At this point, we would like to express our sincere thanks to Jack van Ham, the chair of the Executive Board from 2000. He left the organization in October. Jack gave enthusiastic and energetic leadership to this renewal.

Our agenda for the future links global issues like economic empowerment for the poor, food security and climate change. We focus on change in both the southern and northern hemispheres. We do not finance individual projects, but support sector-wide changes in collaboration with committed stakeholders. Thereby contributing to the affordability of health care, better education, and more dignity in the lives of poor people. We do not walk alone, but invest together with industry, environmentalists, social movements and academia. ICCO aims to contribute to system changes and innovative approaches.

In our work success is not guaranteed. In this report there are examples of both successes and disappointments. Grace Kaiso, Ugandan theologian and chairman of the Central and Eastern Africa Regional Council of ICCO and Kerk in Actie states in reference to development: "Development is a journey. Sometimes fast, usually it's slow. Sometimes you go up the hill and move slowly. Sometimes the road is smooth and development moves in a nice pace. When we realize that we are under way, we can perhaps better tolerate that change is not immediately visible. At the same time it is clear that mankind in that change process also has

its limitations. We are people. This world also has a greater power. There is a God, a Creator. And we are the stewards. Let us not forget that."

*Doekle Terpstra, chair of the Supervisory Board*

*Marinus Verweij, chair of the Executive Board*

# Overview of the Regions

This map shows the countries where the ICCO Alliance was active in 2010, as well as the distribution of the Regional Offices.

## Netherlands Office

- Albania
- Armenia
- Azerbaijan
- Israel
- Moldova
- Palestine

## Central America

- El Salvador
  - Guatemala
  - Haiti
  - Honduras
  - Nicaragua
- RO: Managua**

## Western Africa

- Benin
  - Burkina Faso
  - Ghana
  - Guinea Bissau
  - Cameroon
  - Liberia
  - Mali
- RO: Bamako**
- Nigeria
  - Senegal
  - Sierra Leone

## South America

- Bolivia
- RO: La Paz**
- Brazil
  - Colombia
  - Ecuador
  - Paraguay
  - Peru
  - Suriname





### Central Asia

- Kazakhstan
- Kyrgyzstan
- RO: Bishkek**
- Tajikistan

### South Asia

- Afghanistan
- Bangladesh
- India
- RO: New Delhi**
- Nepal
- Pakistan

### Central & Eastern Africa

- Burundi
- DR Congo
- Ethiopia
- Kenya
- Uganda
- RO: Kampala**
- Rwanda
- Sudan

### Southern Africa

- Angola
- Madagascar
- Malawi
- RO: Lilongwe**
- Zimbabwe
- South Africa

### Southeast Asia

- Cambodia
- Philippines
- Indonesia
- RO: Denpasar**
- Myanmar
- East Timor
- Papua New Guinea
- Solomon Islands
- Thailand
- Vietnam

# 2010: A Year of Debate

It was an exciting, fascinating and turbulent year in the international cooperation sector, especially at ICCO. In 2010, the important development cooperation report from the Scientific Council for Government Policy appeared; the decision about subsidy allocations through 2015 was made; and ICCO said goodbye to its director Jack van Ham and welcomed his successor, Marinus Verweij. At each of these occasions, the same questions arose: Are we really making a difference? Will the Netherlands retreat behind its dikes? How do we cooperate with the business community, the public sector and civil society organizations? And how about improving fairness and justice in the world, how is that working out?

We had a number of debates on these topics this past year. We discussed them at the “Glocalize” symposium, where we said goodbye to Jack van Ham, at the Verkuyl Lecture and during the discussion surrounding the report by the Scientific Council for Government Policy and the new government policy. What was striking was the fact that the same themes kept recurring: the interconnectedness of humanitarian, financial, economic and climate-related crises and how to solve them; the confluence of communal and personal interests; and the shifting balance of power between developed and developing countries.

One analysis that has fairly unanimous support – expressed by Peter van Lieshout, among others – is that development cooperation should be related to the major themes like food security, water, clean air, energy and peace: the so-called global common goods. At the fourth Jo Verkuyl Lecture, Herman Wijffels added that international cooperation on communal interests includes the promotion of personal interests. „Sustainability is the only thing that will result in growth over the long term.” Wijffels believes

that while that future growth may not be as strong as before, “if more people can live dignified lives, why would you complain?”

The presentation of the Scientific Council’s report – ‘Less Pretension, More Ambition’ – in January gave an immediate boost to the quality of the debate on the future of development cooperation. The Council concluded that there is no generally valid theory about development that explains what type of aid is useful under what kind of circumstances. Such an analysis requires a nuanced assessment of the effectiveness of aid. That report also set the tone for the discussion that was echoed by State Secretary Knapen and Minister Rosenthal later in the year: a greater emphasis on economic development. The conditions necessary for sustainable development, such as human rights, an equal balance of power and better access to basic services for large groups of people, are not given the attention they deserve.

This creates opportunities for development organizations. The added value of organizations like ICCO is that they continue to argue for a wider definition of development, including the political, economic and socio-cultural dimensions, with a recognition of universal standards, like international law. Civil society organizations are essential as watchdogs of governments, as well as to defend the interests of marginalized groups and connect civil society organizations across the globe. The Scientific Council even believes there is a “unique opportunity” here for the Netherlands to distinguish itself as an international expert on civil society. The trend of viewing NGOs primarily as executors of government policy does not work in that context. ICCO will focus increasingly on the business community these coming years, but it will maintain a strong emphasis on promoting human rights.



ICCO directors Jack van Ham and his successor Marinus Verweij have both voiced that vision. This is in line with the course that ICCO has set for the next few years: stronger roots in society, more business cooperation. ICCO agrees with the Council's arguments for more in-depth expertise, thematic specialization, cooperation with the right parties at the right time, shifting control to developing countries and caring for the "global public domain." All of this is in keeping with the reorganization that ICCO mostly completed in 2010 and confirms, for a major part, the course set for the coming years.

Nearly all of the speakers at the various meetings agreed that the traditional division of roles between the North and South is outdated. Extreme wealth and extreme poverty do not respect borders. To quote Jan Pronk at Van Ham's farewell: „Wealthy countries look for influential friends and exclude weaker countries. This perpetuates, even intensifies, the current crises and international instability. We who live on the good side of the line can solve these crises, but we don't, because it isn't in our interests to do so. We can see a new line: an increasing polarization between the West and the rest.”

In contrast to Pronk's analysis, Wijffels proposed that the key is people's capacity to empathize with others. „The point is to consider the consequences for others in anything you do.” He does not see any good coming out of development cooperation that is motivated solely by such things as “feelings of guilt, brotherly love or solidarity,” because these only serve to victimize the other. „What it's really about is: working together on common interests, including your own – in that order.” With this, he anticipated State Secretary Knapen's decisions to base policy far more on Dutch and business interests.

Wijffels and Pronk both stressed that it takes political will to make things better. An approach that focuses only on economic growth will result in greater inequality in the world and lead to shortages of water, fossil fuel and food, and thus to conflicts and even more poverty. However, Pronk said, „History has proven that people can change.” With that, he aligned himself with the participants' wish to work on solutions, to do what you can as an individual in an imperfect world. The symposium attracted some 300 visitors, and they had not come to just watch dark clouds gather.

Peter van Lieshout, for instance, stated that the world is better off now than it has ever been. „We can simply not accept Pronk’s analysis. We need a different perspective: one that does not see the world in terms of impossibilities and misery, but in terms of hope.” Vasu Gounden agreed with Pronk, but felt that this was “old-school politics.” He referred to the ten principles of the United Nations Global Compact, which asks businesses to embrace certain core values having to do with human rights, employment conditions and the environment.

Participants from developing countries placed the responsibility for finding solutions with developed countries. „Don’t give us charity, give us justice,” they said. „The Northern countries have exhausted our natural resources, so it is your responsibility to do something about it.” Van Lieshout responded by asking who it was who elected the political leaders in developing countries. Take matters into your own hands, he advised. The West cannot solve all of your problems; you’ll have to do that yourselves. Force your governments to improve their policy.

The farewell ceremony for Jack van Ham was also an occasion to present Marinus Verweij, who was appointed the new chairman of the Board of Directors by ICCO’s Supervisory Board as of 1 November. On his first day in office, Verweij received notification of the Ministry’s decision to significantly cut the subsidies for the ICCO Alliance, compared to previous years. Considerable cuts had to be made, but the decision was made to nevertheless uphold the principles of decentralization. Civil society organizations can be a powerful counterforce and it is easier in many developing countries for organizations like ICCO to support them than for governments to do so. The coalition agreement and the Scientific Council report also both count civil society among the Dutch achievements. Marinus Verweij believes that every change starts with accepting a connection, and the trick is to tighten the bonds with society over the next few years.

ou can find lectures, discussion reports and debates on our site:  
[www.icco.nl/nl/actueel/verkuyllezing-2010](http://www.icco.nl/nl/actueel/verkuyllezing-2010)  
[www.icco.nl/nl/actueel/glocalize-farewell-to-jack-van-ham](http://www.icco.nl/nl/actueel/glocalize-farewell-to-jack-van-ham)  
[www.icco.nl/nl/actueel/glocalize-farewell-to-jack-van-ham/report](http://www.icco.nl/nl/actueel/glocalize-farewell-to-jack-van-ham/report)



# 1 Strategy & Policy

## 1.1

### Innovation

At the end of 2010 we can conclude that our innovative ProCoDe process, which started in 2005, has been fully implemented. ProCoDe means Programmatic cooperation, Co-responsibility and Decentralization and was one of the most important parts of the Business Plan 2007 – 2010.

With the finalization of this innovation process, a 'rejuvenated ICCO' can play a modern and relevant role in the area of poverty alleviation and the promotion of sustainability and justice in the fast changing world of the 21st century.

ProCoDe has changed the ways of working and the structure of the organization drastically. There were significant implications for the staff of the organization.

Although the innovations have now been realized as planned, we are aware of the necessity to continue to carefully deepen, specify and adjust the measures that were taken. The new 'infrastructure' of the major innovation process has been constructed, and we expect that the impact of ProCoDe on our role in international cooperation will become more clearly visible during the next five years.

Developments concerning the programmatic cooperation are summarized in the thematic chapters. This chapter is confined to the measures taken in connection with the two other main elements of the change process: Co-responsibility and Decentralization.

### Regional Offices

With regard to the first cluster of four regional offices (in South Asia, West Africa, Central America & Haiti and Central Asia), the year 2010 was a year of consolidation. Both the staff of these regional offices and the staff of the global office became more familiar with a (de)centralized way of working, which initially also meant a search for a good balance in the division of tasks and responsibilities at the central and decentralized levels regarding management and policy matters.

With regard to the second and last cluster of regional offices (in South East Asia, South America, Central & Eastern Africa and Southern Africa), the focus during the first quarter of 2010 was on 'starting up': the recruitment and selection of new staff, the introduction of the new colleagues, the transfer of portfolios of colleagues based in Utrecht and – last but not least – the registration of regional offices. By mid 2010 all offices were operational, and the majority had been registered. For South America, the registration is expected to come through in 2011. The outcome of the registration of the office in India is more difficult to predict. If it would appear to be impossible to obtain a formal permit in the course of 2011, the regional office role would likely be transferred to one of India's neighboring countries.

In accordance with decisions taken earlier, the implementation of the operational policy for the Middle East has not been decentralized: a small team in the International department in the Global Office in Utrecht is responsible for this portfolio.

### **Regional Councils and International Advisory Council**

The process of establishing the Regional Councils had been completed by 2010, except for the Council for the Middle East. The inauguration of this council had to be postponed until early January 2011.

All Councils met two or three times in 2010. The most important item on the agenda of these councils was to provide input with regard to the policy priorities for ICCO in the region concerned. Thus, the councils have played an active role in the decisions regarding the Business Plan 2010 – 2015.

The International Advisory Council met twice as well. During the spring meeting, the Council provided important input regarding key elements of the Business Plan and main points to be taken into account with regard to the Strategic Plan of the ICCO Alliance, scheduled to be finalized in 2011.

At the request of both the International Council and the Regional Council, a joint meeting was organized between the International Council, the chairpersons of the Regional Councils and the Executive Board. The aims of the joint meeting were to strengthen the

connection between the regional level and the global level and to jointly brainstorm about a strategy for the future of international cooperation. The joint meeting was combined with the 'Glocalize' conference, organized on the occasion of the farewell function for Jack van Ham, the chairman of ICCO's Executive Board, at the end of October. The feedback from the regional councils in subsequent meetings suggests that these joint meetings should be repeated periodically, since they positively impact on a process of creative thinking about new initiatives, and yield better insights into the changing role of civil society organizations in international cooperation.

The Regional Councils have a key role in the generation of innovative ideas for regional implementation of our way of working, as was underscored by the International Advisory Council. From 2011 onwards, the Board will be directly involved in the preparation of the agenda of the regional councils, the composition of the councils and 'capacity-building' of the chairpersons. Thus, in the near future the focus of the Board will be on quality development and a stronger guidance of the agenda of the council.

Early November, having received the results of the MFSII application, the ICCO Alliance had to face the challenge of finalizing a Plan of Action before the end of 2010, which would take into consideration the reduction in income by approx 40%. Initially this process led to some tension between the insights from the Regional Offices and those in the Global Office. However, the consultations with the International Advisory Council and the Regional Councils and a special session of the entire management team resulted in an outcome that was acceptable to both the regional offices and the global office. While working towards an agreement, the following criteria were taken into account: ProCoDe will be guiding ICCO's policies over the coming years and hence also the proposals that were prepared in the regions; the priorities formulated by the members of the ICCO Alliance as well as the MFSII criteria should be taken into account; and loss of capital and damage to partners and/or most vulnerable groups should be prevented as much as possible. The burden of the drastic reduction was shared in a responsible manner, but some loss of capital and harm to the interests of vulnerable groups turned out to be unavoidable.

As a result of the budget cuts, the staff of the global office had to be reduced further. Where ProCoDe already meant a reduction from 128 fte to 102 fte, the reduction in income has led to the decision to further reduce staff by an additional 37 fte. In 2011, staff at the global office will be limited to 65 fte.

The ProCoDe process as such is also affected by the reduction in income. The staff budget for the liaison desk will be reduced, as well as the funds available to coach the regional teams and the finances to meet expenditure on organizational governance. Cost saving measures to be implemented shortly include the following: the size of the Regional Councils will be limited to a maximum of 7 members per Council; Regional Councils will meet twice a year at most; and the International Council meets only once a year. Furthermore, a cost reduction will be realized by merging the Regional Offices for Central Asia and South Asia. Measures aiming at a further improvement of the quality of the regional governance will be maintained. In 2011, a consultation/training will be organized for the chairpersons of the Regional Councils. The focus of this meeting will be to further promote and develop a joint and innovative perspective, which in turn will enable the chairpersons to play a more directive role in the Regional Councils.

Regular monitoring takes place through quarterly reports in cooperation with the P&D and F&A departments and the Q&C unit. From 2011, the monitoring of the organizational governance is one of the main tasks of the newly established Liaison Desk. This desk assists the Executive Board in the preparation of the agenda of the International Council and the Regional Councils, the analysis of the outcome of Council meetings and the monitoring of the follow-up on the recommendations of the Councils. A systematic evaluation of the impact of ProCoDe on policy development and policy implementation is scheduled to take place either towards the end of 2011 or in the first half of 2012.

## 1.2

# Key principles in the Alliance's way of working

## Religion

### Religion and Development

ICCO's Religion and Development agenda for 2010 focused on knowledge development, policy dialogues and communication and publication of views and lessons learned. Some highlights were:

#### Practitioners Guide on Religion and Development

The Knowledge Centre on Religion and Development is a joint initiative of ICCO, Cordaid, Seva Network Foundation, OIKOS and the Islamic University of Rotterdam to learn about and reflect on the multiple roles of religion in development. ICCO and Kerk in Actie actively contributed to the production of a practitioners guide on Religion and Development, aimed at offering practical understanding and tools for development professionals. Along with an interactive website, the guide was presented in March 2011.

#### Policy Dialogue on Religion in Fragile States

Together with other members of the Knowledge Centre, ICCO and Kerk in Actie participated in a policy dialogue between NGOs and Ministry officials on the role of religion in fragile states. This policy dialogue aimed to make a joint inventory of the experiences of the participating organizations on the role of religious leaders and faith-based organizations in fragile states, and to explore possibilities for complementary interventions. In 2010, the Democratic Republic of Congo was chosen as specific country of focus. An exchange on the role of the country's faith-based organizations was integrated in a meeting of representatives of Dutch NGOs, the Dutch Embassy and local partner organizations in the first half of 2010. The knowledge and experiences gained in this policy dialogue will be documented in a supplement to the Handout on Religion and Development Policy (2008).

#### Faith-Based Education in Fragile States

Together with Edukans and Prisma, ICCO and Kerk in Actie concluded a three-year research project on the role of (Christian) faith-based educational institutions

in development. The last part of this research focused on the role of faith-based educational institutions in conflict transformation in fragile states. The research report was presented in a well-attended seminar at the Ministry of Foreign Affairs, co-organized with the Schokland working group on education and fragile states and the Knowledge Centre on Religion and Development.

### **Religion, Masculinity and HIV/AIDS**

Together with Utrecht University (IIMO Centre) and Prisma, ICCO and Kerk in Actie co-funded an innovative research project about the intersection of masculinity, religion and HIV/AIDS in Sub-Saharan Africa. In January 2011, the PhD research was successfully concluded with a thesis and a seminar 'Changing Men and Transforming Masculinities: Practices, Perspectives and Resources.' A summary of the research outcomes will be distributed widely internationally.

### **Dialogue on Faith and Human Rights**

The relationship between religion and human rights is a complex field. In two meetings on faith and human rights, ICCO and Kerk in Actie, Prisma and Edukans explored some contested areas, such as women's reproductive rights, through the use of dialogue as a method to bridge differences. The Dialogue for Peaceful Change method, as facilitated by OIKOS, proved to be most useful to increase mutual understanding and the ability to live with differences.

### **Publication on 'Development in International Cooperation'**

In this publication, on the occasion of 45 years of ICCO, various partners of ICCO both in the Netherlands and in the South reflected on visions for the future, in particular regarding various topics central to ICCO's identity: the significance of evaluating and 'measuring' results, the importance of civil society organizations, and the value of religious empathy in development cooperation.

### **Public lecture 'The Value of We'**

Herman Wijffels was the keynote speaker at ICCO's bi-annual public Verkuyl lecture. In his reflection on 'The Value of We – on empathy in a global society', Wijffels painted a challenging vision of how we might respond to the great challenges of our time (the food, energy, financial and climate crises) by embracing a new global ethic. In the discussion that followed, ICCO's local con-

stituency and alliance partners reaffirmed their commitment to promote this ethic through our work.

## **Human Rights**

The widely accepted and supported Human Rights Principles still provide the core framework within which international cooperation can be organized, innovated and improved over the coming years. Framing development processes in terms of human rights provides the most effective way to engage different stakeholders in the process in an ethically sound and social-economically sustainable manner. The United Nations and other institutions of the international community continue to make progress in developing an increasingly complex and refined regime focused on making human rights provisions concrete, binding and implementable on the different levels. However, it is clear that the long-term success and sustainability of the human rights framework depends to a large extent on the capacity of a myriad of local stakeholders to incorporate human rights concretely and explicitly into their strategies to bolster development and improve social justice. The key challenge for civil society actors lies in the local-level ability to integrate rights-based approaches into every-day ongoing development processes.

The priority of ICCO's Human Rights policy consists of the mainstreaming of the rights-based approach (RBA) as a core ethical and organizational principle underpinning all of the different programs that ICCO contributes to, independently of these programs' thematic focus. Hence, in order to elaborate the main policy directions for the period 2011-2015, ICCO's Regional Councils have drawn explicitly on rights-based perspectives and analytical tools to define the main regional and country strategies. Many of the programs that ICCO supports in the various regions and countries have now become not only inspired but also concretely constructed in accordance with Human Rights principles. The challenge for the next few years lays in incorporating RBAs into those specific programs or activities in which this has not happened (fully), as well as in improving on the practical implementation of rights-based strategies and in organizing and enhancing learning on these strategies.

Drawing on the experience of our ecumenical partners and sister organizations and to improve our global



cooperation, ICCO continued to develop its human rights policy within the framework of the ACT Rights & Development group, the successor of the APRODEV Rights & Development group. The resulting position paper on “Rights-based development from a faith-based perspective” draws out an 11-point agenda to promote the building of strong, broad and creative alliances to promote human dignity from a rights-based commitment. With the incorporation of Southern members of the ACT Alliance network, the Rights & Development group now effectively links research and development activities in the field of human rights & rights-based approaches of the large global ecumenical networks. In the Netherlands, ICCO has continued to build on an extensive cooperation with Equal in Rights, as one of the main knowledge institutions in the field of rights-based approaches in the country. The steps ICCO has taken in 2010 prepare us for successful mainstreaming of RBAs in local and regional programs in the next few years, in combination with setting the conditions to allow effective linking and learning in a global setting.

In 2009 and 2010, the ACT Alliance Rights and Development Group dedicated much time to the theme of changes in political space for Civil Society Organizations, analyzing trends in different countries where ACT Alliance is active. This process was supported by the investigation of the University of Utrecht mentioned in the chapter on Democratization, and will result in a publication on the subject in 2011.

## Accountability

Accountability is strongly related to the rights-based approach of the ICCO Alliance. Duty bearers have to be accountable to rights holders. The accountability theme receives growing attention in our Southern programs and includes downward, upward and domestic accountability.

In 2010, a study on public domestic accountability related to education in Mali was carried out. The report gives specific examples of social accountability mechanisms – such as multi-stakeholder consultations, democracy forums and the establishment of steering groups around government programs – and identifies the need for improvements. Recommendations focus on the strengthening of civic engagement and include:

- the need for wider availability of conventions, laws & decrees,

- better validation of stakeholder practices and
- more straightforward and efficient procedures to hold public managers accountable

The study was released in the last quarter of 2010 and will be presented and discussed in meetings with the Economic Social and Cultural Council, le Haut Conseil des Collectivités and l’Assemblée Nationale à travers les Réseau des Parlementaires pour la Bonne Gouvernance et la Lutte contre la Corruption in 2011.

In the Tool for Democratization for our Southern counterparts, programs and target groups, which was still under construction in 2010 (and will be ready and published in 2011) the theme of accountability links to democratization and citizens participation and empowerment, thus strengthening processes of (local) governance, social justice and rights protection and creating and improving democratic political spaces for marginalized groups. In December 2010, the draft tool was presented in a meeting on domestic accountability organized by the Ministry of Foreign Affairs (see also the chapter on Democratization).

## Gender

### Gender Policy

In 2010, the ICCO Alliance reached agreement on its shared gender policy. The policy document ‘Unlearning Gender’ focuses on the way we learn and change with regard to gender equality which aims at equal opportunities and rights for women and men. The gender policy is linked to practice by setting gender-sensitive objectives for each (sub) theme in the Alliance’s focus areas e.g. education or economic development. It also includes a ‘gender scan’ for assessing organizations and programs, which is part of ICCO’s monitoring system and integrated in its Organization Scan. For the ICCO Alliance, the publication of this joint gender policy is an important step forward in its cooperation on gender equality and women’s empowerment.

### Beijing +15 and UN Security Council

#### Resolution 1325+10

2010 was also a year of commemoration. ICCO’s network of women’s organizations and other organizations focusing on gender issues and on UN Security Council Resolution 1325 was expanded and strengthened either in preparation for or as a result of events linked to these commemorations. For example, ICCO

participated in the 2010 NGO Global Forum for Women: Beijing +15 in New York, preceding the UN Commission on the Status of Women. Based on brainstorm sessions at that time, the role of religion in '1325' was identified as a field which deserved more attention. As a follow-up, ICCO participated in the Peace Fair commemorating the 10th anniversary of 1325 in New York and organized a workshop on religion and 1325 in which ecumenical partners participated, including the World Council of Churches (WCC), the World Association for Christian Communication (WACC) and the International Fellowship of Reconciliation (IFOR). One of the conclusions was that a paradigm shift is needed in the religious discourse on peace and security by enhancing women's voices and participation. ICCO, in cooperation with the Dutch platform Wo=Men, also contributed to the celebration of UN Resolution 1325+10 in October 2010 in The Hague. Ms Claudine TsoNGO Mbalamy from ICCO's partner organization 'Dynamique des Femmes Juriste' participated in the meeting. She also featured in the earlier 'Women stand stronger' campaign, that was continued in 2010.

In 2010, ICCO participated in activities with regard to the Millennium Agreements on violence against women, UNSCR1325 (see above) and the MDG3-fund. However, due to the change of government in the Netherlands, activities were limited this year. For the MDG3-fund, which continues through 2011, the first ideas for a new phase were developed with input from civil society, including ICCO.

ICCO participated actively in the Development Policy Review Network (DPRN) 'On Track with Gender' trajectory. Within the trajectory several thematic areas for further research have been identified. ICCO contributed to the theme 'violence against women' by conducting a research into the question of how to involve men in the fight against violence against women. In August 2010, ICCO was one of the co-organizers of a workshop about violence against women, where studies from different organizations and the synthesis report were discussed.

ICCO also contributed to the DPRN-trajectory with a case study about gender and micro finance and cooperated with Agriprofocus to share the results from case studies in the area of gender in value chain development with the DPRN-trajectory.

With the Gender Reference Group of Aprodev (the European network of development organizations with a Protestant Christian background), in which ICCO participates, the development of a curriculum on gender equality and the rights-based approach was started. A first pilot training took place in Kyrgyzstan in cooperation with Danish Church Aid. The responses from staff were positive and the feedback is used for the further development of the curriculum and training for other regions.

## Complementarity

The various actors in society must cooperate in order to tackle the global problems of poverty and injustice. The ICCO Alliance regards a programmatic approach as being crucial to achieving cohesion, ties and complementarity. The core of this approach is to change systems instead of solving problems. We advocate multi-stakeholder partnerships between civil society organizations, socially responsible companies, religious organizations, authorities (at the national and local levels) and knowledge institutions. The challenge is to find complementarity with actors who are not our 'natural allies'.

The Dutch Ministry of Foreign Affairs and CFOs are trying to expand complementarity, mainly on the basis of so-called work agreements in development cooperation countries. Together, they seek avenues to increase the effectiveness of aid efforts. Based on these work agreements, a practice of mutual exchange and occasional active cooperation has been created in multiple countries, together with other CFOs (for in Uganda, Indonesia, Bangladesh, and Bolivia), that can vary from country to country and according to the timing.

### Uganda

The Uganda Governance Monitoring Platform (UGMP) consists of 14 Ugandan and 5 Dutch NGOs. and aims to contribute to good governance and accountability in Uganda. The Dutch participants in UGMP (CMC, Cordaid, Hivos, ICCO and Kerk in Actie, Oxfam-Novib) cooperate in the Netherlands as Dutch Uganda Platform (DUP).

A major joint strategy of the DUP capacity development of Ugandan civil society with regard to advocacy, in order to be able to influence Ugandan government policies. The members of the DUP align their work with the Ugandan members of UGMP to contribute to

the goals of rebuilding and empowering communities, and to peace building and reconciliation in the peace and Recovery Development Plan (PRDP).

In 2010 the Ugandan partners expressed their concern about the decrease of press freedom and freedom of expression, which was taken up by DUP with the Netherlands embassy, and discussed at the yearly meeting of UGMP and the Netherlands embassy.

UGMP's major focus in 2010 was the lobby for free and fair elections scheduled for early 2011. In relation to this, UGMP has published the 'Citizens Manifesto', calling for accountability of power, equitable resource sharing and a credible national electoral commission. The manifesto is the result of a large consultation of Ugandan citizens.

In 2010 an external evaluation of the Dutch Uganda Platform was accomplished, which concluded that DUP has contributed to an increased lobby capacity of civil society in Uganda and that a more effective platform has been created to influence democratic processes. The evaluation is critical on concrete results and advices to formulate priorities.

The decentralization process of some of the members of the Dutch Platform has led to restructuring of communication lines between DUP and UGMP. Furthermore the Dutch Platform is exploring possibilities to intensify cooperation with Netherlands Institute for Multi-party Democracy. A new long term strategy for DUP will be developed in 2011.

### **Indonesië**

In 2010 the pilot on complementarity that was initiated by ICCO, Oxfam Novib, Cordaid, Hivos, Plan International and the Dutch embassy was continued. During the preparation phase for MFSII the MFOs met several times to discuss and further enhance the complementarity of the programs. While the organizations had considerable overlap in the past in terms of partners, themes and geographical focus this has been much less the case in 2010. There are occasional situations where the MFO's have a common partner in which case different thematic clusters or geographical areas are agreed upon. In Central Java both ICCO and Cordaid support Disaster Risk Management, but both work with different partners. Both organizations work complementary to each other in the Non Timber Forestry Products Chain in Sulawesi; ICCO supports a local honey producers group and Cordaid a national network of 11 NGOs. ICCO and Kerk in Actie continue to have the thematic lead on Legal reform & Access to Justice. In 2010 the

ICCO and Kerk in Actie Regional Office was opened in Bali. The team is in regular contact with the other MFO's active in Indonesia, where possible collaboration is sought.

### **Bangladesh**

Cooperation between the Dutch development agencies via the BOOM Platform (Bangladesh Overleg Ontwikkelingssamenwerking en Mensenrechten) continued in 2010. ICCO has taken over the chairmanship of Oxfam-Novib per 1-12-2010. Working Groups were re-defined to: Water, Food Security and Climate Change ; Health and Sexual and reproductive health and rights (Health & SRHR), and Human rights - women.

ICCO is a member of the Working Group on Water, Food Security and Climate Change, which is currently preparing its common program in Bangladesh. One particular area of interest for this group is collaboration between business companies and the NGOs. The Working Group realized far reaching combined initiatives, for instance the Health Monitoring and Safe Motherhood Program. As a result of the monitoring initiative the Health Working Group is now focusing on the capacity of partners in Lobby and Advocacy as well as on matters related to Health Human Resources and the issue of Traditional Birth Attendants in Bangladesh. The Human Rights Working Group, under the lead of Terres des Hommes, has reformulated its focus on women to access to justice for women, this particularly in relation to the Right to Information Act.

To make all information more easily available for all parties involved in the BOOM platform, ICCO has proposed to start a wiki which will go online in 2011. A number of BOOM members receive less MFS funding than before, and have had to reshape their programs in the South.

Several members of BOOM have met with Dutch Embassy in Bangladesh individually at occasions. In 2011 BOOM aims to provide the overview of its programs to the Embassy per Alliance, rather than as individual organizations. BOOM members all aim to further strengthen their collaboration and work with the Embassy on joined complementarity.

### **Bolivia**

With the establishment of the regional office in La Paz since early 2010 the possibilities for coordination and cooperation with other development actors has increased. During 2010 ICCO Alliance's programmatic

approach was further developed and implemented. Multi-stakeholder partnerships were promoted among civil society organizations, socially responsible companies, religious organizations, governmental and knowledge institutions.

Together with representatives from other Dutch organizations ICCO staff has actively participated in meetings hosted by the Dutch Embassy in La Paz, in order to promote and facilitate harmonization and complementarity. During these meetings experiences and country-analyses were exchanged and joint projects were reviewed, such as FONDOECA, a decentralized fund for partial investment subsidies for small enterprises of rural producer organizations.

In preparation for MFSII the ICCO Alliance, Cordaid and Hivos have developed a joint database, with the assistance of CIDIN, giving public access to the relevant indicators of poverty and development. For Bolivia, ICCO concentrates on rural development in the highland and the Inter-Andean valleys.

ICCO participates actively in the MicroNed initiative, a network that concentrates on donations to strengthen the microfinance sector. Cordaid, Hivos and the ICCO Alliance investigate the possibilities for a joint initiative to support the start-up of a second-tier organization to finance the rural MFIs in Bolivia.

Networks like FINRURAL (non-formalized financial service providers), CIOEC (small producer organizations) and AOPEB (ecological producer organizations) have also been supported effectively in close coordination with the Cordaid and Hivos.

# The Yente Fund

In developing countries, it is often the women who do most of the work to support the family. Sometimes, these women are able to expand their work efforts and start a small business: a sewing factory, a hairdressing salon or a shop. With creativity and determination, such an enterprise could even develop into a catalyst for the local economy and provide jobs. The Yente Fund was established to enable development projects for female entrepreneurs.

Grace Muthoni, of Nairobi, is just such an entrepreneur. She is a mother of three and has to pull out all the stops to be able to afford their tuition fees. Since starting a knitting business in 2002, Grace has continuously managed to adapt to the changing demands of the market. In 2006, she switched to producing school backpacks and travel bags, and since 2008 she has mainly been making dresses for girls and school uniforms. Grace knows how to go about things: she learns the basic skills for the product she intends to market, then hires people to make it, teaching them the basics and paying piece rates. She uses 75% of her proceeds to purchase materials and 25% to pay rent and living expenses.

Just like other female entrepreneurs, Grace Muthoni keeps having to overcome new hurdles – like a husband who contributes nothing, yet makes off with some of the business proceeds, or a corrupt civil servant who demands payment for an unnecessary permit.

Grace is now the proud owner of two sewing machines and a knitting machine, her business assets. Even so, her income from the business is often barely enough to meet her basic needs, let alone make investments. As a result, she is forced to keep her business small.

SEED Trust (Sustainable Education and Enterprise Development) in Kenya aims to teach women like Grace Muthoni how to become more market-oriented, increase their production, generate more income and grow their business. You can find more information on [www.yente.org](http://www.yente.org)



## 1.3

### Monitoring & Evaluation

The bulk of the PME unit's activities in 2010 focused on the development of a monitoring protocol for the MFSII period, a joint effort of the Alliance partners, with ICCO's policy officer for monitoring in the driver's seat.

With regard to evaluations, the Alliance has caught up on program evaluations: 3 program evaluations were finalized in this reporting year. The expectation is that it will be possible to fulfill the commitment to DSO to account for 40% of the MFSI funds by means of program evaluations.

During the preparations for the monitoring of MFSII, it became clear that the policy regarding project evaluations had to be revised and explained anew. Also, taking into account all the changes in the monitoring system, there was need for a new policy document. The writing of this new PLA policy (Planning, Learning and Accountability) for the ICCO Alliance (to be finalized before summer 2011) was initiated.

#### Monitoring and evaluation at partner level

##### Monitoring system of the ICCO Alliance

The application for MFSII and the preparation for the new business plan implied that the ICCO Alliance had to develop a more refined monitoring system which would give a better indication of progress and improve steering of programs.

For the preparation of this monitoring system all regional offices were visited in the last quarter of 2010 by a training team consisting of a thematic specialist of the ICCO Alliance and an advisor from the PME unit. The purpose of the three day training was to inform staff on the 6 thematic programs of the ICCO Alliance, to explain the set-up of the monitoring protocol, and to prepare staff for the required baseline (field) work. In this baseline exercise partner organizations play a crucial role.

**Monitoring tools** In monitoring the development of partner organizations in four crucial areas (vision & strategy, internal organization, projects and programs and linking & learning), the so-called Organization Scan (O-scan) was developed in the past few years. The design of a simplified interface for completion of the

data of the O-scan was started and will be completed early 2011. Similar to the O-scan an instrument was developed to be able to monitor the development of the programmatic coalitions, the Program Scan (P-Scan). It was inspired by the work of the European Centre for Development Policy Management (ECDPM) on capacity development of organizations and systems, including their five generic characteristics of capacity development, the 5 Cs: the capacity to relate; the capacity to deliver on development objectives; the capacity to act and commit; the capacity to adapt and self-renew; and the capacity to achieve coherence. These ideas were translated into ICCO's understanding of the key elements of programmatic cooperation. In 2011 the P-scan will be used for the first time; based on the experiences gained, the P-scan will be developed further.

##### Cooperation in monitoring and evaluation

In August 2010, the ICCO Alliance PME group was established, in which all PME officers of the members of the ICCO Alliance (MFSII) participate. This group plays a crucial role in the preparation and execution of baseline measurements for the monitoring protocol (required by MFSII). Furthermore it initiates and coordinates new PME practices and methodologies. The group also is instrumental in the (further) development of new forms of monitoring.

The ICCO Alliance contributed to other Alliances as well in terms of developing monitoring systems, in particular to WASH and C4C.

##### Downward accountability

The ICCO Alliance continued with the implementation of two pilots on client satisfaction instruments (CSIs) as a tool for downward accountability. The pilots in Malawi (on reproductive health) and Ethiopia (on value chain development) proved innovative and successful. In addition, two master studies on downward accountability were carried out, of which one focused on an Ethiopian case, the other on a case in Kenya. In cooperation with Utrecht University (Public Administration and Organizational Science), the Master students explored the ways in which organizational learning is influenced by accountability activities. The research shows that learning through being accountable is possible, provided that learning is part of the organizational culture and is stimulated by the management. Relational expertise and flexibility are additional

important elements. Main hindering factors are lack of resources, unfavorable cultural and institutional settings and miscommunication.

The ICCO Alliance joined PSO's thematic learning project on PME 'Balancing accountability and Learning' and receives funding to test a diversification of its PME toolbox. The Alliance considers it necessary to complement its PME system with more qualitative methodologies able to deal with the complexity of contexts in which our partner organizations perform. One of the Alliance's learning questions is what sort of support outcome mapping (OM) as a methodology could provide to ICCO's programmatic way of working, and if OM could make a contribution to the learning of partner organizations in a regional coalition. The pilot is prepared for partner organizations of ICCO and Kerk in Actie, Yente and ICCO's partner organizations in the WASH Alliance.

The ICCO Alliance has contributed to the production of the 2009-2010 Results Report (Resultaten Rapportage 2009-2010) through participation in all MDG writing groups, as well as in the Reference Group.

### **Project evaluations**

Project evaluations are executed to investigate progress as stipulated in the results agreements with the partner organizations. They are described in a new policy document on planning, learning and accountability for the ICCO Alliance that will be available in the first half of 2011, after which specific trainings will be organized in all Regional Offices.

### **Carrying out the evaluations**

In 2010 ICCO's partner organizations executed 58 project evaluations (worth € 12,6 million, of which € 8,8 million in MFSI funds). The project evaluations were distributed over the continents as follows: 24 in Africa; 15 in Latin America; 15 in Asia (including Central Asia). Three additional evaluations related to projects of the Communication & Lobby department and the Mission department, and one evaluation dealt with the FED program from a supra-regional perspective.

The Terms of References (ToRs) for the majority of the project evaluations were a joint product of the partner organization and ICCO's program officer in charge (45%); in 17% of the evaluations the partner organization was responsible for the evaluation; in 5% ICCO

made the ToR (n = 39). Most of the evaluations (83%) were carried out by external consultants; the other evaluations were either internal evaluations (8%), or evaluations (9%) in which partner organizations were part of the evaluation team as well. The focus of the evaluations was mostly on the relevance of the activities carried out by the partner organization and the effectiveness of these activities (67%). Efficiency was the topic of 16% of the evaluations, mainly of economically oriented activities. 14% of the evaluations focused on the sustainability of the partner organizations' activities.

On the basis of the ToR and the evaluation report, ICCO's program officers (POs) are asked to rate the quality of the evaluation (the findings of the evaluations with regard to the quality of the partner organization and its work). They do so by providing a judgment on its relevance (is the work of the partner still consistent with requirements of the beneficiaries, the priorities of the region/country and the policies of the donor?) and effectiveness (the extent to which the project is successful in reaching its objectives). They also state what will be the follow-up on the evaluation, both from the perspective of ICCO and from the perspective of the partner. This information is stored in the project administration system.

Most of the project evaluations were qualified by the POs as good (49%); 41% was considered sufficient and 10% as doubtful (based on a total of 39 evaluations rated). In these evaluations the judgment of the quality of the work of the partner organizations was good or excellent (42%), sufficient (37%) or insufficient (16%). Contracts with the partner organizations whose work was qualified as insufficient will not be renewed under MFSII.

With regard to the relevance of the work of the partner organizations, 68% was considered as relevant and 32% as moderately relevant. The effectiveness of the work of the evaluated partners (38) was judged as good in 39% of the cases, as sufficient in 53% and as insufficient in the case of 1 partner organization. 67% of the partner organizations (36) were in agreement with the findings and judgment of the project evaluations, while 2 partners disagreed. A reaction from 9 partners is still pending.

## Evaluations by ICCO

### Development of instruments

A major project was undertaken in 2010, called the 'eGuide'. This modular set of instructions combines the quality handbook with digital (video) instructions on working procedures. It functions both as an on-line handbook for all ICCO and Kerk in Actie staff and as an on-line training module for training of new staff. The guide is accessible both for the Regional Offices and the Global Office. In combination with the P&O and F&A instruments, this means that a complete set of working instruments and instructions is available for all ICCO staff.

Furthermore, the ICCO en Kerk in Actie project group 'Dynamics in Control' has started. This group revises the database in order to adjust it to the new developments in project-handling, taking into account the wish to simplify procedures while maintaining quality.

### Program evaluations

Program Evaluations (PEs) are evaluations at the level of (ICCO Alliance) programs and involve more than one partner organizations and their projects. They always investigate results at the beneficiary level. This type of evaluations gives insight in the theory of change of programs and are an important source of learning and changing. The ICCO Alliance carries out PEs on its own programs, but also joins in PEs carried out together within the framework of the Partos Kwaliteitshuis and PEs organized by the IOB.

All program evaluations result in an agenda for implementation of recommendations. The results of the evaluations are discussed at the level of the IA and with the partner organizations. The PEs which are carried out together with other PARTOS organizations are concluded with learning events, both for the participating CFAs and for other interested development organizations.

### ICCO and Kerk in Actie Program Evaluations

In 2010, ICCO and Kerk in Actie finalized evaluations of three programs: International Markets, Local Market Development and Food and Nutrition Security.

### PE International Markets

The evaluation on the roles of ICCO and Kerk in Actie in developing International Markets in the period 2005-2009 started in September 2009. The fieldwork in

Ecuador, Guatemala, Honduras and Mali was carried out in spring 2010 by the international consultants of New Foresight and AidEnvironment together with local evaluators. The main conclusions of the evaluation were that the relevance of the focus on the three chosen products (cotton, fruits and wood, and non-timber forest products) is high, and that the programs are carried out effectively. The main role of ICCO and Kerk in Actie recognized by the partners was that of strategic financier; the other three roles (broker, capacity builder and lobbyist) were experienced to a lesser extent. Main issues that arose in this PE were: the delicate balance between a demand-driven and a supply-driven value chain approach; the difference between the formal theory of change and the policies and strategies used in reality resulted in a somewhat hybrid practice in which working with an existing partner network put emphasis on a supply-driven approach; and the development in some cases of parallel marketing channels rather than connection to existing channels.

### PE Local Market Development

The evaluation on Local Market Development (LMD) for the period 2007- mid 2010) started mid 2010 and resulted in a final draft report in December. Field work for this evaluation was done in cooperation with local consultants in 6 countries: Nicaragua, Paraguay, Kenya, Ethiopia, the Philippines and India.

Main conclusion of the evaluation is that ICCO and Kerk in Actie's policy and strategy certainly are relevant for a value chain intervention approach. The PME system is good although it could focus more on impact. Points to take into consideration for future program development are: ICCO and Kerk in Actie's way of funding (more on an institutional level) doesn't stimulate the development of a sense of cost effectiveness among the partner organizations. Furthermore it became clear that many LMD projects are rather broad in their orientation instead of focusing specifically on value chain development. This partly has to do with the partner policy in use. This policy focuses more on capacity-building of existing partners towards value chain actors, instead of assessing their specific strengths and weaknesses in this respect. We should also stimulate partner organizations to perform baseline studies and make business plans for their value chain activities; based on these and in combination with more clearly formulated targets, the monitoring on results could be improved.



### **PE Food and Nutrition Security (FNS)**

The third evaluation was the FNS evaluation which started in May 2010 and resulted in a final draft report at the end of December 2010. To assess the field results, Bolivia, Bangladesh, Benin and Madagascar were visited. The final report states that agrarian activities play a central role in the ICCO FNS program and policy, including interventions addressing root causes such as access to land and water, because of which both the policy and the program were considered relevant. There are clear effects on improved food utilization (a contribution to impact on household level) and limited effects on improved production. Partners clearly recognized ICCO's role as capacity builder and broker through its support to coalition-building. Attention should be given to the financial sustainability of the activities of partners, replication and innovation in the programs and on how to integrate FNS activities in value chain activities for the poor. ICCO's partners should pay more attention to downward accountability and paying specific attention to vulnerable groups.

### **Impact evaluation**

Since 2007 ICCO and Kerk in Actie together with Woord en Daad and Prisma have initiated an initiative on 'tracking local development' (the impact of development initiatives over a long period of time, some 20 to 30 years). Other partners in this pilot are the Amsterdam Institute for Social Science Research (University of Amsterdam), KIT, the Tamale University for Development Studies (Ghana) and Expertise pour le Développement du Sahel (Burkina Faso). In January 2010, a new round of field work took place in Ghana and Burkina Faso. After workshop rounds in areas where Dutch involvement in development was high, now the focus was on areas which are seemingly forgotten by foreign donors. The specific locations where the workshops took place were chosen to have no reference with the other areas visited.

2010, halfway the total project, was a year for harvesting, giving presentations on the methodology and writing up: a good deal of work was invested in the Guidebook, combining and describing all methodologies used. A first draft was presented in September during a well-visited discussion session on the PADEV research. (for videos see [www.padev.nl](http://www.padev.nl)). The discussion points are a great input for the research itself and the next version of the guide book (which will be a modular version). Early 2012, the last round of field work will be held.

For the external evaluation of the Programmatic Approach please see paragraph 1.4

### **Program Evaluations in alliance with Partos**

Three Partos evaluations were finalized during 2010 on Microfinance, Indigenous Peoples and on Capacity Development. For a potential fourth evaluation, an inventory of policies and projects was made.

#### **PE Microfinance**

The PE on microfinance was finalized mid 2010 with a synthesis report, which was presented during a meeting of Microned and the CFAs. The most important positive conclusion of the report for the ICCO Alliance was that according to the evaluators the CFAs contributed to building sustainable and socially performing MFIs, and that these partners have a clear and explicit poverty focus which isn't lost during further professionalization (operational and financial performance). It was also acknowledged that the ICCO Alliance especially invests in MFIs in rural areas in Africa. Besides these positive points, the study indicated room for improvement on other issues like the way of giving support to MFIs with emphasis on commercial management and efficiency risk management, and on clarification of the concept 'poor', which tends to be restricted to economically active poor, and thus excludes the 'invisible' poor. The gender issue - in what way women participate in MFIs and among the clients - definitely needs attention. All in all the report gave clear recommendations for the ICCO Alliance to take along in further support to the MF sector which pays attention to Social Performance Management and monitoring of the capacity-building of MFIs.

#### **PE Indigenous Peoples**

In June, the synthesis report of the PE on Indigenous Peoples (IP) was completed, with which a complicated evaluation process came to a good end. In India the report concluded positively on the ICCO Alliance's work with Adivasi on food security and livelihood improvement. The organization of communities and groups proved to be a good strategy for combining local civil society-building with poverty alleviation. The groups are good stepping stones for all kinds of income-generating activities (both in agriculture and in local market development). In addition, women gained by the support given: they became more aware of their

rights and more confident in claiming them. This is a good example of strengthening local civil society to influence policy at local level. Weaker points of the work with the Adivasi were that generally speaking Adivasi continue to be more marginalized, not being able to profit from all kinds of government social services (e.g. health, education and social protection). This part of their reality has not been tackled sufficiently by the financed activities. The evaluation recommended the ICCO Alliance to revise the existing, but not broadly used policy document on IP and to make the link with the current thematic areas which are vital for IP to live a decent life, such land rights and rights to access to land and natural resources, policies with regard to climate change and social policies.

### **PE Capacity Development**

The fieldwork for the Partos Program Evaluation on Capacity development (CD) was finalized, resulting in seven case studies for the ICCO Alliance in Cambodia and Ethiopia. Combined with a workshop on policy reconstruction for capacity development in the 4 participating CFAs, this resulted in a synthesis report for the Partos study (finalized in October and available in spring 2011). The focus of this evaluation, which was designed as a learning evaluation, was not primarily on finding evidence for outcomes of the capacity development processes at beneficiary level, but to get insight in mechanisms of capacity development. Preliminary results of the Partos study show that due to support of the CFAs the collective capacities of the staff of the partner organizations have been enhanced in all areas of the model used (the 5C's model mentioned earlier). The capacity development process is also heavily influenced by external factors such as the political situation and government policies. In addition, internal factors play an important role, such as leadership and ownership over the capacity development process. Since the Partos evaluation is part of the bigger IOB capacity development study, it will be input for the IOB synthesis report.

### **PE Violence against Women**

For the Program Evaluation on Violence against Women a study was undertaken to look into the evaluability of this topic as PE for 5 CFAs, without a common program. This desk study gave a very good overview of the involvement of each agency with the theme, both content-wise (what subjects) and financially (Euros spend on the theme). Based on this pre-study, ICCO

decided not to continue with the evaluation in this way, because it would result in a report only representing a minor part of ICCO's work on violence against women.

### **Other (program) evaluations**

The ICCO Alliance was asked by the IOB to join in a policy review on basic education (together with other Dutch NGOs working on basic education and development during the period 2003-2010). The review is made on the basis of existing project and program evaluations and will zoom in on the available instruments and on an analysis of effects reached. The review will be submitted to the Dutch government ('Tweede Kamer') early 2011.

### **Partos 'Kwaliteitshuis'**

The ICCO Alliance participated in learning sessions on the PE on Indigenous peoples. The series of follow-up sessions of the IOB evaluation on PME and lobby (IOB evaluations No. 306, 'Chatting and Playing Chess with Policy makers', 2009) and PME and public support (IOB evaluations No. 322, 'Draagvlakonderzoek', 2007) were also continued in 2010. These sessions are very informative, and provide an insight into the practice of 'conducting PME' on the basis of practical work done by the various CFAs.

The future role of the Partos Kwaliteitshuis in the MSF2 subsidy period was for a short period a topic of discussion. Doubts however disappeared when the monitoring and evaluation annexes of the MFSII subsidy contract were issued. Based on several meetings with DSO and the IOB it was evident that it would be quite favorable to join hands in shaping the accountability evaluation set-up for all Alliances receiving MFSII funds. In addition, there is a future role for Partos to be played in the accountability evaluations, since one of the prerequisites of this type of evaluation is external steering and execution. The responsibility of the evaluation management will therefore be delegated to Partos. This delegation includes the organization of the evaluation system (including the commissioning to the external researchers), the quality control by external referents and the accountability on the whole process towards a platform of the participating Alliances.

## 1.4

# Capacity Development

### Main objective

The main objective of the Capacity Development Program in MFSI was to create conditions through services, instruments and knowledge that strengthen the individual and joint capabilities of actors in the aid chain, so that all can realize their respective aims, can realize change and can influence the direction of change in their contexts.

### Progress

The Capacity Development program has contributed to the development of the Programmatic Approach strategy, to the implementation capacity of the ICCO Alliance staff and to the strengthening of capacities of programmatic coalitions in the South. It has done so by training the ICCO Alliance staff both in the global office and the regional offices and the facilitators and lead agents of programmatic coalitions. Learning histories, The 'Appreciating the programmatic approach' process (2008-2011), an evaluative study (2009) and several organizational learning activities have contributed to organization-wide learning about and development of the programmatic approach. Synthesis documents have helped to share experiences in the organizational community. An extensive induction program has accompanied the transfer of knowledge from Global Office staff to new staff in the Regional Offices. As a result of numerous workshops, studies, and exchanges many programmatic coalitions are now able to develop programmatic cooperation.

The Capacity Development program in 2010 undertook or contributed to various researches, for example on shrinking political space, the role of grassroots civil society organizations in post-conflict situations or the contribution of biofuel programs to small farmer development in Brazil. A systematic review of the impact of health insurance arrangements in low-income countries was executed, and to support ICCO's policy development a study was undertaken on the involvement of men in S&RH services. Four PhD's-in-progress were supported: an in-depth retrospective on the post-war reintegration process of insurgents in El Salvador, a study on the politics of post-disaster reconstruction

and disaster risk management, a study into masculinities in HIV/AIDS in faith-based organizations and a study on civic engagement in post-conflict settings in Uganda (together with Hivos).

### Relation with PSO

The relation with PSO has changed considerably. 2010 was the last year that ICCO and Kerk in Actie received financial support for technical assistance to partner organizations and capacity development. From 2008, the Learning and Working Trajectory (LWT) has oriented the deployment of staff to individual organizations in order to strengthen the programmatic cooperation in coalitions. There was a considerable decrease of Dutch Technical Assistance in favor of support through national or regional experts.

ICCO's COMPART initiative (Communication With and Amongst Partners) is an important element of the knowledge development, sharing and exchange strategy, and was evaluated in 2010. The main conclusion of the evaluation was that we need to mainstream the COMPART way of working more into the ICCO approach. Internet-based (web 2.0) applications of all sorts are important tools in that process, and will support the 16 Communities of Learning that are being set-up at this moment. Over the last years, the ICCO Alliance has contributed to two important initiatives that will stimulate knowledge-building, and that will link staff and partners organizations in his process more closely together: The Change Alliance and the Capacity.org journal. It is through the web-based information sharing and community building that ICCO Alliance staff will have the opportunity to be in direct contact with knowledge holders and colleagues working in the same fields.

In cooperation with the Royal Tropical Institute's Documentation and Information service a portal has been developed that provides our staff in the Regional offices with access to online documentation and information.

The ICCO Alliance has over the last years further developed its vision on Capacity Development in relation to civil society strengthening. This is clearly reflected in the new Business Plan for 2011-2015 in which civil society strengthening has become the mainstay of the programs, and in which the ongoing learning, capacity development and the wider systems changes that we aim to contribute to are clearly identified.

## Important lessons learned

The evaluation of the programmatic approach and the 'appreciating the programmatic approach' process have shown the importance of ownership by participating organizations of the process of developing a program proposal and of bringing together a program coalition. The ICCO Alliance plays an important catalyst role with regard to types and quality of relation necessary in the coalition development process. The past period has also shown that forging programmatic cooperative relations is not an easy task. The process needs attention and accompaniment both from the program officers involved and in many cases also from 'facilitators' that are engaged to help the coalition strengthening. The programmatic approach is part of the wider transformation process that ICCO and the ICCO Alliance have embarked on. Now that the physical decentralization has been completed, both the ICCO Alliance and the partners in the South will need to continue their search for adequate forms of cooperation that can effectively contribute to sustainable, equitable, just and effective change taking people and societies out of poverty. The programmatic approach and the associated 'management and support' requirements will be evaluated in 2013. The LWT that we have contracted with PSO will be an important condition to enable us to learn about the requirements and challenges of being capable in the programmatic approach.

## Examples of success

In 2009 and 2010, a group of Southern facilitators and representatives of lead agents of programmatic coalitions followed the 'programmatic approach for facilitators' training. The main result of this training is that facilitators are equipped with the methods of the programmatic approach and understand the conceptual framework underpinning it. They are now able to facilitate the processes necessary to achieve multi-stakeholder participation that will lead to systemic and sustainable change based on co-operation. The facilitators will also be part of the communities of learning that are starting in 2011, which will enhance organizational learning between the ICCO Alliance and its partner organizations.

## Less successful examples of programmatic collaborations

The Organic Cotton Program Initiative that started (as a programmatic coalition) in October 2009 has not yet developed into a successful cooperation. There are several reasons: the regional scope makes it large and unwieldy and actors involved in the initiative do not feel as if they belong to the collaboration. There are many donors involved and some other initiatives are occurring that are not linked to but do influence the motivation of actors to invest in the initiative. There were no good working national platforms before the regional platform was formed. It was like building the roof of the house before the foundation was strong enough. Starting afresh, based on national level coalitions in which actors involved feel more direct urgency and can create win-win results from the cooperation, is likely to be the better way forward.

The Food and Water Coalition in India is a group of very strong and well-established actors and long-time partners of ICCO that was invited to form a coalition together with younger and smaller actors. Right from the start the 'sense' of forming this coalition was contested by these actors as they already cooperate in many other forums, networks and coalitions and did not see the added value of the ICCO-inspired coalition. The 'program' has not really taken shape because the proposal was either too big (the scope of the coalition) or too small (budget made available by ICCO). The questions relating to the continuation of the bilateral relation between ICCO and these partners after formation of the new coalition were also not sufficiently addressed. Choices will need to be made based upon frank discussion and open dialogue between ICCO and the partners.

## Cooperation

Over the past 4 years, the Capacity Development program has established good and close working relations with a number of networks and knowledge platforms, such as the Change Alliance, Capacity.Org, KM4Dev, the Society for Organizational Learning and the IODA network and INTRAC NGO Forum and with PSO. Most of these networks are related to issues such as systems change, complexity theory and large group change processes. ICCO shares knowledge and insights with others interested in the same questions and change

processes. We have also contributed to the start and development of some of these networks, such as the Change Alliance.

## 1.5

### Fair & Sustainable Holding BV

The start-up and growth of F&S Holding BV in 2008 reflects the growing importance of 'private sector' related activities in the work of ICCO, first recognised by the ICCO Department Fair and Sustainable Economic Development. The growing private sector involvement included a number of different ambitions, such as:

- a desire of ICCO to be more business oriented and flexible and to have a wider range of options to support businesses in developing countries as a means to contribute to the overall goal of ICCO to reduce poverty and strengthen civil society building;
- a wish to attract other types of funding by entering commercial markets (e.g. carbon credit market);
- to enable more cost-effective ways of funding initiatives, in which money is not just donated, but rather invested in activities which have a type of full cost recovery,
- the ambition to strengthen cooperation with companies in the Netherlands (and elsewhere) in developing activities which support F&S and ICCO's overall goal and mission;
- an intention to market specific capacities and expertise of the ICCO staff to clients that can afford to pay for these services

These activities can be split into two main groups:

- 1 those leading to a participation as shareholder in private sector initiatives, with a clear financial investment and risk component and income mainly expected from future dividends;
- 2 those involving mainly the provision of services to external stakeholders (including ICCO and affiliated organizations), with primarily a direct cost element and income mainly expected from fees and other expenses charged to clients and external financiers (e.g. Development Service Ethiopia PLC).

#### F&S Participations BV

F&S Participations BV holds shares in Africa Juice Tibilia Share Company in Ethiopia. Africa Juice is a commercial farm producing tropical fruit juices and concentrates that aims to purchase Fair Trade produce grown by a network of contracted smallholder farmers (outgrowers). As the farmer cooperative is yet to be established, F&S Participations holds 5% of the shares, to be transferred once the farmer cooperatives are fully established. This is expected end of 2012. Initial value of the shares was USD 505.000. The result for 2010 is the shares transfer follow-up to get a formal Board position.

#### FairClimateFund

The FairClimateFund is a concept that has been developed by ICCO, in cooperation with Kerk in Action and the FairClimate program team on request of several partner organizations in the South.

The FairClimateFund has to be a financially self-sustaining social business. The concept is developed under the umbrella of Fair&Sustainable BV in order to ensure that it gets a commercially oriented management approach, to enable external investors to participate in a commercially oriented venture, and to limit risk exposure to ICCO itself. Until 2010, sales of pro-poor carbon credits have reached a level of 6,000 ton carbon credits.

For more information please see paragraph 2.6 and [www.fairclimatefund.nl](http://www.fairclimatefund.nl)

#### Fair & Sustainable Advisory Services BV (FSAS)

FSAS started its operations in August 2010. Working from an overall assignment with ICCO, FSAS initially supported ICCO partners, programs and regional offices of the ICCO Alliance. Only 6% of the assignments came from other clients than the IA. This percentage will increase to 20% in 2011 and 35% in 2012. Through the establishment of FSAS specific expertise will remain available to support the work of the IA, while at the same time this expertise is offered to other NGOs and companies on a commercial basis

In 2010 FSAS employed 10 consultants and a small number of associate consultants. F&SAS is offering the following products:

- 1 *Program development:* conflict transformation & democratization, food security, local and international market development, sustainable forestry, water & sanitation, gender

- 2 *Responsible Business*: Support CSR policies, community investment plans, business planning, value chain finance, value chain development, certification
- 3 *Management Support*: management advise & change management, financial and administrative management, planning monitoring & evaluation

For more information:

[www.fair-sustainable.nl/advisoryservices](http://www.fair-sustainable.nl/advisoryservices)

### **Fair & Sustainable Business Development Service Ethiopia PLC (FSBDS)**

In addition to services delivered from the head office, a concept for local consultancy was developed for F&S BDS Ethiopia PLC. This subsidiary of F&S Advisory Service serves as a pilot for a decentralised business model for F&S Holding. F&S Advisory Services signed a contract in 2009 with ICCO to implement a Local Market Development Program in 2010. This assignment was outsourced to FSBDS Ethiopia PLC. In addition F&S Ethiopia also coordinated the Agriprofocus network on behalf of ICCO and implemented some assignments for WUR and Cordaid.

It is the ambition of F&S Advisory Services and ICCO as a shareholder to develop F&S Ethiopia as a commercial business development service that provides support to companies and business on economic initiatives, in close collaboration with F&S Advisory Services in the Netherlands.

This decentralized business model can be extended to other countries. The first three years are used for piloting with F&S Ethiopia. The share of ICCO contracts will diminish each year (80%/60%/40%) and external (local) contracts will be acquired to make F&S Ethiopia PLC more independent of ICCO. In 2011 this model will be evaluated within the context of the new ICCO organization.

# Regional Council

## West Africa

These past several years, ICCO has established regional councils made up of regional members with diverse expertise. The nine regional councils advise ICCO's Board of Directors and the regional offices and determine the regional priorities with respect to policy and strategy. Tornorlah Varpilah is on the West African Council and relates his initial experiences.



Tornorlah Varpilah, State Secretary of Healthcare in Liberia, whom I join at the table, looks serious and contemplative. He chooses his words with care: „They were looking for people everywhere. My name was on the list. ICCO interviewed me about my own vision of development, my vision of change, how I wanted to contribute to these things. I was asked to participate. At our last meeting in Cameroon, the others asked me to become the Chair of the Council. I believe that West Africans should take full responsibility for their own destiny, and I am very much interested in development. Hence, my decision to take a seat on the Council. I also felt that I had a moral obligation to participate, since ICCO partly paid for my education. That money allowed me to study in the U.S. I was working for an NGO in Liberia: we wanted to set up a capacity development program, and I was given money to study that in the U.S. This enabled me to obtain my master's degree. ICCO's idea of the Council was different, initially, from how we interpreted our role. For instance, we felt that as a member of the Council you cannot also be an ICCO partner. Moreover, we agreed that language should not be a barrier to membership. ICCO at first only wanted English-speaking Council members; we changed that to French and English. ICCO also thought the Council should provide answers with regard to program priorities, but we did not think we could do that ourselves, without consulting our community. We would actually like to take the decentralization process one step further. ICCO is being funded by the Dutch government. I do not consider

any type of aid to be neutral. The government has its own ideas about development and decentralization. ICCO would like to take its decentralization agenda even further, and that is why it has to move further away from government control. They will have to raise more funds in the South to be completely capable of giving shape to decentralization. In these coming years, decentralization will advance to the extent that organizations in the South will start making demands with respect to decision-making. Decentralization goes hand in hand with responsibility, which can be realized in many different ways. We have to see about how to make decision-making transparent and balanced. The Council is against the development tourism of Western development workers. They identify the needs based on their desire to help, but that is no way to address the real issues. The Council is close to the population and has good connections to local communities and regions. In this way, it can keep ICCO from making big mistakes. This is thus an investment for the better. As Council members, we do not focus on fundraising: that is not our role. But in the future, we could see to that as well. I do not feel that Africa is lacking in resources; we have a lot of them. What we lack is the knowledge of how to use those resources to solve our problems. We hope to learn those skills from ICCO. Of course, there is an African vision of development. It focuses more on collectivism. For example, we believe in joint ownership, not collateral ownership. The Western development concept has had a negative impact. Our challenge is to turn that around.”

# 2

## Fair Economic Development





## 2.1

### Introduction

The main objective of the program is to strengthen the socio-economic position of marginalized people through market mechanisms which are just and fair, and socially, ecologically and economically sustainable.

The ICCO Alliance in 2010 continued to stress the importance, relevance and added value of the program, which was underscored by three large evaluations implemented. Forces such as the strong economic powers that rule the world, the role of the private sector in development processes, the climate effects of our economic behavior, the codes around corporate social responsibility are all felt more every day. Just, inclusive, sustainable and fair practices and level playing field for all human actors are necessary.

The call for corporate social responsibility has to be answered, which is acknowledged across the political spectrum. The agenda is set and as development organizations world-wide we have and can play our role.

It is important to continue stressing the need for verifiable and consumer friendly certification and standards. Fair trade, still the most complete standard (comprising social, ecological and economic criteria) is professionalizing further and developing its chain collaboration.

The objectives set by the government in relation to sustainability and inclusiveness and the role of governments in sustainable selling, tendering and regulation remain crucial and have to be supported. Developments in the European Union in relation to illegal timber in 2010 were promising and an example to other sectors! Also the approved 'EU policy framework to assist developing countries in addressing food security challenges' was very good news, because this new policy framework assigns a high priority to supporting small-scale farmers, in the context of national food security strategies lead by national governments. New types of business models are evolving. The ICCO Alliance supported collaboration between companies and small producers, new forms of fair contracts, new forms of business-oriented cooperatives, enterprises producing for the poor mass markets and collaborating with local NGOs and local firms. Not all efforts were immediately successful, but the lessons learnt are important and crucial to future initiatives.



## 2.2

### International Markets



#### Countries

- Benin
- Brazil
- Burkina Faso
- Ecuador
- Philippines
- Ghana
- Guatemala
- Haiti
- Honduras
- India
- Indonesia
- Cameroon
- Kenya
- Kyrgyzstan
- Liberia
- Madagascar
- Mali
- Nicaragua
- Papua New Guinea
- Paraguay
- Peru
- Senegal
- South Africa

#### Description of the sub-program

The objective of the sub-program is that small producers in three sub-sectors have increased access to international markets and increase their added value in order to realize structural changes in the sub-sectors and improve their socio-economic position.

The program focuses on value chain development in international markets and aims to contribute to a situation where sustainable products of small produc-

ers end up on the shelves of Western companies. The program focuses on tropical fruits, cotton and timber or non-timber forest products. Western companies are dominant players in these markets, and therefore small producers often do not receive a fair share. Furthermore, the market players who are interested to buy from small producers often find that supply does not meet the specifications (quality, quantity, timeliness etc) required. The three sectors have plenty of opportunities to realize structural changes in terms of pro-poor access, labor conditions, fair distribution of profit/assets. Certification is an important instrument for the ICCO Alliance to enhance sustainability of product chains.

## Progress

### Fruit

The fruit sub-program focuses on West Africa, the Andean countries and Brazil, Central America and world-wide projects.

Several initiatives to upgrade production and business within fruit chains were undertaken to strengthen about 30 producer organizations in Latin America and West Africa, resulting in new trade relationships and compliance with general market standards. Increased sales resulted in improvements of income and employment for thousands of people. However, the crisis world-wide had a negative impact on sales opportunities. ICCO successfully helped finding new buyers in Europe and USA through northern partners such as Albert Heijn, Fairfields, Fairconnect, Taste, Eosta, Biotropic, Agrofair Netherlands, Special Fruit Belgium, Pronatura and Ethiquable France, Wholesum, Discovery Organics and Fair Trade USA, Port International, Fyffes, OKE USA. Cooperation between Northern and Southern partners led to increased market access (channels and volume).

In the West Africa program, several initiatives were undertaken in relation to fresh, dried and concentrated fruits in Mali, Burkina Faso, Ivory Coast. In Central America and the Andean countries, the collaboration between partner organizations is improving and increasingly oriented to market demand. For example, in Ecuador, three partners are lobbying to realize local policies in favor of small producers. In Brazil, a multi-actor network promotes ecological agriculture and improved access to local and international markets.

As a result of lobby for better sustainability in the fruit sector and better labor conditions and trade union rights, an improvement process has started together with trade unions, NGOs, industry players such as Dole, Chiquita and NOboa/Bonita, retail chains (Tesco, Walmart en Carrefour) and public entities. The cooperation with World Solidarity/Social Alert led to concrete amendments in respect of trade union rights and cooperation with regard to trade agreements Central America.

In Central America three partner organizations are joining forces to promote local policies via lobby activities to favor the small producers. a similar lobby in Brazil has already resulted in increased access of organic small producers to institutional markets.

### Cotton

The organic market for cotton is still growing steadily, despite the volatile market prices varying from 0.5 to 1,5 dollar per kg. C&A sold 19 million garments made from organic cotton with the support of the IA partner Textile Exchange (formerly called Organic Exchange) involving 16.000 farmers.

Max Havelaar and ICCO in the Netherlands were successful in the hotel sector by convincing Dorint hotels to switch to Fairtrade cotton bedsheets. This generated a lot of free publicity and has sparked the interest of other hotel chains as well. Targeting this sector has proved a wise decision on the part of Max Havelaar and ICCO and this can be a boost for all fairtrade products. The Fairtrade market for cotton is stagnating compared to other fair-trade products, but these types of initiatives are good examples of how to turn the tide.

To speed up the implementation of the Better Cotton Initiative (BCI), the Better Cotton Fast Track (BCFT) program and Fund were established by IDH, Rabobank Foundation and ICCO in close cooperation with Ikea, Levi's, Marks & Spencer, H&M and Adidas. 10 projects were immediately initiated in India and Pakistan. The retailers involved finance 50% of the capacity-building costs and are committed to purchase at least 40% of the yield. Possibilities for access to finance are further explored. Solidaridad was asked to conduct a survey among the Indian producers involved in BCI with regards to their pre-financing needs and the instruments they use. This information will be used for an access to finance strategy in 2011.

The Fair Wear Foundation gained 15 companies as new members and executed 63 factory audits. It appears

that labor conditions such as health and safety issues in factories are limited. Textile Exchange Europe involved 200 brands and retailers through the seminars with 'Made by' to exchange knowledge on organic, fair-trade and BCI cotton and other sustainable textiles. 26 became a member and 32 companies started a sustainable textile program.

### **Forest products**

The consequences of the financial crisis starting in 2009 were still felt in 2010 on the demand side and in market development. On the supply side the organizational strengthening process has continued. Good progress was realized in horizontal linkages between small producer organizations and forestry communities in both countries and regions. Various national and regional multi-stakeholder platforms were formed, successfully promoting the participation of community forestry groups (including indigenous ones) in the political debates on sustainable forest management issues. In some countries, such as Ghana, so-called voluntary partnership agreements between the EU and the national government have been reached to exclude illegal timber products from the EU markets.

ICCO partner organizations play an active role in bridging the gap between the corporate timber sector and the small timber producer organizations and forest communities. The cooperation with the IDH timber programs in the Amazon and Central African regions is a good example. Progress in this area still limited, because the business development skills of small producer organizations, NGOs and the Business Development Services in the sub-sector tend to be weak and the necessary upscaling of production takes time to be realized.

### **Fair Trade**

Within ISEAL a joined approach for impact measurement was developed. Voluntary standard systems like FLO, FSC, Rainforest Alliance or Utz Certified will incorporate the approach in their operations in order to provide stakeholders with better insights into the impact reached with certification. ISEAL members are also elaborating a scaling up strategy connected to a joint training approach for the pre-competitive parts of the standards.

FLO has furthermore started a new approach to inspections which should reduce costs per inspection and limit the number of corrective actions. FLO and

FSC created a joint standard for timber products and agreed the project and go for market testing. Several forest community operations were inspected and the first FLO-FSC certified community timber operations are expected early 2011. This will also allow pilot introductions in several European markets in early 2011.

Fairfood has broadened its lobby and advocacy scope and recruited lobbyists in several large cities in Europe (Berlin, London), but also in Brazil and South Africa. This makes Fairfood a truly international operator, able to target large food brand owners wherever their head offices are located.

### **Lessons learned**

An overall external International Markets evaluation was conducted in 2010 which focused both on the overall International Markets sub-program and the 3 sub-sectors. The overall conclusion was that while ICCO has been successful in establishing horizontal links (i.e. amongst producers), the success in vertical links has been mixed. Another conclusion was that programs are more development and supply-oriented rather than market-oriented.

The ICCO Alliance has taken up these points in two ways: firstly, we aim to make capacity-building of local organizations a more explicit part of the theory of change and targets, and secondly we focus more on multi-actor cooperation to get private sector and civil society cooperate in value chains.

### **Fruit**

The dominant approach in country programs has been more supply driven than demand-driven, while in order to realize sustainable and systemic changes in the fruit sector working from the demand side is crucial. Working in a programmatic way takes a more structured and concerted effort. To develop this approach the first step is to identify even better the common issues of interest.

### **Cotton**

The model for organic cotton in West Africa is not yet firmly established. Although the advantage of organic cotton is the possible intercropping with food crops, the local problems of food security, high labor costs and environmental sustainability have to be addressed more thoroughly. Diversification of farming is essential to realize sustainable farming.

The cotton program originates more from a developmental than a market-led approach. The multi-stakeholder approach however is developing. The integration of the local and international markets offers scope for improving farm incomes, as rotational crops of cotton can be sold on local markets, while crops from the local market program might fetch better prices internationally.

The platform in West Africa is not yet functioning well after the first year of its existence. An important lesson is that for an effective exchange of information and mutual learning at regional level, the existence of dynamic and effective national platforms of relevant parties involved in chain development of organic and fair trade cotton is an important prerequisite. These national platforms have to be rooted in local level multi-stakeholder clusters working together in an entrepreneurial manner on the empowerment of value chains and the strengthening of the capacities and position of producer organizations.

### **Forest**

With regards to the forestry sub-sector it was concluded that while the ICCO Alliance and its partners have been successful in organizing and empowering forest communities as well as lobbying on forestry issues, the achievements on developing sustainable business models and developing vertical links in the chain have been less successful. Social companies that combine business and social aspects have a high chance of failing in their business aspects.

## **Examples of success**

### **FairTrade**

Though 2010 was a year of financial crisis, the drop in sales in the fairtrade market was less pronounced than in the conventional market. The fairtrade scarves of ICCO Alliance partner Pradan sold well in the fair trade Wereldwinkels and WAAR launched and sold a small and trendy fair collection made with felt obtained from ICCO Alliance partner Meer in Kyrgyzstan.

### **Organic fruit from Peru**

The fruit program in Peru focuses amongst other things on mango and bananas. The mango producers organization APROMALPI (Peru), representing 168 producers, diversified and broadened its international client portfolio. They exported 70 containers of fresh mango and mango pulp, (30% more than in 2009),

the bulk of which with organic certification. CEPIBO, another organization in the same region, involved 1200 families of small-holders (10% more than in 2009). In 2010, 539 containers were exported to the European and American market (Pronatura, Port International, Fyffes, OKE USA), of which 25% organic bananas (35% more than in 2009). ICCO supports the producers organization to increase production by 40% the coming years.

### **Shea butter from Burkina Faso**

In the value chain of shea, the number of direct (female) beneficiaries grew with more than one thousand in Burkina Faso to over 4000 now. The Union of Shea Butter Producers UGPPK expanded its activities, produced more bio-fair trade butter and connected more women to the chain. New market outlets in Canada are being studied. Also the new initiative with Fair Match Support and the NGO Burkarina will most likely result in the supply of at least 200 tons of high quality shea kernels in the coming season.

### **Cotton from India**

ICCO is on a cutting edge in India on fairtrade local market development with the successful Shop for Change concept of which the products are available in 60 retail shops in India. The cooperative COAPCL (with 5500 farmers, an annual turnover of € 650,000 and an estimated profit of € 70,000) sold organic cotton rotational crops like red gram, green gram, black gram, & rice worth € 300,000. All Chetna producers received a premium of 10% and established marketing linkages with Mark & Spencer, H&M and Maaikal Bio-rei of Switzerland. The process around the integrity of organic cotton certification is addressed with relevant stakeholders, including certifiers.

Bio-farmers in Kyrgyzstan managed to deliver 90% of organic cotton to the end buyer Elmertex in spite of the April revolution, inter-ethnic conflicts and an increase of the cotton price on the world market). Kyrgyzstan became eligible for fairtrade products. ICCO arranged a loan from Triodos Sustainable Trade Fund (TSTF) for ACSC Bio-Farmer (amount of 345.000 USD) by providing 50% guarantees. At the moment, ACSC Bio-Farmer has repaid all loans to TSTF.

### **Eco-Forestry in Papua New Guinea**

The Eco-Forestry Forum in Papua New Guinea has further consolidated its position as a strong and influ-

ential network organization with 12 active member organizations working on promoting sustainable forest management and small forest production enterprises. It has won a community court case on illegal logging which ordered the violating company to repay PGK 50,000 to the landowners.

Besides community forestry, the Papua New Guinea forest program has diversified to other export crops in order to improve income of forest communities and reduce their dependence on forest use. For instance, the Pacific Growers Export Partnership, a supply network of small producers which started in 2009, exports a total of 1114 Mt tons of cocoa with an estimated FOB value of around € 2.7 million. An estimated 80% of this value is being paid directly to growers.

### **Community Forestry in Guatemala**

The Guatemalan forestry program actively involved indigenous and small forestry groups in decision-making processes. As a result of better organization of national and regional platforms, there is a better understanding and safeguarding of property rights, and better access to information and participation in discussions such as REDD, climate change and access. The Petén is a state in Guatemala, spanning one third of the national territory, which includes the largest remaining lowland tropical forest and wetland in Central America. The case of community forestry Petén in Guatemala is emblematic for the region and the world as a model for community forest management aimed at maintaining the forest while communities also realize secure incomes from the forests. Community-based forest concessions in the Maya Biosphere Reserve have been granted since 1992, and ICCO has been actively supporting this process since 2004.

## **Less successful**

### **Revised sales strategy for FairConnect**

Serious difficulties in the cash flow in the innovative fair-trade and bio organization FairConnect occurred because of disappointing sales figures in the retail channel. ICCO facilitated a scan at the end of 2010 to obtain recommendations to adapt the sales strategy. The scan predicted positive results for 2011.

### **Cooperation wit Nature&More ended**

Communication problems with the Nature&More initiative and disappointing results with regard to

up scaling to other importers, were reason to stop the cooperation. A focused strategy on sustainability of pineapple chains with Eosta was continued. This resulted in positive effects on (environmental aspects of) sustainability and out-growers schemes, as well as market linkages between Southern fruit-producers and Eosta.

### **Credit problem for producers in India**

The producers company COAPCL in India failed to secure loans from Indian banks as planned. COAPCL was left with no working capital, depending solely on the revolving fund from ICCO and the Rabobank Foundation. In 2011, a solution needs to be found.

### **Limited spreading of fair-trade in India**

In India, we managed to convince fewer local brands and industries to accept fair trade than we intended. The main reason is that the companies still do not see enough consumer awareness and demand for fair trade, which they fear will be translated in insufficient profits. While small and niche brands could be convinced, the bigger ones abstained from getting involved.

### **Less certified timber used for construction**

The economic crisis in 2009 has negatively affected the construction sector and consequently the timber sector. In 2010, volumes in trade of certified timber did not increase and some companies even stopped their trading activities. In reaction, timber companies are reluctant to invest in certification.

The lobby and advocacy by the Timber Coalition (ICCO, WNF and Greenpeace) against illegal timber import, focusing on FSC-certified timber as a standard, has not yet been successful in excluding suspect certified timber from the Malaysian timber industry from entering the Dutch market.

## **Cooperation**

### **Fair Trade**

In 2010, ICCO continued to play an important role in the development, harmonization, and differentiation of several certification schemes and systems. ISEAL, FLO, FSC, IFOAM were strategic partners in this process. FLO-FSC together have made significant progress in developing a system for the labeling of forest products. Market tests will be performed early 2011. Two

of the pilot producers, COATLAHL in Honduras and SSC World Technologies in Chile have been awarded Fairtrade certification by FLO-CERT. A third producer, Multiagro in Bolivia, is waiting for their FSC certificate to pass through the peer review process before they too will be issued their Fairtrade certification. Unfortunately, the MFSII proposal of the Fair Trade Alliance was not approved, forcing the Alliance to reorientate. This resulted in a more focused cooperation for the Fair Trade Week and a joint funding application for continued financial support to the Fair Trade Towns Campaign. Discussions between several Alliance members about the need and creation of a label for handicrafts – in line with the Max Havelaar approach – have resulted in a project plan to be executed in 2011.

### **Fruit**

Cooperation with Fair Match Support led to positive results in the capacity of producer organizations and their role in several value chains, of which the introduction of fair trade cashew nuts into Dutch supermarkets, including Albert Heijn, is a good example. In addition, cooperation with other (mainstream) companies such as Unilever, and organic companies such as Eosta, FairConnect, Fairfields was further elaborated. A promising cooperation with UNDP in the pineapple sector in Central America was started. Fairfood, ICCO, LEI, Max Havelaar, Taste, Solidaridad and Friesland Campina continue to cooperate in a fruit platform on sustainability trajectories in fresh and processed fruits focused on the retail sector.

### **Cotton**

ICCO cooperates with the Better Cotton Initiative (BCI), Solidaridad, Rabobank Foundation and WWF within the IDH framework with Ikea, Levi Straus & Co, Marks&Spencer en H&M. ICCO partner Organic Exchange (OE) had started to cooperate in Cotton Connect with the Shell Foundation and C&A. OE, ICCO and Solidaridad cooperate on integrity of organic cotton. OE, ICCO and Helvetas continue to cooperate in an interesting Community of Practice on organic cotton where pressing issues are discussed and experiences exchanged with a big group of stakeholders. Fair Wear Foundation (FWF) and the Fair Trade Labeling Organization (FLO) are working on fair trade principles in the textile chain.

### **Forest Products**

In cooperation with IDH in West Africa and the CoNGO

Basin, ICCO is elaborating a new program (similar to the Amazon Alternative) aimed at linking small timber producers and companies in that region with buyers in Europe. A large number of commitments was signed between TAA (IDH) and companies. However, declining demand in the world market has made companies less eager to invest in Social Forest Management and certification. Promotion of the demand side by IDH and partners will be necessary as well as a step by step approach towards SFM and certification. ICCO cooperates with the Swedish support organization SSC on strengthening the social forestry sector in Ghana and Cameroon, and with Unilever on Allan Blackia in Liberia. ICCO is part of the coalition against illegal timber imports which also includes Greenpeace, World Wildlife Fund and Milieudefensie. ICCO also cooperates with a lobby group called FERN to influence the procurement policies of the EU towards adopting FSC standards.



## 2.3

# Local market development

### Countries

- Armenia
- Azerbaijan
- Benin
- Bolivia
- Brazil
- Burkina Faso
- Ecuador
- Ethiopia
- Philippines
- Ghana
- Guatemala
- Honduras
- India
- Cameroon
- Kenya
- Kyrgyzstan
- Nicaragua
- Paraguay
- Peru
- Rwanda
- Suriname
- Tajikistan

### Description of the sub-program

The main objective of this program is to enable small producers and workers to improve in a sustainable way their social economic position within local markets through increased market access, more chain influence and a better competitive position through differentiation strategies.

The sub-program on local market development (LMD) is implemented in 23 countries in Latin America, Africa and Asia. The focus of the LMD program is to strengthen local value chains from the perspective of the interests of small producers, and focusing on rural areas. Agricultural chains such as dairy, fruit and vegetables form an important part, in addition to cereals, fiber plants, as well as crafts. It is essential to identify the main bottlenecks in the specific chains and the involvement of the different actors (farmers, processors, traders) in solving those constraints through improved production, trade linkages, promotion of an enabling environment, etc. Special attention is paid to the strengthening of producer organizations, seeking a balance between their ambitions and possibilities.

Interventions were focused to develop sustainable chains leading to an improved position of small producers. To this end, the ICCO Alliance works on 3 strategic levels: 1) direct poverty alleviation (more work and income through improved access to markets), 2) civil society building (strengthening chain actors and chain development) and 3) policy influencing (improved enabling environment and structural changes for a more fair and sustainable chain).

### Progress

In India, the program has strongly developed its programmatic approach over the past year. The VBN network in Jharkhand which focuses on local market development was assisted in making a plan of action for the coming years to develop local pro-poor value chains. Another Southern Orissa network (SODI) of development actors and strategic funders (both national and international) was established. This SODI network used the experiences of VBN in the search for a balance between being strategic and action orientated. The LMD program in Kyrgyzstan continued to develop despite set-backs caused by the ethnic turmoil in the South. Seventeen value chains were supported, farmers increased their income by 24% compared to 2009 and more processors were involved. Increasingly, business development services are paid for by small producers or processors.

The LMD program in the southern Caucasus was phased out by the end of 2010.

In the Philippines, five value chain platforms were established which serve to improve chain relations

and thus improve access of small farmers to local markets. Some 50 organizations in total (NGOs, producer organizations, companies, government agencies) are involved in these platforms. Over 3,000 small producer households are involved who have benefitted from better prices and improved productivity.

The LMD program in Ethiopia works with a consortium of NGOs, which supports 110 producer organizations, reaching over 10,000 farmers. Another partner of ICCO works with 130 government supported cooperatives and 7 unions reaching out to over 20,000 farmers. Farmer associations and cooperatives provide technical advice, sell improved inputs and improve access to local markets.

In Kenya, partners received a value chain coaching trajectory. The basic principles of a solid value chain approach helped them to refocus their interventions to a more market-driven way of working. Two partners were phased out because of a continuing lack of progress. A private business development service provider has taken over the market linking role for the farmers involved. Also two other BDS providers on ICT based solutions have been included in the program to improve access to market information

In Rwanda, the Agriprofocus platform on value chain development was further developed resulting in stronger cooperation between stakeholders in specific value chains, such as rice, honey, potatoes, corn and manioc. The central program is the Enterprise Development Program Rwanda (IPER) in which NGOs, producer organizations, government organizations and the private sector cooperate to improve local agricultural production and access to markets.

The LMD program in Cameroon has analyzed 5 different chains, including pepper, maize and potatoes. Stakeholder platforms were organized as well as two trading centers. Twelve associations were formed. Moreover value chain development for non-timber forest products was started. The development of these value chains is still in a start-up phase.

In Bolivia, the program focused on dairy, which was a challenging chain in 2010, as production costs increased while milk prices remained stable, resulting in lower profits or even losses. The value chain development program on quinoa did not yet take off as planned.

The program in Ecuador, focusing on cocoa and fruits, aims at both local and international markets and involves some 50,000 farmers (about 30% women). Organic cocoa sales were negatively affected by the global crisis, while production was negatively influenced by adverse weather conditions.

In Brazil, lobby was strong towards the government to realize policies that increase institutional procurement of organic products from small producers, which has strongly improved the market for sustainably produced local farm products. The program supports farmers to meet the standard for organic production.

In Surinam, the ICCO Alliance cooperates with other organizations including ZZg to implement an education for work program. It focuses on tourism, food production for mining companies and resorts and vocational training. Results so far have been relatively modest in terms of the number of people trained; there is a need to upscale the approach, though this is constrained by the prevailing lack of producer organizations and business culture.

In Nicaragua, the program focused on the pro-poor development of the cocoa, honey and sesame chains. In 2010, ICCO funded a first cocoa diploma course at a regional university (URACCAN) for children of cocoa farmers. Course participants established 2 small companies offering technical services in cocoa. The university also provided training to women's groups through farmer field schools. Afterwards, these women proved able to position themselves in the cocoa chain, providing a crucial and well-remunerated service to cocoa producers. In 2010, ICCO also enabled a main honey exporter to introduce a mobile honey extracting unit and other mobile equipment. This offers opportunities to support remote beekeepers, whose honey is bought for export purposes at fair prices.

In Guatemala, the program focuses on improving productivity, production and marketing in the handicraft and fruit chains. Producer organizations and fair trade markets are linked. There is special focus on inclusion of youth and women.

The program in Honduras focuses on connecting small producer organizations to markets.

Lack of product diversification and quality is one of the main constraints here. The program works on



development of business development services as well as financial services. Focus will be on vegetables, fruits, grains, handicrafts and NTFPs.

## Lessons learned

An overall LMD external program evaluation was conducted over the period 2007 - 2010. The main conclusions were that though the LMD conceptual framework is a value chain based strategy, several partners in this program did not fully follow this logic, especially at the beginning. Quite a few were still rather broad rural interventions focusing on strengthening local (producer) organizations, without a clear value chain analysis or development of Business Development Service Providers, and without a clear identified end market. Hence effectiveness was judged as moderate. Efficiency was judged moderate as well, as overheads were considerable and outreach still limited in this phase.

Based on both this and other evaluations, capacity development of local actors was formulated as an explicit aim for MFSII, next to maintaining the Value Chain Development Framework related targets. Moreover, strengthening the enabling environment is included more comprehensively in the new intervention model. The crucial issue is to find a better balance between the aims of development and market orientation, making it mutually supportive. Essential are clear and smart targets with partners and closer monitoring. The programmatic approach based on value chain logic and inclusive business will be even more central in the Fair Economic Development program.

Experiences from the value chain program in the Philippines highlighted the differences between local market development aiming for the consumer markets and those targeting the industrial markets. Consumer markets are more complex and require a much longer gestation period and larger resources. Consumer-market-oriented products, specially the organic and fair trade goods, have fewer private sector partners directly engaged in the markets. This means that the level of involvement of the community and development partners has to reach further up the chain, for which they often do not have the capacity, which leads to efforts taking too much time and money. Another issue is that value chains with shorter production cycles are more beneficial for the poor households as they have an enhanced impact on household income stability.

## Examples of success

### Rwanda: a network with impact

The Enterprise Promotion Initiative Rwanda program (IPER) in Rwanda focuses on (local) market development. The IPER program is implemented by the Agriprofocus network in which the ICCO Alliance has the lead, and of which Terrafina Microfinance, SNV, IFDC, Agriterra, Oxfam Novib, KIT, WUR and VHL are members. Together with local NGOs, producer organizations and private companies, the program works on developing a harmonized approach to value chain facilitation and capacity-building, linking to finance and development of a business development service provider network. During 2010, the IPER coalition raised interest with many new organizations, in addition to a growing interest of different governmental organizations, which is crucially important in the Rwandan agricultural development context. This altogether shows that the APF-IPER initiative is ready to be brought to a higher strategic level.

The stakeholders cooperate in 15 agri-business clusters. An example of a business cluster is the CSC/Ugama which supports COOPRORIZ/Mukunguri in rice value chain development with a focus on marketing. Support is necessary because of the low price of rice in the current market, due to market liberalization. A value chain analysis was conducted of the main constraints and subsequently initiatives were taken to improve the productivity through better seeds and improved cultivation practices. A loan proposal was presented to the Rabobank Foundation to boost the development of the Agri-Business Cluster. The IA part of the program reaches about 4,000 farmers (40% women), while the total IPER program reaches 30,000 farmers (33% women).

### Seaweed cooperation in the Philippines

Another successful example comes from the Philippines, where 19 local organizations have joined hands in the Northern Samar Seaweed Value Chain Council (NSS-VCC). A large local company entered into contracts with the organizations of small producers which improved their market access and the prices they received, with the company benefitting from more secure supplies and better quality. The NSSVCC enabled knowledge exchange among its members and developed production protocols critical for the proper management of seaweed farms (including risk mitigation).

## Less successful

### Lack of partnership in Bolivia

In Bolivia, the Committee of Rural Producer Organizations (CIOEC) strengthened two rural producer organizations of quinoa. The intention was to realize better access to local markets. However, these plans were hampered by delays in the recruitment of staff, and more importantly by a lack of ownership of the plans on the part of the producer organization. Feelings of competition were prevalent rather than a sense of partnership. Ultimately, the program kicked off with only one partner.

## Cooperation

In the Netherlands, the LMD program participated in the AgriProFocus (APF) trajectories on gender and VC development and branding for development as well as in several activities of the DPRN network and the Partnerships Resource Center (PRC). In both APF and PRC, ICCO is an active Board member. BID Challenge was sponsored for the Women in Business challenge and participated in the jury.

ICCO continues to have a leading role in the Rwanda and Ethiopia APF trajectories, and participates in other country trajectories (e.g. Kenya). Within these trajectories, ICCO collaborates with KIT, WUR, Agriterra, Cordaid, SNV and others. The interesting and complementary collaboration with Helvetas in Central Asia is continued and has good results in the area of learning. The lobby and advocacy knowledge platform Chorlavi Group/RIMISP in Latin America has a strong link to the LMD application in research, exchange and knowledge dissemination including regarding chain development and strengthening producer organizations.

Female entrepreneurship in Peru and Bolivia was strengthened through a collaboration with the Dutch network of female entrepreneurs Yente, together with strategic actors in Peru and in Bolivia and the Dutch Embassies in both countries.

In Brazil, the IA cooperated with local partner DESER on two studies on local food purchases, which contributed to the establishment of a government policy on institutional procurement of organic produce from smallholders.



- to support the strengthening and development of a strong microfinance sector
- to support the access to finance for microfinance institutions (MFIs), producer organizations (POs) and other economic actors (e.g. local small and medium enterprises).
- to support fund-engineering activities of starting MFIs with capacity-building support and seed capital

The program is implemented with ICCO Alliance Partner Oikocredit.

### Progress

The effects of the financial crisis have diminished gradually. In general, the microfinance sector has been able to withstand this crisis well. The direct consequences for ICCO and Oikocredit were rather limited. The year 2010 has shown an increasing number of critical publications regarding microfinance. Criticism concerns issues such as over-indebtedness, high interest rates and the overall impact of microfinance on poverty alleviation. The epicenter is presently found in India. The ICCO Alliance (IA) felt the need to reiterate its position regarding inclusive (micro)finance, together with other members of the Netherlands Platform for Microfinance (NPM). These organizations continue their work on inclusive finance by focusing not only on financial results but also on social responsibility; by promoting transparency in pricing; developing new products better adjusted to the needs of clients, such as savings; by protecting clients from unethical behavior; providing financial education; and by supporting the creation of an enabling environment.

In 2010, Ecorys c.s. finalized its microfinance program evaluation, a joint evaluation of the contribution of Co-Financing Agencies to the microfinance sector covering the years 2003-2007. The evaluation was conducted from three angles: graduation, poverty focus and enabling environment. The report provides a critical analysis and a significant number of recommendations for further improvement. The overall conclusion however was positive: the CFAs indeed contributed to building sustainable and socially performing MFIs, without a trade off between financial and social performance. For both ICCO and Kerk in Actie and Oikocredit this is a important stimulus to continue their work on providing support to financially and socially perform-

## 2.4

### Financial services

#### Countries

· Armenia	· DR Congo	· Cameroon	Guinea
· Azerbaijan	· Ecuador	· Kazakhstan	· Paraguay
· Bolivia	· El Salvador	· Kenya	· Peru
· Brazil	· Ethiopia	· Kyrgyzstan	· Rwanda
· Burkina Faso	· Philippines	· Laos	· Senegal
· Burundi	· Ghana	· Madagascar	· Tajikistan
· Cambodia	· Guatemala	· Mali	· Tanzania
· Colombia	· Honduras	· Mexico	· Uganda
· Costa Rica	· India	· Moldova	· Uruguay
· Dominican Republic	· Indonesia	· Nicaragua	· Vietnam
	· Ivory Coast	· Papua New	

#### Description of the sub-program

The objective of this sub-program is to improve the socio-economic position of small entrepreneurs, producers and rural poor families by improving access to financial services. Thus the program aims:

ing MFIs and inclusive sector development. Terrafina Microfinance, the cooperation between Oikocredit, RaboBank Foundation and ICCO promoting microfinance in Africa finalized its technical and institutional mid-term evaluation and celebrated its 5th anniversary. For the coming period, efforts will concentrate on redesigning the strategy underlying its new business plan.

### Support to microfinance sector

180 microfinance institutions (MFIs) were directly supported in 2010 (184 MFIs in 2009). Of these MFIs, 58 operate in Latin America, 51 in Asia and 71 in Africa. The large majority of MFIs in Africa is supported by Terrafina Microfinance in 7 countries. The bulk of MFIs supported by ICCO and Terrafina Microfinance serve clients in rural and hard to reach areas. The stabilization of the portfolio is explained by the fact that 2010 was an extraordinarily busy year in terms of the reorganization within ICCO, the preparations for the new business plan 2011-2015 and the prospect of budget cuts from 2010 onwards.

	LA	AS	Terrafina MF	Total		outreach
				realization	target	
Starting MFIs	26	34	45+3	108	102	920.000
Maturing MFI's	32	17	19+4	72*	136**	1.100.000
Total MFIs	58	51	71	180	211	2.020.000

\* active guarantees to MFIs (active = outstanding loan balance >0)

\*\* all guarantees to MFIs (incl. outstanding loan balance =0)

ICCO and Terrafina Microfinance provided support to 108 starting MFIs with regard to the provision of seed capital funding for the MFI portfolio, capacity-building for improved governance, systems and operations, innovation and product development and improving social performance. In addition, Oikocredit approved 92 new interventions in capacity-building and social performance in 2010. Capacity-building provided by Oikocredit aimed at social performance management, risk management, product development and market coverage. A good example was PAWDEP - an MFI partner of Oikocredit in Kenya with 60.000 clients which received support to link farmers, extension services, suppliers of entrants and a financial institution to establish what is called a market hub. Through the creation of self-help groups of farmers, they were able to improve their yields of vegetables and obtain better prices by purchasing as a group, and obtain more financing from the MFI. Some 2000 small-scale farmers

participated in this market hub.

In 2010 a new tool, MicroScore, which measures performance in capacity-building, was developed and tested in collaboration with MicroNed.

Through innovation and product development, access to financial services for new groups is improved, while the services also suit their clients' needs better. Around 80 MFIs are involved in innovations and product development mainly to develop new products for the agricultural sector and rural areas. ICCO, Terrafina Microfinance and Oikocredit together, registered over 100 new products released, reaching out to at least 154.544 new clients.

Oikocredit, Terrafina Microfinance and ICCO promote social performance management among their partners, often in cooperation with global, regional and national networks such as Imp-Act and the Warsaw based Microfinance Centre (MFC). More advanced trainings in the use of the PPI and/or SPI tool were given to more than 100 MFIs. Many of these MFIs adopted one or more of these tools. Out of the combined portfolios of Oikocredit, Terrafina Microfinance and ICCO, some 160 MFIs have adopted SPM as a tool for reporting.

### Sector development

Achieving an enabling environment in which financial services are fair, transparent and inclusive requires significant efforts. Microfinance associations play a crucial role. ICCO and Terrafina Microfinance work with 28 network organizations mostly operating at national level (15 countries). Some operate at the regional and/or global level, for example the Microfinance Centre based in Warsaw. At the global level, ICCO works with ECLIF International and Imp-Act, while in the Netherlands and Europe, ICCO cooperates with networks like MicroNed, the Netherlands Platform for Microfinance, the European Microfinance Platform and Agriprofocus. Many of the efforts aim at promoting rural financial services including value chain finance, social performance management, creating transparency in pricing, financial education and promoting client protection principles. For example:

- the rural finance workings groups of MicroNed and e-MFP, together with a consultant, elaborated upon a policy document on value chain finance: 'How to support value chain finance in a smart way?'

- the book 'Value Chain Finance: beyond microfinance for rural entrepreneurs' was published by the Royal Tropical Institute KIT in cooperation with MicroNed's rural finance working group and Agriprofocus, lead by the IA.

National networks, almost without exception, have promoted the client protection principles of the SMART campaign in the countries where ICCO is active. An increasing number of networks and MFIs (around 20% of ICCO's and Terrafina Microfinance's partners) have subscribed to these principles. Continued support was provided to microfinance transparency that promotes pricing transparency and financial education. As per end 2010, data from 7 countries, involving 200 MFIs and 700 financial products, are available on the web ([www.mftransparency.org](http://www.mftransparency.org)). Support has also been extended to developing the market for ratings by participating in the Rating Initiative. In 2010, a total of 124 ratings were co-funded of which 85 were social ratings, 39 were financial ratings and 19 were combined social and financial ratings. The Rating Initiative further provides market information, studies and resources on the microfinance rating industry. MicroNed, the network of the 4 co-financing agencies and the Rabobank Foundation focused on the process of updating country scans, which will become available in 2011. The working group on rural finance contributed to the publication on value chain finance and a policy document on smart aid in value chain finance adopted by the European Microfinance Platform. The SPM working group renewed its terms of reference regarding SPM and gender.

### **Fund Engineering**

By developing a greater variety in (risk)funds and instruments of scale and leverage, access to capital and rural capital markets was facilitated for MFIs, POs and SMEs. Several mechanisms are operational.

### **Guarantee funds**

In 2010, a total of 29 new guarantees, 5 more than in 2009, were approved under the high risk, low leverage guarantee fund management by ICCO and Kerk in Actie with a total liability of € 2.251.000. Due to these guarantees, additional loans could be approved for € 6,577,000 by Oikocredit, local banks and Triodos Sustainable Trade Fund. As per end of 2010, the guarantee fund contains 106 active files. This is 5 files less compared to the previous year and 30 files

less compared to this year's target. Total outstanding liability is € 10,568,800, covering a total outstanding loans of € 25,172,483. With a risk coverage available of € 4,019,723, the leverage factor amounts 6.26 as per end of 2010. Results slightly improved compared to the previous year and remained a little behind the projected results for 2010. Given the major reorganization that took place in ICCO in 2010, this is not a big surprise. Of the guarantees issued, 68% cover risk of loans issued for microfinance, 18% in fair trade and 10% directly to agricultural services. 60% is invested in rural areas and 11% in urban areas. 29% is invested in organizations that work both in rural and urban areas. Compared to previous years slightly more is invested in rural areas, agricultural activities and fair trade while slightly less was invested in microfinance. 80% of the contracts carry a moderately high to high risk profile. Through this guarantee program 1.3 million rural producers, micro- and small-scale entrepreneurs were given access to financial services.

The low risk, high leverage managed by Oikocredit grew to € 17.9 million in 2010 (€ 9.5m in 2009). The number of partners covered from this fund grew to 33 (2009: 28). In total € 59.8 million in loans outstanding are covered (2009: € 31.6m) reaching out to 1.9 million clients. Despite the financial crisis in 2008 and 2009, not a single project was written off.

### **Guarantees to local banks**

In 2010, ICCO issued 3 new guarantees to a local commercial bank in Ethiopia for loans to MFI partners of Terrafina Microfinance. Local bank loans in Ethiopia are an important source for expansion for local partners particular because entry of foreign capital for microfinance is limited. Due to the growing experience of the local banks, the leverage of the guarantees is gradually improving. ICCO's active portfolio of local bank guarantees is limited to 8 guarantees of which 5 are with 3 MFI partners in Ethiopia. The other one is with a local bank in PNG for a partner operating in sustainable forestry and another one for a MFI partner in Madagascar. Two files are under foreclosure.

### **Guarantees to western banks**

Five out of six active guarantees to Western banks involve guarantee arrangements with the Triodos Sustainable Trade Fund (TSTF). TSTF stimulates trading of biological and fair trade certified products from Southern countries to Northern countries through trade

finance. TSTF is pre-financing export contracts of producer organizations, allowing them to pay the farmers directly upon delivery of their produce. TSTF funded the world-wide export of commodities to the value of € 25.7 million in 2010 involving 37 projects. Commodities included coffee, cocoa, cotton, soybean, fresh fruits, seeds, cashew, coconut oil, quinoa etc. The ICCO Alliance and TSTF entered into 4 additional arrangements in 2010, because of extra high risks involved in these projects. Thus the Alliance facilitated the export of organic and fair trade cotton from Kyrgyzstan, organic certified cocoa from Sierra Leone, cloves from Madagascar, and sesame and groundnuts from Mali, involving 14,416 farmers in total.

### **Equity participations**

In 2010, ICCO approved a new equity participation in Fruta Sa, a fruit juice factory in Brazil. In this project, ICCO cooperates with QuaTerNes BV and the Inter-American Development Bank.

The Oikocredit managed Seed CAPital Equity Fund (OSCAP) approved its first investment in 2010 in Equip Plus in Senegal.

The total equity portfolio of ICCO contains 12 projects with 10 partners. The total value of the equity portfolio is € 2,142,104 per end of 2010. ICCO sold its stake in Caja Rural Los Andes when it achieved its developmental goals. An interesting case in graduation of an MFI is Banco FIE in Bolivia (see below).

### **Local currency risk fund**

Oikocredit's local currency risk fund grew from € 16.8 million in 2009 to € 24 million in 2010. This allowed Oikocredit to cover a significant part of its local currency risk on outstanding loans. As per end of 2010, Oikocredit had € 49.8 million in local currency loans outstanding against the coverage provided by ICCO. The remaining currency risk on the outstanding local currency loans in the value of € 198.8 million is being covered by TCX.

### **Local investment funds**

In 2010, ICCO approved an additional contribution to Bovari's rural support fund, an apex institution that provides loans to approx. 12 small, rural MFIs in Tajikistan. Bovari is the initiative of the Tajik Association of Microfinance Organizations (AMFOT) and the biggest local bank AgroInvest Bank.

ICCO approved a contribution to the Technical Assistance facility for local rural producer organizations

that aim to get access to FOPEPRO, a strategic alliance between ALTERFIN and SIDE. It is a new investment fund and a new opportunity for access to finance for small farmers, organized in cooperatives, associations and SMEs in 5 South American and 4 Central American countries. The facilities are managed by ACEROLA Management.

### **(subordinated) loans**

ICCO approved 4 new loans in 2010 for a total amount of € 1,439,571. About half the amount approved had been disbursed (€ 734,571) as per end of 2010. A loan was approved to World Wide Recycling BV. WWR BV acts on behalf of VAR do Brasil Ambiental to establish a biomass plant in the municipality of Belem. Another loan has been approved to Faso Biocarburant Foundation in Mali for the production and marketing of jatropha nuts in combination with other drought resistant food crops. The ICCO loan portfolio contains in total 12 active loans with 10 organizations and an outstanding loan balance of € 2,531,174. Two loans have been repaid in full in 2010. These loans were repaid by JCS-PCEA from Kenya and the Women's Rural Bank (WRB) in the Philippines. WRB was among the first loans that ICCO issued in the 90's. Three loans were transformed into equity and two loans were transformed into a grant. Two organizations are under foreclosure due to bankruptcy. This brings the average risk of default on ICCO loans to 54%.

### **Financing producer organizations**

The percentage of guarantees from ICCO's portfolio to producer organizations and agricultural small and medium enterprises (SME) increased to 34% in 2010 (2008: 18% and 2009: 25%). Two thirds (67%) of ICCO's equity portfolio was invested in producer organizations and agricultural SMEs. This is a slight increase compared to 2009 (60%) (2008: 38%). As per end of 2010 87% of ICCO's loan portfolio is invested in producer organizations and agricultural SMEs, the same percentage as in previous years. Overall, ICCO invested 57% of its portfolio in PO's and agricultural SMEs, which ICCO considers a sign of successfully bringing together the subthemes financial services, international markets and local markets.

# Micro Finance Award

**Harbu Microfinance Institution from Ethiopia, a partner of Terrafina Microfinance, was selected as the winner of the award by the High Jury, in a ceremony hosted by the European Investment Bank.**

The Ethiopian microfinance sector is characterized by an active government, a dynamic microfinance culture and a strong national network. Terrafina Microfinance has provided seed capital contributions and technical support to three smaller MFIs since 2005. Further portfolio expansion is financed through local bank loans, guaranteed by ICCO. Terrafina Microfinance has played a pioneering role in facilitating these local bank loans, which largely did not exist before. Harbu Microfinance Institution received the 3rd European Microfinance Award for 'value chain finance', which is focused on stimulating and promoting inclusive financial schemes that help value chains evolve in developing countries. The idea is to support project development from the initial inputs through to the commercial outputs, enhancing the livelihoods of people at all levels of the value chain. Her Royal Highness the Grand Duchess of Luxembourg presented the award and the 100,000-euro prize. Harbu's initiative for the 3rd European Microfinance Award involves

financing the soybean value chain in response to market demand generated by a shortage of cow milk in the Jimma Zone of the Ethiopian Region of Oromia. The initiative started with 240 farmers, and was built on the basis of strengthening horizontal linkages between farmer marketing organizations and vertical linkages with retailers and women's associations in charge of processing and producing soy milk. Harbu has created market opportunities for producer farmers and employment opportunities for urban women and youth. At the same time, it has helped provide better nutritional constituents for families, especially children and women. Harbu provides financial services for most of the actors throughout the chain, starting from the individual producers all the way up to the retailers. For example, it provides seed capital and lease financing for the purchase of soymilk machines. Overall, some 5,000 farmers and a women's association with 210 members make their living thanks to projects financed by Harbu. Harbu will use the prize money to further upscale the project activities and reach out to more smallholders and poor women, so that they can lead a better life. IDEPRO, another ICCO partner, from Bolivia, was selected as a runner-up for this European Award for their quinoa initiative.



## Lessons learned

Capacity development of MFIs is an intensive process which demands considerable time and effort. It also requires an well-adjusted instrument to measure its results (PE Partos).

Outsourcing of financial services to commercial investors can create problems in balancing social and financial performance. Social performance management requires intensified attention.

Replication is an important strategy for the sustainable operation of and diminishing grant support to civil society actors. E.g. the ICCO Alliance provided a start-up subsidy to the Bolivian microfinance network FINRURAL to build up a credit registration system where all microloans of practically all MFIs are registered and can be verified. This system is linked to the formal banking system. It has become a profitable enterprise owned by the MFIs and their network, and has been replicated.

The need to focus on Meso Finance and to temporarily provide different market actors with external capital for a/o start-ups, up-scaling and timely payment of small producers was better integrated into the value chain strategy (Rural finance study, value chain finance desk study and self assessment). For instance, a loan was provided to Savannah Farmers Marketing Company in Northern Ghana by Oikocredit, but enabled by ICCO through the risk-mitigating instrument of guarantees. This loan enabled SFMC to expand and to pay the small producers upon delivery.

Product development is highly needed in order to increase the participation of women and rural coverage. Strategic cooperation with the ICCO Alliance and other actors involved in value chain financing needs intensification.

There is a strong and increasing need for refinancing facilities providing opportunities for RaboBank Foundation and Oikocredit.

## Examples of successes

### **BANCO FIE BOLIVIA: a case in graduation**

ICCO started its work on microfinance in the beginning of the '90s. One of the first partners in this field was the NGO FIE from Bolivia, which was founded by 5 middleclass women with a very strong involvement with poor women. In the mid 90's, FIE was one of the first microfinance institutions that received a partial loan guarantee through the pilot alliance between

ICCO and OIKOCREDIT. This model has since become the standard procedure within the ICCO-OIKOCREDIT alliance and is in function in many countries. Once formalized in 1998, FIE received a capital participation from ICCO which improved the institutional image with the Bolivian banking authority. ICCO was one of the first foreign investors in this young MFI. Recently, FIE obtained its formal banking license. In less than 25 years FIE developed from a small NGO combining microcredit with the training of their clients into a specialized professional microfinance bank with now 142 branches, almost 140,000 loan clients and 440,000 savings clients with a portfolio of US\$ 380 million in loans and US\$ 320 million in savings. 95% of the clients borrow less than US\$ 5,000. Banco FIE shows very good financial and social indicators. For their work they received international awards and recognitions. At an international event in Montevideo in 2010, Banco FIE received the Award for best Social Performance Management by the Inter-American Development Bank.

## Less successful

### **Coopec Iriba Rwanda: bankruptcy**

By the time Terrafina Microfinance started its relationship with IRIBA in 2007 the organization appeared strong and was well-respected by its clients and its collaborating partners SNV and Aquadev. However, soon after this, problems emerged and, despite the efforts as stipulated in the reorganization plan, Iriba could not recover from its severe problems. In the course of 2010, after discussions with the current staff and board and reviewing the little progress made in respect to the results mentioned in the reorganization plan, Terrafina Microfinance could not find a basis for continued support. The results achieved during the reorganization process were very limited and additional fraud cases by staff occurred, indicating severe weaknesses in management of the organization. The board decided to consider liquidation. Such a liquidation process of an organization is a very sad process and it is only rarely that this occurs. Terrafina Microfinance has expressed its willingness to contribute towards the expenses of the liquidation process.

### **Inventory study on damage in Kyrgyzstan**

In 2010, a network of MFIs in Kyrgyzstan commissioned an inventory study of the damage brought to the microfinance sector by the political and ethnic



clashes in 2010 in the country. A local consultant was assigned the task. The first draft of the report produced a significant number of ambiguous findings and ditto conclusions and recommendations that needed further clarification and more in-depth research in order to come to clear report. ICCO's observations were not agreed upon by the network. Despite an additional effort by the local consultant to accommodate the observations made by ICCO, this did not result in more clarity. Political and ethnic tensions may have played a role in this research. On the other hand, the network may not have taken ownership of the research that was initiated by the ICCO Alliance. Despite this failure in research and despite the tensions and clashes, the Alliance is very happy that its partners have been able to resume operations after just 2-3 weeks closure. For them the damage seems to have been limited.

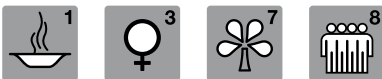
## Cooperation

The ICCO Alliance cooperates amongst others with Rabobank Foundation, MicroNed, NMP, e-MFP, Imp-Act, MFC (Warsaw), SPTF, Agriprofocus, Day for Change, Jumbo, Partos, de Grameen Foundation USA, Terrafina Microfinance, Stromme Foundation, BRS, Helvetas, IDH, Triodos, KIT, SNV, Agriterra, VHL, WUR, Fore-Finance, AgriFinance and ADA. ICCO and Oikocredit are registered with The MixMarket. CGAP, the Micro-finance Gateway, the Rural Finance Learning Center, SEEP, FOROLAC are important sources of information that contribute towards further professionalisation.



## 2.5

### Cooperation with the private sector



#### Countries

- Brazil
- Philippines
- Kenya
- Peru
- Ethiopia
- India
- Netherlands
- Western Africa

#### Description of the sub-program

The aim of this program is to improve the socio-economic position of small producers, self-employed entrepreneurs and employees through engagement of Dutch, transnational and local companies and entrepreneurs in sustainable economic development processes.

The program strengthens the development activities for Fair Economic Development in which the ICCO Alliance and its partners actively engage with the private

sector. This engagement varies from directly involving the private sector in order to alleviate poverty and promote sustainable entrepreneurship and sharing business-related knowledge to making innovative products & services available to low-income groups. The program is implemented by IA members ICCO and Kerk in Actie, including Impulsis and SharePeople.

#### Progress

In Latin America, the cooperation with the Inter American Development Bank (IADB) and the International Finance Corporation (IFC) has enabled so-called ‘co-creation’ with the private sector. Together with entrepreneurs, social investors, multilateral and research institutions that invest in equity, loans, grants or expertise, the ICCO Alliance enables collaborative engagement with joint ‘ownership’ and results for all stakeholders in niche opportunities. For example, in Paraguay, 3500 small producers of a natural sweetener called stevia can now expand their production. Having secure access to quality produce has allowed the processing company to strengthen its position in the market, and it is now eligible for access to special investment capital from the IADB. This creates a model for replication in other regions or settings.

At the global level, cooperation continued with Albert Heijn, various textile-based companies like IKEA, Levi’s, Marks& Spencer, H&M and Adidas, TNO and DSM. These collaborations create linkages with other themes, such as Fair Climate and Access to Health Care. The integration of PSC was actively stimulated by providing additional funding for 2 benchmark studies on access to water and ICT for low-income groups. Explorations for linkages with other themes are ongoing.

In the Philippines and Guatemala, coalitions center around existing NGO partners and /or producer organizations working towards inclusive value chains. A tangible result is that in Guatemala 300 small producers have gained access to the export market for vegetables.

The issue and relevance of private sector cooperation for India was actively discussed with IA partner organizations during a workshop on FED & Entitlement in April. The response has been mixed, as irresponsible corporate behavior, e.g. in the mining sector, creates a negative attitude towards a collaborative framework. Preparations were started to develop a Learning Com-

munity with various colleagues and selected partner organizations on PSC. This enables to internalize and develop practices in line with position papers and a report on the IA's capacity for PSC.

For Impulsis partners, a policy document on micro-credit was released, which urges private initiatives to link with existing MFIs.

The ICCO Alliance cooperates with other actors to realize sectoral improvements, formulation of policy and implementation or lobbying with the government or private sector for Corporate Social Responsibility (CSR) or inclusive business. In the Netherlands, this is mainly done through our active role in IDH and the BoP Innovation Center (BoP Inc), in the MVO Platform (in which ICCO is member of the steering committee) and through membership of the VBDO. One example is promotion of the integration of CSR in trade missions. NGOs are invited to brief members, share written information and, if applicable, participate in activities during missions. Thanks to the active role of the ICCO Alliance, there is a more favorable climate for innovations targeted at low-income groups. An example for Guatemala is the support to AGER and its 40 member NGOs who lobby for a better framework for rural entrepreneurship.

The subprogram also aims to strengthen support among the private sector for structural development cooperation in the Netherlands. This includes organizing a platform for entrepreneurs under Impulsis and a network of SharePeople ambassadors. In the SharePeople Experience week, 35 companies were involved via hosting, site visits, workshops and knowledge exchange.

Both Impulsis and SharePeople have experienced the effects of the economic crisis: fewer companies and Dutch private initiatives approached them in 2010. This led to the situation that SharePeople could only realize one out of three planned group exchanges. Nonetheless, they realized their overall target of devoting 80% of their work to business cases.

## Lessons learned

For effective private sector cooperation there is need for more capacity-building assistance for local partner NGOs. They play a crucial role in promoting fair terms of trade and to make sure that cooperation concerns

more than assessing the right volumes and quality. Effective tools and methodologies for engagement need to be developed. It is important to take the local context as a starting point: in certain countries, irresponsible behavior of companies as well as corruption result in an environment that is not conducive to overcoming gaps between NGOs and the private sector. These issues will be part of the learning community of the Alliance on PSC that will become operational in 2011.

## Examples of success

### Chickens in Cameroon

In 2010, Impulsis entered a co-funding program together with FMO, PTC+ and Eureka Achmea Foundation to support Agridynamic poultry farming in Cameroon. This program is training local small farmers on chicken breeding. In January 2011, this program was positively evaluated by PTC+. In 2010, 75 farmers received trained and are entering the market as small-scale producers now. This project has found an interesting niche and will reach a break even in three years, so that sales will fully support the training centre.

### Organic fruit from the Philippines

The ICCO Alliance partner Kaisampalad, Inc. (KPI) has a successful partnership with the Philippine company SC Global that sells organic coconut. KPI improves the position of small coconut farmers in the value chain and their bargaining power in relation to traders and processors. It also promotes the implementation of Corporate Social Responsibility via cooperation between producers and companies. Cooperation with SC Global supports this goal. Both parties also identified organic banana as a profitable intercropping for coconuts. KPI, SC Global and the coconut/banana farmers formulated the parameters for a successful trading partnership. The directions are: SC Global will pay for certification of land; they commit to buying all banana produced against a certain premium price; they provide technical support on maintenance of plants and prevention of diseases; and construct a banana chip processing plant. KPI will become a (paid) Accredited Consolidation Point and SC Global is providing advice on its trading operations.

The success of this partnership is built on the following: KPI and local communities were clear about their needs and plans; being a company for organic produce, SC Global is sensitive to the situation of the farmers;

the partners have demonstrated success in their partnership before and build mutual trust which is based on dialogue, transparency and respect.

As a follow-up to participation in the SharePeople Experience week in 2009, the social enterprise Dastkar Ranthambhore from India managed to obtain a big order in 2010 from Return to Sender and HEMA for cushions. ICCO actively mediated in the preparatory stage.

### Less successful

#### **Philippines: analysis of corporate sector difficult**

A project for a clear appreciation and understanding of NGO-corporate expectations in the Philippines that could lead to constructive and useful partnerships failed. It started off with a poor context analysis of the corporate sector in which the approach used by the NGOs involved was not an appropriate tool for trying to understand the business sector.

In the absence of concrete business propositions, despite the seemingly productive and open discussions among the partners, no partnerships were established.

### Cooperation

In the various regions, notably in Central and Latin America and South East Asia, the ICCO Alliance continues to actively cooperate with various stakeholders around the theme of CSR and poverty. In Brazil, the so-called Working Group on Poverty – of which ICCO is a member, together with universities, banks, trade unions, cooperatives and industry associations –, works together with financing institutions such as IADB. In Central America there is cooperation with the Zamorano Panamerican University. In all regions there is active cooperation with local and international companies to develop a programmatic approach in the work of the IA for inclusive value chains and a conducive enabling environment.

In the Netherlands, the IA actively participated in IDH (especially on cotton, timber and fruit). Moreover, the IA was in the lead for Base of the Pyramid initiatives in the Benelux. With Wageningen University and Research (WUR), the IA initiated a study to investigate the possibilities and feasibility of a Dutch Base of the Pyramid Centre. This resulted in the BoP Innovation Centre which was officially launched in October 2010.

The ICCO Alliance is the main institutional funder for the start-up phase and is strategic partner, together with SNV, TNO, WUR, and Global Compact NL. With the support of the center, the ICCO Alliance and DSM obtained a grant from the Dutch Directorate-General for International Cooperation (DGIS) for a pilot project to develop and launch a new innovative test kit product to check the quality of antibiotics and anti-malaria medicines

The ICCO Alliance is also an active member of the steering committee of the MVO Platform, and of VBDO. Together with the CSR Platform, the Alliance discussed with the Ministry of Economic Affairs how to better include the dimension of CSR in trade missions. The ICCO Alliance recognizes the need for capacity development & strategizing among Northern and Southern civil society organizations towards cooperation with and influencing of the private sector. The Alliance shared its experiences with these courses of action at a strategy meeting of the MVO Platform on this topic and started preparations for a learning event with PSO in 2011.



## 2.6

### FairClimate



#### Countries

- Brazil
- Burkina Faso
- Eritrea
- Ethiopia
- India
- Cameroon
- Mali
- Pakistan
- Paraguay
- Tanzania
- Uganda
- South Africa

#### Description of the sub-program

The main aim of the program is to contribute to climate mitigation by improving access to renewable energy, to enhance energy efficiency, to increase CO<sub>2</sub> sequestration capacity in developing countries, and to lower the carbon footprint of the Netherlands.

#### Progress

The FairClimate program made substantial progress in 2010, both in terms of project implementation and

network formation in the South, as well as of the work which has been done to support low carbon lifestyles in the Netherlands and the establishment of relations between activities and partners in the South and the Protestant Church constituency in the Netherlands. Also progress was achieved in national and international lobby and advocacy work.

In developing countries the approach centers around the establishment of networks of societal entities which are interested in promoting low-carbon development by setting up renewable energy projects, energy efficiency initiatives and CO<sub>2</sub>-sequestration efforts, which besides contributing to the MDGs also generate carbon credits. A very strong FairClimate Network in India has emerged in which NGOs, CBOs, scholars, and companies are represented. The network covered a total of 29 renewable energy projects in 2010. It also took up low-carbon farming as a new topic which aims to design a standard/methodology on the basis of which carbon credits are generated.

On the basis of the experiences in India, a similar approach is being implemented in the Horn of Africa and Southern Africa. In the first region, the FairClimate Program works closely together with the 'Horn of Africa Regional Environmental Centre and Network (HoA-REC/N)' on establishing a carbon credit component to their energy initiatives and strengthening the capacity of the Centre and network in this respect. With the input of ICCO, HoA-REC managed to get a grant from the EU of € 2.5 million to set up energy projects during the coming three years. In Southern Africa, a work plan was made in order to set up a fair climate network in the region and to work on carbon credit development.

In other countries (PNG, Indonesia, Tanzania, Burkina Faso, Brazil, Paraguay), individual projects in the field of renewable energy or forestry were implemented. They will become part of a programmatic approach in the coming years. In Tanzania, as part of a pilot with the Max Havelaar Foundation and ENECO to assess whether a fair trade value chain can be developed on the basis of Jatropha production, three cooperative Jatropha field trials were started. A plan was made to use part of the Jatropha products for local energy provision.

In the Netherlands, the promotion and implementation of a low-carbon lifestyle among church con-

stituencies via the so-called 3V approach – in Dutch: Verminderen (decreasing fossil energy use), Veranderen (switching to renewable energy) and Vergoeden (compensating) – has gained momentum.

Kerk in Actie is carrying out a substantial program to reach its church constituency (churches as well as church members). In cooperation with GreenChoice, the supporters of Kerk in Actie (150.000 people) were approached to make the switch to renewable energy, which to date some 500 households did. An energy scan was carried out in about 40 churches to assess the possibilities to reduce their energy use. In addition, it is being investigated whether wind mills can be built on land that belongs to local congregations. Six local churches have adopted the FairClimate principles with regard to carbon reduction, and they are in contact with partners and projects in the South and are sharing information on how to work towards low-carbon lifestyles.

The FairClimateFund has been firmly established in 2010. It focuses on the sale of carbon credits to compensate for the carbon footprint of companies, organizations, cities and individuals. The Fund approaches especially the general public in particular (where Kerk in Actie focuses on its church constituencies). At the end of 2010, a discussion about compensation was going on with two large companies. Around 20 households and 15 small companies had compensated (part of) their carbon footprint.

International lobbying work was less intensive in 2010 than in the year before. It was an intermittent year with a lot of pressure put on the international climate conference in Durban in November 2011 to reach a new global climate agreement. The UN climate conference in Cancun in December 2010 focused, among other topics, on REDD+. FairClimate took active part in the working groups on reaching a common understanding on an international REDD+ agreement. And indeed, the conference closed with some first steps and agreements on REDD, climate adaptation and technology. Besides, an agreement was reached about the founding of a so-called Green Climate Fund. Partners of the FairClimateNetwork India organized a side-event on low-carbon farming.

## Lessons learned

Pro-poor, fair trade carbon development which contributes to attaining the MDGs, while at the same time tapping new sources of finance for international development via carbon credit sales is indeed a very interesting option in a fast growing market. It is however not an easy trajectory. It requires the presence of strong NGOs and CBOs which are able to meet the requirements of the carbon market and are able to implement and monitor complicated projects. A lot of attention should therefore be paid to capacity-building and organizational development of these organizations. In India, all carbon projects are taken up by strong, local organizations, participating in the network. But this model can not be copied without modification under African conditions. This requires that more preparatory (capacitating) work has to be done and other business models have to be developed to make the carbon market work under the differing circumstances in Africa. This is taken into account under MFS2.

Over the last few of years, sustainability has become an important issue of big or multinational corporations (Ahold, Unilever, DSM, TNT, etc.). In most cases these firms have designed clear policies according to a particular timeframe. Becoming carbon neutral or reducing their carbon footprint is quite often part of the policy. In relation to companies which import (part of) their commodities from developing countries, new opportunities arise whereby value chains are rendered carbon neutral on the basis of carbon projects in the South which relate to the commodity at stake. An example is coffee. Renewable energy from a REDD+ project among coffee growers can be used to render the coffee value chain carbon neutral, with the involvement of the coffee-roasting companies from the Netherlands. This is a rapidly expanding market and a priority area for FairClimate. The first focus will be on fair trade value chains, to render them carbon neutral as well.

## Examples of success

### Carbon credit from India

At the end of 2010, the Carbon Credit Development Team of the FairClimate Network India coordinated two projects registered under CDM and 29 projects in progress. Twenty-three NGOs were involved in carbon trajectories. The projects in progress will reach 495,100 people and refer to 20 CDM/Gold Standard projects,

2 VER (Verified Emission Reduction Standard) /Gold Standard projects and 11 VER-projects. They encompass 8 domestic biogas, 3 photovoltaic lamps, 10 fuel efficient woodstoves, 11 low-carbon farming and 1 CFL light bulbs projects. All projects will be financed on the basis of the sales of the carbon credits. This is a real accomplishment.

### **Reducing Emissions from Deforestation and Forest Degradation framework**

Over the last couple of years, FairClimate and its partners in the South have been very active in discussions about the development of a framework for reducing emissions from deforestation and forest degradation (REDD+). They have stressed the importance of involving local/indigenous communities in the planning and design of projects and of specific issues, such as land/forest rights. These topics have indeed been included in the new framework on REDD+, as discussed during the Cancun conference. The role played by FairClimate and partners has been acknowledged by negotiators from different countries.

### **Less successful**

#### **Lamps project in India stagnated**

In the context of the FairClimateNetwork India, a photovoltaic lamps project was developed and registered under CDM. It encompassed the installation of 180,000 LED lamps among 60,000 poor rural households. The project was supposed to be implemented through the partner organization by buying the hardware on the basis of forward funding by the FairClimateFund and repayment in the form of carbon credits. The total project costs are more than € 4.5 million. However, the project is not generating sufficient carbon credits to make it economically viable – based on a competitive sales price of the carbon credits in the market. The ratio between the number of carbon credits generated and the costs of buying and maintaining the hardware over a period of ten years is poor. It remains an outstanding project; however, it can not be implemented with only carbon money to finance it.

Implementing projects which contribute to poverty alleviation and attaining the MDGs on the basis of linking them to the carbon market as financing instrument is a new business approach. It requires substantial amounts of forward funding. The projects to be pre-financed are large in scale and therefore costly

(more than € 4 million each). The FairClimate Fund is in the process of attracting more forward funding to invest in this type of projects.

### **Cooperation**

FairClimate cooperates with a number of companies and (inter)national organizations.

A follow-up project using the sustainable energy potential scan was carried out by TNO in Ethiopia. The outcomes showed that the distribution of improved cooking stoves and the production of biofuels are the most economically and socially viable renewable energy intervention. This is important knowledge for the planning process.

With the Institute for Environmental Studies of the Free University in the Netherlands a seminar was organized on Global Public Goods. This in relation to the WRR-report which was published early 2010. FairClimate contributed with presentation about the atmosphere as a public good. In addition, a contribution was made to an article in *The Volkskrant*. FairClimate staff also participated in ministerial discussions about a bio-based economy.

After meetings with sister organizations in Germany (Brot für die Welt, EED and Diakonia), a climate fund was set up in Germany. This is very important as many pro-poor carbon credits are set to be registered in the near future and the FairClimateFund will not be able to buy them all. With the objective to set up still more climate funds, a presentation was given to the Climate Change Working Group of the World Council of Churches. This will be followed up in 2011.

# 3

## Democratization & Conflict Transformation





## 3.1

### Introduction

The main aim of the program is to help create societies that guarantee and consolidate sustainable peace, human rights and democratic processes and institutes. In order to achieve this we distinguish between two sub-themes: democratization and conflict transformation.

The program is carried out by ICCO and Kerk in Actie both at the global and the regional level.

The Regional Offices are responsible for the specific CT&D programs in their region. The Global Office is responsible for strategic relations in the North and at the global level, and supports the Regional Offices and Program Officers through capacity development and linking and learning activities.

Democratization and Conflict Transformation each have their own specific objectives and indicators. In practice, elements of both approaches are incorporated into our programs, depending on the local or regional context.



## 3.2

### Democratization

#### Countries

- Afghanistan
- Argentina
- Bolivia
- Brazil
- Burundi
- Cambodia
- Colombia
- Congo
- El Salvador
- Philippines
- Guatemala
- Guinea Bissau
- Haiti
- Honduras
- India
- Indonesia
- Kenya
- Kyrgyzstan
- Liberia
- Nepal
- Nicaragua
- Uganda
- Pakistan
- Palestinian Territories
- Paraguay
- Peru
- Rwanda
- Sierra Leone
- Sudan
- Vietnam
- Zimbabwe
- South Africa

#### Description of the subprogram

We define democratization as the process of transformation within societies that strengthens and institutionalizes the access of individuals and groups to political, civil, economic, social and cultural rights. Three major themes can be distinguished:

- Policies and practices on/access to land and natural resources. This includes the rights to land, accountability for public polices, and grass root par-

ticipation in territorial and natural resource management, and (international) lobby and advocacy

- Legal security: access to justice, rule of law and human rights. This includes human and ESC rights, rights of indigenous people, gender, children and youth rights. Accountability for the functioning of the rule of law, and (inter) national lobby and advocacy are strongly present in the programs.
- Accountability processes and (local) participation. Concentrates on improving (local) governance by exercising control, strengthening grass root organizations, and enhancing participation in (local) policies on different themes.

## Progress

### Access to land and natural resources

Counterparts and target groups have lobbied for access to institutions for rural development, actualized laws on land tenure and natural resources, and agrarian reform. In Vietnam, the Philippines, Cambodia, Indonesia, Bolivia and Paraguay the programs relate strongly to indigenous people and their struggle for land and natural resources. In these countries activities in 2010 have had a strong accent on grass root democratization and community strengthening, which has led to improved capacities to act and defend their rights.

Participation and rights of women and young people to land and natural resources was explicitly present in several programs. The Bolivian program 'Derechos Territoriales Indígenas en el Contexto de la Reforma del Estado' contributes to the design of public policies on territorial topics with the participation of rural people and has started in 2010.

Mining issues and the rights of communities that are affected by extractive industries continued to be part of a number of our programs, for example in Vietnam where coalition partners and affected groups drew attention to the environmental effects of bauxite mining. In Indonesia, counterparts started working on mining advocacy in Loong.

### Legal security (access to justice, rule of law and human rights)

With regard to legal security, special attention was given, as in former years, to women, youth and children, and indigenous people. In 2010, indigenous rights were supported in several countries: Ecuador (rights

of indigenous women), Paraguay (land and natural resources), Cambodia (access to natural resources for livelihoods), Philippines (ancestral domains) and Indonesia (access to natural resources).

In Honduras, El Salvador, Nicaragua and Guatemala, Brazil and Bolivia specific programs are executed related to children at risk or youth security. For example, two youth platforms were strengthened in Honduras and El Salvador and a conference was organized on 'Youth, Safety and Justice in Central America'. Also in Central America a regional program on democratization and strengthening of the rule of law is executed. In 2010, this program consolidated its functioning by regional linking and learning and local adoption of good regional practices. The program coalitions in Central America received training on Human Rights Defenders and have replicated their gained knowledge to other actors in their countries.

Monitoring and accountability on human rights resulted in reports and cases that were presented to national and international human rights organizations. Our programs are strongly linked to national and international networks (both governmental and civil society) and organizations working on these themes. Most programs have further strengthened these relations in 2010. In the Central America program, the creation of the Criminal Justice Observatory by our Guatemalan counterpart ICCPG has led to the initiative to replicate similar institutions in the other Central American countries. The Central America program also presented a regional report regarding criminalization of social action to the Inter-American Commission of Human Rights (IACHR). In various countries, counterparts have developed lobby and advocacy activities for new laws.

### Accountability

This theme was an element in most of our democratization programs. Some programs focused directly on accountability: in Peru for example ample attention was given to state policies, public participation (participatory budgets), transparency and accountability. State policies included processes of decentralization and local governance. Counterparts also continued in 2010 to monitor the functioning and regulation of payments to victims of the armed conflict. Surveillance on mining and environmental issues was continued, with a strong link to indigenous communities.

In Kyrgyzstan and India the program supported governance by strengthening grass root participation and

democratization. In Haiti, the earthquake of January 2010 strongly affected the foreseen process of local participation and governance in the Abricot community.

### **Programmatic Approach and Regional Offices**

In most of the countries where we have been working towards a programmatic approach, program coalitions have been established in the last years. Program Officers in the Regional Offices have developed close relations with the programs, which has proved to have a positive effect on monitoring and linking & learning activities. Another positive effect in the Regional Offices is the increasing tendency of linking democratization programs to other ICCO Alliance programs to create mutual synergy.

A clear example of the activities in the land and natural resources theme is the Tshintsha Amakhaya program in South Africa, that links Democratization with Fair Economic Development (FED) and Food and Nutrition Security (FNS). We expect these linkages to grow in number and in strength in the coming years. In Cambodia, the different thematic coalitions that work with a civic-driven approach started cooperating across their coalitions and across sectors.

With regard to Gender and Human Rights we see in some countries the beginning of stronger relations between Democratization and Health Care, for example in the field of gender based violence and SRHR.

### **Trends in democratization processes**

Democratization processes world-wide experience ups and downs as can be read in documents of global democracy monitoring institutes. Related to our own programs we see the following:

Operational space of counterparts and persons in some regions is shrinking, especially in relation to programs on human rights and environmental themes, including land and natural resources.

Relations between governments and civil societies are not static. In some countries government control on NGOs and CSOs is growing, while in other countries civil society organizations experience more freedom than before. In addition, there are governments that seek to include NGOs and CSOs in their own public policies. In all cases we see that our counterparts may react in different ways to these developments. Our role is to monitor these processes and support counterparts and programs to find the right balance

between cooperation, coordination, or protest.

Access to land and natural resources is a growing concern and can be a source of conflicts. Good public policies and governance on this theme are urgently needed. We expect our efforts in relation to this theme to grow in our Southern programs and in our Northern activities.

## **Examples of success**

### **Grassroots improvements and successful lobby in Nepal**

At grassroots level, around 200 community groups were involved in collective planning in order to mobilize local resources. With these resources, river embankments in flood prone areas were constructed, roads were repaired, irrigation canals and bridges were constructed, drinking water facilities were improved and pit latrines were installed. Also some mediation programs were organized to reduce communal tensions. The rights of children to education was strongly promoted and strong campaigns were organized against domestic violence against women, especially in the eastern parts of the country. Around 1,000 women were protected from being trafficked and hundreds received rehabilitation services. Around 15,000 people took part in sessions related to human rights awareness. Around 350 survivors of torture are undergoing comprehensive treatments in the rehabilitation centre in Kathmandu. Around 15 cases of severe cruelty in the name of untouchability have been exposed to public scrutiny through television in this year.

The lobbying and advocacy at national, regional and international level has been effective and strong in the year 2010. The major achievement during the year was the initiative of our partners INSEC and WOREC to bring together three federations, six coalitions and 30 human rights organizations for a workshop on the Universal Periodic Report (UPR) which finally produced a civil society report on UPR. Another important advocacy activity was the bill on establishing a functioning Disappearance Commission and the Truth and Reconciliation Commission. A third theme was impunity, which is seriously disturbing law and order. This year, the Minister of Foreign Affairs showed clear support for the campaign on ratification of the International Criminal Court (ICC). Bringing together human rights actors of South Asia for establishing a SAARC human rights mechanism was another important milestone in 2010.

### **Successful strategy is example in Nicaragua**

Partner organizations have been able to share their own successful lobby & advocacy experiences which led to similar approaches in neighboring countries aimed at changing systems. The experience of the Guatemalan organization ICCPG in the implementation of a Criminal Justice Observatory will be replicated in the program as a strategy to consolidate its position as a regional initiative, to strengthen the institutional alliances with key actors, to socialize the information, and enhance its financial sustainability, among others.

CAD member organizations elaborated and submitted a regional report on the criminalization of social action before the Inter-American Commission of Human Rights (IACHR) in 2010.

These two initiatives not only represent concrete results of a coalition strategy, but also an important opportunity to promote changes in Central American countries with respect to legislative reforms and public policies aimed at preventing criminalization of social organizations and human right defenders, as well as to investigate and punish any repressive action against them.

### **Less successful**

#### **Indonesia: Law on Stoning passed**

The ICCO Regional Office in Indonesia was late in responding to partners needs concerning the Qanun Jinayat (the Islamic Law on Stoning). We supported the advocacy movement while the draft was already to be signed by local parliament. Although ICCO's partners continued to push the Governor of Aceh to refuse to sign, by law, after 3 months the draft was implemented even without agreement from the Governor.

#### **Hampered cooperation in Haiti**

The Haitian partners in Democratization and Peace-building joined forces with some non-partners, to create sustainable social coherence within municipalities through the strengthening of local government structures and citizens' participation by fully exercising their economic, social and cultural rights. The commune of Abricots was selected as a starting-point for 2010. A participatory process was started with the local population and a draft of the program is in preparation. This first phase has had its successes and problems. Problems related to lack of funds, losing

sight on factual priorities and weak implication of the cooperating partners. Within the core group differences of opinion arose. The executing organization KORAL in particular wants to solve all local problems, which is a proposition considered impossible by the other participants. This debate strongly delayed the program. Finally the decision was taken to review the program in 2011 and develop a new Memorandum of Understanding between the core partners.

### **Cooperation**

#### **Activities developed at the Global Office in Utrecht.**

These activities aim to develop our Northern networks on democratization, to improve linking and learning within these networks and between North and South, as well as to support our program officers in the Regional Offices.

In 2009, we started a cooperation with the University of Utrecht on the effects of counter terrorism measures (CTM) on our work. The first phase (2009) concluded that CTM was less important than foreseen and that a concentration on the broader terrain of shrinking political space would be more relevant for ICCO and its counterparts.

Thus in 2010 the second phase of the study, now on shrinking political space, kicked off with country studies on the Philippines, and in Indonesia, Honduras and Guatemala, based on a general analytic framework. The draft report was ready at the end of 2010. Findings of the study played an important role in discussing political space with local counterparts and staff of the Regional Office in Kampala. Also they were an important input for the European ecumenical APRODEV/ACT network, in which ICCO participates. This network has put the theme of political space high on their agenda. The final report will be available in the first half of 2011.

With Chris Collier we developed activities on Human Rights Defenders. Information on HRD has been actively promoted by the Global Office to some regions (e.g. Central America.) by means of visits of specialists. The program on Democratization and Strengthening of the Rule of Law in Central America has adopted the HDR issue as an important item in its activities.

With Hivos and the Institute of Development Studies we support a PhD on Democratization in Fragile States, including linking and learning activities in the

Netherlands and in Uganda. In 2010 different activities on this agenda were elaborated. The PhD candidate opened a blog on her investigation, wrote articles in Uganda (published in The Independent), and gave a presentation on her study at the Hivos Knowledge and Change Conference in October 2010. She also presented the findings of her investigations to UN agencies working in the same area in Uganda.

We continued our activities on the development of a tool for democratization, in cooperation with KIT. The tool has been tested in Liberia and Kyrgyzstan. The final tool will be ready in the second half of 2011. Elements of this tool were presented in a meeting on accountability with the Ministry of Foreign Affairs in December.

ICCO participates in several country platforms. The Peru Platform, consisting of 15 European organizations, supported the activities of their human rights counterparts on various themes. The platform informs policy-makers, and lobbies at the national and the European level for policies related to Peru that press for a stronger performance on various human rights issues.

Another example is the European Red Gran Chaco. In this network of 15 organizations that work for the human rights for indigenous people, mutual linking and learning is an important activity.

### **Cooperation developed by the Regional Offices and programs.**

We see all Regional Offices establishing relationships with relevant actors and stakeholders in their regions on themes that are important for those regions. The formal opening of the Regional Office in Kampala in the second half of 2010 included a presentation and debate on the theme of shrinking political space, making use of the findings of the research by the University of Utrecht. For this theme not only staff was present, but also regional experts and other interested stakeholders. The Regional Office aims to give a follow-up on the theme.

We see the democratization programs develop and strengthen their own relevant cooperation with a broad range of stakeholders on a local, national and international level.

# Discussion about ICCO's Middle East Policy

One of last year's most notable events for ICCO was the discussion with Minister Rosenthal about ICCO's policy in the Middle East. The occasion for this discussion was ICCO's financing of the website Electronic Intifada, which the Minister felt contravened Dutch foreign policy. Both the Ministry and ICCO use international law and international humanitarian treaties as the main guidelines in their work.

Since 2005, more than 170 Palestinian and several Israeli organizations have called for a boycott, disinvestment and sanctions against Israeli policy with respect to the occupied Palestinian territories. The objective is to make Israel comply with international law and human rights. Since the Israeli occupation of Palestinian territories continues, this peaceful and legal way of trying to end it is justified. ICCO is working to achieve a peaceful and just solution for Israelis and Palestinians alike.

ICCO has not signed the boycott petition itself. However, nearly all Palestinian civil society organizations have signed it, as have some Israeli ones, including some organizations that receive support from ICCO, but also from other European and Dutch organizations and from European governments – including the Dutch government.

According to Article 90 of the Constitution, the Dutch government is obliged to promote international rule of law. Under the stipulations of the Fourth Geneva Convention, the Netherlands, as a signatory, has to actively contribute to the protection of citizens in times of war and occupation. ICCO's policy also focuses on strengthening the international rule of law, and as such complies with Dutch foreign policy.



### 3.3

## Conflict transformation

### Countries

- Afghanistan
- Argentina
- Bolivia
- Brazil
- Burundi
- Cambodia
- Colombia
- Congo
- El Salvador
- Philippines
- Guatemala
- Guinea Bissau
- Haiti
- Honduras
- India
- Indonesia
- Kenya
- Kyrgyzstan
- Liberia
- Nepal
- Nicaragua
- Uganda
- Pakistan
- Palestinian territories
- Paraguay
- Peru
- Rwanda
- Sierra Leone
- Sudan
- Vietnam
- Zimbabwe
- South Africa

### Description of the subprogram

This program aims to end violence and to change negative relations between parties in conflict. In addition, it stresses the need to address root causes of violent conflicts. This means that underlying structures that consolidate unequal power relations, and thus cause injustice and inequality, need to be addressed as well. Conflict transformation applies to both conflict and post-conflict situations.

Three dimensions can be distinguished: a) behavior (for example violence or peaceful co-existence), b) perceptions and attitudes of people (for example distrust or trust), c) the context people live in (for example whether people have equal access to basic services and whether they can participate in the political system). These three dimensions are closely linked and need to be addressed simultaneously. Another feature is the creation of vertical and horizontal relations between relevant actors at different levels, for example between leaders at community level and political or religious leaders at regional level.

### Progress

#### Programs on conflict transformation

ICCO and Kerk in Actie started with a programmatic approach to conflict transformation in 2007. We have been stimulating the formulation of programs on conflict transformation with our partners and other stakeholders in countries that are experiencing or have experienced conflict, namely Colombia, Middle East, Sudan, Uganda, Great Lakes, Liberia, Kenya and Afghanistan. In 2010, there were 8 programs, which were in different phases of development. Most of these programs were either in the preparation or implementation phase. Furthermore, elements of conflict transformation are part of the democratization programs in the Philippines and Indonesia. Several other programs also contain interventions aimed at conflict transformation, for example in Zimbabwe. For more information on these programs, see the section on the democratization program.

ICCO and Kerk in Actie furthermore organized on the 8th of April 2010 a meeting in the Netherlands for staff of the ICCO Alliance and other organizations and individuals, to stimulate learning on conflict transformation. In this meeting, ICCO and Kerk in Actie shared their experiences with their approach to conflict transformation and in particular the experiences with the toolkit. Besides, the key note speaker, Mrs Maria Lucia Zapata, provided a theoretical background on conflict transformation and shared some of her experiences from the Philippines. Space was provided to the participants to reflect on this approach and to share their experiences.

In the first half of 2010, the Wiki on conflict transformation and democratization was revised and updated,

to ensure that the staff of the Regional Offices could access all the relevant documentation via the Wiki. Less progress was made with the training of this new staff than expected, among other reasons because of changes in the organizational set-up. Training of program officers and local facilitators/experts is now planned for 2011. The objective of this training is to enable them to facilitate program development and implementation. Training will therefore focus on existing policies in the area of conflict transformation and democratization and on the experiences gained with developing programs on conflict transformation in practice.

### **Special attention for women**

ICCO is one of the signatories to the Dutch National Action Plan on UN Security Council Resolution 1325 (UNSCR 1325) and has been actively involved in its implementation, in cooperation with other signatories, including the Dutch government. A concrete activity in 2010 concerned enhancing cooperation on female leadership in Afghanistan, in which ICCO and Gender Concerns have taken the lead.

We gave support to women who were victims of sexual and gender-based violence in amongst others the Democratic Republic of Congo and Liberia. Furthermore, we focused on building the capacity of women to contribute to conflict transformation at local, national and international level. In programs such as Uganda, Kenya, the Great Lakes region, Zimbabwe, Afghanistan, Haiti and the Philippines women were empowered to contribute to solving (local) conflicts as well as to participate in peace processes and other decision-making processes affecting their lives. ICCO and Kerk in Actie consider two resolutions of the United Nations Security Council (1325 and 1820) important instruments in their work to fight sexual and gender-based violence and to strengthen women's leadership and their socio-economic and political participation. We therefore also focused on increasing awareness and involvement of women in the design and realization of national action plans that had been developed. In the second half of 2009, ICCO and Kerk in Actie developed a proposal to promote the implementation of both resolutions in Burundi, Democratic Republic CoNGO, Uganda, Haiti and Zimbabwe, together with our partner organizations. This proposal was submitted to the Postcode Lotterij, but was unfortunately not funded. ICCO and Kerk in Actie however managed to implement a major part

of the planned activities from the proposal in 2010.

## **Lessons learned**

### **Programmatic approach of conflict transformation**

A programmatic approach to conflict transformation is complex and demands a large number of program officers and partner organizations. In the period 2007-2009, ICCO and Kerk in Actie developed a toolkit to support program officers and partner organizations in program development. This toolkit consists of three user-friendly guides for formulating context-specific programs on conflict transformation: a guide for conflict analysis; a guide for developing a joint vision of peace and strategy and a guide for formulation of programs.

ICCO and Kerk in Actie commissioned an external evaluation in the first quarter of 2010 to learn more about the experience of users (partner organizations and other stakeholders and program officers) with two of these guides: the guide for conflict analysis and the guide for vision and strategy. Objectives were:

- To gain insight into the views of the users on the effectiveness and relevance of these guides, in relation to working programmatically on conflict transformation and to their own work as organizations.
- To gain insight into the factors that influenced the extent to which the guides were considered effective and relevant.
- To collect recommendations for future development of guides in the area of conflict transformation and democratization.

One of the key conclusions was that working with the conflict transformation guides has brought benefits to representatives of partner organizations. According to the report they perceive the tools as practical, relevant across various thematic areas of work, and inspiring. It states that there is sufficient evidence that using these tools has yielded positive changes in understanding and practice of individuals and – in a few cases – organizations. There are also indications that various organizations have applied insights and tools from the workshops in their work with communities. The evaluation also pointed out that improvement is needed in the support to conflict transformation programs, in particular to facilitate program development and implementation. To improve support for these



programs ICCO and Kerk and Actie starts in 2011 with the training of facilitators/experts in the global South. In addition, a learning community on conflict transformation and democratization will be set-up to facilitate the exchange of information and experiences between staff of the ICCO Alliance in the different offices and these facilitators/experts.

## Examples of success

### **Liberia: Peace Mediation Committees help to address conflicts**

In the Liberia peace-building and democracy program 19 organizations are working together around four thematic areas. It is implemented in nine of the fifteen counties in Liberia. The program has supported the creation of local structures for conflict resolution and prevention. Communities have formed Peace Clubs and Peace Mediation Committees to help resolve local conflicts and reduce the number of court cases. According to the report of the external evaluation which took place at the end of 2010, the Peace Mediation Committees have become important structures for addressing conflicts at community level, especially conflicts around land rights, mob violence and gender-based violence. Partner organizations reported that by March 2010, 13 land disputes had been resolved, by parties agreeing to honor boundaries set by their forefathers. Furthermore, 59 other conflicts were resolved. 11 conflicts were still awaiting conflict mediation.

### **Internally displaced persons supported in Sudan**

The conflict transformation program in the north of Sudan aims to strengthen the rights of internally displaced persons who live in camps in Khartoum. In the program seven organizations are working together in a coalition.

By the end of June 2010, the program had provided 292 internally displaced persons with micro-credit loans to start businesses, thereby increasing their ability to earn an income. The coalition also trained 90 internally displaced persons in conflict transformation skills. After this training, they expressed their confidence in participating in peace-building processes. They are participating more frequently in peace-building seminars and have increased confidence to express their opinions about issues such as the self-determination referendum in the south. Furthermore, the coalition stimulated dialogue between different ethnic groups within the camps for internally displaced persons

and improved their mutual understanding. Relations between these groups as well as with local authorities have continued to improve. Besides, a participating organization undertook a voter education campaign within the camps in the run-up to the elections. This campaign has shown significant increase in knowledge and improvement of attitude of community members on civic issues. Some of the trainers of the voter education campaign acted as election observers, others participated in counting the votes, while some tried to obtain a seat in the legislative council.

## Less successful

### **Needs-based approach discourages involvement of communities in Afghanistan**

In Afghanistan a program on conflict transformation was developed in which twelve organizations cooperate. This program focuses on the provinces Herat, Bamyan and Wardak. It aims to address root causes of local conflicts in these provinces, such as conflicts around access to land and natural resources. An important strategy is empowering local communities and in particular women and youth to contribute to addressing the causes of these conflicts, for example by actively participating in local structures such as peace councils and shuras. It has however been challenging for the participating organizations to fully involve local communities in these activities, because some communities have become aid dependant. This aid dependency is a consequence of a needs-based aid delivery approach used by several development actors. It has therefore been difficult to gain the full commitment and sense of ownership the program strives for. Participating organizations try to address this situation by including awareness-raising and education about the need for people's involvement in their activities. It is furthermore hoped that, as the implementation of the program starts in 2011, the target groups will start seeing the benefits of active involvement in the activities of the conflict transformation program.

## Cooperation

### **IS Academy on Fragile States**

Since 2009, ICCO and Kerk in Actie participate in the IS Academy on Fragile States. This IS Academy is a collaboration between the Ministry of Foreign Affairs, Dutch academic institutes and other non-governmental organizations. Wageningen University provides the

overall coordination. The aim of the IS Academy is to better understand the processes of socio-economic recovery and the roles of formal and informal institutions in conditions of state fragility. This IS Academy contributes to this aim through both long-term research programs and short-term research. ICCO and Kerk in Actie gave financial support to two of the long-term research projects: A PhD study which started in 2009 concerning long-term political, social and economic effects related to the reintegration of (former) insurgents in El Salvador; and a PhD study concerning the interaction between state-collective social actors in post-disaster reconstruction and disaster risk reduction in Central America and Haiti, which was initiated in 2010.

### **Country platforms**

ICCO and Kerk in Actie participated in a number of country platforms in the Netherlands and Europe to promote knowledge-sharing and policy-influencing. One of these country platforms was the Dutch Uganda Platform, in which the Dutch organizations Cordaid, Hivos, ICCO and Kerk in Actie, IKV Pax Christi, Mensen met een Missie and Oxfam Novib cooperate. This platform is part of the Uganda Governance Monitoring Program (UGMP), an initiative started in 2003 by Ugandan and Dutch NGOs to contribute to good governance in Uganda. The UGMP consisted of 17 Ugandan NGOs in 2010.

A major activity of the UGMP in Uganda in 2010 was the development of a Citizens' Manifesto in the run-up to the elections of February 2011. The Ugandan organizations in the UGMP considered the limited ability of citizens to articulate their demands to the political leadership an important drawback to the democratization process. To improve this situation, they initiated and facilitated a citizens' manifesto process in which citizens formulated their socio-economic and political demands to the political leaders. After over a year of consultations in all parts of the country, the final Citizens' Manifesto was launched in October 2010, outlining the main aspirations and demands of citizens for the period 2011-2016. The manifesto provides a basis upon which elected leaders can be held accountable and upon which the responsiveness of the political system can be assessed. The UGMP in Uganda thus considers the citizens' manifesto a long-term framework, intended to establish a mechanism for sustained dialogue between citizens and elected leaders.

# Chief Prosecutor in Guatemala

After a long search, Dr. Claudia Paz y Paz Bailey (44) was appointed Attorney General in Guatemala last year. Until then, she had been working at ICCPG, an important ICCO partner. Her job at the National Prosecutor's office in Guatemala is an extremely difficult one, but ICCO is pleased that the leadership has gone to a person with integrity, like Claudia Paz.

Paz is a lawyer with a doctorate in criminal law and human rights from the University of Salamanca, Spain. She is a Professor of Law at San Carlos University in Guatemala City. She also worked for the Truth Commission that investigated the human rights violations that occurred during the Guatemalan civil war.

Paz was appointed to a four-year term and has announced that she will completely clean up the office. All public prosecutors will be reviewed. The justice system in Guatemala has been undermined by high crime levels, impunity and corruption (even in the judicial branch). It currently only has offices in 55 out of 334 municipalities in the country.

As the director of the Instituto de Estudios Comparados en Ciencias Penales de Guatemala (ICCPG), Paz led an independent think tank that investigated the Justice department's actions and tried to improve it by submitting bills and influencing public opinion. Crime rates in Guatemala are extremely high. Because of the justice system's deficiencies, many Guatemalans take the law into their own hands. Lynchings are common.

In her new job, it will be equally important for Paz to improve the country's legal structure, so that all residents have access to justice and Guatemala becomes



more just. Thanks in part to ICCPG, a number of laws have been passed in recent years in that direction, including one to counteract sexual violence against women. The implementation of those laws, however, still leaves much to be desired. As a result, the impunity, lack of security and distrust of institutions remain. Another injustice that must end is the marginalization of certain groups of Guatemalans. There is a need for more attention to women and indigenous people, whose economic, social and cultural rights are frequently denied. Discrimination is commonplace. Officials often do not even know anything about the indigenous people or the Mayan languages they speak. This limits these groups' access to justice. Claudia Paz's appointment proves that civil society organizations have gained greater influence and is, for the time being, ICCPG's crowning achievement.

# 4

## Access to Basic Services



## 4.1

### Introduction

The Access to Basic Services (ABS) program's overall objective is to facilitate access to basic needs for marginalized and vulnerable groups. The main working areas are: access to good and nutritious food, to safe drinking water, to education, to proper health care and to effective HIV prevention and impact mitigation interventions.

The context in which was operated underscored the importance of the ABS program and its positioning in rights based principles: continued competition between food and fuel result in high land prices and foreign investments in land has lead to proliferation of land grabbing.

Access to basic education is hampered by the lack of improved accountability mechanisms, civic engagement and pro poor growth and armed conflict.

Access to clean drinking water still is a not an option for 15 % of the world population. The issue is not scarcity but access. It is hampered where democratization and civic society mobilization are absent.

Unequal contribution of resources, lack of health staff, capacity at government level, and inefficient cost recovery schemes hamper access to good health.

Access to comprehensive HIV services shows a similar picture as for health care and is further jeopardized by persisting Stigma and discrimination..

Results were overall positive. The Food Security Evaluation established that ICCO had been able to stabilize food security and that ICCO has a unique added value in the area of nutrition.

Also the Education showed good results as to outcome and outputs of the partners and target groups. Evaluations showed that consolidation and synergy of the programmatic approach was very strong in India, Ethiopia and Peru.

The WATSAN Program was able to reach the number of 485.000 people having access to clean drinking water which is more than planned.

The Health and HIV/AIDS Programs successfully promoted community based health care, cost recovery schemes and client participation. Again the crucial role of religious leaders to influence change at community level and subsequently behavior was established.

Civil society strengthening efforts are key in the ABS programs. Thus civil society actors like for example Christian (national) Health Associations become strong quality counterparts for governments. Drinking water systems are solid in cases of balanced participation of all stakeholders including the private sector. Education thrives when parents and communities are co responsible for basic education. Food security gains ground where national coalitions on the Right to Food are being formed.

Mobilization of political will is not only addressed through lobby. Understanding by our constituency of the factors that influence lack of access to basic services is heightened through our active participation in platforms such as 'Stop AIDS Now!', 'Global Campaign for Education' and cooperation in publications such as the 'Right to Food and NutritionWatch'.

# Basic Education Quality Improvement

In Ethiopia, substantial progress has been made in achieving greater access to primary education. Along with striving towards 'education for all', the challenge is to provide 'quality education for all'. This includes a shift away from teacher-centered teaching towards a learner-centered approach. Although teacher training colleges in Ethiopia advocate child-centered approaches, these are hardly ever put into practice. Once in the classroom, the majority of teachers simply teach as they themselves were taught.

In response to this situation, teacher educators from the Graduate School for Teaching and Learning of the University of Amsterdam launched the Basic Education Quality Improvement Project (BEQIP), in close cooperation with Edukans, a member of the ICCO Alliance. The 3-year pilot project (2008-2010) was aimed at improving the teaching and learning process, reaching out to more than 30 schools in two rural districts.

The project's starting point in terms of changing existing educational practices was the teachers' daily practice. Through the so-called Monitoring-Sharing-Improving (MSI) approach, teachers were trained to observe and analyze actual teaching and learning practices and pay attention to the relationship between teaching methods and students' learning behavior. Two important techniques in this are digital video recording and time-on-task observation.

The Monitoring-Sharing-Improving approach is a cyclic approach that works as follows:

The first step is to monitor the existing situation in schools in great detail. Classes are filmed while in progress. The next step is to share the observations with everyone involved (teachers, supervisors, school directors, local officials, teacher trainers) by watching

and discussing several videotapes in a workshop. The focal point in this analysis is that of pupils' activities during the filmed lesson: What are the pupils doing? What 'learning activities' can be observed (active listening, writing, discussing, practicing)? Can their behavior be characterized as "on-task"? The second perspective is that of the teacher: What teaching activities do you see (presenting, asking questions, giving assignments, demonstrating, explaining)? The third step involves providing participants with practical training based on the findings to support them in implementing improvements. These improvements need to be well defined to increase the chance of success. This, in turn, produces confident teachers.

The cycle repeats itself, starting with the monitoring of the improvement goals. In the Ethiopian project, the cycle was completed five times between 2008 and 2010. The local front office of Edukans in Ethiopia, DEC (Development Expertise Centre), played an important role in supervising the project's progress.

At the end of the project period, it was concluded that the schools involved in the BEQIP project improved considerably in moving towards a learner-centered approach. The 'monitoring, sharing, improving' method provided teachers with recognition of the problems they encounter in their practice, concrete tools for improvement and the confidence to bring it along. This evidence-based approach can be successfully applied in other regions of the country, as well, in order to reach out to many more students, teachers and training institutions.

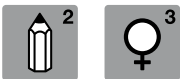
Teacher Ayalnesh from the Woliso Liben school commented: "These training sessions were the first in my career that made me think about improving my own teaching practice and that supported me in a practical way, rather than giving abstract guidelines."



A corresponding DVD 'The Ethiopian Experience' is available. The stills shown are from this DVD  
For more information please go to [www.edukans.nl](http://www.edukans.nl)



## 4.2 Education



### Countries

- Albania
- Angola
- Bolivia
- Burkina Faso
- Ethiopia
- Ghana
- India
- Indonesia
- Kenya
- Liberia
- Malawi
- Mali
- Uganda
- Peru
- Senegal
- Sudan
- Thailand

### Description of the sub-program

The aim of the program is to contribute to the 'Education for All' goals, in particular objectives 2 and 3. Emphasis is on basic education, more specifically: access to quality basic education for the final 10-20% of children who currently have no access at all; reduction of high drop-out rate, especially of girls improvement of relevance and quality of basic education, including TVET.

### Progress

Edukans (co-ordinator), ICCO and Kerk in Actie and Prisma together implement the Alliance's Education Program. The program aims to contribute to the Education for All (EfA) goals, MDG 2 and 3. Three intervention strategies are applied: direct poverty alleviation, civil society strengthening and lobby & advocacy. Specific attention is paid to the following themes: a) education and work, b) education and HIV/AIDS, c) education and (post-)conflict, d) education for marginalized people. Overall, implementation has taken place in accordance with the year plan. The program was implemented and consolidated in 17 countries, using a programmatic approach; Albania was phased out in 2010. Alliance partners also participated in the EducAIDS network (which focuses on SRHR improvements through education), Impulsis (support to 67 Dutch private initiatives) and 2 Millennium Treaties on education.

### Lessons learned

For this year's program, the Alliance partners have taken into account not only the results of 2010, but also a full analysis of the MFSI period. Lessons learned under the MFSI program were integrated in the MFSII application. This application includes an analysis of strengths and weaknesses of partners. Our strong points include an ability to reach out to marginalized groups, trust among constituencies and our rich base of experience, including an ability to ensure quality improvements and to develop successful pedagogical methodologies. Among our weak points are a tendency among a number of partners to take over responsibilities of the local, regional or national government; a lack of strategic vision on how to scale up successful methodologies; and a limited level and willingness to co-operate among partners. In addition, the (technical, PME, management, institutional) capacities of IA partners tend to vary; gender issues are sometimes insufficiently integrated in partners' approaches.

Lessons learned are based a.o. on project and program evaluations. In 2010, six country education programs were implemented. The evaluations showed that the consolidation and synergy of the programmatic approach was very strong in countries like India, Ethiopia and Peru, while in others there is scope for better co-operation and joint learning. The Edukans Local Expertise Centers (LEC's) play a crucial and valuable



role in supporting partner NGOs in implementing a programmatic approach, thematic learning, capacity-building, and networking & lobbying. However, pre-assessments and monitoring would benefit from a better systematization to make implementation and reporting more efficient and effective. Recommendations for improvements in the education program include the need to link partners to relevant funding opportunities and networks (to enhance sustainability); to improve local resource mobilization by communities; and to make better use of well-documented good practices. The Edukans Assessment Tool is seen as successful; the tool should be used in future programming.

Finally, over the past years, experience has taught the Alliance that linking stronger organizations to weaker ones at the regional, national and international levels tends to enhance capacities, open up new opportunities and bring 'education for all' within reach as an achievable objective. Evidence suggests that supporting a diverse range of partners leads to improved accountability, civic engagement and pro-poor growth. It also allows for smoother scaling up and exiting strategies.

## Examples of success

### Setting up an evidence-based lobby in Sudan

ICCO and Prisma partner Dark & Light both signed up to the Schokland Agreement on education in fragile states. The agreement targeted Afghanistan, Colombia and southern Sudan. In Sudan, the program kicked off mid-2009 with an orientation workshop in which a joint work plan was agreed upon by all the partners. Three objectives were set: 1) the exchange of good practices and lessons learned through peer reviews; 2) the formulation of a joint action plan based on the outcomes of the peer reviews and 3) the strengthening of advocacy and lobbying for 'education for all' in southern Sudan. Based on the peer review meetings, the participating parties identified the need to lobby for the abolition of user fees and hidden school costs as a main priority. Subsequently, a joint study was carried out in May 2010 to explore the practice of school levies and its impact on enrollment and retention. It collected the views of children on hidden costs and it identified other contributions that families have to pay next to school fees and their impact on family income. In addition, the study attempted to identify gaps within the policy framework both at the national and state levels.

Outcomes included the existence of substantial additional costs, including contributions for registration, examination, report cards, and uniform fees. These fees are often used to top up salaries of the educational staff or to finance school development activities. These additional costs not only lead to lower and late enrollment, but also to higher drop-out rates and a fear among children of being suspended. The study put forward a number of recommendations, including on issuing of circulars calling for a stop to school levies; identification of opportunities for alternative financing; and raising awareness among education leaders. The study's findings were discussed and refined during a dissemination workshop held in June 2010. It brought together 17 participants, including the Ministry of Education, UNICEF, UNESCO, Schokland partners and SC staff. Through the school levies study, the Schokland project has begun to raise awareness regarding a shortfall in the education system in southern Sudan, which is a serious obstacle to the achievement of MDGs 2 and 3 in the region. The study formed a steppingstone to get the Ministry of Education involved and to advocate for a stop to be put to these hidden costs.

### EducAIDS – Shareframe process

The outcomes of an evidence-based research project among young people convinced Alliance partners in Uganda and Kenya of the importance of implementing a comprehensive sexual education program. Because of an apparent conflict between moral/religious values, the translation of the research findings into a programmatic and organizational approach was not always easy. A key challenge proved to be how to link the factual evidence with morality-based approaches. The EducAIDS network provided partners with the opportunity to discuss this challenge.

In 2010, partners embraced a more holistic approach to addressing HIV and SRHR through education, which includes more attention to health in general and the involvement of stakeholders such as parents, the wider community and religious leaders.

EducAIDS staged a conference for Kenyan and Ugandan religious leaders to discuss their role and position with regard to (education on) SRHR. This South-South linking and learning activity resulted in a number of progressive conference resolutions (see [www.educAIDS.nl](http://www.educAIDS.nl)), which serve as a starting point for EducAIDS' activities aimed at religious leaders at the national and regional levels in Uganda and Kenya.

An external evaluation of EducAIDS underlined the organization's unique position, because of its focus on (SRHR) capacity-building among partner organizations, without acting as a channel for program funding. Further expansion and consolidation both in the Netherlands as well as in (other) partner countries was recommended.

## Less successful

### Education for All Network in ANGOLA

Since a number of years, ICCO has been supporting the ANGolan Education for All Network, together with other donor agencies such as the Open Society, IBIS-Denmark and, until recently, Intermon (Oxfam-Spain). During the last two years a number of joint actions were organized, including seminars on monitoring and evaluation, on current EFA policies and on the government education budget; discussions on the mapping of educational activities in the provinces where members are active; budget monitoring at the national and provincial levels; and participation in the (local) Global Campaign for Education activities.

A big challenge is the way in which the Network is organized, with a so-called Nucleo Duro (Core Group), consisting of three representatives from member organizations that is responsible for its coordination. However, implementation of the network's activities is hampered by the fact that the members of the core group have other responsibilities within their own organizations. Despite discussions to improve the internal organization (e.g. by appointing a coordination unit) the Network is reluctant to create a structure that does not have a direct relation with the member organizations. A scenario to resolve the situation for 2011 might be to link up with a number of other actors in a wider education network that is being coordinated by UNICEF.

### Basic Education Support Program replication in North Uganda

The replication in North Uganda of the Basic Education Support Program (BESP, implemented initially by the churches in East Uganda) was not very successful. In the exploration, identification and formulation phase, the more experienced churches from Eastern Uganda were very helpful in mentoring and guiding their counterparts from the north. A Partnership on Basic Education Development and Management (POBEDAM) was created among the northern churches and MoUs

on inter-church cooperation in education were drawn up and signed. However, during the implementation phase it became increasingly clear that POBEDAM was operating in isolation, with no efforts being made to enhance collaboration or learning. The project's evaluation in Uganda was forced to conclude that insufficient provision was made to involve target groups and assure sustainability of the achieved results.

## Cooperation

### Knowledge Forum on Basic Education.

Alliance members participated in a number of meetings of the Knowledge Forum. In addition, by the end of 2010 preparations were started by ICCO and Edukans for a session on school drop-out rates in co-operation with the Ministry of Foreign Affairs and the University of Groningen.

### Knowledge Forum on Education & Religion

The ICCO Alliance working group on Education & Religion presented its report on 'The role of Faith-Based Educational Institutions in Conflict Transformation in Fragile States' on April 27, 2010 at a conference at the Ministry of Foreign Affairs, organized in co-operation with the Millennium Treaty on 'Education in Fragile States'.

### EducAIDS

Together with WPF, the CABA (Children Affected By AIDS) working group and the Ministry of Foreign Affairs, EducAIDS organized a one-day expert meeting in September 2010. Representatives from Dutch NGOs, the Ministry, etc, were invited to discuss the approach of the EducAIDS network. Experts from WPF and representatives from the EducAIDS network in Uganda (ADRA, CEREDO and HNU) presented the way of working during the morning session; workshops in the afternoon gave the floor to all participants for discussion. The workshop report is accessible via [www.educAIDS.nl](http://www.educAIDS.nl).

### Global Campaign for Education (GCE)

In May 2010, several Members of Parliament participated in a kick-off event for the 1GOAL-campaign that generated media-attention and public support for the EFA-goals. At the 2010 FIFA World Cup Education Summit in South Africa in June, the Dutch Prime Minister Balkenende called upon world leaders to support EFA. However, by the end of the year the political landscape in the Netherlands had drastically changed, with the new government dropping education as a priority theme in its development cooperation policy. Despite an intensive lobby by GCE-Netherlands, the budget for education support was cut by at least 15 percent. In the coming months, the Dutch GCE-coalition will closely monitor the phasing out or transfer of education programs no longer supported by the Dutch government. A part-time coordinator was contracted by GCE-NL in November 2010 to oversee this process.



## 4.3

### HIV/AIDS



#### Countries

- Angola
- India
- Nigeria
- South Africa
- Central Asia
- Kenya
- West Africa
- Ethiopia
- Nepal
- Zimbabwe

#### Description of the sub-program

Under its HIV/AIDS program, the ICCO Alliance is working towards a society that is able to deal with HIV and AIDS. This means that: 1) everyone has knowledge of HIV/AIDS; 2) everyone knows how to safeguard him/herself from infection and is living in an environment that enables him/herself to do so; 3) HIV positive people have access to proper care and treatment; 4) stigmatization and discrimination are a thing of the past; 5) the impact of HIV/AIDS at individual and society level is minimized. The program aims to achieve this by combating discrimination, an integrated approach (prevention, care, treatment, support/impact

mitigation), through increased involvement of other social players and the strengthening of our own partner organizations.

Within the HIV/AIDS program, Prisma, ICCO (lead) and Kerk in Actie are joining forces.

## Progress

### Progress in programmatic working

In all countries where we have been working towards a programmatic approach, coalitions have been established and overall goals, objectives, strategies and, in most cases, program activity plans have been formulated (with the exception of Ethiopia where the process to come to a common program only started mid 2010.) Most programs simultaneously combine program development, refinement and implementation of (partner project) activities.

We have noticed that in most program coalitions only ICCO Alliance partners are being involved. Partners strongly feel the need for trust towards each other when getting involved in a more programmatic way of working. This trust is apparently stronger when partners share the same donor, and have a common faith or common understanding of the issue at stake. Although not involving other stakeholders right from the beginning might be considered a weakness, we see in practice that after the initial program coalition has laid a strong foundation, openness to other stakeholders develops. For example, in the FBO program in India, two different religious groups, who having first developed their own programs, while keeping each other informed but not engaging in any kind of collaboration, have recently both expressed that now the time for collaboration has come.

### Progress achievements of program

In 2010, resilience of vulnerable people living with the impacts of an HIV infection was increased, in particular among women and young people in all countries and regional programs. In Kenya, much work was done on increased access to information and VCT services for the general population and to treatment, care and support for people living with HIV as well as for orphans and vulnerable children. In Nepal, similar activities took place, with strong attention for specific vulnerable groups like intravenous drug users and migrants. In Bolivia, the focus has been on informing

adolescents through the integration of sexuality in the curriculum in major urban areas, and on the training of teachers and peer educators.

Our partner networks became more adaptable and more effective: in 2010, capacity-building of partners took place either through the Alliance, or through the program coalitions, with peer feedback and other instruments resulting in more open and sharing networks. KALLPA in Peru shared its extensive experiences in communicating with young people, Gapa-Bahia in Brazil demonstrated their experiences in the area of lobbying in relation to funding.

Mobilised decision-makers have contributed to an improved position of people living with HIV and/or have positively addressed factors fuelling the spread of the HIV virus. Program coalitions have all included lobby & advocacy as a strategy to improve the situation of their target groups. Though concrete results at the policy-making level are still limited, some coalitions already have been able to influence the agendas of policy-makers. For example, in Nepal, heightened attention was generated for the position of migrants; in Peru, a seminar on 'Sexual Education Matters!' was organized by young people and regional authorities together.

Looking at the program over the last few years, we can conclude that:

- we have been successful at enhancing attention for HIV within the framework of SRHR and in integrating HIV in SRHR and other relevant health programs (eg Procovise DRC, CT&D program, Utchembere Network, Malawi, Maternal health program);
- we have succeeded in further mainstreaming SRHR, incl. HIV, into our education program;
- in the area of food security, the mainstreaming of HIV needs further attention; from evaluations it has become apparent that partners are aware of the link between the two, but do not sufficiently take this relationship into account in their program activities;
- much attention has been paid to building partner capacity, particularly in the area of M&E, the formulation of SMART objectives and indicators and L&A;
- the tendency to target women exclusively has been left behind; there is increasing acknowledgement

- and attention for the targeted inclusion of men;
- Through interventions of strategic FBOs/partners targeting faith leaders and their communities the acceptance of people living with HIV has increased, as well as openness to discuss HIV and HIV related subjects.
  - The specific vulnerability of women and young girls arising from their position in society is increasingly accepted, and in line with this, the construct of gender; related issues on which religious institutions tended to remain silent, such as gender-based and domestic violence, are being acknowledged and addressed much more openly.

## Lessons learned

The research study ‘Strengthening the evidence base to maximize synergies between HIV and HS (health systems)’ by KIT, University of Bradford and Stop AIDS Now, looks into evidence for synergies amongst vertical HIV program funding & support and their positive effects on health systems. Preliminary results showed that in some areas and under certain circumstances reinforcing synergies do exist (for example, an increased technical capacity of staff), while in others undermining effects were found (such as staff leaving the public sector to start working in the NGO sector). The report will be finalized in April 2011.

In a research study on the ‘Involvement of men in SRH services’ (by J. van de Sandt), the main findings show that where men are involved in SRH services, this is mainly motivated by an expected positive impact on the SRH of their wives or the health of their children, and not because of the health of men themselves. The results justify an increased attention for and mobilization of men to become involved in/make use of SRH services.

Utrecht University conducted research into ‘The role of religious institutions in the construction of male identities in high prevalence HIV contexts’ in which the main relevant findings were that in different denominations, HIV and other related public health and social issues are being discussed in the churches, showing awareness and involvement. The approach within the churches on the one hand is focused on convincing men of their responsibilities as fathers of the family. The unequal power position of men and women is not being addressed. Theologians on the other hand tend

to approach the masculinity issue much more from a gender perspective and want to work towards more gender-awareness, empowerment and equality. Awareness of this difference in approaches when working with religious actors is important.

Many HIV programs focus specifically on young people. However, only a limited number of partners actively involve them in their needs assessments, project/program development, implementation and M&E. Therefore, increased participation of young people has now been included as an objective in virtually all programs. In addition, an objective to support partners and their target groups has been specifically included in the new business plan, in order to increase meaningful participation of beneficiaries.

It must be mentioned that the work of EducAIDS, and particularly its collaboration with WPF on evidence-based approaches, has made clear that acceptance of the reality of young people and acting on that reality is not something that comes easy, particularly not to faith-based organizations.

## Examples of success

### **Stimulated leadership with religious communities in India**

In their development work, church institutions tend to favor a project approach over a program approach. The Ecumenical Solidarity for people living with HIV and AIDS (ESHA) in India is supporting the churches to make the turn towards a more programmatic way of working. To study and analyze the complex context, ESHA introduced the Appreciative Inquiry Approach to map the resources and experiences available amongst the churches and related organizations. ESHA has generated much interest among churches and institutions which are outside of the present 40 pilots and has stimulated lay leadership within religious communities.

### **The TUCO coalition programmatic linkages in Kenya**

Through the TUCO coalition, the program has created significant linkages with other actors and synergy is currently notable in aspects of funding (especially access to government funding), sharing best practices, collaboration with government health facilities in care and treatment and safeguarding the rights of people living with HIV and OVCs regarding ownership

# Aids in Zimbabwe

**Sekai Rumo is 37, but she looks like she's in her mid-20s. All the same, she has AIDS. She does not know how long she has had it, just that it was diagnosed in 2007. It all started when her husband suddenly got gravely ill and died, while she was expecting their first child.**

"I so hoped that I could keep the child. At least then I would have had something of his," she says. Instead, Sekai herself fell ill. She got a high fever, her legs swelled up and she had pain in her joints. That was reason enough for the NGO FACT, a local ICCO partner that works in her home village of Chipfatsura, to have her tested. The hospital was over 12 miles away, and she had to walk the whole way when she went to get the test results.

"I was terrified when I went to the hospital – by myself, because I hadn't dared tell my family. I was so scared that I'd be seropositive. Then I got the results: positive. I cried all the way home. I knew I had to tell my mother, and I was so scared that she would cast me out. I was a widow with AIDS and no children. Who would take care of me? I would have nothing left."

Her mother did get furious. She spent all night in a panic, in the wattle and daub huts of her family and outside, in the field. Sekai could hear her screaming that it couldn't be true. She could not believe it. "But the next morning, she came to me. She didn't cast me out."

The same was not true of some of the villagers. It is a small village, which can only be reached by endless bumping along dirt roads. There is nothing but fields as far as the eye can see, with far off in the distance the stacked giant boulders that are typical of Zimbabwe. The 200 residents of the village live in round clay huts, with thatched roofs. Each family has a few huts, for cooking and sleeping in. The only stone building in the village is the church, which also serves as a school and a meeting place.

"Some people scolded me and said I was just looking for attention, that it was a lie. I hated them, I avoided them, but I kept running into them again and again.

Other people simply avoided me. There are so many misconceptions about AIDS: that you can transmit the disease by drinking from the same cup or by touching someone. The worst one is that having sex with a virgin will cure you."

However, AIDS has become a fact of life in Zimbabwe. Fifteen percent of the adult population is infected, the fourth highest percentage for any country worldwide. In Chipfatsura, Sekai's village, 16 of the 200 residents are infected. They support one another and work together on projects, like making school uniforms. Through FACT, they also serve as spokespeople to tell others about infection and prevention. That means making AIDS a discussible topic.

"We hope that people will become more open about AIDS by seeing us. We can only stop the disease from spreading if the subject is discussible. We want to show people that anyone can become infected, and that people who have HIV don't suddenly become untouchable. Thanks to the medication, you can't even tell that I have AIDS from looking at me. And we try to convince people to get tested. I was terrified of getting that test, and I resisted it for a long time. But without it, and the medication I'm getting now, I would surely already be dead." Now, Sekai tentatively dares to hope for a future. Her deepest wish is to find a husband and still have a child. She accepts the risk – one in four – of it being born infected. "If God wills it, everything will turn out all right."

*by Remco Bouma*

of property and entitlement. The program has also managed to create linkages with the Africa Medical Research Foundation (AMREF Maanisha) in the areas of economic empowerment of people living with HIV, reproductive health, behavior change communication (BCC) and life skills development among the youth.

## Less successful

### **Hampered collaboration in Kenya & South Africa**

Cooperation amongst partners of Prisma, ICCO and Kerk in Actie is not always perceived by all as desirable. In Kenya, TUCO has tried hard to get CHAK involved, so far with no success. In South Africa, the character of our partner organizations hampers collaboration in the more sensitive areas like discussing, respecting and acting on the rights of for example homosexual persons.

### **Limited reaching of young people in Zimbabwe**

The child rights' project in Zimbabwe has so far only included only a very limited number of young people living with HIV/AIDS. Out of the 10.000 youths reached, only 45 youths were known to be HIV positive. It emerged during the implementation period that this group was growing in number and needed programs focusing specifically on them. Statistics from DAAC (November 2010) reveal that in Mutare province alone there are over 1500 youths living with HIV and actual numbers may well be higher. HIV-related stigmas and discrimination are felt intensely by young people living with HIV, they face confidentiality breaches and discriminatory attitudes when accessing health care and support services. Confidentiality is a critical issue for young people living with HIV. Currently, Zimbabwe does not have guidelines on addressing the needs of HIV positive youth and current life skills programs do not adequately address their needs. To be meaningful, the youth program will have to connect to others already working with this particular group of young people.

## Cooperation

EducAIDS is a network of Potestant Christian Dutch development organizations in the north and their Southern partners in 4 countries (Uganda, Kenya, Ethiopia & Malawi) to which the ICCO Alliance actively contributes. The members share their involvement and their vision on the role of education in getting the HIV/

AIDS pandemic under control as well as their acknowledgement of the negative impact the pandemic has on the sector itself. Through linking, piloting, learning, sharing, lobbying & advocacy the network aims to increase the involvement of the education sector in HIV/AIDS work as well mitigate the pandemic's negative impacts. In the Netherlands ICCO and Prisma are both member of the steering committee. In the South, EducAIDS collaborates closely with World Population Foundation, a Dutch expert organization in the area of young people and SRHR, including HIV.

Stop AIDS Now (SAN) is a partnership of 5 Dutch organizations who are all involved in getting the worldwide HIV pandemic under control. The partnership is focused on doing things better and doing more. Its main strategies are campaigning, fundraising; L&A; research; piloting/learning/; knowledge management. In 2010, SAN existed 10 years; to celebrate this it organized an Expert Tour for all its partners to share the results of their work over the last decade. ICCO used the occasion to invite its programmatic approach facilitators to this training.

Ecumenical Advocacy Alliance (EAA): The Ecumenical Advocacy Alliance is a broad international network of churches and Christian organizations cooperating in the area of advocacy on food and on HIV and AIDS. Alliance members represent tens of millions of Christians around the world who share the conviction that advocacy against unjust structures, practices and attitudes should not be a task we conveniently engage in when we see fit, but which is a fundamental requirement of living out our faith. In 2010, the ICCO Alliance, together with Cordaid, the Dutch Ministry of Foreign Affairs and others organized an international meeting for high-level religious leaders. The outcome of this meeting was a document listing a set of principles and approaches to which all those present committed. This document is now being distributed world-wide; outcomes will be presented in Washington during the International Advisory Council 2012.

CABA & Better Care Network: The ICCO Alliance is actively involved in the CABA working group. Together with EducAIDS and World Population Foundation (WFP) an expert meeting on Sexual and Reproductive Health and Rights in education was organized. Experiences on working with the Shareframe were shared with a broad audience.

INTRAC: The ICCO Alliance finances INTRAC's support to a network of capacity-builders on Work Place Policies, capacity-builders who are also involved in our own capacity development and/or WPP programs. Within the INTRAC program, capacity development organizations and consultants are supported to conduct action research and make their experiences accessible to a larger audience.

APRODEV: policy advisors of APRODEV organizations on SRHR and HIV meet once a year to discuss their programs, policies, plans, common partners and opportunities for further collaboration. In 2010, EAA also participated in the annual meeting. Agreements of the meeting in 2010 included: further collaboration in the area of indicators; criminalization and MSM/homosexuality. Collaboration with APRODEV at country levels is set to increase, largely due to the decentralization process of ICCO.



## 4.4

### Health Care



#### Countries

- Afghanistan
- Albania
- Bangladesh
- Cambodia
- Chad
- Dominican Republic
- Egypt
- Ethiopia
- Ghana
- Guatemala
- Haiti
- India
- Indonesia
- Kenya
- Malawi
- Myanmar
- Nigeria
- East Timor
- Sierra Leone
- Sri Lanka
- Sudan
- Vietnam
- West Papua
- Zambia
- Zimbabwe

#### Description of the sub-program

The objective of this program is the strengthening of health systems at local and district levels, with a special focus on the sexual and reproductive health of women, adolescents and vulnerable groups. We aim to achieve this through three main intervention strategies: direct poverty alleviation, civil society strengthening and policy influencing.



The health care program is jointly implemented by Alliance members ICCO, Kerk in Actie and Prisma. The coordination rests with Prisma.

## Progress

In 2010, the Health Care program operated in 23 countries. Most of its programs are implemented in isolated and rural areas or among marginalized groups of poor people in big cities. People are ensured right to health by focusing on access to health care and improvement of quality of services. There has been continued attention to community participation and building partner organizations' capacity in relation to, for example, community-based health insurance and lobby & advocacy. In 2010, there was increased attention for the participation of the target groups in the program's projects (civil society strengthening). For instance, in Uganda, India and southern Sudan, participation was enhanced through community committees, village health committees and self-help groups, ensuring capacitated change agents through which civil society promotes effective prevention of SRH problems, HIV transmission and disabilities. Another focus area has been the financial sustainability of health care programs. In DR Congo and in India, community-based health insurance pilots are being implemented.

In 2010, the IA focused on building strong and viable programs in 15 countries. Partner consultations were set up for context analyses and stakeholder analyses were conducted in several countries. Together with partner organizations, programs have been strengthened in the areas of sexual and reproductive health and rights (SRHR) including HIV & AIDS; disability; human resources; and community-based health insurances, where possible in collaboration with Christian health associations.

In 2010, a tool to measure the performance of the pharmaceutical industry in relation to access to medicines for the poor in the South has led to more transparency in the industry. The tool has not only caught the attention of investors, but also generated world-wide interest to develop a similar tool for the food-producing industry.

## Lessons learned

The following lessons from the past years are of particular importance for the years to come and have influenced the choice of program strategies for 2011-2015:

### Ways to improve health systems

Our recent research among Christian Health Associations stresses the importance of collaboration with the government on cost recovery; insurances; HR policies and strategies; and exchange of best practices. Communities have shown to be important stakeholders; Annually over 100 million people end up below the poverty line because of their health care expenses. Making community-based health care more sustainable requires community involvement and proper implementation of health policies. It also needs a health financing system that contributes to a substantial increased coverage of the costs, without excluding the poor, and without being dependent on foreign financing.

### Civil society, participation and mainstreaming

Religious leaders are vital to effectuate change at the community level that is related to beliefs, norms and values. Their involvement in reducing stigmatization and improved gender equality is crucial. Capacity-building is a strategic way to equip church groups with the necessary skills to be more effective in mitigation, lobbying and resource mobilization.

Following the design of a model on 'Quality of care' in 2009, in 2010 two distinctive assessment tools on how to assess access to quality health care – the 'Access to Care' and 'Community Participation & Involvement' questionnaires - were tested in four developing countries among 7 selected partner organizations of the ICCO Alliance. These tools were revised according to respondents' feedback, resulting for example in a more user-friendly score card on 'Community Health Involvement'. The tools will be used in baseline surveys for MFSII.

## Examples of success

### Community Based Health Insurance in India

Since 2008 a seminar on Community Based Health Insurance (CBHI) in India has sparked off initiatives among the different partner organizations in the area of health insurance, resulting in activities like pilots for designing CBHI schemes, exchange visits to various

CBHI schemes and further stakeholder meetings. In 2010, things improved drastically and the acceptance and rolling out of health insurance schemes has been beyond expectation. A number of community hospitals of partner organizations were included as service providers in the government's insurance schemes. These same government schemes also pose new challenges for our partner organizations, for example in relation to making sure their target groups are included in the scheme (lobby, community mobilization) and questions relating to the quality of patient care.

### **Increased cooperation in the area of Health and HIV in Uganda**

More initiatives in relation to our programmatic approach were taken up by partner organizations, in preparation for strong partner coalitions and programs under the MFSII framework. An example is Uganda, where a partner consultation was held as a first step to reach a common understanding and strategy for increased cooperation in the area of Health and HIV. ACET Uganda, the AIDS Intervention Program (TAIP), TWR Uganda, Health Needs Uganda (HNU), the Uganda Protestant Medical Bureau (UPMB) and other stakeholders attended the consultation. The organizations agreed to work towards strengthening the institutional capacity of CSOs and NGOs, delivering quality health services, improving SRH, delivering HIV quality services to communities and improving the capacity of health consumer groups to demand and establish mechanisms to participate in service delivery and to hold government and stakeholders accountable.

### **Community health insurance scheme in Cambodia**

The Health Program in Cambodia was very successful in providing health care care to rural poor communities using the scheme of community health insurance. The Program was pioneered by three NGO partners who used a programmatic approach to reach their goal. Partner organization MoPoTsyo provided the technical capacity to identify the patients, brought together a peer educators' network and trained them to provide the health care service to the patient. CAAFW provided technical capacity in relation to community organizing. CAS provided the research capacity to assess the effectiveness of the program and provided the research findings to support lobbying efforts targeting the Ministry of Health to persuade them to integrate the scheme into the Government Program. The combined

efforts of each of the partners persuaded the Ministry of Health to accept the outcomes of the program and support the scheme.

### **Less successful**

#### **Discontinuation of a community partnership in Timor Leste**

ICCO's partner organization in Timor Leste offered a program for group empowerment to the Suai-Loro community. However, this program did not include any material support. The community, being used to receiving ample material support from both the government and international agencies, could not be sufficiently motivated to productively participate in the ICCO program. As the community partnership only appeared to reinforce the community's dependent mentality, it was decided to discontinue the partnership.

#### **Discontinuation of a health program in Cambodia**

Our monitoring shows that existing systems and approaches tend to be too focused on qualitative data and on outputs rather than outcomes. It is therefore necessary to look for alternative methodologies. A good example of this is Cambodia where a number of partners have been working on the introduction of Outcome Mapping. For instance, for partner organization TASK outcome mapping reinforced the strategic change that the organization had made. Unfortunately, these new initiatives could not be continued as the ICCO Alliance had to withdraw its support for the Health program in Cambodia.

### **Cooperation**

The ICCO Alliance has actively participated in ShareNet. Meetings were dedicated to recent maternal mortality figures and to the feedback from international conferences. The Alliance also took part in the stocktaking that was organized by ShareNet in order to review its objectives and analyze the needs and possibilities for its future role.

The ICCO Alliance is represented in the core group of the Health Insurance for the Poor platform (HIP). In 2010, a desk study was finalised on the impact of health insurance in developing countries in Asia and Africa that was co-financed by the ICCO Alliance. An inventory of the policy of Dutch development organizations showed that these predominantly support health insurance initiatives related to improving access

to care, reducing user fees, improving the quality of care and stimulating community empowerment. Based on these findings, a model for M&E was developed that will be tested in several countries in 2011.

In 2010, the ICCO Alliance (ICCO, Kerk in Actie and Prisma) participated in the Dutch Coalition on Disability and Development (DCDD). The Alliance has committed financial support for 2011-2013 and participated in the steering committee that drafted the new direction for DCDD. Main goals for 2011 onwards will be lobby & advocacy and knowledge management.

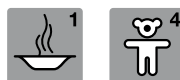
The MFS<sub>2</sub> application process has triggered a measure of coordination between Cordaid's Together for Change Alliance and the ICCO Alliance. Among other agreements, this has resulted in a MoU between Cordaid's alliance, the ICCO Alliance and the SRHR alliance.

The ICCO Alliance participated in the Dutch Human Resource for Health (HRH) alliance. In addition to some joint lobbying initiatives, a joint publication was issued: 'Chances for Change; Dutch measures to improve the global distribution of health personnel'. A new working group on HRH and development cooperation was started, with the participation of the following organizations: Cordaid (chair), ICCO Alliance, AMREF, Wemos and HealthNet.



## 4.5

### Food Security



#### Countries

- Afghanistan
- Bangladesh
- Benin
- Bolivia
- Burkina Faso
- DR Congo
- Ecuador
- Haiti
- India
- Madagascar
- Malawi
- Mali
- Myanmar
- Nepal
- Pakistan
- Paraguay
- Peru
- Sudan
- Uganda
- South Africa

#### Description of the sub-program

The aim of this program is to improve food security for the target group by improving cooperation between partners and relevant actors.

In 2011, ICCO will have the lead within the ICCO Alliance for the food and nutrition security program, combining resources from ICCO, Kerk in Actie and Prisma.

## Progress

The Food Security program 2007-2010 was evaluated at the end of 2010. The evaluation was positive in terms of policy and policy relevance. In terms of results, the evaluators stated that ICCO had been able to stabilize the food security situation (especially in terms of availability and utilization aspects) of its target groups. At the same time, they advised to link up with Fair Economic Development (FED) and VCD approaches to enhance financial sustainability.

In at least five countries, strategies for disaster risk reduction, including capacity-building, were included into the program, following the 2010 evaluation. ICCO has a clear added value compared to other actors, in particular in the area of nutrition, in which area of expertise we are often the only player.

With regard to availability of food there are clear examples of progress: In almost all focus countries, food production of target groups increased - in Benin and Nepal even up to 50%. In most countries, diversification of production also improved, for example in Bangladesh where households were stimulated to combine gardening with poultry-rearing and fishery. Access to food improved through the use of strategies including several income-generating strategies (such as the selling of agricultural products), but also strategies aimed at better pricing through better organized farming groups. Net income rose because of money-saving activities, including through the use of organic fertilizer and integrated pest management.

In Madagascar (see also below) access to food was improved by enhancing marketing options for farmers: food now tends to remain in the locality also during the lean season, because farmers have more credit options for other income-generating opportunities. In 2010, for example, the number of rural banks operated by micro-finance institute Tiavo increased significantly, an excellent example of successfully combining FED and food security strategies

Utilisation of food improved in 14 countries, in some cases by direct interventions such as education on nutrition (including hygiene), but also, for example, by including nutrition messages in lobbying campaigns in Mali, thus stimulating governments to include nutrition issues in their policies and programs

Access to land and water is essential for food security. In Honduras, significant progress was made with 2500 peasant families being granted access to land and receiving support to start producing. 432 target groups in total were granted land certificates. Studies analyzing access to land were finalized in South Africa, Madagascar, Mali and Brazil.

In May 2010, the European Union issued a new document on food security, containing a positive and progressive statement embracing both the Right to Food as well as focusing specifically on small-scale farmers. ICCO contributed to this communication through both the European Food Security Group (Concord) and the Aprovech network. This new progressive policy, if correctly implemented, will contribute to the realization of the Right to Food in developing countries.

In most focus countries where alliances have been formed over the past years, these have gained wide recognition: for example in Benin the alliance positioned itself in 2010 by formulating common goals and setting out to influence government policies. In Bangladesh, where many NGOs are active, the Bangladesh Food and Water coalition is the only network that is active in the field of nutrition, thus fulfilling a clear added value with regard to coordination, linking/learning and policy influencing. In Mali, a national Right to Food network was established, and linked to the African Right to Food Network. In Madagascar, a coalition was formalized with members starting to implement complementary activities in communes in the south east of the country. The alliance members in Madagascar truly complement each other with their respective fields of expertise, their constituencies as well as their networks and circles of influence.

## Lessons learned

The food security program needs to incorporate more marketing and micro-credit options.

The challenge here is the continued focus on vulnerable groups and the effects on food and nutrition security of the integration of commercially driven activities. There is a trade off between quick economic wins through Value Chain Development (VCD) and progress that reaches more vulnerable groups with severe food security problems. The ICCO Alliance needs to develop clear policies and intervention guidelines that address

this issue. Strict monitoring of results and consequently adapting programs should be part of this (learning) process. Relevant in this regard is the process together with the Dutch Government, Wageningen University and Plan, to study food security and agricultural projects in two pilot countries and advise stakeholders on how to make these interventions more responsive for nutrition (see also under cooperation).

Following the high food prices and the continued competition between food and fuel, resulting in high land prices and foreign investment in land by both commercial companies and governments, the issue of access to land and land-grabbing has gained importance. In 2010, ICCO has been very active in land issues. Program officers from Southern Africa and South East Asia for example participated in a meeting of the committee on food security in Rome. During this meeting ICCO, together with FIAN, organized a side event that attracted a lot of attention. The land issue was also extensively discussed in the Right to Food and Nutrition Watch. In most networks in which ICCO is active, land remains important in 2011. ICCO will have to effectively mobilize these networks to continue its 2010 work on land.

## Examples of success

### **The long-term Initiative on Food and Empowerment in Madagascar**

In Madagascar, the LIFE Coalition (Long-term Initiative on Food and Empowerment) was established after a slow process that started in 2008 with the introduction of the programmatic approach by ICCO staff and resulted in 2010 in the formal constitution of the coalition, now truly owned and governed by the partner organizations. The complementary nature of the interventions of its members are evident in the field of disaster risk reduction (started in 2010), food security and chain development, backed by other projects aimed at improving access to financial services and securing land ownership rights. These sustainable interventions combining direct poverty alleviation with creating enabling environments was evaluated positively by the external evaluators end 2010.

### **A shared learning and advocacy agenda in Uganda**

Early 2010, a pilot collaboration between ten smaller and bigger NGOs ended. Based on the result of an evaluation, 6 NGOs decided to continue their coopera-

tion in the area of food security. By the end of 2010, they had shared a learning agenda and identified a joint agenda for Uganda's Lango district. This budding collaboration joined the EAA for joint advocacy in 2010. The group has applied for external funding to support its activities.

## Less successful

### **Hampered cooperation in Bolivia**

A group of six partners of the NGO network AIPE (focusing on FNS-related capacity-building and lobbying) set out to work on the development and validation of an integrated set of strategies and interventions for local economic development and improvement of the food and nutrition situation. It proved difficult to establish a link between the work of the six partners at the local level with the regional scope of AIPE and thus with the regional program.

Given the fact that all six local partners work in different departments of Bolivia, their impact at regional level remains weak and insufficiently articulated with the role and responsibilities of the regional AIPE network. The scope of cooperation/coordination focuses on linking, learning and lobbying and does not include actual work at community/target group level, which would be very beneficial to the work of the coalition.

### **A reality check in Haiti**

Early 2010 a massive earthquake caused the death of numerous people in Haiti, and completely disrupted Haitian society. ICCO partners have been active in Haiti building a common food security and water program since 2009. In 2010, they had planned to hire a coordinator to start the coordination of a shared program in two communes in Haiti. The earthquake naturally caused them to shift their attention to immediate humanitarian assistance, including the distribution of seeds. In 2011 the complete program and plan will need to be revised, taking into account the new reality as well as the expectations of the population they have been working with. Lesson learned here is that a continuous check with context and reality is essential for good cooperation and a successful program.

## Cooperation

In 2010, ICCO chaired both the Concord EFSG and the Aprodev Trade Food Security and Gender group.

EFSG actively participated in the Committee on Food Security meeting in October 2010. Prior to the meeting, recommendations were issued to the European Commission and the Dutch delegation. Several of these recommendations, related to for example land and civil society participation, were adopted by the European Commission and the Dutch delegation.

In cooperation with FIAN and Brot für die Welt, the annual Right to Food Watch was published again in October, which was quoted at several occasions since.

The Netherlands Working Group on Nutrition (NWGN), of which ICCO is the Vice Chair, was invited by the Netherlands Directorate-General for International Cooperation (DGIS) and the Ministry of Agriculture to come forward with a proposal on how to integrate the issue of nutrition into the wider development cooperation framework. Summer 2010, this proposal was granted a subsidy from both ministries. In December 2010, the NWGN produced a statement in response to the increased attention for food and nutrition security on the part of the new Dutch government, which was well received and resulted in a further policy dialogue with officials early 2011.

In May 2010, ICCO was invited to join an international gathering organized by the High Level Task force for food and nutrition security and Concern Worldwide. The gathering resulted in a revised comprehensive framework for action for the UN. ICCO invited one of its partners from Mali to this gathering.

In October 2010, several organizations active in the field of agriculture, environment and development cooperation gathered in ICCO's head office in the Netherlands and developed the 'declaration of Utrecht', stating their motivation to work together towards a more sustainable (world) food system.



## 4.6

### Water & Sanitation



#### Countries

- Bangladesh
- Benin
- Bolivia
- Brazil
- DR Congo
- Ecuador
- El Salvador
- Ghana
- Haiti
- Honduras
- India
- Madagascar
- Malawi
- Mali
- Nepal
- Pakistan
- Peru

#### Description of the sub-program

The aim of the program is to improve and safeguard sustainable access to clean drinking water and sanitary services. The Right to Water is a leading principle.

The Water and Sanitation Program is based on a comprehensive participatory approach of integrated water management. This means that both sufficient access to drinking water for households and water for agricul-

tural production are included in the program. Due to more erratic and unreliable rainfall caused by climate change, effective and efficient management of scarce water resources is becoming increasingly important.

## Progress

The overall results of the water program are positive. 485,000 people, more than originally planned, now have access to clean water. In 20 water projects, water committees give attention to education on hygiene and sanitation. In 13 countries, in their composition, the water committees represent vulnerable groups and women. 25 partners have successfully put sustainable water use and pollution of water resources on the agenda. In 13 countries, issues relating to water conflicts have been submitted to the government.

In Latin America, the focus is mainly on processes that link comprehensive water resource management with human rights, at national, regional and local levels. A major issue is the strengthening of social movements to combat the threats from pollution by mining and mega-scale industrial projects. Related to this is ensuring that water remains a common source and is not entirely privatized. Linking water with the democratization program has proved to be very effective, for example in Peru where protection of water resources was successfully organized. An external evaluation of the water program in Bolivia clearly indicated the important positive impact of improved irrigation facilities on agricultural production and hence on the food security of poor rural households.

In Africa, the water program mainly deals with sustainable and sufficient access to clean drinking water. Important countries are Madagascar, Benin, Mali and Congo. Decentralization of management of drinking water systems, with sufficient and balanced participation of all stakeholders is an important aspect of the program. Wherever possible, cooperation is sought with the private sector, both in terms of investment and of joint management and operation.

In Madagascar, this approach has resulted in a clear change in the role of NGOs. In the water and sanitation program PAMOLEA, the participating organizations changed from partners in charge of engineering and construction to agencies specializing in social issues concerning water and sanitation.

Integrated watershed management for agriculture was implemented in Mali as part of a food security program. In Benin, improving water management proved to be effective in the food security program of EEAD/BUPDOS.

Following a context analysis in 2009, the Pragresa program in Benin took off in two districts in the North. A group of six organizations, including ICCO, joined hands to improve drinking water supply and sanitation through an eco-sanitation program, ultimately benefiting 12,000 households. Special attention is given to including local government institutions and the private sector.

In Congo, in the region South Kivu, as part of rehabilitation program for refugees, drinking water and sanitation facilities are provided.

Through the local organization APDA a small emergency project was implemented in Ethiopia. Trucks with water tanks provided drinking water for 4000 households to overcome a six-week period of severe drought prior to the rainy season.

In Asia, most of the water programs consist of integrated watershed management, which includes rain-water harvesting, water storage, and more effective irrigation practices. In many cases, these activities are incorporated in food security programs. An example is RDRS' Gaibanda food security project in Bangladesh - one of the larger water programs in financial terms. In this project, seven local organizations work together to address the needs of very poor women and children who are disabled and suffering from leprosy. For a group of 40,000 people, an integrated program has been set up to improve their position through a variety of activities aimed at income generation, improving food security and capacity-building. Within the program, that started in 2009, activities for drinking water, sanitation and disaster risk prevention against floods are also included. In 2010, tube wells with hand pumps were installed, latrines were built and plinths to protect homesteads against floods were constructed. In Nepal, the organization LWF carries out an integrated development program for 2100 households. Provision of clean drinking water and education regarding proper sanitation form an integral part of this program.

## Lessons learned

The water and sanitation program was originally based on the idea that to ensure sufficient access to clean water for vulnerable households a joint approach is needed. This means first and for all a sustainable and ecologically sound management of water resources. Initially no distinction was made between water for household use (drinking water) and water for production (irrigation). In the course of the implementation of the water program, it proved to be difficult to combine in one and the same program joint activities aimed at both drinking water and productive water. One of the reasons is that in the drought-prone areas where ICCO mainly works, drinking water mostly comes from deep underground water resources, while productive water comes mainly from stored rainwater or from surface water resources. Management of such deep water aquifers for drinking water is in many cases beyond the influence of our partners. Also, drinking water programs are often located in (semi) urban areas where the focus is more on operation and management of hand pumps and piping systems and on sanitation. Programs for productive water are mostly located in rural areas with a focus on rainwater harvesting and irrigation as part of watershed management. These watershed management programs are almost always part of and incorporated in food security programs. The overall conclusion was that sufficient access to clean water for households is best realized when integrated in drinking water programs and that access to productive water is best realized when integrated in food security programs. And that hence separation of the two programs would be more effective and efficient.

As a result, ICCO decided that from 2011 onwards there will be a separate drinking water and sanitation program implemented under the Dutch WASH Alliance, while productive water programs will be included in the ICCO Alliance-funded food security program.

## Examples of success

### Water footprint

Because the amount of available clean water is diminishing world-wide, it is increasingly important that the use of clean water for the production of agricultural products and consumption goods is regulated as efficiently as possible. Together with four other partners (Waternet, Twente University, CREM and WWF), ICCO

financed the development of a practical standard for the use of clean water, the so-called water footprint. With this tool, the amount of clean water used for the production of any good can be calculated. Thus producers will be stimulated to improve their way of production and consumers can become more aware of the amount of clean water used in goods they purchase. The footprint study has helped to transfer the general concept of the water footprint into a practical guide and an applicable methodology for producers to calculate the water use per unit of product. The results were received with great interest at their presentation at the International Fashion Week in Amsterdam. As a follow-up, an international standard for the calculation of a water footprint has been developed.

### Adaptation to climate change

Climate change, agricultural production and water management are in many cases interlinked. In the northwest of India, many farmers face longer spells of drought. This threatens their economic basis (agricultural production). Together with Alterra (linked to Wageningen University), a pilot was carried out to analyze the impact of climate change on local weather patterns and hence the need for adaptation of agricultural production methods. The pilot was implemented in the project area of partner organization Seva Mandir. It comprised an overall analysis of the vulnerability of the integrated watershed program to climate change, as well as a mathematic model study of expected changes in rainfall based upon local meteorological data. The outcome of the study was that the major threat to agricultural production comes not from longer spells of drought but from the increase in variability and hence the decrease in reliability of rainfall. The results were discussed with farmers and the degree and type of adaptation measures for agricultural production and water management to respond to climate change were worked out. The pilot clearly shows the importance of a reliable predication of long-term changes in local weather patterns resulting from climate change. The outcome of the pilot will be used to initiate similar projects in other food security programs to come to optimal water management that sufficiently takes into account the expected changes in local weather as a result of climate change.



## Less successful

### **Production of mango trees in India**

In the program area of partner organization ADATS in south India, farmers move from production of agricultural crops to mango trees. Severe droughts make the harvest of agricultural crops very insecure, whereas mango trees are less vulnerable to drought. However, a major problem for farmers is the high rate of mortality of recently planted young mango trees. As this seemed to be caused by insufficient water storage capacity of the soil, ADATS, together with TNO with whom ICCO has a partnership, sought a technical solution to solve this problem. Along with the planting of young mango trees a small amount of rock wool was put into the soil around the plant.

Though the initial results looked promising, in the end the field trial did not show significant statistical differences between the survival rate of young mango trees with and without rock wool. The results were not satisfactory enough to continue the experiment. Improved crop practices as well as better organized water management might still be more effective.

### **Congo: planned rehabilitation of water infrastructure insecure**

In Congo the planned rehabilitation of water infrastructure with the participation of water users, which was to start by the end of 2010, has become insecure due to the closure of the Congolese Bank in which partner organizations had deposited their money.

## Cooperation

ICCO continued its participation in the Netherlands Water Partnership as a member of the NGO platform. Together with the organizations Simavi, Rain, WASTE, AMREF and AKVO Foundation, the Dutch Wash Alliance was further strengthened, resulting in a joint program starting in 2011. This program builds upon the existing water and sanitation activities of the five organizations. The Dutch WASH Alliance will be working in 8 countries (2 in Asia, 6 in Africa) to ensure safe and sufficient drinking water and adequate sanitation for 2 million people.

For a study on the concept of a water footprint, ICCO engaged in a collaboration with Twente University. For a pilot on the adaptation of water management to climate change, collaboration was sought with Alterra in

Wageningen. TNO collaborated in a pilot on improved water storage capacity, Deltares on strengthening bare-foot hydrologists.

# Old and new

## Peruvians combine ancient Inca knowledge and modern innovation

In the model on the adjacent page, you can see a model of cultivated farmland created by our Peruvian partner Instituto para una Alternativa Agraria (IAA).

The IAA developed a unique concept for having farmers teach other farmers 18 environmentally friendly techniques for improving their harvest. The method combines the traditional knowledge of the Incas with new agricultural techniques, as well as product marketing. Through its efforts, the IAA improves not only the food production of farmers in the Cuzco region, but also their living conditions. The IAA has already helped 2,700 farmers and more than 225,000 Peruvians.

The concept took second place, out of 800 projects, in the BBC World Challenge, a competition organized by BBC World News, Newsweek and Shell to reward organizations that use entrepreneurship and innovation to get local communities to solve environmental, economic and social problems.

The keys to the organization's success are the rediscovery of ancient knowledge and the concept of having farmers teach one another. The farmer who has the knowledge is called a Yachachiq: "he who transfers knowledge." The Yachachiqs form the backbone of the project. "The interesting thing about these Yachachiqs is that they are also farmers themselves, who gained their knowledge through years of experience, adapting their ancestors' techniques to the situation at hand. They can explain those techniques at a level and in a language that the other farmers understand," explains Carlos Paredes Gonzales of the IAA. "It takes individualization, because each region has its own natural conditions. A plot of land near a brook requires a different approach than farmland at a higher altitude."

The farmers use their centuries-old knowledge together with modern technology, like sprinkler irrigation. This makes implementation much cheaper. The IAA started out in 1994 with 20 Yachachiqs in Cuzco. ICCO funded this first experimental stage. "That was very important; we wouldn't have gotten this far without ICCO's support. ICCO not only financed us, but also helped us think about how to reach more people. We managed to persevere thanks to ICCO," Gonzales says.

At the time, the farmers produced barely enough for their own use. Now, there are 2,700 Yachachiqs, and 225,000 Peruvian farm families from various regions benefit from the scheme. The farmers harvest more and better crops; their diets have become more varied, healthy and plentiful. And their children can attend school. "These families have taken a giant leap with respect to their basic needs, partly because they can now sell their surplus produce at the local market. Their children are visibly growing stronger than before," Gonzales attests.

The project involves cooperation with the public and the private sector. Gonzales points out that ICCO helped the IAA overcome its initial hesitation in this regard. "Thanks to ICCO's help, we managed to develop examples that we could take to the local authorities and businesses to convince them that they, too, could play a part in making local agriculture more productive," he says. "We received a lot of media attention and even won an award for the best social entrepreneur of the year from the Peruvian Agricultural Entrepreneurs Institute. Recognition like that is great, and it's a tremendous appreciation for people who, until recently, had been marginalized."

The IAA currently works with a Canadian gold mine company that donates PEN 10,000 (about 2,652



euros) to 200 families every one-and-a-half years, along with the materials to implement the farming and livestock techniques. IAA, in turn, provides the knowledge of the Yachachiqs. A Korean gas company supports 800 families in a similar fashion. ICCO supported the IAA with advice and practical assistance, affirms Gonzales. “It was ICCO that told us to repeat this project in other regions, as well.”

# 5 Communication & Lobby



## 5.1

# Communication & Fundraising

The year 2009 ended with the conclusion that ICCO's communication and fundraising needed to be better organized. ICCO's communication in general, and its campaigns in specific, failed to reach ICCO's target groups as intended. In today's society, international development is a far less popular subject than it used to be. A decrease in income for the majority of international development organizations has increased competition in the fundraising 'market'. On top of that, ICCO's alliance partner Kerk in Actie also feels the financial consequences of a falling number of members of the Protestant Church in the Netherlands.

As Kerk in Actie and ICCO already shared the same building, it was decided to pool means and staff and to combine all activities relating to communication and fundraising into a single shared department. The second half of 2010 was used to innovate strategies and work methods. The new strategies aim to enhance relations with trade and industry in order to raise funding for ICCO's projects. Further on in this chapter this new strategy is described in more detail.

As part of the '1point4billion' media project, ICCO and the lokaalmondiaal foundation staged a global cross-media debate from Desmet Studios in Amsterdam. The debate was broadcast LIVE in the radio program Llink Atlas.

### Media

In 2010, media coverage of the ICCO Alliance in the written press once again increased, partly but not solely because of the media attention for the campaign for the victims of the Pakistan floods, organized by SHO, chaired by ICCO and Kerk in Actie, and for ICCO's support of the Electronic Intifada website. ICCO staff's visits to Congo and Zimbabwe also raised publicity. However, the overall coverage of ICCO and ICCO issues on radio and television decreased.

### The Promise

Inspired by ICCO's new vision on development, filmmaker Ton van der Lee wrote a scenario about the

West's failed promises to developing countries. He zoomed in on a village in Ghana and let three young people speak about their everyday worries and dreams. The film explores an alternative to the current form of development: can Western money be better deployed to enable Africans to help their own people? The Promise was produced by Eyeworks and premiered at the Dutch Film Festival. The Netherlands interdenominational broadcasting company IKON aired the film on television early 2011.

### Verkuyl Lecture

The ICCO Verkuyl Lecture is held every two years to highlight developments in the global society. The Fourth Verkuyl Lecture, which took place in May 2010, featured Herman Wijffels, former chairman of Rabobank and former representative of the Netherlands at the World Bank. Mr Wijffels held a presentation on: 'The value of We, Empathy in a global society.' How do we deal with the changes in the global society? In what ways do we solve the great challenges of our time (climate, energy, food, conflict)? Do we provide synergy or are we in the way? And who is this 'we'? 325 people attended the lecture by Mr Wijffels, which was refereed by Eelke de Jong from an economic and Manuela Kalsky from a religious perspective.

### Glocalize!

ICCO was founded on December, 1964. To reflect on its 45th anniversary in October 2010, an international symposium was organized to debate the future of development cooperation. Keynote speakers were Yene Assegid from Ethiopia and Jan Pronk, former Dutch Minister for Development Cooperation. Debaters included Bram Ojik, Jan Boone, Marjan Minnesma, Peter van Lieshout, Vasu Gounden (South Africa), Sonia Baires (El Salvador) and Madhulika Gupta (India). The new chairman of ICCO's executive board, Marinus Verweij, pointed to the interdependence between North and South, between local and global. For more information please see the framework story before chapter 1.

### 'Dear do-gooder'

After the symposium, ICCO and colleagues said goodbye to Jack van Ham, who in ten years time helped transform ICCO from a purely financial organization into a network and broker organization. Under the responsibility of Van Ham, ICCO evolved into an international organization that determines policy and

strategies jointly with Regional Councils in the South. As a tribute, fifteen controversial columns on development cooperation by different writers were brought together in the book 'Lieve Wereldverbeteraar' (in English: 'Dear do-gooder'). Among the authors are Martin Šimek, Henk Hofland and Naema Tahir.

### **Development in international cooperation**

Under this title a book was published to commemorate not only the 45-year history of ICCO, but to first and foremost look towards the future of the ICCO Alliance. Dutch and foreign authors reflect on three issues: how to measure results, why are social organizations valuable and what is the relevance of empathy in religious development. The book was translated into English.

### **ICCO and the ACT Alliance**

ICCO and Kerk in Actie are members of the ACT Alliance. ACT (Action by Churches Together) is an international network of over one hundred churches and organizations in development, relief and advocacy. It was founded on January 1, 2010 following the merger of ACT International and ACT Development. ICCO co-brands in logo and text with the ACT Alliance. The ACT Alliance is particularly active in relief, but will extend its activities to other areas.

### **Campaigns**

In view of the changing political climate and the growing discontent with development aid in the Netherlands, ICCO decided to change its campaign plans for 2010. Together with the other members of the ICCO Alliance, we started a 'Think global' campaign. The campaign stressed the importance of international cooperation for safeguarding global common goods like climate, food security and safety, for the world as well as for the Netherlands. In more than 40 towns 'Think global' election posters were distributed. The supporters of the ICCO Alliance members were presented with a 'Think global election package' and asked to put up the 'Think global' posters. The campaign was successful in that it managed to involve all ICCO Alliance partners, but less successful in reaching substantial groups of people and swaying public opinion.

The ICCO campaign spotlighting women as peace-building actors and calling attention to UNSCR 1325 continued in its third year. Due to budget cuts and changed ICCO policy, the campaign was downsized and

a social media pilot was canceled. The campaign was promoted in several Dutch fairtrade shops, at the Festival Mundial and a number of other public events, and by selling campaign gadgets with which people could show their solidarity with women in fragile states worldwide. Some 9000 people expressed their support for the campaign and more than 2500 campaign gadgets were sold in 2010. A press trip to DRC CoNGO together with Caecilia van Peski, the Dutch United Nations Women's Representative, received substantial press coverage and resulted in 10 articles in Dutch newspapers and magazines and coverage on national radio.

Together with other Aprove agencies, ICCO campaigned for a fair, ambitious and binding climate treaty during the UNFCCC climate summit in Cancún, Mexico in December 2010. The 'Time for Climate Justice' campaign of Aprove, World Council of Churches (WCC) and ACT was kicked-off during this summit and partner organizations from the Global South were mobilized to join the campaign and to develop campaigning activities in their own countries in the run-up to the next climate summit in Durban, South Africa at the end of 2011.

In 2010, ICCO continued to participate in the Dutch ONE campaign on the Millennium Development Goals. As one of the co-founders and a major sponsor, ICCO also participated in the Dutch Fairtrade Towns campaigns. Twelve Dutch cities and villages have already become official 'Fairtrade' towns and in another 66 towns people are promoting Fairtrade, in order to enable more farmers and workers in the South to get a better deal. ICCO also joined two fundraising campaigns of Kerk in Actie.

### **ICCO and companies**

ICCO collaborates with companies who feel the responsibility and see the need for a responsible business model and a sustainable supply chain. ICCO in return asks these companies to communicate this collaboration to their own staff, customers and clients. The collaboration with Albert Heijn focuses on sustainable supply chains for fruit and vegetables in Africa. A joint press trip to one of the partners in Ghana was cancelled because of a lack of interest from the press. However, ICCO presented its vision on Corporate Social Responsibility (CSR) to more than 150 purchasing managers during an Ahold corporate event on sustain-

ability. In 2010, the collaboration between ICCO and AH was featured twice in AH's 'Allerhande' customer magazine.

ICCO supported several Fairtrade initiatives in the Netherlands together with Max Havelaar and FairSupport (e.g. the FairTrade week) and with FairFood. In addition, ICCO collaborates with FairConnect to further expand the SUMM fair and organic product line. In 2010, ICCO also launched a partnership with Fairfield, an importer of fairtrade beans from Africa, to get fairtrade beans onto the shelves of the supermarkets.

## Fundraising

### Strategy

2010 made clear once again that ICCO needs to invest in new forms of funding. ICCO decided to invest in capacity for fundraising at the regional level in order to make it an integral aspect of the work of the organization as a whole and the regional offices in particular. All of the fundraising and communication activities of both ICCO and the Protestant Church were merged into one department..

In 2010, ICCO transformed into an organization where the regional offices are the engine for fundraising. To enable this change, a regional fundraising project was launched, while all regional offices will be equipped with 'regional funding officers'. Fundraising with institutional donors has become an integral part of the mission of ICCO's regional offices. In West Africa, Central and Eastern Africa, Central Asia and South East Asia regional funding officers were installed from August 2010 onwards. The RO's in South Africa and South America completed their selection procedures by end 2010. Early 2011, the two regional funding officers in these regions will be fully operational. Procedures for the two remaining regions have been initiated. It is expected that in March/April 2011 each RO will be equipped with a regional funding officer.

### Results in fundraising

In the first part of 2010, ICCO signed a contract for 5 million Euros with Echo concerning the TBBC program in Thailand. For the Madagascar programs, 3 contracts were signed, for a total of 1.1 million Euros. The total value of new contracts amounts to 6.3 million Euros. Including in current contracts, ICCO raised an income of € 7.4 million in 2010.

In addition, a further ten proposals worth € 8 million are being prepared for Sudan, Madagascar, the Big Lakes region in Africa and a number of countries in Latin America.

ICCO is a co-partner in 6 projects with local partners. These projects represent a value of about € 10 million. A project on sustainable energy with our partner Hoarec in Ethiopia for an amount of € 2,4 million was approved by the EU Energy Facility. This project initiative met with much appreciation and support from the Dutch Embassy in Ethiopia.

### Collaboration with the National Postcode Lottery



In 2010, ICCO received its annual contribution of € 900,000 from the National Postcode Lottery. By giving away 50% of its profit to charities such as ICCO, the Dutch Postcode Lottery seeks to contribute to a fairer, greener world.

ICCO has been a beneficiary of the Postcode Lottery since 2008. With the contribution from the Lottery, ICCO has amongst others supported the Indian NGO Asha, which works on the improvement of living conditions of people in the slums of Delhi. Over the years, Asha has managed to effectuate significant improvements in the slums where it is active.

In addition to funds, the cooperation with the Postcode Lottery provides ICCO with opportunities for publicity among a broad Dutch audience. In 2010, the Asha project featured in an advertisement by the National Postcode Lottery in the Dutch newspapers NRC Handelsblad and NRC Next. In addition, over 1.5 million viewers watched short clips about ICCO's work in two Dutch tv-shows ('Wat vindt Nederland?' and 'Eén tegen 100').

The concept of a charity lottery has proven to be very successful in raising funds. Currently, these lotteries are managing to raise an amount of € 375,000,000 per year for charitable causes. Support from the Lottery is institutional and long-term, which makes it valuable to ICCO.

The importance of this type of private fundraising has increased even further with the changes in government funding for development cooperation. As the current administration has also planned a revision of the legislation on gambling, ICCO hopes the proposed changes will continue to allow the National Postcode Lottery sufficient room to successfully raise funds for charity. For without the Postcode Lottery we would not be able to do all that we are doing now.

### **KLM**

In 2010, ICCO participated in KLM's Air Cares program, which was set up in 1999 as an expression of the airline's social involvement with local communities world-wide. Every three months, the program selects four projects which are promoted by KLM in its own media, calling on the millions of KLM employees and travelers world-wide to donate their frequent flyer miles to these projects. From November 2010 until January 2011, ICCO's partner OELA was one of KLM's chosen four. OELA, a Brazilian NGO, provides vocational training to the youth of the slums of Manaus, teaching them to make musical instruments out of certified wood. The project thus promotes the use of sustainable wood and conservation of the rainforest while at the same time providing the local youth with opportunities for a better future. KLM promoted OELA by including a short film on the project in its in-flight entertainment program, in combination with articles in its 'Holland Herald' magazine, on its websites and messages through its social media. The result of this world-wide publicity and call for donations will be known in the spring of 2011.

### **INVOLVE**

In 2010, preparations were made for a new initiative in collaboration with Oikocredit, directed towards enabling wealthy individuals to make social investments. Under the name INVOLVE, ICCO and Oikocredit, together with ABN Amro and Oyens & Van Eeghen, are working together to set up a platform in which those interested in making such a social investment can contribute to our projects. The project proposal was developed further in 2010 and the initiative is expected to take off in 2011.

### **Donor differentiation**

ICCO is developing relations with new donors in the United States. In concrete terms we are collaborating with the Inter-American Development Bank and the

International Finance Cooperation (World Bank). We have invested in the relationship with these multilateral organizations. The presentation of new projects for co-financing is an integral part of the relationship-building exercise. In 2010, the IDB made a decision to co-finance two projects set up by ICCO together with Dutch entrepreneurs. The new donors in de US are especially interested in projects involving an entrepreneur from Europe and partners in the South, that have economic and social impact. By bringing the partners together, ICCO creates new forms of collaboration with a high fundraising potential.





## 5.2

### Impulsis

ICCO, Edukans and Kerk in Actie align projects of Dutch Private Initiatives (PIs) with their own activities through Impulsis, which offers expertise and networks in both the North and the South. Impulsis advises PIs in the planning and implementation of their projects in the South and helps them to increase quality, to find cooperation with other stakeholders and to make their initiative sustainable. Impulsis has earned a good reputation among PIs in the Netherlands, a growing sector in our society consisting of citizens concerned with poverty reduction and committed to spend time and money and to contribute their enthusiasm and professionalism.

The year 2010 was marked by the consolidation of the policy decision of 2009 to focus primarily on 4 attention areas: education, health (including HIV/AIDS and reproductive health), water & sanitation and local entrepreneurship (including food security and climate).

This meant a shift towards linking & learning on specific issues and a stronger connection of the PI-projects with the work of partners of the ICCO Alliance in the South. Simultaneously, Impulsis prepared the ground for the incorporation of Impulsis objectives within the MFSII-proposal submitted by the ICCO Alliance. This meant a clear choice for the programmatic approach at regional/country level and a limited number of themes to be addressed. Contacts with the Regional Offices of ICCO and Kerk in Actie were established.

#### Results

177 new co-financing agreements with Private Initiatives in the Netherlands were contracted in 2010 by Impulsis. MFS funds were used for 169 private initiative partners and 8 partners were financed by other sources (private contributions through Kerk in Actie). Impulsis co-financed contracts with a total value of € 4.3 million, equivalent to almost € 25,000 per contract. Both the number of possible contracts and the total budget decreased as compared to 2009 due to depletion of funds designated to Impulsis. As a result, in late September a stop was announced on new requests for project cooperation and co-financing. Altogether Impulsis is currently serving over 300 active partners (PI) up to a maximum of 50% of their project budget (at least 50% is raised by partners among their own constituencies in the Netherlands).

Impulsis continued to support the Millennium Goals in collaboration with municipalities and COS. Co-financing of locally supported PI projects is equally shared between the municipality and Impulsis, after the screening of project proposals by Impulsis. Apart from the municipality of Utrecht, an agreement was established with the municipality of Steenwijkerland and preparations were made for a collaboration with the municipality of Breda. A contract will be signed early 2011. This new initiative for tri-partite collaboration was widely communicated in an article in a brochure of the Association of Netherlands Municipalities (VNG); several municipalities have since expressed their interest and will be contacted in 2011.

#### Partner meetings

As said, one of Impulsis' more important roles is to promote linking & learning in Dutch Private Initiatives. In 2010, Impulsis organized 10 networking and training activities for a total of 475 representatives of partner organizations. Evaluations show that these gatherings,

which offer a combination of knowledge-sharing and exchange, are highly appreciated by our partners. Impulsis can draw upon the knowledge and expertise of the ICCO Alliance and make use of expertise of other actors if needed.

### **Education seminars**

For the Dutch Impulsis partners in education projects two seminars were organized: one on stakeholder analysis and another on SWOT analysis. Both proved to be useful tools to open up a discussion with various actors on the scene on how to improve quality education for marginalized groups. Impulsis is establishing a network of local partners in several focus countries and aims to link it to the network of Edukans-partners. Acting as a broker is becoming increasingly important. Knowledge-sharing and knowledge-building is assumed to yield higher effectiveness. In three countries, joint assessments of the organizational, financial and program management of local Impulsis partners were carried out, preparing the ground for future capacity-building.

### **Water seminar**

In a joint effort with Aqua for All and AKVO, a successful seminar was organized in May 2010, covering a diversity of issues related to water and sanitation. Private Initiatives working on water and sanitation can link up to the AKVO-website and use the outcomes for their own fund-raising.

### **Local Entrepreneurship**

Together with a coordination group of partners, Impulsis organized a spring meeting on New Energy Sources/Climate and an autumn meeting on Microfinance. These meetings were not restricted to Impulsis partners, but open to other interested PIs as well. Impulsis continues to search for a broader group of partners on these subjects. Microfinance has proven to be a complex issue and not an easy one to handle within the context of isolated Private Initiatives. Therefore it is Impulsis' policy to link Private Initiatives to specialized organizations like Terrafina Microfinance (of which ICCO is one of the partners) and others.

### **Collaboration of Dutch PI support organizations**

Impulsis participates in the Linkis-platform where the Private Initiative-desks of the MFO's, NCDO, Wilde Ganzen and COS combine their knowledge and information. This online platform offers information to PIs

on who is doing what and who can answer which questions. Within Linkis, Impulsis' expertise is appreciated; in the course of 2010, Impulsis received three requests to provide external training to PI-organizations.

Further collaboration on the 'Werknetten' project (a single shared interactive internet infrastructure for cooperation and exchange among PIs and support organizations) faced several complications in the pilot stage, resulting in a setback in its planned implementation. The wide range of potential users – at global level – created a wide variety in demands and expectations, which proved hard to translate into a single client-friendly solution. Impulsis continued to serve its constituency through the Impulsis-website and through AKVO-facilitated internet-services. Since AKVO, like ICCO, is part of the Connect 4 Change alliance, further collaboration following up on the pilot project started in 2010 is foreseen for 2011:

AKVO and Impulsis have signed an agreement to work together to facilitate Impulsis partners to use the existing tools for the exchange of knowledge and information on (technical) issues and project implementation via the Internet. Thus far, this was restricted to the subject of Water & Sanitation. The pilot project is testing opportunities to extend this approach to the areas of Health & HIV/AIDS, Education, Entrepreneurship/Economic Development and Climate. This internet tool not only aims to provide opportunities to exchange of knowledge and information, but also to offer opportunities to communicate project activities, results and impacts of PI organizations to the wider society and to invite people to support these initiatives.

### **Successful education projects**

Impulsis supports Dutch foundations both with a matching grant and with advice regarding capacity-building and sustainability. For initiatives in the field of education, the key objective is to not only improve access to education, but to raise the quality of education in particular. This requires a joint effort within the educational framework overseas, often in a multi-stakeholder approach and including local governments, if feasible. In 2010, over 75 Dutch foundations, all with local partners (civil society organizations active in education) were supported.

The integration of private initiatives within the ICCO Alliance's education program kicked off in 2010 with a joint meeting between Impulsis education partners

and Edukans partners in Peru and India. In Indonesia, partner 'Bondgenoot' was positively evaluated. We would like to call attention to the five Impulsis education partners that are active in southern Sudan, each with a clear vision regarding the development of a new state and all but one of them founded by 'new' Dutch citizens, originating from Sudan. The achievements of these partners in the area of education of youngsters and drop-outs in this new country, are very worthwhile. Given the almost complete lack of education facilities in this new state, their work is highly challenging at the same time.

### **Successful Fair and Sustainable Economic Development, Climate and Energy sources projects**

Impulsis stimulates and facilitates the participation of foundations, companies and entrepreneurs in projects promoting local economic development in the Global South. In 2010, Impulsis supported 20 new initiatives for collaboration between PI partners from the North and the South. With many more potential partners, new ways to cooperate were explored, but have not yet resulted in contracts.

AgriDynamic in Cameroon is setting up a training farm for poultry production and is utilizing creative solutions to tackle bottlenecks. PTC+ evaluated the results obtained so far and arrived at a positive qualification.

### **Successful Linking & Learning**

The networks of the ICCO Alliance and Impulsis provided PI partners with opportunities for linking & learning: Aprisco was successful in obtaining funding from local authorities; partner organizations in the South visited each other, exchanged experiences and/or integrated new knowledge and experiences into their own projects (Karuna-Nepal and Isard); partner organizations started joint initiatives (Karuna and Unica Foundation-Nepal; SAP and TGS – Uganda; partners on special education for handicapped persons in India initiated joint lobby & advocacy actions.

Impulsis looks for ways of supporting PI projects other than through MFS funding. In recent years, the collaboration with the public fundraising event Nacht van de Fooi ("Tipping Night"), organized by students in several Dutch university towns, proved highly successful. It poses a good way to raise publicity for Impulsis and Private Initiatives, while expanding opportunities to fund Impulsis partners.

### **Concluding remarks**

Impulsis' support for Dutch foundations (PI) and their counterpart organizations in developing countries is recognized and appreciated. The main objective in supporting projects by private initiatives was to 'strengthen civil support for development co-operation' and in respect, Impulsis was highly successful: funding requests always went far beyond Impulsis' co-funding capabilities. And needless to say, the value of the project exceeds recognition of the efforts and commitment of Dutch citizens to contribute to fighting poverty and injustice on a small scale.

Over the past years, the sustainability of these efforts as well as the local embedding of projects has drawn increased attention. Important steps were taken to better connect PIs to the network and expertise of Impulsis and members of the ICCO Alliance, specifically ICCO, Edukans and Kerk in Actie. In order to make use of local networks and linking and learning opportunities, in 2009 Impulsis initiated a new approach of focusing on specific areas of interest and on a smaller number of countries. As a result, in 2010, over 80% of all contracts pertained to the attention areas of Education, Health, Water & Sanitation and Local Entrepreneurship. PI partners eager to improve their capabilities and determined to look for a sustainable approach continue to be well received.

Support offered by Impulsis leans heavily on the strongly reduced MFS fund. The MFSII budget has been reduced by almost 50%. Therefore, the previously initiated focusing exercise had to be shifted into a higher gear.

In Education and Health, the number of eligible countries has been reduced to 14 and to just 8 in Water & Sanitation. Private initiatives on Climate/Energy are eligible for support in 17 countries, and on Local Entrepreneurship in 30. Preferences and choices proposed in Private Initiatives do not always coincide with the selected programs and countries. Some 'favorite' destinations are no longer on the list. Hence, linking PI to the networks of the ICCO Alliance in the South will be the main challenge for the coming years. Quality and sustainability will be improved by embedding the private initiatives partners in local society structures. Impulsis will be drawing on the experience gained over the past few years, using capacity-building, advice and brokering as important tools.



### 5.3

## Togetherthere

Togetherthere is an international youth program set up by ICCO and Kerk in Actie. By introducing young people to the ICCO and Kerk in Actie themes, Togetherthere aims to bring about a change in attitude in the North and the South towards more open-minded global relations. Deploying young people is a powerful tool to acquaint them with the work of our partners in the South and to make them realize that the realisation of a more just society requires essential changes in themselves and in others. Over the past four years, Togetherthere has developed and implemented various forms of deployment. The deployment strategy will continue to be a key focus for Togetherthere, but efforts will be linked more closely with programs and campaigns in North and South so as to ensure more visible and tangible deployment results. In addition to linking up with specific campaigns and requests from the ICCO and Kerk in Actie organization, Togetherthere has started to develop initiatives in relation to Fair Climate, Food Security and Conflict Transformation and Democratization in cooperation with the ROs.

### Communication

In the summer of 2010, Togetherthere and Edukans jointly organized the Changemaker Event. In addition, Togetherthere was actively involved in the Flevo Festival. The Kerk in Actie themes were highlighted by erecting a dedicated program tent centered on the Women Standing Strong campaign, providing a workshop on inspirational youth work and presenting a Kerk in Actie project in Moldova. The latter involved four Togetherthere youths and a musician traveling to a Youth for Christ project in Moldova at the request of Kerk in Actie. The young people, accompanied by the musician, presented their poems and photographs as part of a wider program at the Flevo Festival. They also announced a collection campaign in front of 10,000 people during the closing ceremony and the musician sang the song he had composed in Moldova, against a backdrop of images of Moldova as filmed by the youths. In addition to presenting the young people's experiences at the Flevo Festival, Kerk in Actie has developed a thematic service centering on Moldova, which has been brought to the attention of the churches.

In 2010, Togetherthere dedicated a great amount of effort into publishing its programs and activities on Facebook and Youtube. In addition, the relevant components of the Togetherthere website for contacting the regional offices and partners are now being translated into several languages.

### Training courses

The more than 80 persons participating in the Togetherthere deployment programs receive extensive guidance in preparation for their deployment, both from the project manager, but also through dedicated training courses specially tailored to each individual program. Upon their return from a deployment/trip, participants attend a return training course, which focuses on how to apply the experiences they have gained and competencies they have developed in one or several follow-up activities. In 2010 all of the modules developed for the training program underwent significant improvements.

All preparation programs (except Volunteers NL) include safety training courses, which are provided in collaboration with the Center for Safety and Development.

These courses are all provided by a Togetherthere trainer. As demand for training work has increased, so has the need for freelance trainers. The 'Train the Trainer'

course provides a pool of young trainers who are deeply committed to our work. The increased number of group programs has also created an urgent demand for travel escorts. To this end, a 'Train the Travel Escorts' course was developed. Being able to draw on a pool of junior trainers and junior travel escorts, enables Togetherthere to provide various training courses and deployments on a flexible basis.

### **Changemaker**

In March, Togetherthere and Edukans organized the Changemaker Event, a mixture of contextual workshops on food, climate and development cooperation alongside music, a stage production and a flash mob at Utrecht Central Station. More than 250 fans of Edukans and Togetherthere participated on the day. The event was organized in conjunction with volunteers of both Togetherthere and Edukans. The evening closed with a fabulous party, including a live band.

Thirty-five people attended two new Changemaker traineeships. These participants developed various follow-up initiatives around sustainable food, exclusion in Dutch society and healthcare in Guatemala.

In the end, the development of a web community failed to materialize; instead, it was decided to hook up with what social networks such as Facebook currently provide. The link to Changemaker International was continued, but no further development activities were initiated.

Based on the positive experiences with the Changemaker Traineeship, Togetherthere and Edukans, in conjunction with World Servants, decided to submit a subsidy request to the Subsidy Facility for Citizenship and Development Cooperation (Subsidiefaciliteit voor Burgerschap en Ontwikkelingssamenwerking/SBOS) for what is called the Act Global Network. This four-year program, including the requested subsidy of 600,000 euros, was approved in full.

### **Togetherthere as a Professional**

Togetherthere as a Professional deploys young professionals up to 32 years of age to partner organizations in the South. They contribute to reinforcing the capacity of these them to help them carry out their work effectively. Through these young people, ICCO also invests in maintaining and developing expertise in the Netherlands regarding development cooperation. In addition, new relations are built up between young, well-educated Dutch people and their immediate environment and organizations and people in developing countries.

Professional deployment applies to both Starters and Junior Professionals. Starters are young people with little work experience, if any, who recently completed their higher vocational or university education. Starters are deployed for six months to assist in addressing concrete issues, whilst focusing on their personal development and working and living in a different culture.

The requirements for Junior Professionals are a completed higher vocational or university education in the field of development cooperation, communication, sustainable tourism, sustainable forestry, etc, plus a maximum of four years of work experience. They are deployed for a period of one to two years to one or more organizations in the South. Junior Professionals gain relevant trainee and work experience from helping to strengthen the capacity of local organizations and/or institutions.

All young professionals deployed by Togetherthere are expected to make an effort to generate interest among both their own circles of friends, family and colleagues as well as the wider general public in the Netherlands for the insights and experiences they have gained.

Their activities are aimed at boosting support for development cooperation in general and the work of ICCO and Kerk in Actie partners in particular.

In 2010, Togetherthere enabled eight Junior Professionals and four Starters to gain valuable work experience in the field. Six of these began their deployment in 2010, while for the remaining three their deployment came to an end in that same year. They were engaged in a programmatic collaboration between various partner organizations that was started in 2009 and continued successfully and to the satisfaction of all parties involved into 2010. The other young professionals worked with one partner organization.

Two planned deployments could not be realized due to visa problems. Alternative deployment was arranged for one of the people involved (realization in 2011).

The four Starter deployments were organized in collaboration with Kerk in Actie/Mission and Stedenband Haarlem-Mutare (Twinning Initiative Haarlem-Mutare). One new Starter deployment was prepared in collaboration with Terrafina Microfinance in 2010.

Within the Southern Young Professional program developed by back-donor PSO in 2008, involving deployments of young professionals from the South, ICCO and Kerk in Actie realized one deployment and

prepared three deployments (realization in 2011) in 2010. This is fewer than the planned six deployments continuing into 2010 and the six deployments starting in 2010. It was difficult to find partner organizations that were prepared to 'lend' a young staff member temporarily to another partner organization (a criterion). Furthermore, the deployments, which were a concerted action between ICCO and Kerk in Actie and a partner organization in El Salvador, were not very well organized.

According to the partner organizations, all deployments helped to reinforce the partners' own capacity although the extent to which the deployments were successful in this varied: 2010 saw some very successful deployments, but also a number of deployments that fell short in this respect.

Their deployment made a big impression on all young people involved; for most of them the experience also had an impact on their professional life, often contributing positively to their success in subsequent job applications.

In 2010, close to 20 articles and columns written by deployed young professionals were published in various media, among which national daily newspapers. All deployed people maintained a blog on their experiences and most gave one or more presentations to various target groups, from council members at a local church to theme experts in sustainable forestry.

As PSO financing will cease as from 2011, opportunities for continued deployment of and deployment opportunities for young professionals were explored in 2010. Preparations commenced at the end of 2010 to realize deployments of young people to regional offices of ICCO and Kerk in Actie, as well as to realize research deployments of young people within the scope of a program financed by PSO.

### **Togetherthere as a Volunteer – The South**

As part of the Volunteers South Program, Togetherthere deployed seven volunteers to ICCO and Kerk in Actie partner organizations in 2011, five of whom were deployed to partner organizations in Cambodia, Brazil, Israel, Bolivia and Nepal. To identify these volunteer locations, Togetherthere teamed up with the Mission department as well as with Impulsis and the regional coordinator for South America. In 2010, for the third

year in a row, a Dutch youth was recruited for the Holy Switch program, which is aimed at stimulating dialogue between young people in the Netherlands, Israel and the Palestinian territories. In addition to this, in 2011, Togetherthere prepared and coached a young person to participate in the Training for Mission Program of the Council of World Churches. This was the first such undertaking.

In 2010, in addition to the seven people who were deployed, six people returned from a sojourn abroad. Consequently, a return training course was provided in 2010 as well. During this training session experiences are exchanged, the experience is absorbed and possibilities for former volunteers to remain involved in Togetherthere and in development cooperation in general are examined. Historically, approximately half of those who are deployed as part of this program remain involved in some way or another with Togetherthere, e.g. as a resource person, as a volunteer in events, or by participating in other activities.

As a main objective of this program, young people share the experience they have gained by working and living abroad with people in the Netherlands, so that people here get a better understanding of development cooperation, become more aware of the relationships in the world and act accordingly. The young people who were deployed as volunteers in 2010 drew up a promotional plan during their preparation and worked on the details of this plan upon their return. Some examples of promotional activities: the experiences of the volunteer in Bolivia served as input for the economy lessons of a teacher friend at a secondary school. Several volunteers were able to contribute to existing Interactief contacts by writing regular articles or life histories, or by giving a presentation upon their return. One volunteer in particular was approached repeatedly for interviews and for writing short articles for Kerk in Actie publications. 2010 showed much progress in achieving this objective.

### **Togetherthere as a Volunteer – The Netherlands**

From September 2009 through June 2010, 25 young people from abroad participated in the Volunteer Program in the Netherlands. They came from Scotland, Germany, Hungary, Slovakia, Ukraine, Northern Ireland and France. During the course of 10 months they worked as fulltime volunteers on social and diaconal projects in the Netherlands. They worked for and with

people on the fringes of society in the Netherlands, such as the homeless, mentally disabled people, drug addicts and children living in underprivileged neighborhoods. Among the volunteers were three Roma youths from Slovakia and Ukraine who participated in the Volunteer Program in the Netherlands as part of the Roma-Gadje Dialogue Through Service Initiative (RGDTS). By living and working together, the volunteers and the people in their surroundings got to know each other well. This challenged them to scrutinize and change their – often stereotypical – views of each other. In this way, Togetthere seeks to help improve the situation and image of Roma in Europe.

One of the highlights of the volunteer year was a visit to the Dutch Lower Chamber, where the volunteers spoke with Sander de Rouwe, CDA (Christian Democratic Appeal) MP, about Dutch politics and his work. They also discussed the topic of ‘poverty and social exclusion’, both among themselves and with a number of politically active young people. The day ended with attending a live debate in the Lower Chamber. The Togetthere 2009/2010 volunteer year in the Netherlands was co-financed by the European Commission’s Youth in Action program. This subsidy program supports a variety of European projects carried out for and by young people, such as youth exchanges, training courses and volunteer work.



### 'Youth in Action' Programme

#### **Togetthere as a group**

After a successful trip to Sierra Leone in the context of the 40 Days campaign organized by Kerk in Actie & ICCO in 2009, another trip was undertaken in 2010, this time to Bolivia. The purpose of the trip was to support the 40 Days campaign through active involvement of young people from various communities as ambassadors, helping to make the general public more aware of the campaign. Furthermore, it serves as an illustration of how young people are involved in diaconal projects and activities. The trip and the ambassadorship were arranged and organized by Togetthere and JOP. Eight young people between the ages of 17 and 23 from various regions in the country spent 12 days in Bolivia with Togetthere. During the campaign the project

got exposure both within the churches and through a cross-media platform. The participants learned a lot and became motivated both individually and as a group to use their experiences to help shape and give content to the 40 Days campaign. Because of the 2010 success, a similar awareness-raising trip will also be linked to the 40 Days campaign in 2011. The young people gave more than 100 presentations. Experience shows that this is not limited to the 40 Days campaign, but that they continue to be invited to tell their stories after the campaign as well.

Together with the Holy Switch program set up by Kerk in Actie and the Protestant Church, Togetthere organized an ambassadors trip to Israel and the occupied Palestinian territories this year. Twelve young people between the ages of 16 and 19, after thorough preparation, traveled there for 14 days. The young people associated with their peers, staying with host families both on the Israeli side and the Palestinian side. The young people kept blogs on the Holy Switch website and appeared as ambassadors at various events. Their personal experiences have given new depth to the Holy Switch website.

After evaluating the experiences of the current Holy Switch program, it was decided that Togetthere and JOP will start a joint 3-year campaign to draw young people's attention to the human aspect of the conflict.

#### **Conclusion**

Over the past year, Togetthere has strongly linked its deployment strategy in a number of programs to follow-up campaigns aimed at awareness and change among an indirect target group. This experience will be used during the coming years in developing new programs. Cooperation with partners such as Edukans and JOP and an even better connection to the themes of ICCO and Kerk in Actie are key guidelines in this respect.

An example of a less successful project during this past year is the development of a dedicated web community within the scope of the Changemaker traineeship, as it proved impossible to develop an attractive and user-friendly tool that could measure up to existing social media such as Facebook. A community will now be developed that tallies well with our own websites and existing social media.

## 5.4

### Lobby & advocacy

While in 2010 developing countries were confronted more than before with the effects of the various crises challenging the world, such as the financial, climate, economic and food crises, worldwide funding for development was cut. Not only as a result of reductions in GDP (and consequently in ODA as defined as a % of the GDP) but also because governments were confronted with major budget deficits and chose to cut their development aid budgets to decrease the deficit.

In the Netherlands, following two years of lowered ODA budgets because of GDP reduction, in 2010 the newly elected government also decided to severely cut the development budget for 2011. They did so not only by lowering the percentage of GDP spent on development from 0,8% to 0,7% but also by increasing the range of expenditure to be paid for out of the Dutch ODA allocations. In total a decrease in budget of almost one billion Euros is foreseen for 2011 and 2012.

This decision of the new center-right government did not come as a surprise. Already during the election campaign in spring the far-right and liberal parties proposed drastic cuts in the Dutch development corporation budget. This was very much in line with the ideas of their constituencies. Already for a number of years the support of the general public for development aid is fading. There is a feeling of pointlessness, of inefficiency and misuse of development funding. This, combined with the general need to reduce the deficit of the Dutch government, has made development aid an easy target for budget cuts despite the growing problems within development countries due to the global crises.

2010 also saw the publication of the scientific council of the Netherlands' research on the future of development aid in the Netherlands: "Less pretension more ambition". The conclusions of their study caused an intense debate, mainly within the sector, on their implications. For the center-right government, the report is one of the cornerstones of their new development policy that was partly unveiled at the end of 2010. As of 2011, the Netherlands will be supporting fewer countries, work on fewer themes, focus on the Dutch areas of expertise (water, agriculture, civil society) and

involve the private sector in development, which is mainly defined as economic growth.

Within the European Union, the Lisbon Treaty was implemented, including the erection of the European External Action Service (EEAS) into which the larger part of the staff of the former DG development and DG external relations were integrated. In 2010, the EU also initiated a revision of its common agricultural policy and the Commission published a Green Paper on development, outlining the ideas of the Commission on development. Both these processes will be continued in 2011 and are closely monitored by our European umbrella agency Aprodev.

Both within the newly proposed EU policies and the new Dutch policies, self-interest - whether enlightened or not - is more explicitly mentioned when referring to the need for development aid. In addition, the role of the private sector and the focus on economic growth are key elements in both policies. This is an important shift in the development paradigm. At the same time however, both the EU and the Dutch government acknowledge the importance of policy coherence for development. This is also very much in line with the new international focus on the global common goods and the need for true sustainable international cooperation.

Within these challenging circumstances at both the international and national levels, the need and urgency of lobby and advocacy has increased. Decisions on where development money will be spent will be increasingly politicized. In the Netherlands with a minority government searching for new majorities on different issues, this leaves room for successful lobby and advocacy on issues regarding international cooperation.

#### **Lobby and advocacy in 2010**

Poverty and exclusion are largely caused and maintained through unequal power relationships at all levels. It is part of ICCO's mandate to address these unequal power relations between the South and the North. To this end, ICCO engages with decision-makers at the national and international levels. Through lobby and advocacy ICCO tries to exert influence on specific policy decision, and to increase and stimulate the participation and emancipation of civil society organizations world-wide.



In 2008, after intense consultations within the organization and with partners, the following L&A priorities were chosen for 2009 and 2010:

- Fair Climate: the Clean Development Mechanisms and Reducing Emissions from Deforestation and forest Degradation mechanisms should be pro-poor;
- Economic Justice: focusing on fair and development-oriented trade agreements and Corporate Social Responsibility;
- Fragile States and peace-building in fragile states: enhancing the role of (local) civil society organizations;
- Gender/ 1325: focusing on women as actors of change
- Middle East: contributing to just and sustainable peace for Israeli's and Palestinians, with a special focus since 2010 on advocacy;
- Land rights/ Food security: focusing on the right to food and small producers;
- Human Rights Defenders: addressing the worldwide shrinking of political space, especially for civil society and supporting policy officers in specific cases where partners are in trouble due to their human rights work;
- Corporate lobby: Positioning ICCO in The Hague, special focus on financing for development, policy coherence, the elections/ formation process and new development policy of the Rutte administration.

A lobby and advocacy team of 7 policy advisors and 1 coordinator was responsible for the execution of the lobby strategies surrounding these themes. Five of these advisors were newly hired by ICCO and were intensively trained in lobby and advocacy techniques as well as their specific themes.

Furthermore the unit published ICCO lobby and advocacy's guidelines to further enhance the quality of lobby and advocacy throughout the entire organization. Other ICCO employees, including program officers, regional managers and specialists, also played an important role in ICCO's lobbying efforts, in particular vis-à-vis companies and the Dutch/ European authorities.

## **Special focus**

### **Fair Climate**

The international climate change negotiations are extremely relevant to developing countries. They are

most affected by the effects of climate change and international climate policies directly affect people on the ground, in particular when it comes to forests. Therefore one of the main focuses of the ICCO lobby on fair climate has been on REDD+ (Reducing Emissions from Deforestation and Forest Degradation), which was also one of the larger issues at the international climate conference in December 2010 in Cancun. Again, as in Copenhagen, ICCO was present in Cancun, together with Aprodev and our partners working together in PACCJA and Accra Caucus (two African networks).

ICCO was one of the initiators of the Accra caucus network. In 2008, the lobby department co-organized a meeting between our Southern forest partners and partners of the Rainforest Foundation UK and Norway and FERN. At that time, the REDD+ issues had begun to dominate the climate change negotiations (Bali Action Plan 2007) and a response from the NGO sector was urgently needed. An effective lobbying network called the Accra Caucus was established which is still very active and effective today. It works closely with the Indigenous Peoples Caucus and other lobbying networks on forests (such as CAN International).

Together with the Accra Caucus, ICCO worked intensely in Cancun for a pro-poor REDD mechanism. The end result achieved in Cancun is ambivalent: it is positive that a REDD + agreement was finally reached and that many of our original points on social and environmental safeguards and participation of forest communities and indigenous peoples have found their way in the Cancun agreement. But the technical and operational details still need to be decided. Close scrutiny of the process in 2011 therefore remains crucial.

### **Illegal Timber**

On the 7th of July, the European Parliament voted in favor of a law which will ban imports of illegal timber of the EU market from 2012. European companies must investigate the origins of all their timber products, especially for those from high risk countries and the country of origin must be traceable for all the products. ICCO has lobbied for twelve years for such legislation – both on its own and within the Dutch coalition with Greenpeace, Milieudefensie (Friends of the Earth Netherlands) and WWF Netherlands. The impact of this law on developing countries can be huge. The European timber market is one of the biggest in the

world. Illegal timber isn't only devastating to flora and fauna but also undermines companies that want to move to fair, responsible and sustainable timber. Furthermore illegal logging activities cause social conflicts with local communities and financial losses for developing countries (OECD sources speak of 12 billion Euros a year for all developing countries combined).

### **Human Rights Defenders**

Throughout the world, our partners are confronted with shrinking political space. Increasingly, their work puts our partners in danger, sometimes from governments, sometimes from companies. Within the European Union, guidelines were developed for the member states to protect these human rights defenders. ICCO has developed its own policies on human rights defenders.

In 2010, several of our partners were arrested, prosecuted or sometimes even the victim of assaults. We are particularly concerned with the increase of violence against our partners in Central America. We have had an intensive dialogue with several embassies and the ministry of Foreign Affairs in The Hague on how to better protect these human rights defenders and what role the Netherlands could play. The Ministry of Foreign Affairs even debated this matter at a internal high level meeting to discuss the possibilities and the limits of the Dutch government to actively engage with governments in Central America on their treatment of human rights defenders.

### **Challenges for 2011**

ICCO has reaffirmed its commitment to lobby and advocacy. But the severe budget restraints require us to reorganize the lobby and advocacy structures within the organization, both in the regional offices and in the global office. Two corporate lobbyists will work together with a team of specialists, the regional coordinators and the regional offices on a limited number of issues.

In conjunction with the strategic planning for 2012-2015, the new lobby and advocacy priorities will need to be determined in 2011, in close collaboration with the regional councils, the regional offices and the various specialists at the global office. We will need to carefully review the needs arising from the program coalitions we support and the political agenda and opportunities internationally, regionally and in the North.

# 6

## World-wide Relations

The Unit for World-wide Relations is a part of the World-wide Department and is responsible for relations with ecumenical networks, such as the ACT Alliance. It contributes to various programs in the Business Plan 2007-2010, with an emphasis on the program for Democratization & Peace-building.

The unit also maintains relationships with organizations that cannot be connected directly with one of the main programs, such as organizations of migrants. Wherever relevant and possible, the unit establishes linkages between the work of the ecumenical networks and that of the Regional Offices and other departments within ICCO and Kerk in Actie.

In 2010, the Unit for Worldwide Relations realized 12 new contracts and a total amount in cash transfers of € 4,192,894.00, of which € 3,385,144.00 in co-financing funds and € 707,750.00 in Kerk in Actie funds.

### **ACT Alliance**

A major event in the world-wide Ecumenical Movement was the birth, on March 24th 2011, of the ACT Alliance. The ACT Alliance brings together a group of more than a hundred churches and church-related organizations in the Global South and the Global North, with the objective to join hands and forces in the fields of humanitarian aid, development and advocacy.

The public launch of the Alliance was celebrated simultaneously in Geneva and in dozens of places all over the world, including Utrecht, where the Dutch member organizations, ICCO and Kerk in Actie, celebrated the event in a festive joint staff meeting. At the same time, most of the Regional Offices took part in the festivities in Africa, Asia and Latin America.

This decentralized way of launching the new Act Alliance is illustrative of what it wants to be: not a global office in Geneva in control of a world-wide operation, but a network that is owned by its members and that focuses primarily on national realities. Members of the Act Alliance are asked to set up National ACT Fora in all countries where they are either present or active. Based on a mutually agreed Memorandum of Understanding, they will meet regularly to share and exchange information, to analyze problems and priorities in their national contexts, and to plan common work. All members have agreed to work together under the brand name ACT Alliance and to aim for a better quality of work and, ultimately, for a better impact on the lives of those they aim to support. So

far, National ACT Fora have started their operations in 35 countries.

In October, the first ACT Alliance Assembly took place in Arusha, Tanzania. About 80% of the members attended the meeting which elected a Board of Directors and drafted the outlines for the Alliance's first Strategic Plan. The Assembly was moderated by the World Council of Churches and Rev. Dr. Olav Fykse Tveit, the General Secretary of the WCC, delivered the keynote speech: clear signs that the family of churches is welcoming the new ecumenical constellation.

As is true for every new-born child, the ACT Alliance brings great expectations, high hopes, but also growing pains. One of these is that the ambitions of ACT in the field of global advocacy must be brought in a proper balance with those of other, already existing ecumenical networks, such as the WCC, the Ecumenical Advocacy Alliance and – at the European level – Aprovev. In this respect, a clear outcome of the ACT Assembly has been that it wants ACT's prime attention to go to the national level. Members of the National ACT Fora will have to find each other in issues and advocacy actions that are relevant for their particular context. Beyond that, the ACT Alliance has a considerable potential for advocacy on global issues and at the global level, but it should limit itself there to two or three issues, and it should seek cooperation and coordination with sister networks. Climate change was already indicated as one of the global issues ACT should be working on. In the course of 2010, valuable discussions and planning sessions have taken place between ACT, WCC, EAA and Aprovev. One tangible result of this has been the invitation by the WCC for ACT to share its UN office in New York. Joining hands there will increase the staff capacity of the office and provide the ACT Alliance with an invaluable entry point to the UN and its systems.

Within ICCO and Kerk in Actie, a staff team was established to guide, stimulate and coordinate the smooth participation of the two Dutch member organizations in the ACT Alliance.

### **World Council of Churches (WCC)**

In 2010, the WCC Working Group on Governance Review completed its work and delivered a report to the Executive Committee of the WCC. The Working Group, in which the Chairman of the ICCO Executive

Board participated, formulated a number of far-reaching proposals with regard to the governance structure of the WCC.

If accepted, a clearer distinction will be made between governance and management as well as between governance and what is called 'living the fellowship'. The Group concluded that the mixing of these elements in the tasks of especially the Central Committee and the Executive Committee of the WCC, has resulted in far too much inertia and a waste of both creativity and financial resources in the past.

The proposals were presented to the Central Committee, which will decide on its acceptance in its meeting in February 2011. If the report is accepted here, there will be a need for reformulating important parts of the WCC's Constitution and By-laws, which only the next WCC Assembly (2013) will be able to decide upon.

The coming about of the ACT Alliance was one of the reasons for the WCC to start a process of re-thinking its mission and task in the field of Diakonia and development.

A consultant was hired to carry out a survey of how member churches all over the world understand and implement their diaconal calling. The results of the survey were discussed in an International Consultation on Diakonia in December in Utrecht.

### **Migration and Development**

In the past three years, the Unit for World-wide Relations investigated whether the theme 'Migration and Development' should be a priority theme within the next Business Plan. Staff time was made available as well as project funds to support valuable initiatives in this field. The outcome was that there are many connections between the phenomenon of migration and development, and that it is likely that migration will play a more pronounced role in many fields and many ways in the near future.

It was, however, precisely because of the 'wideness' of the issue, that it was decided not to make it a single theme within the new Business Plan period. It would be next to impossible to bring about a concrete focus in such a theme, without harming the many other aspects. The intention now is that the issue will be duly recognized and then adequately addressed within its proper context when and where it manifests itself. Examples of the latter have already materialized in the strategic analyses and policy guidelines that have come out of some of the Regional Councils.

# Pakistan Diary

At the end of July, Pakistan was hit by enormous floods. The disaster affected twenty million Pakistanis and 2,000 people lost their lives. In the Netherlands alone, 27.5 million euros was raised through the Giro 555 emergency relief fund. Five months after the disaster, Saskia Bolt (26) visited the region affected – an area as large as that between Amsterdam and Casablanca – on behalf of ICCO and Kerk in Actie.



## *Tuesday*

„I'd rather die than go to Pakistan by myself.“ I mull over a comment by a fellow trainee from the day before yesterday. We are driving around in the pitch-black Islamabad night. Night never makes you feel at home when you're in a totally new situation and not very at ease to begin with. As the sun comes up and the increasingly light starry night turns to a bright blue sky, we race along the smooth asphalt of Islamabad Highway. We pass the occasional toll booth, just like being on a French highway headed south. Poverty and disaster do not fit with this picture of Western-themed Asian suburbs. The impact of the destructive flood seems very distant here, until I am told that right after the disaster, entire families were camping on the green median between the lanes of the highway. Some in tents, others just out under the open sky – for weeks.

Unlike at home, when it comes to dressing, I only have three sets of Pakistani clothing to choose from

in the morning, which I brought from the office. All the same, the alarm went off very early: we still have a four-hour drive ahead of us. I geared my clothing to the area we will be visiting. This is out of respect and for my own safety, but also, more importantly, to gain the trust of the women I will be interviewing. We are on our way to the Lower Dir district, in the province of Khyber Pakhtun Khwa (KPK), near the Afghanistan border. The waters of the Swat River reached far last July: the river flooded farmland and cattle fields, dragging houses, roads, bridges and electricity poles along with it. Half a million animals had nowhere to run. After three weeks, the water was gone. There is barely any healthcare or education in KPK; the literacy rates are the lowest in the country.

We have left the highway for the run-down gravel roads that wind along small villages and larger towns. In the village of Toda Chena, the somewhat surly-looking Janirsat, in her 40s, is eager to tell her story. They are waiting for me outside and direct me into

the house. We all sink down on the same woven beds: Janirsat, her nine daughters, her sister-in-law Goladan and some grandchildren. Chickens scratch around under the bed and peck at the scraps of peanuts that the women are rapidly shelling for me. Up until ten days ago, the family was still staying in the tent given to them by our partner organization. Now the house is finished, which is nice, with it getting colder at night. The children seem to constantly have colds, but there is no medicine. After taking refuge in the mountains, Janirsat and her family returned to find that all of their animals had drowned: ten cows and forty goats. That is a huge loss, since they lived off the milk and the meat. Cows cost 400 dollars on the market now. Besides, where would they graze? And another concern is that four of their daughters will have to get married soon. How can the family afford that? You get married at about age fifteen or sixteen, says Janirsat, who has five sons in addition to her nine daughters. Her husband is not at home; he is out making money by helping others build their houses. Janirsat and Goladan make it hard for me to leave. They want to take me to the place their house used to be, on somewhat lower grounds, closer to the gorge. They like to have their picture taken. Smiling, we part ways. I walk back to the car, where the men from the local organization we support here, CERD, show up to say hello. What do you do when you are not allowed to shake hands and still want to make contact? Nod a lot, look friendly – but don't smile too much and absolutely don't wink: that would be highly inappropriate. Oh boy, and mind that your headscarf doesn't blow off. Like there isn't enough to worry about.

### *Wednesday*

On the schedule today is Swat, one of Pakistan's best-known regions. Back in the day, this was because of its advanced level of development and the ski resorts; nowadays, it's because of the Taliban. It is a gorgeous area, and it hasn't even reached its peak when I visit, judging from the beautiful pictures of green, fertile-looking landscapes on the wall of the provincial border station, where we all have to have our pictures taken (women still wearing their veils) and disappear into the digital system. Even my mother wouldn't recognize me like this, but apparently the provincial authorities feel that it's a good idea to record every visitor. Flyers inviting tourists to hire a guide to go hiking or mountain biking grace the walls of the abandoned White Palace Hotel, high in the mountains.

There are no tourists to take them up on the offer. We witness the distribution of bags of fertilizer and wheat and tomato seeds for 279 families. There is a neat line of men in traditional dress: beige, brown and gray tunics with long sleeves and wide pants. It's the women who add color to the Pakistani landscape, but they aren't around now. When I step out of the car, my hand automatically moves up to my headscarf. I hold it anxiously, especially with those dozens of men's eyes staring at my pale figure. Standing in line is Sher Muhammed, a man in his 50s ("How old I am? I'm gray and I have a beard."), smiling kindly. His house was damaged, but has now been fixed, and his land was washed away. Unfortunately, he cannot use all of his land quite yet, since part of it is littered with giant boulders, but he does know what to do with fifty kilos of wheat seeds. The last harvest was lost, so all hope is focused on the wheat that can be harvested in March, provided that the rains come quickly. It is amazing how quickly water can go from being your enemy to being your friend. At least, it could be. Luckily, Mrs. Muhammed is a seamstress, which allows her to earn extra income for their family of ten.

A little farther up, Guljana (28), from the local organization NRSP, is providing a group of local women with information on hygiene in and around the house. They are given a hygiene kit, including soap, detergent, a washing-up bowl, shampoo, a small water filter, nail clippers, toothbrushes and toothpaste, towels and a mirror. Among those waiting is Nasrien (aged 14). She is the oldest daughter of a family with eleven children. Her mother sent her to get the explanation, and of course the kit. Nasrien has already experienced just how unhealthy drinking dirty water can be. Her baby sister has an eye infection and the other family members all have stomach problems. The water filter is more than welcome, because the drinking water has not been of the usual quality since the floods. All I can do is observe and record my findings. That's what I tell people. I tell the people I talk to that I want to make sure their stories are heard in the Netherlands. There are so many people that need help, and they need so much, I realize. And that's in a situation where they had so little to begin with. Thanks to international and national aid, they survived the crucial first six months, but they still have a long way to go.

*This is an abbreviated fragment of a diary that will appear in Viva this summer.*

# 7

## Humanitarian Aid

### Description of the program

The program consists of two components: it assists with Emergency Aid Worldwide where possible. Furthermore it offers Community Based Disaster Management in countries with a high risk level over a longer period of time. Activities are supported by lobby for protection and preparedness where feasible.

### Progress

ICCO and Kerk in Actie have been active in disaster management for decades. We work, almost always, through local partners and in coordination with our network [www.actalliance.org](http://www.actalliance.org). ACT coordinates the emergency effort of its members through appeals, in which demand for resources for emergency work is matched with available supply. ACT is active in quality appeal coordination, quality control and capacity-building.

2010 was to a high extent determined by the earthquake in Haiti and the floods in Pakistan which both generated vast funds. This meant that the Operational Teams Disaster Response (OTDR) were formed to coordinate these large assistance efforts. It also meant that few non-earmarked funds for other disasters less interesting to the media entered our accounts, as such hindering our policy to support 'forgotten emergencies'.

2010 also has shown that governments in the South increasingly resort to barring access to humanitarian actors. Armed groups gradually target more humanitarian organizations. In general aid is becoming more politicized. In the Netherlands the more negative attitude towards our work in the media and in public opinion became especially clear in the national SHO disaster fundraising campaign for the Pakistan Floods. In spite of this attitude, a substantial amount of funds was raised.

### Other disaster response

We provided disaster response support to local organizations in many countries, mainly executed by the Regional Offices and their local partners.

An approach for Disaster Mapping to identify focus regions and partners was elaborated and tried out during several field visits, e.g. in Uganda and Sudan. The information from this exercise will enable us to make a more balanced decision of where to engage in

disaster response and in community based disaster risk management.

### **Community Based Disaster Risk Management (CBDRM)**

Community Based Disaster Risk Management is a strategy developed to reduce the vulnerability of people with regard to all kinds of risks in their environment. Strengthening the resilience of people aims to prevent threats and hazards from turning into disasters, or at least reduce the impact of a disaster.

Within ICCO and Kerk in Actie a pilot on CBDRM started halfway 2006, in collaboration with Wageningen University and local partners in Afghanistan and Indonesia and co-financed by the Dutch co-financing agency for capacity-building PSO. CBDRM's work on the pilot 2006-2009 was externally evaluated, with results published in January 2011. The main recommendation from the external evaluation was to narrow the scope of the pilot to local level learning at the level of partner organizations and communities, leaving out the level of analyzing the aid chain and mainstreaming the approach in the organization. This is the focus of the pilot during its 2-year extension in 2010 and 2011. The result will be a practical guide for partner organizations who want to apply CBDRM elements in their programs.

In both Afghanistan and Indonesia partners within the pilot have gained experience with participatory risk mapping in communities, prioritization of activities by communities and planning of interventions. Village structures have been strengthened, communities supported in local lobby activities, early warning systems established, and preventative measures (such as reforestation) taken. The results start to show the impact of using CBDRM in the field, and especially that local communities and organizations adapt the concept to fit their needs.

Apart from this pilot, ICCO and Kerk in Actie supported several partners in other countries on CBDRM, e.g in Uganda, Mali, Burma/Myanmar, and countries in Central America. Furthermore, many of our emergency aid partners apply elements of risk management (CBDRM) in their response to emergencies. This increases the link between rapid response and rehabilitation. ICCO and Kerk in Actie actively promotes this approach for its partners in emergency response.

### **Quality (including accountability)**

Accountability is high on our agenda. We follow the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief and are committed to the Sphere Humanitarian Charter and Minimum Standards in Disaster Response and the Global Humanitarian Platform's Principles of Partnership.

This aim for quality can be seen in several aspects of our work with local partners: external evaluations of larger emergency responses as standard operation, monitoring visits, and the financial and external auditing of organizations.

As in 2009, we performed an internal review focusing on the quality of emergency project files in our organizations. In general the results show that sometimes the files do not contain sufficient information to judge whether the projects meet the quality standards. Measures will be taken to increase the attention for the quality of files during 2011 on two main aspects of quality: beneficiary accountability and targeting (specification of target groups, especially gender ).

### **Capacity Building**

We participate and invest financially in the Capacity Development Steering Group of ACT. We integrated capacity-building in disaster response in Haiti, for example by promoting accountability standards in Pakistan and in CoNGO.

### **PME and Administrative issues**

In 2010, we managed to further operationalize the PME policy. Policy documents on several subjects were integrated into one e-guide or handbook for disaster management. We cooperated with both our financial and administrative departments in making operational the lessons learned – in an administrative sense - from the Tsunami and Pakistan Earthquake . This will improve the quality of future disaster management campaigns. We finalized the e-guide and the Quality Hand Book sections for Disaster Management.

PME leads to in-house capacity-building and also leads to improved quality of the proposals. Many findings of PME analyses lead to change of policies to be better in line with the demands of back-donors (e.g. SHO). Practical observations are also translated into rules: in general we will not fund organizations that in an emergency suddenly will have a turnover that is 3x or more their normal turnover.



## Lessons learned

The main recommendation from the external evaluation for CBDRM was to narrow the scope of the pilot to local level learning at the level of partner organizations and communities, leaving out the level of analyzing the aid chain and mainstreaming the approach in the organization. This is the focus during the 2-year extension of the pilot for 2010 and 2011. The result will be a practical guide for partner organizations wanting to apply CBDRM elements in their programs

In the new business plan CBDRM must be integrated in a realistic way in the main programs in selected countries where the ICCO Alliance operates.

We will continue to strive for administrative systems and procedures that are conducive to high quality/speedy disaster response.

## Examples of Success

### Erosion control in Afghanistan

Within the CBDRM pilot, the partner SDO has strengthened the village committees in the villages Dehran and Roshann in district Ghoryan and supported them in local lobby. Frequent sand storms and flooding affect the communities. After a participative risk mapping and community discussion, the community decided to implement a reforestation project of the river dwell in order to limit erosion. The community participated with over 50% of the total costs in terms of own labor, equipment, etc. to the project. The effect of the trees is that they are able to retain more soil. Due to effective local lobbying activities the government has granted 40 hectares of forest as protected forest, thereby increasing the sustainability of the project.

### Afghan refugees in Iran

In the framework of our Afghanistan program we support the International Consortium for Refugees in Iran, ICRI, which aims to promote the assistance to Afghan refugees in Iran by sharing relevant information and by facilitating the work of (I-) NGOs who work for refugees. This in constant dialogue with the government of Iran. ICRI managed with UNHCR (United Nations High Commissioner for Refugees) and the government of Iran to organize the first needs assessment for refugees in Iran in more than a decade. Furthermore for the first time in history it was possible to discuss the plight of the undocumented Afghans in Iran.

## Less successful

A partner started community mobilizing in a village affected by the work of a large mining company. However, after 1 year of activities, due to multiple reasons progress has been slow. This may be attributed in part by a weak partner with limited connections to other organizations in networks, confronted with a strong organization with all kinds of political connections. It is clear that more attention should be paid to a pre-assessment in communities in order to be able to judge whether capacities of organizations match the dimensions of the problem. Also the importance of linking organizations to networks was re-confirmed, an aspect which we are working on already.

## Cooperation

In the context of the new ICCO Alliance business plan 2011-2015 a working group was formed with participation of Tear, Kerk in Actie, Prisma, ICCO and an external consultant was hired to develop a joint strategy on CBDRM. We will explore the possibilities of joint efforts on CBDRM for the upcoming years. Collaboration on the CBDRM theme takes place with diverse parties: both within the organization (linked to other themes such as climate change, food security, etc.), and with external stakeholders through collaboration in the countries, participation in the ACT Alliance and Voice working groups on this theme.

### ACT

The Appeals System in the ACT Alliance is essential to the disaster response in our organization. We participated in the ACT review of the disaster response system group. As a result a revised response system will be implemented in 2011.

ICCO and Kerk in Actie contributed to the Global Rapid Response Fund of the ACT Alliance. This fund enables the Act Alliance to quickly disburse funds to local organizations for small-scale emergency responses.

By contributing to this fund, ICCO and Kerk in Actie contribute to capacity-building of local actors for emergency response, a key element in our policy.

The participation in the protection group, which made good progress in operationalizing and integrating policy on protection in the ACT Alliance, was transferred from the DMU to the Kampala RO.

## **Lobby and Advocacy:**

We provided regular input for the lobby work of VOICE and ICVA. VOICE enhanced its position as the interlocutor defending the humanitarian principles vis-à-vis the European Union. Disaster response protection issues in Sri Lanka, Pakistan, Haiti were highlighted in the lobby.

We participate in the Disaster Risk Management Working Group of VOICE, which has substantial influence in the relevant policy area in Brussels. The push for integrating the subject in development activities of the European Commission gains support in the Commission.

SHO (national disaster fundraising campaign)

Both the Haiti and Pakistan campaigns resulted in substantial revenues for assistance to the victims. We will continue our efforts to enhance the focus of SHO to contribute to improving the situation of the most vulnerable in disasters.



# 8 Internal organization ICCO

## P&O

### Formation

Workforce / Staffing as of 31/12/2009	Number	%
Total number of employees (full-time equivalents)	215	
Total number of employees	247	
Permanent staff (in numbers)	201	81%
Temporary staff (in numbers)	46	19%
Employees in	78	32%
Employees out	124	50%

	M	F	Total	M %	F %
Executive Board	3		3	100%	0%
Management	9	2	11	82%	18%
Middle management	67	89	156	43%	57%
Facilitators	27	50	77	35%	65%
Total	106	141	247	43%	57%

### Absenteeism

%	short-term	medium-term	long-term	very long-term
As per 31-12-2010	16,5	19,7	63	0,77

### Adjustment of the internal structure and formation of a global office

Early 2010, the restructuring of the global office was initiated, in accordance with the outline that was approved mid 2009. Simultaneously, the implementation of the Social plan, agreed upon in close consultation with the labor unions and the works' council, started.

A revision of the restructuring plans took place mid 2010, based upon advanced insights based on the changes made during the first six months.

The major changes in the office in Utrecht, taking place as a result of the decentralization of a large number of tasks and responsibilities to the regional offices, comprised of:

- Reduction of the size of the international department: the positions of the majority of the program staff and financial/administrative staff became redundant. Positions of program staff and specialists who are responsible for global programs or programs in cooperation with companies, social organizations or network organizations in the Netherlands or Europe, remained in the global office in Utrecht.
- Restructuring of the international department by incorporating the units which fulfill tasks in close cooperation with the regional offices: Impulsis, Interactief, Lobby.
- Adjustment of the management team: the management levels have been reduced to two layers (Executive Board and Department Managers / Regional Managers). The management team has an advisory role towards the Executive Board. The management meets twice a year during the 'management weeks'.
- Establishment of a small Liaison Desk to facilitate (de)centralized communication in the new organization and to take care of the logistical and qualitative support of the new governance structure consisting of the Supervisory Board, the Executive Board, the International advisory Council and the Regional Councils.
- The staff capacity of the global office was reduced to 102 FTE. This means a reduction of 126 FTE by the end of 2010.

### **Mobility Centre**

This temporary facility was set up in 2009. Initially, the role of the centre was to facilitate staff who decided to leave voluntarily. Since 2010, the focus of the centre has been to facilitate the implementation of the Social plan by providing support to the redundant staff. Two external career coaches were employed to assist these colleagues to find new positions. In 2010, ten staff members managed to find jobs outside ICCO. Unfortunately, three colleagues were less successful, and applications had to be filed with the cantonal court to

have their employment contracts dissolved.

### **Merging departments ICCO and PKN**

An important project in 2010 was the aggregation of the department Communication and Fundraising of ICCO and Communication department of the PKN (Dutch protestant koepel organization).

### **Introduction course**

After the success in 2009, again an introduction course was organized in Utrecht for regional employees. Meeting colleagues from all over the world and exchange experiences on different topics turned out to be of enormous added value.

## **Security desk**

### **Security**

The focus of the Security desk in the year 2010 was on the introduction and implementation of security policy, procedures and awareness in the regional and field offices of ICCO and Kerk in Actie in the framework of the decentralisation process.

### **Training**

Safety and Security training was provided for staff on short and long term missions by the Centre for Safety and Development (CSD) in the Netherlands.

47 (new) staff members working in the GO and staff preparing for overseas deployment of ICCO, Kerk in Actie, PKN, Terrafina Microfinance and Togetherthere followed a Basic Course Safety and Security.

The Security Advisor and CSD provided regular 5-days trainings in Basic Safety & Security and Security Management in the following regional and field offices to a total of 85 local, regional and international staff members:

- West Africa – Bamako
- Sout East Asia - Bali
- Central & East Africa
  - Bukavu
  - Kampala
  - Juba S-Sudan
- Central America's - Managua

CSD provided 'Dealing with Aggression' training for 25 staff in Kyrgyzstan and India. Planned 5-day training sessions in Bolivia, Malawi and Haiti had to be postponed to 2011.

At the Global Office internal training and security briefings were provided for new staff and staff with limited travel experience. A one day security training was organized in April for 12 participants from the GO; also some “older” staff participated on this day as a refresher.

In the framework of the Beyond your World program, the cooperation between lokaalmondiaal and ICCO and Kerk in Actie, a ‘Safe Travelling’ course was organized for students of the High School for Journalism of Tilburg.

### **Incident response**

In 2010 a total of 42 incidents was reported to the Security desk, 17% more than in 2009. In most cases support was provided from GO with the handling of security incidents, varying from thefts to death threats, arrests to riots forcing staff to hibernate or relocate. Most incidents concerned political unrest, e.g. in Kyrgyzstan, Bangkok, Madagascar.

Analyzing the reported incidents the following conclusions can be drawn:

- most incidents happened in Haiti, C&E Africa and Southern Africa
- political unrest was the main type of incident, followed by threats, assault/robbery/theft, medical/psychological and natural disasters
- local staff and overseas deployed staff were equally involved in incidents

The most threatening and dangerous incident was the armed assault on the Juba compound, where three staff members were held at gun point for hours while they were robbed from valuables, the office safe was broken open and office equipment like laptops was stolen.

### **Security Advising**

In dozens of cases travel advise and briefings were provided by the Security desk to offices, managers, individuals and (youth) groups. Several Dutch organizations were advised on the development of own security policies and on specific issues.

### **Country Security Plans**

In the framework of ProCoDe a start was made with the transfer of security responsibilities to the regions. It was planned for 2010 to update and upgrade all country security plans and translate them in English. All plans have been reviewed and comments prepared

early 2010 by an external security consultant. Due to the high workload (e.g. from the MFS2 application) of the (new) program officers this process could not be accomplished in 2010; the planning is set for the second quarter of 2011.

### **Networks**

DSN - the I&K security advisor continued the chairmanship of the Dutch Security Network DSN, and will also continue in 2011. DSN grew considerably in 2010 from 20 to 34 members. The active participation of other organizations increased remarkably.

EISF - on behalf of DSN and ICCO the security advisor has a seat in the EISF (European Interagency Security Forum). The SA participated in the bi-annual 2-days EISF conference in Rome in September, partly as chairman.

ACT-SWG - the security advisors of CA, NCA, DCA and ICCO and Kerk in Actie have started the ACT-SAG (Security Advisory Group) in 2006. In 2010 the SAG was renamed to Security Working Group - SWG. In May 2010 the annual SWG meeting was held in Geneva. In this 2-days meeting, and in the ACT Alliance assembly in Arusha in October 2010 numerous activities and ambitious plans were developed for the SWG to be implemented in 2011.

The following activities are planned by SWG:

- To organise a ACT Safety and Security Awareness week in May 2011
- Active support from SWG and set up of joint training for ACT members, ACT Forums and local security focal points in “high-risk” countries
- To introduce an ACT security e-learning DVD
- To increase the number of active (not-dormant) members of the SWG
- Review of the ACT security handbook and policy guidelines
- Search for funding and recruitment of an ACT Alliance security advisor.

### **ACT-RST deployment Haiti**

After the earthquake in Haiti on the 12th of January 2010 the Security Advisor was requested by RST (ACT Alliance - Rapid Support Team) for immediate deployment to Port au-Prince to provide security services to the ACT members present. The output included:

- Security policies, plans and procedures developed (evacuation, security plan, distribution, a.o.) for ACT organizations
- Office and residence buildings, warehouses and

compounds assessed for damage and improvements; security measures advised

- JHSF – Joint Haiti Security Forum was established in cooperation with some key members of the European security network EISF and InterAction, the American umbrella organization of American NGOs. This platform exchanged alerts, procedures, incidents, provided advice to over 50 NGOs, opened a Google Group, established an SMS alert system, etc. A proposal was prepared for a one-year funding of JHSF to DFID, SDC and USAID
- Twice a week security briefings were given to all new arrivals and some regular staff of ACT members
- A local security advisor was contracted for one year and trained as ACT security advisor. All the year through support and advice to the ACT security advisor was continued at distance by the security advisors of ICCO and Kerk in Actie and Christian Aid and through an ICCO and Kerk in Actie contracted security consultant locally by the end of 2010.

### **Security desk 2011**

In 2011 the Security desk will focus on the transfer of security responsibilities to the regional offices and move to a service and advice desk to GO and the decentralised organization, capacity building in the field of safety and security, increase cooperation with ACT sister organizations and other (Dutch) development organizations.

Due to the budget cuts end 2010 the administrative support from GO/HRM will be reduced. The replacement pool for the security advisor was reduced from 3 to 1.

Access to security information and documentation will be improved, in particular for the ROs. The Security Advisor as member of the ACT-RST may be deployed for limited time to new crisis regions.

### **ICCO and Kerk in Actie policy documentation and training:**

- The two security policy documents for GO resp. RO will be merged into one overall policy document.
- The Crisis Management Protocol will be rewritten to one document for all GO and ROs.
- A crisis management training / simulation will be implemented with the MTI in April.
- New Crisis Management Team members will be appointed at GO level to replace the members that have left I&K.

- A program will be developed for training of new staff and refresher training for 'old' staff.
- Implementation of a security management program for partner organizations in Pakistan and Afghanistan in cooperation with RO Central & South Asia
- To develop and implement a program for capacity building and empowerment of partner organizations, community based organizations and minority communities in the Middle-East in cooperation with the Mission Department, including security management training
- Regular 5-days security trainings with CSD for ICCO & Kerk in Actie in Malawi, Haiti, Bolivia and India; where possible ACT staff will be included
- Improved access to security documentation on Intranet

### **ICT**

To keep abreast of oNGOing developments and prepare ourselves thoroughly for developments after the decentralization process, IT temporarily held off major investments until the ICCO landscape had settled and a picture emerged, outlining needs, requirements and opportunities. Just as in previous years, activities were predominantly characterized by consolidation and improvements in the existing IT environment and the development of web based tools.

Last year the 'MS Dynamics in Control' project was initiated. This consists of four sub-projects: Finances, Internal Control, Projects and CRM. The overall aim is to improve structures, layout and quality. The sub-project Finances has been completed and has met expectations. The sub-projects Internal Control and project are currently under development.

In 2010 a new PI-system was successfully implemented to replace the old system which no longer met the needs.

The limited bandwidth for linking to ROs is still the main obstacle within IT, and we are forced to deal with this problem innovatively. It has been decided to develop a number of simple web based programs specifically for use in the ROs, under the collective name of '@hand-tools'. The 'eGuide' is the first program in this series and aims to provide staff at ICCO with important information. The program is developed further and there have been three new releases. A subsequent program, the 'ProjectBrowser' is currently under development. This browser will link to the MS Dynamics database, making it possible to present and

retrieve data on- and offline.

The developments and challenges associated with this demand a more intensive level of cooperation with other departments. For this reason, we are currently formulating in cooperation with C&F and P&D an organization-wide vision in respect of information management. Part of this vision is the development of a ICCO-portal.

## Finance

In August, an update was implemented in Dynamics, improving the link between Project Administration and Ledger and improvements in the reports and management information available from Dynamics. Furthermore in 2010 the administration of the eight regional offices was incorporated in the ICCO administration.

## Quality & Control

ICCO works with a quality management system which is certified according to the ISO 9001:2008 standard. The most important results in the field of quality control in 2010 were the implementation of internal audits in 3 Regional Offices, facilitation of an external ISO audit in 1 Regional office, the renewal of the quality handbook and the participation in the improvement project 'Dynamics in Control'.

### **Internal and external audits in Regional Offices.**

In 2010 the Q&C department continued the implementation of financial and operational internal audits in the newly established Regional Offices in Managua, Lilongwe and Denpasar. In addition, an external ISO audit was organized and facilitated in the Regional Office in Bamako. All audits were successful: they showed that the newly established offices are performing well. Reports containing recommendations for further improvement were sent to ICCO's Executive Board and to the Regional Manager.

### **Other internal audits**

ICCO works with an annual audit plan. This plan is written via a process of risk analysis which involves ICCO's management and the Quality & Control department. This risk analysis results in an overall Q&C audit plan which is approved by the Audit Committee of the Supervisory Board. The 2010 audit plan was not completely implemented as planned due to limited

capacity and due to a shift in priorities. However the main target of 'high priority' audits was achieved or otherwise included in other projects or solutions in which Q&C participated. such as the 'Dynamics in Control' improvement project

### **Fraud and financial incapacity**

To prevent and handle the cases where fraud and financial incapacity is suspected or detected ICCO has a procedure for Fraud and Financial Incapacity at Partner Organizations in place. If these cases occur the procedure provides insight in and control over the risks of fraud and financial incapacity. In addition, the procedure includes ways to raise awareness of the risks and share know-how. This procedure provides for periodic reporting to the Executive Board on the state of affairs and on any subsequent steps that need to be taken. As a result of this several new files were submitted in 2010. Payments to the partners in question were frozen and additional investigations were launched. Various measures were taken, depending on the outcome of these investigations, which might range from strengthening the partner's capacity or deciding to take legal action to discontinuing the partnership





## Appendix 1

### List of Millennium Development Goals

By 2015 . . .



**1 extreme poverty and hunger will have been eradicated**



**2 all boys and girls will go to school**



**3 all men and women will have the same rights;**



**4 infant mortality will have been drastically reduced**



**5 fewer women will die as a result of pregnancy**



**6 the spread of disease, such as AIDS and malaria, will have stopped**



**7 more people will be living in a sustainable environment**



**8 there will be more fair trade, debt relief and aid**

## Appendix 2

### Summary of Millennium Agreements

Below is a brief description of the millennium agreements in which ICCO participates, plus an explanation of ICCO's contribution to these agreements. More detailed information about these activities and the progress being made can be found on the website [www.millenniumakkoord.nl](http://www.millenniumakkoord.nl).

#### No. 4

##### Manageable Climate Risks

Signatories to this agreement aim, amongst other things, to optimize levels of cooperation with their partners in developing countries, in order to contribute to decreasing the climate risks associated with achieving the Millennium Development Goals. They will also explicitly take into account the effects of climate change on programs, activities and other initiatives in developing countries in which they play a role, starting with those where stakeholders deem the risks unacceptable.

*In 2010 the FairClimateFund pre-invested in the building of the first 6000 biogas units (of an ultimate total of 18000) in India. The funding comes from the Schokland agreement between the Ministry of Foreign Affairs and the Fund, Greenchoice, Windunie and TNO".*

#### No. 6

##### Ground Water Studies – New Technologies

Since 1994, the water and sanitation program in Orissa, India, has helped to improve health conditions in rural areas. The objective of this agreement is to train local staff in new technologies relating to data collection, ICT applications and the interpretation of geo-hydrological information, thereby consolidating the strength of the water and sanitation program.

*Forty local staff members of Gram Vikas were trained in water quality monitoring and groundwater management. New technological insights on how this knowledge can be used in practice were provided through on the spot trainings to the barefoot hydrologists. Trained barefoot hydrologists can now determine safe new wells and are responsible for water monitoring (quality and quantity) and proper well management. A better understanding of hydrology and groundwater flow is*

crucial for efficient siting of wells and determining the interaction with sanitation service points. The gained insights are also useful and applicable for other drinking water programs.

#### **Nr. 16**

##### **Learn4work: Better Access to Vocational Education**

Since the autumn of year 2008, Edukans coordinates Learn4Work. More than 40 African and Dutch NGOs, Vocational Training Centres, companies and knowledge centres unite their strengths to improve access to good quality TVET in Ghana, Ethiopia, Kenya and Zambia. In total, eight projects are currently in its implementation phase. Learn4Work is funded by Schokland Fund of MoFA and own contribution of the Learn4Work partners. The program supports relevant technical and vocational education and training. Projects include amongst others enhancement of entrepreneurship training for youth and improvement of the link between training and labour market.

*In 2010 Nine African schools professionalized their teaching equipment to enhance practical training. This also enabled schools to generate income from products created by their students.*

*African teachers were trained on didactical and technical skills. They were also taught techniques to include practical training in curricula. Six projects focused on the improvement of the link between the training and labour market.*

*Through educational and exchange programs, teachers and students of more than 10 Dutch vocational training centres gained knowledge and awareness on development cooperation. They applied their experiences for further fund- and awareness raising via television, radio and newspapers.*

*An external consultant assessed all projects on its financial management and partners were advised how to minimize risks and maximize efficient management.*

#### **No. 23**

##### **Investing in Equality**

The Netherlands still has a lot to do when it comes to Millennium Development Goal 3. Cooperation between civil society, the business community, trade unions, employers' associations, donors, research institutes and government plays a crucial role in this. Less money is available for women's organizations. Due to lack of funding, this Millennium Development Goal is not, or only partially, being pursued. The Netherlands will re-dedicate itself to attaining the policy objectives and fighting gender inequality, re-embark on implement-

ing the Millennium Development Goals and guarantee quality and effectiveness. A strong women's movement is essential for this, as is constructive cooperation between the partners.

*ICCO has one partner that receives funding from this fund: ISIS-WICCE in Uganda and Kenya. ICCO contributed to the workshops on MDG3 (MDG3, SHRHR) held on 26 September.*

#### **No. 28**

##### **Greater than the Sum of its Parts**

In many post-conflict areas, there is a diversity of actors working on security, effective administration, reconstruction and civil and private initiatives. Every organization has its own specific know-how and understanding about a particular country, what is needed, what can be done in the short and long term, and how things should be done. Despite the best of intentions, a common strategy and mutual coordination is often lacking: coordination is minimal, communication between organizations limited and priorities differ. If any results are to be truly achieved, the different parties will have to find an effective way of taking advantage of each other's know-how and expertise. This project aims to address these issues by analyzing the opportunities and limitations of an integrated approach, with the aim of developing instruments to achieve more effective cooperation. This is done by setting up two web-based "Communities of Practice" for Dutch players operating in Burundi and Sudan. This platform (PRIME – Platform for Representatives in a Multi-Stakeholder Environment) was launched at the beginning of May 2009.

*ICCO participated financially in the project and has benefited in 2010 from the mutual information sharing both in our General Office as in the Regional Office that develops programs in Burundi and Sudan. Our participation in the meetings and Communities of Practice that have been established for Burundi and Sudan has been partial in 2010, due to staff changes related to our process of decentralization. With the Regional Offices established we look for a more permanent role and participation in "Meer dan de Som der Delen" and/or its successor in 2011.*

#### **No. 30**

##### **Knowledge Network for Peace, Security and Development**

The knowledge network aims to gather the necessary knowledge for developing concrete activities, imple-

mentation strategies and associated instruments to ensure that a conflict-sensitive approach is adopted in development activities in fragile states and countries in post-conflict situations. This does not just involve theoretical academic knowledge, but also the experiences gained by policymakers, partners in the field and the local population.

*A synthesis report called 'How can Public-Private Cooperation contribute to sustainable economic development in Fragile States? -from policy to practice' was published in March 2010. The report presents the overall findings of this project. The conclusions are based on the outcomes of country studies on Southern Sudan, Democratic Republic of CoNGO and Afghanistan. ICCO contributed in 2009 to the country studies on Southern Sudan and the Democratic Republic of CoNGO.*

#### **No. 31**

##### **Amazon Campaign: FSC Timber from the Amazon**

FSC Nederland has launched an initiative for joining forces with the WWF, ICCO and a growing group of municipalities, water boards, zoos, civil society organizations and the business community in the context of the Amazon Campaign for the retention and responsible management of the Amazon rainforest. The main aim of the Amazon Campaign is to increase the acreage of FSC-certified forest in the Amazon region from the current 7 million (mid-2007) to at least 12 million by 2012. This will be achieved by 1) signing 20 covenants with large-scale end-users, such as municipalities, water boards and building firms, with respect to using FSC timber; 2) stimulating certification projects in the Amazon region; 3) supporting small-scale producers of timber products; and 4) consolidating market relations between companies in the Amazon region and the Netherlands.

*ICCO serves as lead agent of the IDH Amazon program; as part of this program, a rapidly growing number of Dutch municipalities have signed a covenant with FSC NL, in which they commit to mandating the use of FSC-certified timber in contracting procedures. Furthermore, ICCO/International Markets is closely involved in initiating an IDH cotton and timber program in West Africa.*

#### **No. 32**

##### **Education in Post-conflict Areas**

In conflict areas such as Sudan, Afghanistan and Colombia, large numbers of children never get to go to school. Yet it is precisely in these conflict areas that it

is crucial for everyone to be given the opportunity to go to school. School offers a safe and secure environment, where children can talk about their experiences. Six Dutch relief organizations have joined forces and are arranging for schools, teachers and teaching materials to be provided in conflict areas. In the process, we help thousands of children, young people and adults in conflict areas to build a future. The conflict and post-conflict Millennium Agreement program is a joint initiative by six Dutch partners (Save the Children, War Child Nederland, Oxfam-Novib, ICCO and Kerk in Actie, Woord en Daad, Dark & Light Blind Care) for Afghanistan, Colombia and South Sudan.

*Activities concentrate in Afghanistan, Colombia and Southern Sudan as well as the Netherlands. In 2010 results included the school levies study in Sudan, finalization of a series of animation films by children in Colombia and linking & learning activities in Afghanistan. In addition, ICCO prepared together with Save the Children a workshop on results of the Millennium Agreement during the World Education Forum in Rammalah. In 2010 a separate end report was written for the Ministry of Foreign Affairs giving a detailed overview on the co-operation and results reached.*

#### **No. 36**

##### **Dutch National Action Plan 1325**

Our aim is to take a number of related measures to improve and consolidate the position of women, both during and after armed conflict. We aim to do this by implementing UN Security Council Resolution no. 1325, on women, peace and security, by formulating a Dutch National Action Plan 1325. The objective is to attain systematic attention, recognition and support regarding the role of women in conflict situations. The plan will list a number of actions to be taken in six priority areas, namely: 1) conflict prevention, mediation and peace-building; 2) protection and human rights; 3) representation, participation and recruitment; 4) training and education; 5) international cooperation; and 6) monitoring and evaluation.

*We support partners with 1325 projects (involving women in prevention, mediation and reconstruction) in the following countries that fall under the agreement: Afghanistan, Burundi, DRC, Haiti, India (Manipur), Indonesia, Liberia, Nepal, Philippines, Sudan and Uganda.*

**No. 51****Eliminating Violence Against Women**

Violence against women is an everyday occurrence worldwide. This is a violation of the fundamental rights of women and girls with respect to their health, safety and physical integrity. These violations must end. Beyond the “traditional” forms of violence, attention also needs to be focused on specific forms of violence, such as violence against migrant women, trafficking in women, honor killings, and domestic and sexual violence. Dutch organizations have been joining forces with partners in the South to take a stand.

*We support partners that work to stop violence against women in the following countries that fall under the agreement: Bangladesh, DRC, Ethiopia, Ghana, Guatemala and Nicaragua. Together with the Dutch Ministry of Foreign Affairs and Cordaid, ICCO and Kerk in Actie participates in a Violence Against Women working group run by the DPRN On Track with Gender Trajectory. As part of the process, we are currently developing a joint paper about best practices for tackling violence against women from the mainstream (i.e. via organizations and projects that do not have women as a specific target group).*

**No. 62****Access to Medicine Index**

One in every three people has no access to essential and affordable medicines or vaccinations. Improving this situation could save millions of lives every year. The Access to Medicine Index, set up and supervised by the Access to Medicine Foundation, monitors and scrutinizes the activities of pharmaceutical companies and encourages them and other actors to take action.

*In 2010 the second Index was published and presented, which made efforts of the pharmaceutical industry towards availability of essential and affordable drugs in the South visible and transparent. The Index stimulates pharmaceutical companies to compete in this area and allows outsiders to compare the companies on their performances. The index is taken seriously by relevant stakeholders. WHO for example has accepted the index as a formal reference on access to medicines in the South. It is an example of private sector cooperation.*

*In 2010, producers of generic drugs were also included in the Index, a demand from international NGOs, they are producing cheaper drugs, which are not patented anymore, but do hardly any research into new drugs.*

**Amsterdam Initiative Against Malnutrition**

Since 2009 ICCO has been part of Amsterdam Initiative against Malnutrition, together with Unilever, DSM, Akzo Nobel and GAIN (global alliance for the improvement of nutrition). In 2010 the AIM coordinator was hired and the first two missions to Kenya conducted. Also one ICCO partner was included in the visit. Preliminary ideas for collaboration with the milk sector and collaboration with school feeding programs were the result of these visits and the discussions of the partnership committee in the Netherlands. In the Netherlands formal MOUs between the different partners were signed.-

## Appendix 3

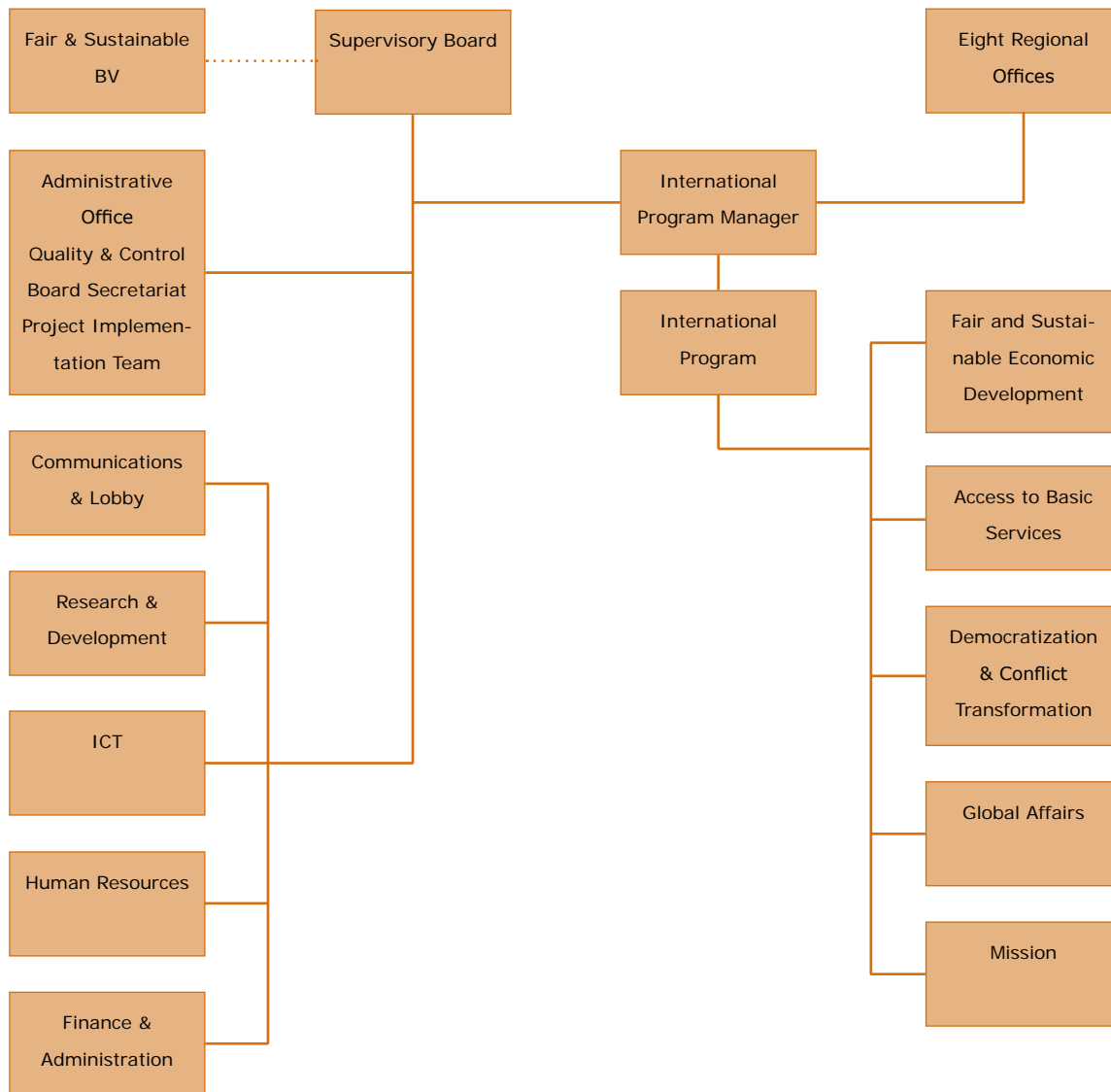
### List of abbreviations

ACT	Action of Churches Together	ECHO	European Commission's Humanitarian Aid and Civil Protection department
AFME	Africa and the Middle East	ECSAD	Expert Centre on Sustainable Business and Development Cooperation
APRODEV	Association of Protestant Development Agencies in Europe	EEAS	European External Action Service
ASEO	Asia, Europe and Oceania	EISF	European Inter-Agency Security Forum
AtBS	Access to Basic Services	EPA	Economic Partnership Agreement
BCI	Better Cotton Initiative	ESC	Economic social and cultural (rights)
BOOM	Platform on Development Cooperation and Human Rights in Bangladesh (Bangladesh Overleg Ontwikkelingssamenwerking en Mensenrechten)	ETR	End Term Review
BOP	Base of the Pyramid	F&S	Fair & Sustainable Holding B.V.
C4C	Connect for Change	FED	Fair Economic Development
CA	Christian Aid	FLO	Fair Trade Labeling Organizations
CBDRM	Community Based Disaster Risk Management	FNS	Food and Nutrition Security
CD	Capacity Development	FSAS	Fair & Sustainable Advisory Services
CDM	Clean Development Mechanism	FSBDS	Fair & Sustainable Business Development Services
CEBIAE	Bolivian Center for Educational Research and Development (Centro Boliviano de Investigación y Acción Educativas)	FSC	Forest Steward Council
CER	Certified Emission Reduction	FTN	Food, Trade and Nutrition coalition
CFA	Co-Financing Agency	FWF	Fair Wear Foundation
CFP	Co-Financing Program	GO	Global Office (Utrecht)
CIDIN	Centre for International Development Issues Nijmegen	IA	ICCO Alliance
COMPART	Communication with Partners	IAC	International Advisory Council
CREM	Organization for Sustainable Development (Bureau voor duurzame ontwikkeling)	ICC	Internationnal Criminal Court
CSO	Civil Society Organization	ICCO	Interchurch organisation for development cooperation
CSR	Corporate Social Responsibility	IDH	Dutch Sustainable Trade Initiative (Initiatief Duurzame Handel)
CT&D	Conflict Transformation & Democratization	IDS	Institute for Development Studies
D&P	Democratization & Peacebuilding	IFOAM	International Federation of Organic Agriculture Movements
DCA	DanChurchAid	IFOR	International Fellowship of Reconciliation
DEK	Department for Effectiveness and Quality (Directie Effectiviteit en Kwaliteit), Ministry of Foreign Affairs	IIED	International Institute for Environment and Development
DPRN	Development Policy Review Network	IIRR	International Institute of Rural Reconstruction
DRR	Disaster Risk Response	IKV	Inter-Church Peace Council (Interkerkelijk Vredesberaad)
DSN	Dutch Security Network	IOB	Policy and Operations Evaluation Department (Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie), Ministry of Foreign Affairs
DUP	Dutch Uganda Platform	ISEAL	Global association for social and environmental standards.
EAA	Ecumenical Advocacy Alliance	ISFAL	International Social and Environmental Labeling
EBRD	European Bank for Reconstruction and Development		

ISS	Institute of Social Studies	TSTF	TRIODOS Sustainable Trade Fund
KIT	Royal Tropical Institute (Koninklijk Instituut voor de Tropen)	UDS	University for Development Studies
LEC	Local Expertise Center	UGMP	Uganda Governance Monitoring Project
LEI	Agricultural Economic Research Institute (Landbouw Economisch Instituut)	UNHCR	United Nations High Commissioner for Refugees
LMD	Local Markets Development	UNSCR	United Nations Security Council Resolution
MDG	Millennium Development Goal	UPR	Universal Periodic Report
MFI	Micro Finance Institute	VCD	Value Chain Development
MFS	Co-Financing System (Medefinancieringsstelsel)	VCT	Voluntary Counselling and Testing
MSF	Médecins Sans Frontières (Doctors Without Borders)	VER	Voluntary Emission Reduction
MTR	Mid-Term Review	WACC	World Associations for Christian Communities
NGO	Non-governmental organization	WASH	Water, Sanitation and Hygiene Alliance
NPM	Netherlands Platform for Microfinance	WCC	World Council of Churches
PADEV	Participatory Assessment of Development	WEF	World Economic Forum
PE	Program Evaluation	WNF	World Wide Fund for Nature (Wereld Natuurfonds)
PI	Private Initiative	WRR	Scientific Council for Government Policy (Wetenschappelijke Raad voor het Regeringsbeleid)
PME	Planning, Monitoring and Evaluation	WSF	World Social Forum
PO	Program Officer	WUR	Wageningen University & Research Center
PRDP	Peace and Recovery Development Plan		
ProCoDe	Programmatic working, Co-responsibility, Decentralization		
PSO	Private Cooperation Organization (Particuliere Samenwerkingsorganisatie)		
Q&C	Quality & Control		
R&D	Research & Development		
RBA	Rights-Based Approach		
REDD+	Reducing Emissions from Deforestation and Forest Degradation		
RO	Regional Office		
SAG	Security Advisory Group		
SAN	STOP AIDS NOW!		
SER	Social and Economic Council (Sociaal-Economische Raad)		
SME	Small and Medium Enterprise		
SNV	Netherlands Development Organization (Stichting Nederlandse Vrijwilligers)		
SRHR	Sexual and Reproductive Health and Rights		
TNO	Dutch organisation for applied physics research (Nederlandse Organisatie voor toegepast-natuurwetenschappelijk onderzoek)		
ToR	Terms of Reference		

## Appendix 4

### ICCO Organizational Chart







## Colophon

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The 2010 annual report is available from the Communications Department as well as at [www.icco.nl](http://www.icco.nl).

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### Photographs

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### Production

Jan Verhage, PKN

### Printer

Libertas, Bunnik

Approved by the Executive Board.

ICCO funded dozens of development projects in 2010 with support from the European Union and the European agency for humanitarian aid.

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Humanitaire hulp





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