

# **ICCO Alliance**

## **Progress Report 2012**

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## Preface

In the following pages the ICCO Alliance presents with pleasure its Progress Report of 2012, as requested in your decision-document of the 1st of November 2010.

As indicated in our mail to Loes Lammerts on the 1<sup>st</sup> of May 2013, the financial statements of the Alliance unfortunately have been delayed.

The final integral Progress Report (containing both financial statements and this narrative report) will be submitted by the 22<sup>nd</sup> of May in hardcopy.

Utrecht, 1<sup>st</sup> of May 2013

The Executive Board,

*Marinus Verwij, Chair*

*Wim Hart, Member*

# 1 Policy & Strategy

## 1.1 The civil society in the global landscape

The world is changing and the global landscape evolves rapidly. Power balances are shifting between continents and countries. The BRIC countries (Brasil, Russia, India and China) comprise of more than 2.8 billion people or 40 percent of the world's population, cover more than a quarter of the world's land area over three continents, and account for more than 25 percent of the global Gross Domestic Product. Several major crises (financial, economic, nutrition and climate) are no longer confined to specific countries or regions of the world, but embedded in the global human society. Some formerly poor regions show huge economic growth and societal strengthening, improved access to infrastructure, social services, communication, and technology. Other countries are confronted with internal controversies and conflicts, shrinking space for civil society and deepening gaps between societal groups.

Along with these trends the international cooperation architecture is transforming itself and a further diversification of actors, partnerships, instruments, businesses models and financial modalities is noticeable. Emerging economies have quite different perspectives on the future of Official Development Assistance (ODA) and on international development cooperation, stressing the equality/reciprocity of the partners in addressing global challenges. South-South cooperation has increased significantly. Civil society of one country is networking with civil societies of other countries. Private enterprises are moving towards the questions related to social value creation and corporate social responsibility and work together with civil society organizations (CSO's). New opportunities of changing technology and communication patterns are arising and used especially by the new generations.

ICCO Cooperation has the potential and responsibility to accompany these changes from the strengths and perspectives of civil societies worldwide. The need for a joint approach of governments, market players, citizens, and their CSOs to cope with the challenges of today is evident.

ICCO Cooperation, as part of the global civil society, is continually actualizing its own position in this international arena<sup>[1]</sup>. Years of experience have strengthened ICCO Cooperation in the conviction that development cooperation should not operate in a vacuum, but should reach out across the boundaries of sectors. Responding to the growing strength of civil societies in the global South, repositioning itself in the global North and transforming itself into an entrepreneurial and innovative cooperative are essential elements in the actual positioning of ICCO Cooperation. Our ability to mobilize shared values in important sectors of societies we work in, and our ability to come up with viable new models to create these values, along with our constituency and our partners in the South and North, defines our legitimacy. This legitimacy is crucial for us as civil society organization.

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<sup>[1]</sup> Civil Society. Crucial link in international cooperation. Huseman, J. Ooijens, M, P. Posthuma. Utrecht: ICCO, 2012.

## 1.2 Challenging our position

Being a global player that can make a difference means joining forces with vital parties and being focused in our work. Important strategic steps in this direction are sustained by:

- A Focus through our effective selling points;
- B Defining our role as entrepreneurial innovator;
- C Operating through the ICCO cooperative;
- D Managing strategic partnerships;
- E Mobilizing different (financial) resources;
- F Knowing and showing our results.

### A Our Effective Selling Points

Since 2011 ICCO Cooperation works along three so-called Effective Selling Points (ESPs), which highlight parts of our work, and help setting the priorities clear and guide ICCO Cooperation in its choices:

- Inclusive economic development: poor benefitting from value chains
- Empowering justice for all: people claiming and exercising their rights
- Change the systems together: different actors relating and creating towards transformative power

The first two ESPs reflect the domains in which we seek transformation through our programs, while the third ESP describes the methodological way (the so-called Programmatic Approach) in which we realize these changes. ICCO Cooperation stimulates programmatic cooperation in which multiple stakeholders work together at different levels to achieve results in these two strategic domains. (See also paragraph 1.2 D for more information on the programmatic approach, and the program chapters for more details on the various programs).

In 2012 we started bringing the work in ICCO Cooperation more and more in line with these ESPs, by focusing on the process of setting priorities and accelerating in certain areas. This converging of energies also implied that relevant stakeholders, networks and knowledge institutions in these ESP-fields in The Netherlands and at global level are given more attention. Also lobby and fund raising are related to these priorities and the corresponding branding, products and marketing were prioritized.

In 2012 we took the first steps for a corporate Multi Annual Strategic Plan (MASP), the first ICCO Cooperation long term strategy plan. In the first half of 2013, consultations will be organized at different levels of ICCO Cooperation and with external stakeholders on our long term strategy. The MASP will be finalized by November 2013 after being submit and approved by the General Assembly meeting of ICCO Cooperation .

### B Defining our role as entrepreneurial innovator

Our reflection in 2011/2012 on the changing world and the changing nature of our work has motivated us to create a vision and strategy for 2020 of an enterprising and innovative ICCO Cooperation.

ICCO Cooperation believes that drivers of change towards fair and sustainable societies are active citizens and civil society organizations, in other words entrepreneurial and pro-active people, who create 'new paths while walking' and who 'dare to take risks'. People and organizations actively address human rights, political space and inclusion, feeding themselves and their families, creating income and employment, taking responsibility for health and education and inducing conflict transformation.

ICCO Cooperation supports those who take these paths, and wants to be an entrepreneurial innovator itself. Being an entrepreneurial innovator implies a stronger focus on creating strategic coalitions, co-investing through other financial modalities and supporting innovators and entrepreneurial people and organizations. It also implies being an organization with employees who focus on change in an entrepreneurial proactive way, seeking to create opportunities and developing alternatives and innovations and seeking to cooperate with a wide variety of allies. In 2012 we started to invest in competencies of our management and staff to be able to work in a more entrepreneurial style.

### **C Operating through the ICCO cooperative**

In November 2012 a Cooperative was founded by the main partners of the ICCO Alliance (ICCO, Kerk in Actie, Co-Prisma, Edukans). To formalize this drive for co-ownership and co-responsibility it was decided to change the legal status of ICCO: the 'ICCO foundation' was converted to the 'ICCO cooperative'. The three members Edukans, Co-Prisma and Kerk in Actie are co-owner of and co-responsible for ICCO.

At the moment of establishment of ICCO Cooperation, the new status did not have much effect at the operational level as the ICCO Alliance continued working with the Business Plan 2011-2015. However, for the coming years it is a clear and explicit intention to intensify the already existing collaboration between the members of ICCO Cooperation.

This collaboration is sought in the field of shared regional offices, complementarities of partner portfolios, fund raising, thematic expertise, planning, monitoring, evaluation and learning (PMEL), IT tools, etc. Staff and specialists are interchanging skills and expertise and are finding ways to become more complementary.

An important collaboration is given shape through the establishment of the Investment Fund – a joint Fund of ICCO, Prisma and Kerk in Actie (and probably Edukans and other partners later on) that aims to build up a track record that combines development impact with financial investments of shareholders. The three members of ICCO Cooperation will also maintain their own profile and remain responsible for their own fundraising in the Netherlands.

Practically, the move of Prisma to the offices of Kerk in Actie and ICCO underscores the intensification of the collaboration. The same holds for Alliance partner Yente which administration and operations were integrated in the work of ICCO Cooperation. 2012 was used to prepare this integration and from the 1<sup>st</sup> of January 2013 onwards Yente is operating from the ICCO and Kerk in Actie offices. Likewise with SharePeople much closer coordination is sought. This process will be realized in 2013.

Regarding Kerk in Actie, preparations started in relation to the Shared Service Centre. As ICCO and Kerk in Actie share already their 'front office work' (the programmatic work) and the communication/fundraising efforts, the 'back office work' should be integrated in the same way. The Shared Service Centre is still in development and the plan will be presented to the Workers Councils of both organizations early 2013. Ideas are also being formed regarding a future back office for the whole Cooperation and other (third) parties or partners.

The implementation of the ICCO Alliance pilot in the Central and Eastern Africa region is an important process. In the pilot Edukans, ICCO, Kerk in Actie and Prisma are participating. Edukans and Prisma handed over their projects and partners to the regional office of ICCO and Kerk in Actie and stationed staff members in the office to ensure the necessary expertise to function as a regional office of the ICCO Alliance.

After an extensive design phase in 2011, the pilot was launched early 2012. It started in the regional office in Uganda and was subsequently extended to Ethiopia, Kenya and Uganda. Notably successful was the incorporation of the country representatives and the regional offices of all alliance members in a non-hierarchical role-based network model called the regional working organization (RWO). 2012 saw a highly positive change in dynamics in the Regional Office with a direct impact on the quality of the programs. Also the smooth inclusion of the ICCO

Alliance programs and approaches in the regional office is a success. Project cycle management performance dipped for a period, but mechanisms are put in place for better progress in 2013. It is interesting to see that the combination of strengths and added values of each organization need some time to get built up. It has proven to work and to help creating a solid and focused organization, in which complementarity and synergy are leading principles. A mid-term evaluation of the ICCO Alliance pilot was conducted and the outcome was very positive and helps to know how to move forward.

## **D Managing strategic partnerships**

### ***D.1 Programmatic Approach***

ICCO Cooperation stimulates programmatic cooperation in which multiple stakeholders work together based on a joint analysis, a shared vision of the problem to be addressed and a joint plan of action. The core of this operational strategy is to build up the power needed to change systems, to involve traditional and non-traditional players in society and to link these in innovative ways.

In 2012 several learning processes related to the Programmatic Approach took place. Aim was to increase the capacity of the actors involved to cooperate within a Programmatic Approach so that the envisaged and joint development results are being realized within the identified thematic domains. Sharing and exchanging in learning platforms results to be a fruitful way to create a basis for starting and developing good cooperation and to stimulate a mind shift. We learned that it is very important to discuss between ICCO and the partners matters such as the mutual responsibilities, relations to funding, and involvement of different actors with or without links to ICCO. Investing in facilitation and coordination of programmatic coalitions in order to allow them to really develop is also a key factor of success.

The main focus area of learning in 2012 has been the strengthening of the use of Theory of Change (ToC) approach in all thematic programs. Emphasizing the ToC development will allow programs to become much more coherent. It strengthens ownership and effectiveness, helps creating a shared vision of the changes that are to be realized and underscores the systemic nature of the change processes. For example, the ToC development as part of the 'On the Move' program in Kyrgyzstan has led to a really effective and functional cooperation between more than 20 organizations and two donor organizations.

Because of the acknowledged experiences, ICCO Cooperation is now contributing to wider sector-learning about the use of ToC approaches in Development with HIVOS, CDI-WUR, Learning by design, DFID, and the WASH Alliance.

### ***D.2 Strategic partnerships***

The ICCO Alliance has ample experience in cooperating with social movements, private organizations, ecclesial organizations, but also with a vanguard of businesses, academic institutions and government organizations. The joining of forces with likeminded organizations worldwide gives an enormous international power and potential and character. In the light of our programmatic approach, our focus on the strategic lines of inclusive economic development and justice for all, and our ambition to look for optimal complementarity between actors involved, ICCO Cooperation fosters (programmatic) links between varieties of actors to achieve its results:

- Members of the ICCO Alliance, partly joint now in the ICCO Cooperative
- Market related and financial parties: ICCO has strategic partnerships with local and international financial institutions, like Oikocredit, Triodos or Rabobank and several local banks in e.g. Ethiopia, Madagascar, Bolivia and private sector companies.

- Civil society organizations, in the countries of implementation and at European level: Ecumenical network (ACT Alliance, Aprodev agencies), members of the other MFS Alliances ICCO is participating in, C4C and WASH, via Partos and many other Dutch, international and local CSOs.
- International state and multilateral/bilateral agencies (EU, UN, DANIDA, Dutch Embassies, Interamerican Development Bank) and (local) governments.

In partnerships the ICCO Alliance offers a connection to global, regional and thematic networks. Not only our own ICCO Cooperation is an example of intensifying our joint efforts, but also our local presence (offices with local staff and through partner organizations) and extensive international network form an asset for many of the actors we are joining forces with. In the next sub-chapters results achieved in our partnerships with the private sector, the ecumenical partnerships, and the complementary with Netherlands Embassies in the regions are analyzed.

### ***D.3 The partnerships with the private sector***

The partnerships with the Private Sector consist of a diverse set of actors, ranging from multinationals to local entrepreneurs. Co-creating jointly and bringing in resources, expertise and networks of these actors helps defining the collaboration needed. We have identified six different categories: mainstream companies ; producer organizations, business development services, social business, financial institutions and sector wide organizations, 7) private initiatives, and 8) Local entrepreneurs. By categorizing the various actors we are better able to define and communicate our services and monitor the results.

ICCO Cooperation strengthened the capacity at the Regional Offices on Private Sector Cooperation and developed and implemented participatory training events in the seven ROs. All staff developed skills regarding the different ways to engage the private sector to achieve joint development goals while maintaining our mission and critical view regarding potential rights issues. This resulted in a draft global roadmap for private sector engagement which will be implemented in 2013.

#### ***D.3.1 The private sector and Fair Economic Development***

Within the Dutch Sustainable Trade initiative (IDH), ICCO Cooperation continued the Better Cotton Fast Track program (BCFT) in Asia and the Amazone Alternative (TAA) in South America. As one of the investors we kick-started jointly the Fresh Fruits & Vegetables (FFV) program through which mid 2012 eleven commercial parties signed the covenant towards 100 % sustainable fresh fruits and vegetables by 2020. ICCO's consultancy firm FSAS supported the Fresh Fruits and Vegetables Program (FFV), particularly in relation to the clarification of the different certification models.

In Africa interesting private sector initiatives are taking place such as in Benin where Afokatan, a buyer of cashew nuts guarantees the market for 15.000 producers. The mango juice factory and out grower-scheme of Africa Juice in Ethiopia saw an increase in sales. In Kenya five marketing cooperatives with over 200 producers groups (10.000 farmers) were linked to local and international markets while in Rwanda a long term business buying agreement with Api-Business Development Company (ABDC) for several agri-crops was created with 52 cooperatives. In South Africa ICCO supported the Albert Heijn foundation with the implementation of 19 social projects. In Malawi a joint oil seed project is started with Card (implementing partner), Tradeline (broker), Unilever (buyer) and ICCO Cooperation acts as facilitator and gives financial resources to Card. Next to this, ICCO Cooperation supports Coldis in Madagascar to grow their business as a successful producer cooperative of cloves. A connection is made with Startle, a social enterprise, for the production of charcoal.

In the Philippines ICCO Cooperation became a member of the local European chamber of commerce to further develop new and existing private sector partnerships. In India the Better Cot-

ton Fast Track program supports cotton producers through 7 projects to become BCI verified in which suppliers of Ikea, H&M and Levi's are involved. Shop for Change, India's first own fair trade label, certified 13 textile brands. In Kyrgyzstan 1172 cotton farmers have again sold their organic cotton produce to the Swiss company Reinhardt.

In Nicaragua the Swedish company Ingemann and ICCO Cooperation train new techniques to 100 honey producers. In Honduras micro-franchising was piloted with rural business woman to improve access to renewable energy. An interesting intervention is taking place in Guatemala between Grupo Ceis and the company Durabilis on vegetables: twelve rural producer cooperatives received a targeted training with clear milestones to improve their produce which have showed a 60% income increase. In Brazil several Brazilian companies are working together with Dutch Entrepreneurs in processing fruits to juices and nuts to biomass.

SharePeople organized an exchange between the employees of ICCO's retail partner Albert Heijn and their supplier Westfalia in South Africa to better understand each other's realities. The support of the company Looije Tomaten to tomato producers in Kenya resulted in 50% better yields. Yente is active in our Fair Economic Development program with for example starting up a small women business center in Nairobi.

Through Connect for Change Alliance (C4C) ICCO continued working in Ethiopia with Apposit for bulk text messages. In Burkina Faso integration of ICT for timely delivery, helped shea nut collectors.

Within all regions the FED program is supported with loans and guarantees of ICCO Cooperation, Oikocredit, Rabobank Foundation, Triodos Sustainable Trade Fund, local banks and micro finance institutions.

#### *D.3.2 The private sector and Conflict Transformation & Democratization*

Together with VBDO and PWC ICCO organized a conference on Business and Human Rights promoting the implementation of the UN Guiding Principles on Business and Human rights (GPBHR) as developed by Professor John Ruggie. In total 60 different companies participated and Philips shared their knowledge on improving resourcing conflict minerals like tin from Congo through the involvement of a local NGO.

After the conference, and to offer tools for practical implementation to companies, Social Accountability International (SAI) and ICCO developed a training and handbook on the guiding principles. The training in the Netherlands was successful with 20 participants from companies. Other trainings will follow in 2013 in Brussels, India and Brazil.

A great success was the fact that Nike, Adidas and other large international companies requested the president of Guatemala, to take immediate actions to achieve a good business climate with respect for labor rights, including the right to freedom of assembly. This letter was a direct consequence of a statement issued by Labor organizations and ICCO's partner organization CEADEL. In this letter they complained about the lack of action after putting charges 4 years ago regarding violations of the CAFTA treaty by 5 companies in Guatemala. The charges were put in the Department of Commerce of the United States Government with help of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and trade unions from Guatemala.

#### *D.3.3 The private sector and Food Nutrition and Security*

Through the Amsterdam Initiative on Malnutrition (AIM) alliance ICCO Cooperation collaborates with mainstream companies. The membership of AIM expanded in 2012 with a few extra members: Rabobank and Rijkzwaan. AIM jointly developed and submitted a proposal for funding under the PPP facility for Food Security and Private Sector Development (FDOV). ICCO is part of the

monitoring and learning team of AIM and supports the monitoring of the intended impact (better diets of target groups).

The Flying Food Coalition (FFC) is led by TNO and is focused on commercial rearing insects for food. The FFC includes a number of complementary partners among which: ICCO, BoP Innovation Center and private sector partners such as KRECA and JAGRAN with their branch organization VENIK. Currently a promising pilot is being executed in Kenya with ICCO partner ADS and Bondo University, for which SIDA funding was mobilized.

By the end of 2012 the coalition submitted a collective proposal for the FDOV call 'Flying Food' – commercial rearing insects for food. This was well received and will most probably be approved to financing.

ICCO Cooperation participated in the preparation by BoPInc of Inclusive Innovation Hubs in 2 countries. Together we prepared a proposal for the Dutch embassy in Bangladesh for market-based solutions for improved food and nutrition security.

#### *D.3.4 The private sector and Fair Climate*

TNO and ICCO form a partnership for innovative climate change solutions. They created a carbon credit test to choose the right type of intervention and a metric tool for biogas installations. TNO and the Fair Climate Fund signed a sales agreement on carbon credits. Furthermore, ICCO is forming a partnership with Max Havelaar for the development of climate neutral value chains in coffee, acai nuts and cotton. Ten Dutch coffee burners showed their interest in fair trade climate neutral coffee.

#### *D.3.5 The private sector and Basic Health*

As consortium member we co-organized a learning event on the 29<sup>th</sup> November of the 3 pilots for Pro-Poor Innovations (3P4PPI) initiative and shared lessons learned about the innovation to develop a medical test kit with DSM and ICCO partner EPN.

### **D.4 The International Ecumenical partnerships**

The ACT Alliance (Action by Churches Together) which was set up in 2010 is still shaping itself as a global network of some hundred forty church-related organizations active in the fields of development, humanitarian assistance and advocacy. The engagement of ICCO Cooperation with the ACT Alliance further deepened in 2012. The leadership of ICCO Cooperation approved a new policy paper on ecumenical relations, according to which, 'ICCO adopts as a guiding principle that any work that could be done within ACT, should be done within ACT'.

The emphasis in the ACT Alliance is on the cooperation at national levels. Consequently, National ACT Forums are operational in an increasing number of countries. ICCO Cooperation, through their Regional Offices, actively participates in some thirty of these Forums. To give one example. The ACT Myanmar Forum published a joint statement calling on donor governments and international donor agencies to take measures to ensure that assistance in Myanmar is used in a responsible manner, does not harm local civil society and is used to benefit the local population.

At operational country level, ICCO Cooperation synergizes with ACT members where possible. For example: in Zimbabwe and Malawi we share office and facilities with Christian Aid; in South Africa NorwegianChurchAid has been very instrumental in helping ICCO to set up its office; in Kyrgyzstan, Nepal and Tajikistan we closely cooperate with DanChurchAid; in Central America we initiated a mapping exercise of ecumenical organizations in the region together with Diaconia, Christian Aid and Lutheran World Federation.

Most of the European member organizations of the ACT Alliance are also members of APRODEV: the network of European protestant agencies working together especially in advocacy work with the European Union and its institutions. Efforts are now underway to integrate the work of

APRODEV and its office and staff in Brussels with the wider network of the ACT Alliance before the ACT Alliance 2nd Assembly October 2014.

Another key partner in the ecumenical world is the World Council of Churches (WCC). ICCO Cooperation participated, on behalf of all the 'specialized ministries', in the WCC advisory group on Governance. An important proposal of this group is the inclusion of a representative of the ACT Alliance as a (non-voting) member in the WCC's Executive Committee, thus formally affirming the close relationship between the two networks. As the WCC is heading towards its 10th Assembly (October 2013 in Busan, South Korea), the ACT Alliance, along with many of its members including ICCO Cooperation, is also preparing to contribute to this major ecumenical event.

#### ***D.5 Complementarity with the Royal Netherlands Embassies***

ICCO Cooperation operates with funding from the co-financing system (MFS2) of the Dutch government and its own funds, focusing on civil society strengthening in developing countries. The ICCO Alliance contributes to the development and foreign affairs policy of the Dutch government in an autonomous but complementary manner.

In several countries ICCO Cooperation takes charge of embassy funds or is talking about realising this in 2013. Furthermore, ICCO Cooperation collaborates with the Royal Dutch Embassies in joint programs, joint consultations or discussions in the regions where she is present. It is exactly this added value of the regional and country offices of ICCO Cooperation connecting in the field with actors like the embassies, Agrihubs of AgriProFocus, local coalitions, ACTpartners we intended with the decentralization. In general agreements made with colleague organizations are respected and ICCO Cooperation does not duplicate what others already do, neither with the EU nor other major donors.

Staff from regional offices and global office regularly visits the Embassies. Ideas are exchanged, and we get to know each other's views and shared interests. With several embassies it is agreed to provide them with feedback on developments in civil society & communities, which are relevant for the embassy in order to inform better their policy dialogue with the government. This closely links to our aim to work on inclusive political processes in the regions, which is one of the Dutch priorities in the policy on Security and Rule of Law. ICCO Cooperation participated in the knowledge platform on Security and Rule of Law, which was established in the summer of 2012.

In the following our cooperation with the Royal Netherlands Embassies in the various regions is summarized.

#### ***Central and Eastern Africa***

The cooperation with the Netherlands Embassies, being a key donor in this region (partly for existing programs and partly for new combinations of programs) was close. It helps to develop and implement new concepts and linkages between programs. The Netherlands Embassies have taken on a stronger role in coordinating MFS and other Dutch government funding programs. ICCO Cooperation is actively engaging in these programs and values this kind of collaboration and complementarities. The cooperation with the Embassies is very positive and constructive and we nurture strong connections beyond the regular coordination meetings.

#### ***West Africa***

Due to the Mali crisis ICCO Cooperation implemented substantial activities with (financial) support of the Netherlands Embassy. Water and sanitation is important to both the Embassy and ICCO in Ghana. However, so far we have been focusing on different parts of the country.

### ***Southern Africa***

In Angola, Zimbabwe and South Africa good relations have been established with the Netherlands Embassies. In Zimbabwe the Alliance is active in the donor harmonization meetings and has taken the initiative for a security preparedness research carried out by the Embassy in combination with an ICCO security advisor. In South Africa relations are being built with regard to trade missions, and work being done in the transition of South Africa from an 'aid country' to an 'economic cooperation' country. The Ambassador officially opened ICCO's new office in Pretoria.

### ***Middle East***

ICCO Cooperation harmonizes its work with the other Dutch MFO's and collaborates closely in United Civilians for Peace (UCP). ICCO is a member of the Aproved group, with which it coordinates its program on a European level. ICCO Cooperation works complementary to the Dutch government and has at least twice a year scheduled meetings at the Dutch Representative Office in Ramallah and the Embassy in Tel Aviv, or at the offices in The Hague, to share updates and information on its programs. ICCO Cooperation played a brokering role between partners.

### ***Central and South Asia***

In the Central Asian region there is a lot of cooperation with all kinds of organizations, but not so much with the Dutch embassies, the main reason being that the embassy is not based in the same country as the regional office. In South Asia there is especially a close cooperation with the Dutch Embassy in Bangladesh, for example in the fine-tuning between the strategic plans of ICCO and the Embassy.

### ***South East Asia***

NGO meetings organized by the Dutch embassy in Vietnam, and Indonesia were attended in order to learn from what others do and to establish links among the Dutch organizations in order to create synergy and complementarity. The Dutch Embassy in the Philippines is informed of ICCO's major program activities on and is frequently invited to events.

ICCO and the Dutch embassy in Vietnam jointly support CODE, a project where ICCO supports lobby on land and forest rights, the Dutch embassy supports setting up development strategies for central highland and Mekong delta. Discussions took place with the Dutch Embassy in Bangkok on the program in Myanmar.

### ***South America***

With the changing roles of International Cooperation and shifting interest in Europe for Latin America the need is high to cooperate in broader alliances. There is a close cooperation with the Embassies in Bolivia, Peru, Colombia and Brazil, but unfortunately they are being closed down, as far as their International Cooperation responsibility is concerned. ICCO is looking for opportunities with the private sector and the embassies to support access to markets for small producers and a responsible performance in the countries. With HIVOS there are strong working relations on exchanging information, and on some programs/partners with whom we work together.

### ***Central America***

As the Dutch Embassies in Guatemala and Nicaragua will be closing down in 2013 there has been less coordination. Initially the embassies asked the Dutch MFOs and other MBN+ organizations to take over certain partner organizations, but in general the funding amounts from the embassies are too high for ICCO Cooperation to consider. The office in Managua has been strengthening relations with the Embassy in Costa Rica, which is likely to produce new initiatives on private sector cooperation (for example with the FFV initiative with IDH), on which ICCO is working as well. In the Guatemala platform against impunity the Dutch organizations work together, and are exploring possibilities to scale up activities to the region. ICCO is actively in-

volved in this platform. In 2012 the new program 'Building protection by empowering people in Latin America' was approved by the Dutch Ministry for Foreign Affairs under the Reconstruction Call. It will be implemented in Nicaragua, Honduras, Guatemala and El Salvador for four years. The Central American Human Rights Fund, starting January 2013, was also approved. It complements the official Dutch regional strategy regarding Democratization and Security.

## **E Mobilizing different (financial) resources**

In 2012 ICCO further increased its fundraising activities. The extra focus and attention to fundraising throughout the whole organization and specifically the work of the Regional Fundraising Officers in the Regional Offices, have led to good and promising overall results in 2012.

### ***Institutional fundraising***

In total 173 proposals were elaborated and submitted with a total value of over € 174 million. Some proposals are still under consideration by the donors. In 2012 108 proposals have been assessed by the donors and 48 were approved, with a total value of over € 45 million. This amount approved will come in as contribution to our various programs in the coming years. A number of other grant proposals is still under consideration by donors. Apart from grants a total amount of outstanding loans by third parties of € 33,8 million was realized, mainly with guarantees of ICCO Cooperation as collateral. This is a significant increase compared to 2011 (EUR 27.7million).

Although successful in quantity, still more focus is needed in the fundraising strategy to bring it in line with the development strategy of ICCO Cooperation. The ICCO Cooperation raised most of the external funding with Dutch government agencies, specifically with Dutch Foreign embassies. Although it was anticipated to have a strong funding relation with the Dutch government in the future, it is ICCO Cooperation ambition to further diversify our core donors.

Fundraising strategies per country and wider international alliances will enable the Regional Offices to tap not just grant funds from traditional donor sources, but also to leverage their individual expertise and that of their networks for accessing human and other technical resources/assets. Regionalized resource mobilization needs specialization, preparation, accountant management and a track record to become a reliable partner for new actors. Account management of global funding agencies will be prioritized. Active networking with donors in the regions (e.g. ECHO, the EU, DFID and SIDA) is taking place. Also new networks are explored to learn about impact investments and social enterprises (e.g. the impact forum in the Asian region) in order to position the organization strategically.

These focus and shifts in approach will enable the regional offices to tap not just grant funds from traditional donor sources, but also to leverage their individual expertise and that of their networks for accessing human and other technical resources/assets. In some regions a distinction is made between three income streams: grants, from institutional and private donors (requires often matching funds); services, from fees paid by governments, private sector, and NGOs (payment for specialized/customized services such as business advice or business incubation support or events management) and social and impact investments (managing social investment funds from global, regional or country-based networks of investors).

Regionalized resource mobilization needs specialization, preparation, accountant management and a track record to become a reliable partner for new actors. Account management of global funding agencies will be prioritized. Active networking with donors in the regions (e.g. ECHO, the EU, DFID, SIDA) is taking place. Also new networks are explored to learn about impact investments and social enterprises (e.g. the impact Forum in the Asian region) in order to position the organization strategically.

At global level, we need strong and professional guidance, support, coordination and control. ICCO Cooperation is specialized in several (thematic/geographical) areas, especially when adding up the different areas of expertise of the different Alliance members. We have built up a corresponding and promising partner portfolio. ICCO Cooperation has experienced staff in generic expert areas, such as PMEL, monitoring tools, finance, funding and administration models, that form the solid basis for expanding our fund raising

### ***Cooperation with the National Postcode Lottery***

In 2012 ICCO received a contribution of 900,000 euro from the National Postcode Lottery, derived from the Lottery's proceeds from 2011. The Postcode Lottery was founded in 1989 as a means to raise funds for good causes working on a fairer and greener world. Of each ticket the lottery sells, 50% goes to 89 charity organizations. One of these is ICCO, who has been a beneficiary of the Lottery since 2008.

The concept of the Postcode Lottery has proven to be very successful in fundraising, raising more money for charity every year. In 2012, a total amount of 291 million euro was raised for charity. Worldwide, the holding of the Postcode Lottery (Novamedia) is the third largest private fundraiser. Within the Netherlands it is the largest: 25% of all private donations in the Netherlands comes from the participants of the Charity Lotteries.

With the substantial cutbacks of the current Dutch government, the importance of private fundraisers such as the Postcode Lottery increases. Moreover, the support of the Lottery is institutional and long term, making the Lottery's contribution of great value to ICCO.

For 2013 we received already the notification that the first phase till the end of 2012 was assessed positively and that our contribution from 2013 onwards was raised substantially from 900.000€ to 1.350.000€ annually (50% increase!).

In addition to funds, the cooperation with the Postcode Lottery provides ICCO opportunities for publicity among a broad Dutch audience. In 2012, for example, one of our projects in Central America was the subject of an advertisement by the Lottery in a major Dutch newspaper.

The current administration has indicated their intention to modernize regulations on gambling. ICCO hopes that possible changes in this legislation will continue to allow the National Postcode Lottery sufficient room to successfully raise funds. For without the Postcode Lottery we would not be able to realize many of our initiatives.

### ***ICCO Investments***

In 2012 ICCO Cooperation decided to bring all investment activities under the management of one business unit: ICCO Investments. ICCO investments will be responsible for all current and future investment portfolio and activities.

In 2012 the plans to further develop ICCO Cooperation's impact on investing activities have been elaborated. A Business Plan was developed to establish a dedicated impact investment fund to contribute with loans and equity investments to local fair economic development. This investment fund anticipates to invest in 2013-2015 about EUR 20 million in enterprises and economic initiatives in developing countries. ICCO Investments will be funded by three cooperative owners: Kerk in Actie, coPrisma and ICCO Cooperation. Edukans will probably step in at a later stage. It is the ambition of the ICCO Investments to build up a track record that combines development impact with financial investments of shareholders. This will put ICCO Cooperation in the position to attract additional sources of capital in the future that can contribute to our impact investing activities. The Business Plan and strategy was approved by the founding shareholders and a start was made to set up and implement the management structure for the fund.

The fund management will be executed by experienced professional investment managers, who will be located in ICCO Cooperation's Regional Offices. It is key in our strategy to establish professional and dedicated investment management capacity close to the investees and embedded in our local offices. This requires a lot from all of the involved employees as it requires both learning new procedures and activities and building a new organization together, while the targets for 2013 are ambitious. ICCO Investments started in January 2013.

## **F Knowing and showing our results**

### ***F.1 Communication and marketing***

In 2012 the foundations for a new multi-stage communication strategy were laid down in order to create an own marketing niche for brand ICCO and its work. This resulted in new branding, new websites, increased effort in social media and a media and press campaign.

#### *Enterprises campaign*

The awareness of ICCO amongst businesses, our main target group, needs an injection. Therefore ICCO launched a broad media campaign to let Dutch businesses know ICCO is a partner for social entrepreneurship. We want to get our brand promise across: 'Your ambition in social entrepreneurship in combination with our network and our knowledge delivers concrete results in the field'. Two groups are targeted. Firstly the medium enterprises. These are companies that do not have their own CSR department and look for ways to make their company 'CSR'-proof to avoid risks, to work on their reputation and to improve their company processes. Secondly the individual entrepreneurs with ideas and seeking opportunities to expand their company to the South.

The starting point of this campaign was a grand survey, done by a prominent Dutch market research agency, amongst businesses. ICCO asked them about barriers expected and experienced in international social entrepreneurship. More than three hundred radio commercials were aired; twenty advertorials in journals and national newspapers placed and four editorial articles in national newspapers and/or online editions were generated. Exposure on selected websites was almost three months. Google Grants generated online exposure for ICCO. Even though generating leads was not a primary goal of our campaign, up to now 85 Dutch entrepreneurs contacted ICCO with a variety of ideas. With some of them possibilities are explored. The campaign will be continued and measured in 2013.

#### *Support and branding*

The communication department supported the Regional Offices in developing their marketing and communication strategy, including materials and websites. The branding of the joint ICCO and Kerk in Actie brand in the regions was completed. This was followed by the development of the ICCO Cooperation branding, together with the cooperation members Edukans, coPrisma and Kerk in Actie. This new endorsed strategy will replace the existing branding strategy in the course of 2013.

#### *Internal communication*

Internal communications became an important topic in the last semester because of the proposed establishment of the ICCO Cooperation. Considerable attention was given both to informing the organizational about the proposed decision, as well as to paying attention the impact these decisions had on staff. Extra employee gatherings, internal newsletters and other communication were set up in order to achieve as much consensus as possible among employees nationally and internationally.

## ***F.2 Planning, Monitoring, Evaluation and Learning***

The ICCO Alliance developed a comprehensive planning, monitoring, evaluation and learning (PMEL) system in which learning and accountability functions are combined.

### *F.2.1 Planning*

In 2011 the PMEL policy and the internal Management Information System (MIS) were revised and adapted. In the first half of 2012, a series of trainings on this new PMEL policy and its instruments was given to all Regional offices and the departments of the Utrecht General Office, as well as Alliance partners Edukans and Prisma. In addition, information flow from partner-level through program-level to the level of the region was revised. The program-level format now allows for a better reflection of the different ways in which a program is geographically implemented in the region. Also the feedback mechanism was improved. The (thematic and PMEL) specialists report their findings to the Program Officers and the Regional Managers in the regions and stimulate in this way a learning-dialogue. Open and timely communication remains a key issue.

### *F.2.2 Monitoring*

#### *Improved effectiveness and upward accountability*

In May 2012 the ICCO Alliance launched a web-based Monitoring Protocol Tool. This tool eases the process of selecting result agreements and milestones by the program and financial officers. It also enhances the quality of data collection and as such provides better opportunities for aggregation and presentation of these data. In 2012 a number of technical constraints had to be overcome.

#### *Strengthening Civil society*

Early 2012 the ICCO Alliance conducted a survey about our partners' view on their strength as civil society organization. The response level for this online-survey was high (>80%). The survey resulted in country reports that were shared among partners and other relevant stakeholders, and that informed discussions about the role and strengths of CSOs as well as the political space in a specific country. The methodology and results were shared in a MFS-broad meeting on the way the Civil Society instruments had been operationalized in the various MFS2 Alliances, organized by the Ministry in the Hague in September 2012.

#### *Downward Accountability:*

From 2009 onwards the ICCO Alliance has piloted Client Satisfaction Instruments (CSI) as a means to increase downward accountability among development partners and empower clients (target groups) to claim their rights. 2012 was the year of harvesting, resulting in 2 country programs where CSI has been fully integrated in the organizational structure and work of partners, broad exposure in these two countries through the media and national seminars, a website ([www.clientsatisfactioninstruments.org](http://www.clientsatisfactioninstruments.org)), 2 documentaries and a number of publications (Learning Guide to Giving Voice to Clients in improving Service Delivery). In the coming years the further dissemination of the concept and the methodology will be supported among partners as well as its application at higher levels in the aid chain.

#### *Introduction of innovative / complementary methods*

In 2012 ICCO intensified its co-operation with the organization AKVO ('water' in Esperanto language). The smartphone application FLOW was piloted in Indonesia, where two partners, staff members of HKBP Nommensen University and ICCO staff members participated in a Training of Trainers course given by AKVO. This resulted in completion of the food and nutrition security baseline by conducting the HFIAS questionnaire through FLOW in North Sumatra. The project covered 4 rural districts and 300 households. The pilot faced minor technical constraints; an important lesson is the rather basic understanding of the way smartphones work among potential

interviewers. The pilot also raised questions about privacy issues of households interviewed. Overall, it was concluded that FLOW eases the process of data collection and analysis. In Malawi and Ethiopia the use of smartphones for data collection has been introduced in two national seminars on Client Satisfaction Instruments. The reception was very positive: participants appreciated the tool for a number of reasons. It saves time and money, it allows for an easy quality check during the survey; and makes survey results instantly available online.

*F.2.3 Evaluation*

*Partner evaluations*

Partner organizations of ICCO Cooperation are expected to carry out a project evaluation at least once every 3 years, preferably by external evaluators. Evaluations are the responsibility of the partner organization themselves, although the program (and financial Officer) co-approves the Terms of References and the final evaluation report. The reason for making evaluations part of the PMEL cycle of the partners is to enlarge the acceptability and the usability of the evaluation results both in the future work of the partner and in the working relationship between ICCO Cooperation and the partner.

In 2012 a total of 103 project evaluations were carried out. Generally speaking the program officers considered the evaluation reports of good quality. The work of the partners was considered to be relevant. The effectiveness of the work of the partners slightly improved in comparison to 2011, but still needs further attention. This attention is given in the planned PMEL trainings and it was a central issue in the programmatic approach training events.

The table below presents the results of the 2012 project evaluations.

*Table 1 – Results of ICCO project evaluations 2012*

	Excellent / good	sufficient	insufficient	unclear	N/A
Quality of work partner organization	46%	50%	0%	2%	2%
Relevance work partner	70%	28%	0%	0%	2%
Effectiveness work partner	39%	55%	0%	4%	2%
Agreement with report	63%	0%	2%	23%	12%
Quality report	48%	48%	4%	0%	0%

*Program evaluations*

Program evaluations give insight in the way programs of the ICCO Alliance have been carried out; whether their Theory of Change was valid, the chosen partners were the right ones; the overall results on the beneficiary level. The overall learning questions for the programs also are taken along with the program evaluations.

In 2012 the program evaluation of the Education program of the Alliance, carried out by Context International, was finalized with a learning workshop. The main conclusions were:

- The education program has been effective in improving access to education as well as in reducing dropout.
- A focus on marginalized groups was often chosen and realized
- The contribution of the Basic Education program to quality of education and its efficiency are more difficult to assess. This is related to the fact that M&E seems to be rather weak in many programs.

Outcomes and recommendations of the program evaluation provided input for the face to face meeting late 2012.

In 2012 a start was made with the evaluation of one of the cross cutting issues for the Alliance, the Programmatic Approach. A Terms of Reference was drafted.

#### *MFSII evaluations*

The ICCO Alliance is one of the Alliances that participate in the Joint MFS2 evaluation exercise. ICCO partners and projects were drawn in 7 out of the 8 selected countries sampled. 36 partners were selected; some of them are part of more than one study (in various combinations of the MDG study, the Civil Society and 5 Cs study in these countries). Although the synthesis report of the baseline study is not yet available, it is noteworthy that especially the 5 Capabilities and the Civil Society study reports, as well as the baseline process itself, provided the Program Officers with additional interesting insights on the partner organizations involved. Some partners in Ethiopia are interested to participate in additional research which can shed more light on the effects of their work (in the educational field) on the targeted children.

#### *ICCO Alliance evaluations*

The Midterm Review was started. This MTR intends to give an external view on the progress of expected results and the developments within ICCO Cooperation itself, on the Co-responsibility of the governance model and its 'future preparedness'. An evaluation team led by prof. Arie de Ruijter started the evaluation in 2012. The report will be finalized early summer 2013.

The survey investigating if the chosen Co-Responsibility model in relation to the governance of the organization was/is the right model and how it is working in practice was conducted in 2012. More specifically we looked into the functioning of the Regional Councils. The outcome of the survey on governance revealed that in general sense the co-responsibility model is functioning, but adjustments had to be made.

The most important recommendations and priorities of the survey were the following:

- Co-responsibility is not about co-deciding but about power of expertise influence of Regional Councils;
- Communication with and promotion by Regional Councils could be intensified;
- Regional Managers should get a stronger role in terms of mandate (feedback on advices), communication and agenda to strengthen mutual accountability and to focus more on regional issues;
- More attention should be given to the composition of Regional Councils in order to improve the quality of advice and to correspond to the changes of strategic direction of ICCO;
- Regional Councils should advise on Regional Strategy Plan, but should also have a role in monitoring the implementation. They could be more pro-active in agenda setting;
- Regional Council can select their own members; approval of profile and final appointment is done by Executive Board;
- Also: many aspects related to functioning of the Regional Councils will remain the same, and can be decided upon per Regional Council.

A midterm evaluation of the ICCO Alliance pilot in Central and Eastern Africa was conducted and concluded with the following issues:

- Roles and responsibilities became much more clear during the first semester of implementation;
- The pilot gives a lot of opportunities for fundraising (the first proposals have been submitted);
- The team in the regional office functions as an true ICCO Alliance team, and is very well integrated and enthusiastic;
- There were many positive remarks on the set up of the Regional Working Organization model (strong on networking, exchange and learning);
- Good start meetings were organized in Kampala and in the three program countries;

- There is still a lot of double work, bureaucracy, too many layers, inefficiency and delays in the primary processes. This situation should be improved;
- It is difficult to measure effects at the level of programs/projects .

#### *F.2.4 Learning agenda*

The Learning Agenda formulated in relation to the ICCO Alliance Business Plan is effectively orientating learning within the thematic domains and the cross-cutting issues of importance to the ICCO Alliance. The learning agenda, the Community of Learning and the action research activities contribute in a coherent manner to generating insights in the learning agenda questions. The various learning questions were operationalized at the program level and were among others discussed during the Face2Face meetings of the programs and in the various Communities of Learning. Other sources for learning are the project evaluations and the program evaluations to come.

Experience has shown us that on-line learning such as in the Communities of Learning might be the only possible way to learn jointly in a decentralized organization, but it is difficult to make it work unless the moderators and the participants provide substantial time input and content. In 2012 a review process of the learning agenda was done in which the learning agenda was identified and translated to three levels: the corporate level, the program/project level and thirdly the beneficiary level. It was decided how the learning questions at these levels will be dealt with in the Community of Learning, in program reporting, in country level reports and through specific evaluations or studies

Another important comment concerned the way in which learning questions were formulated. Even though this was done in close relation to the perspective of the program, this might still be relatively far away from the more practical questions (level of the program/project) in the daily-life reality of the staff, the program coalitions and the partner organizations. Therefore specialists need to 'rephrase' the questions in order to bring them closer to reality. This would do better justice to the fact that learning in an organization takes place at various levels and in a context-specific and program-specific way.

In that sense it was suggested that we make better use of the Management Information System as a potential good source for learning. Learning on thematic issues should start with the information of the program – and regional reports as well as discussions amongst the regions and with the specialist on experiences and questions.

These insights have been given follow-up; the learning questions have been reformulated for the various levels in the organization and the learning issues were integrated in the feedback that is given by the specialist to the regions. Furthermore the specialists and the capacity development coordinator together with the PMEL unit will analyze reports of the thematic Face to Face meetings from an ICCO Alliance perspective.

Other tools which will facilitate the learning linked to the Programmatic Approach are instruments such as the Program-scan and the guideline on Theory of the Change.

As most regional offices have settled down, more room for learning is arising. Some regional offices have developed a strong learning agenda, consisting of individual learning plans, collective learning plans, peer review teams, collective learning periods, external learning events, etc. Organizing learning and thematic specialization is important, not only because of the complexities, innovations in our work and the need for focus and clear strategies, but also because regional teams are relatively small and (thematic/functional) expertise has to be maintained and developed. Common items in several learning agendas were: 'entrepreneurial innovator' approach, private sector engagement, networking, lobby, resource mobilization, disaster management, security, actual political context.

### *Learning and the Programmatic Approach*

In relation to the programmatic approach and the development of Theories of Change, the following learning activities took place in 2012:

- A total of 60 people in Asia and in Africa, related to partner organizations and to ICCO Cooperation, have been trained as facilitators of Programmatic Cooperation Processes, so that they are able to support the strengthening of the Programmatic Approach in their regions, countries and thematic domains.
- The implementation of an action research process in five programmatic cooperation processes involving all the actors, by junior researchers in cooperation with the actors-partners involved. The results are insights gained in the opportunities and constraints leading to strengthened and effective cooperation processes between actors and ICCO-Alliances role in these processes. Also actionable proposals were formulated for improvement of the Programmatic Approach in the research sites and for the ICCO Alliance as a whole (PSO-LWT funded). The ToC was introduced in four of the five programs. In all of the program coalitions the guided action research led to strengthening of the cooperation. For ICCO this shows the importance of the facilitation of starting coalitions to allow them to develop well as a co-operative process and in terms of effectiveness of their cooperation.
- Action research was undertaken on Power relations in Multi-Stakeholder processes (a PSO-TLP funding) together with 6 other Dutch Development organizations, PSO and the Change Alliance in a wide range of cases, two of which are ICCO-related. The intended result is firstly that we gained insights in how to deal with power relations in MSPs. Secondly, the development of actionable tools and methods for dealing with power issues and thirdly the action research generated lessons on how equality in power relations and thereby access for all stakeholders involved in the process to have influence, express their voice and reap benefits from the cooperation can be promoted. A publication: "Power dynamics in Multi-Stakeholder processes; a balancing act" is the most tangible product resulting from this action research.

10 Communities of Learning (CoL) have functioned on relevant thematic and crosscutting issues. The result is that more than 200 staff members of the ICCO-Alliance and partner organizations are actively engaged in a co-knowledge generation process that is primarily related to the thematic domains, but always takes issues like gender, rights-based approach and the programmatic approach into consideration. Online and face to face meetings, discussions and exchange of experiences and results are part of this process (PSO-LWT funded). We have learned again that organizing e-based cooperative learning is not easy. The face to face meetings were well appreciated and many animated discussions and exchanges of experiences took place, but maintaining this spirit in an online forum is much more difficult. Therefore we will adjust the process and will demand more continued involvement of participants throughout the year before somebody will be allowed to participate in the face to face meeting.

## **1.3 The Gender and the Rights-Based Approach**

ICCO Cooperation embraces the Gender and Rights-Based Approach (GRBA) to realize its mission. All of the work with partners needs to contribute to the respect and fulfillment of both men and women's human rights (civil, political, social, economic and cultural). Particular attention is paid to the realization of the rights of women in all of the areas and all the programs. True development cannot take place in a context that is rife with inequalities whether based on gender, class, sexual identity, race or ethnic entities or disabilities. Our core values implore us to work in an inclusive manner.

Over the years the Gender and the Rights-Based Approach shifted from being an add-on issue to an approach that has its own rightful place in the hearts and work of many of the staff of ICCO Cooperation and its programs. This trend is visible in the different programs. All regional offices have one or more gender focal points (persons that are in close contact with the specialist at our global office) and the program strategies related to gender mainstreaming and rights-based approach are diverse and wide-spread amongst the programs, as they are based on local context and partner capacity. As a result there is an increased demand from the regions for advice and training-session that are focused on special issues and specific challenges encountered while implementing programs. In 2012, for example, a training on GRBA was organized in Kirgizstan for ICCO Cooperation and Dan Church Aid partners who work jointly in the program 'On the Move' on labor migration.

At the same time there is still a profound need at staff level in strategy development on GRBA and at partner level to move beyond 'knowing and numbers' to 'action' and to move beyond talking about women only when talking about gender. There are very good examples of countries where this is already happening. In the land & territorial programs in South America gender-experienced partners influenced strategies of their CT&D program and realized the claim that gender is an organic part of their CT&D programs. In the program of Paraguay, workshops on masculinity took place and in Bolivia CT&D programs were redirected to land rights for women.

Within the Basic Health and HIV/Aids program an internal policy paper on SRHR and GRBA was developed in 2012. Within this program the bigger religious networks have taken up the dialogue about human rights, SRHR, gender and particularly masculinity with religious leaders and faith-based communities.

Within the CT&D program, an important focus on global level is on UNSCR 1325. As the world shows a persistence of inequalities between men and women (for example visible in access to political decision making/ lack of women leadership and in community resource allocation) we focus on women's leadership development. ICCO Cooperation has the lead in the implementation of NAPII in South Sudan/ and Sudan and is the chair of the Dutch Working Group on 1325 within Wo=Men. Within the NAP framework, ICCO Cooperation is also working on 1325 in Burundi, DR Congo and Colombia. Outside this framework there is work on 1325 in Zimbabwe, Afghanistan, Burundi, Colombia, DR Congo, Uganda, Kenya and Nepal, and possibilities are explored for Myanmar.

The shrinking political space is increasingly affecting the work of our partners, and especially the ones working on women's rights, human rights and lesbian, gay, bisexual and transsexual (LGBT) rights. In 2012, ICCO Cooperation developed a strategy on homosexuality. Within the strategy paper the need for dialogue between LGBT activists and the church leaders is emphasized in order to fight stigmatization, discrimination and criminalization of gay people. The role of church leaders in this highly politicized debate is crucial as they are often target to be coopted as actors for legitimizing criminalization by governments. As ICCO Cooperation easy access can be found to church leaders, among others as a result of long lasting relationships with faith based organizations who play an important role in the debate. Other partners from the APRODEV and other church networks, like the WCC/EHAIA and INERELA+ are collaborating in this approach as ICCO is taking the lead in developing strategic thinking in this field.

Within the Fair Economic Development program, Gender equality and RBA are prerequisites to achieve real fair development. ICCO Cooperation has translated that by:

- Focusing on Gender in the value chain. In cooperation with Agri-ProFocus and KIT ICCO Cooperation contributed to tool development on gender in the value chain and supported trainings on how to use these tools. Good examples can be found in the Philippines and DR Congo.
- Focusing on female entrepreneurship by Yente and ICCO Cooperation (for example in Kenya) and Agri-ProFocus.
- Emphasizing Gender and rights in our cooperation with the private sector, for example by co-organizing trainings with Social Accountability International (SAI) on the Ruggie Principles and gender mainstreaming.

The program reports further on in this document will provide more details on what is happening in the various countries and programs.

## 1.4 Lobby and Advocacy

### *Corporate lobby*

In spring 2012 the Rutte-1 cabinet fell and new elections were organized in September. The Dutch civil society launched an advocacy campaign, to mobilize public and political support to maintain the Dutch development budget. Despite continuous public support for development cooperation (NCDO 2012), aid budget came and still is under increasing pressure and public support for aid budget diminished. This campaign, organized under the Partos-umbrella, already started with a lobby behind the scenes during the 'Catshuis' talks. Although awareness was raised, Dutch civil society was not able to turn the tides. Within Partos, ICCO initiated a reframing process which will come to a conclusion in 2013

During 2012 the debate on the relationship between the government and civil society also deepened. ICCO Cooperation published its vision on the role and strength of civil society in development processes in a paper. We also participated in the round tables of the advisory council on international affairs organized to gather input for their report on the complementarity between the different channels (later called actors) in development cooperation.

The International Cooperation Platform (Poort) at Nieuwspoord in The Hague was founded in 2012. The platform, an initiative of Cordaid, the Red Cross, Partos, NCDO, VNO-NCW, Clingendael and ICCO, serves as a platform where politicians, media, companies, civil society and other stakeholders meet to discuss international affairs. The first gathering of the Platform was organized in January 2013 and opened by Lilianne Ploumen, minister for international trade and development cooperation.

Internally, three regional lobby and advocacy workshops were organized in South Africa, Central Asia and Mali. Also focal points were established for lobby and advocacy at the regional offices

### *Thematic (international) lobby*

ICCO Cooperation intensified its lobby efforts on business and human rights. ICCO Cooperation participated in the consultation of the Ministry of Foreign Affairs in the national action plan (NAP) on business and human rights. Furthermore ICCO Cooperation is a member of the steering committee of the Dutch CSR platform. And as stated before, the concrete implementation of the UN guiding principles on business and human rights was challenged during a successful business and human rights conference in June.

Through Aprodev and Concord, our European alliances, ICCO Cooperation lobbied for the reform of the Common Agricultural Policies (CAP) in favor of crop rotation and to monitor the development impact. Positive result of the lobby was the development of a joint vision on agriculture in Europe of development and environment organizations. Unfortunately this lobby did not result in the adoption of these measures by the committee, even though Aprodev and Concord were

invited by allies in the EU parliament to help formulate amendments and alternative proposals. Large agro- companies with strong vested interest organized a strong lobby, against these measures.

In 2012 we participated in several knowledge platforms of the Ministry of Foreign Affairs (SRGR, platform for Security and the rule of law). ICCO Cooperation is also an active member of the Dutch Broad Human Rights Network (BMO), which contributes to the dialogue with the Ministry (and the minister) of foreign affairs on human rights related policies. The platform was restructured in 2012. The objective is an improved coordination amongst the members and strong knowledge on the developments around human rights and politics.

ICCO Cooperation was invited in New York for the yearly Scaling-Up-Nutrition (SUN) meetings where awareness was raised for the risk of focusing on one single (medicalized) solution for nutrition as opposed to the integrated approach that is needed to sustainably tackle malnutrition. SUN is explicitly advocating for an integrated approach to tackle malnutrition, covering both direct and indirect nutrition interventions that work through agriculture and other relevant sectors. ICCO Cooperation emphasized the need to increase nutrition capacity at country level to ensure a real country based strategy.

ICCO Cooperation was asked to present its vision on cooperation with the private sector in development and to present the Amsterdam Initiative on Malnutrition (AIM) together with GAIN during a special session organized by the social democrats in the European Parliament. For ICCO Cooperation this was the start of a lobby together with some Dutch companies and NGO's on the expected role of the private sector in development.

## 2 Internal organization

During the second year of the Business Plan 2011-2015 of the ICCO Alliance it became even more clear what is required of our internal organization in relation to the present realities around and within the own organization. Reshaping the organization and bringing in more focus with fewer resources requires a concentration on the primary process of the organization, and on making the staff departments functional to this. Moreover, the decentralized and at the same time entrepreneurial organization asked for more customizing, alertness and 'client orientation' towards the regional offices. At the same being an entrepreneurial innovator in the world of 2012 asked also for an external client orientation and a elaborated sense of Corporate Social Responsibility.

The planned Mid-Term review started in November 2012, in order to have much earlier a common ground for reviewing the organization steaming up to 2015.

In the following chapters we will analyze the internal organization, the staff departments, the employees, the administration costs and the level of Corporate Social Responsibility of ICCO Cooperation.

### 2.1 Organizational Structure

As indicated in chapter 1, in November 2012 a cooperative was founded by the main partners of the ICCO Alliance (ICCO, Kerk in Actie, Co-Prisma, Edukans) after some months of intensive preparation and consultation.

The vision and objectives of the cooperative are implemented by the working organization, formed by ICCO Cooperation. With our Global Office in Utrecht and worldwide Regional Offices, the working organization is responsible for the daily operations of ICCO Cooperation. The Executive Board is responsible for the working organization. The Supervisory Board supervises and advises the Executive Board, while the actual ownership of the cooperative ICCO lies with the General Assembly. During the first meeting of the General Assembly on November 14, the members have appointed a new Supervisory Board.

ICCO Cooperation – after the conversion into a cooperative - remains a faith-based, international, non-governmental organization for development cooperation. There are no changes in commitments, rights and obligations, nor are ICCO's objectives or non-profit character changing. The Dutch Ministry of Foreign Affairs approved the change in legal status.

In some regions country offices have been established and/or country representatives are active, because of a special program, specific fundraising or for legal reasons.

In Central and east Africa (where the most extensive experience exists with country offices), a unified structure for all sub-offices is implemented, which is important for the functioning of the total. In India the office was slowed down, and its regional functions taken up by Nepal office. The regional office in Malawi was transferred to South Africa, maintaining a country office in Malawi. A new office was set-up in Zimbabwe. The Haiti country office was closed in March and responsibilities related to the regular program brought to Managua. The responsibility for the Disaster Management Program in Haiti was transferred to the global office in Utrecht.

As most regional offices have settled down, more room for thematic focusing, deepening and learning is opening up. Also sessions more focused on culture were organized, on issues such as: entrepreneurial innovation, taking risks, team spirit, collaboration and faith based identity.

As the concept of Entrepreneurial Innovator is rather broadly defined within the ICCO Alliance, every regional office is coloring it in within its regional context using the operational terms corresponding to it. The mid-term review will analyze if the corporate definition is too broad or just adequate, operating in such different contexts.

## 2.2 Administration Costs

We keep our overhead percentages as low as possible and below the standards of the 'VFI-aanbeveling kostentoekening beheer en administratie', as stated in our Business Plan. Our over-head costs were accepted by the Ministry of Foreign Affairs to be maximum 12.5% in the years 2011 and 2012 because of the huge budget cuts after 2010 and the necessary bridging towards new realities. In 2012 we concluded the year with an overhead percentage of 12.7%. The slight overspending of 0,2% was mainly caused by extra personnel for fundraising in the Regional Offices during the year. However, it is a necessary up-front investment towards the future. See the table below and see the financial statements for further specifications.

Table 2 - Administration costs internal organization

	Actual 2012	Budget 2012	Actual 2011
Total Execution Costs	16.143.227	14.979.320	16,817,222
less: Direct Execution Costs	3.677.853-	3.654.181-	-3,782,677
Indirect Execution costs	<b>12.465.374</b>	<b>11.325.139</b>	<b>13,034,545</b>
less: Revenues, by taxes and other income	1.800.293-	-	-1,569,579
Costs internal organization (A)	10.665.081	11.325.139	11,464,966
Total Project Payments (B)	77.451.634	93.000.000	80,614,542
<b>Execution costs % = A / (A + B)</b>	<b>12,1%</b>	<b>10,9%</b>	<b>12,50%</b>

## 2.3 Staff departments

Being entrepreneurial and client- and result-oriented requires that we are more in control, more visible, efficient, transparent and accountable, with fewer and more diverse resources. It means that we have to know our resources and figures, and present our results. It is crucial that we share the results of the work and the lessons learned, showing facts in an innovative manner, being rational on what ICCO Cooperation has and be very clear on what can and cannot be achieved. Knowing and showing is the motto.

### 2.3.1 Finance, Accountability, Control, Transparency and Social Performance (FACTS)

In 2012 realized results were an improved monthly Management Information System and Cycle, an updated Quality Handbook, an automated time registration system and a functioning monitoring tool. The MIS is closely related to our Planning, Monitoring, Evaluation and Learning. It gives us the information in the form of Key Performance Indicators (KPI's) to look ahead (planning), to measure in the moment (monitoring) and to look back (evaluation), and adjust (learning).

Where 2011 was the year of improving the functionality of ICCO's principle (project-administration) system Microsoft Dynamics (MSD), in the year 2012 we focused more on improving the internal control.

Integration and close coordination with the IT Department improved and worked very well in 2012. Clear demands towards IT systems, tools and architecture in combination with sound knowledge of the IT possibilities gave a big push to produce output of data and facts necessary to be accountable to the outside world. Work has been initiated to connect to open-data systems such as IATI by the end of 2013.

Unfortunately we did not manage to get the administration and its systems in such order that an integrated system-audit could take place. Therefore auditing and accountancy control required still a lot of time and energy in 2012. In relation to the annual accounts of 2013 we plan to have an integrated system audit.

### 2.3.2 *Information Technology*

The challenge for a decentralized organization is to establish a unified IT environment and responding to the need for many functionalities, with an optimal result. Hindering factors are the limited resources and staff, available bandwidth, unstable electrical facilities in the regions, region-specific systems, etc. Even though this varies per regional office/department, there is the need for a uniform framework from IT in line with the corporate possibilities and framework. The use of MSD and its user friendliness improved a lot during 2012, but could be improved even more, especially in relation to the regional offices. The architecture of MSD however does not allow for a local server, making connection speed a limiting factor. It is possible to locally store data so that the Internet connection is less loaded during office hours. In 2012 the IT Departments started with these and similar adjustments to be realized within MSD.

Various tools have been implemented, such as a Project Browser and the Monitoring tool. Their introduction encountered delays, also because of the rather specialized and customized architecture of them. The first version of the 'ICCO-Portal' is released, an open platform consisting of communities. The system is open source, web based and future-proof, modular structured (flexible) and capable of using already existing data. The Portal will serve as the integrated environment and space for all internal ICCO Cooperation parties and all external stakeholders (Alliance members, regional councils, thematic stakeholders, partners, etc.).

To improve structure and processes within the IT department basic reference is sought in the guidelines according to ITIL (Information Technology Infrastructure Library), which is a quality system for maintenance and exploitation of IT infrastructure and systems. An effective ITIL implies: a) functioning and maintain functioning of existing systems; b) developing new systems and c) actualize IT-service towards the organization. The draft of the ITIL is finished and the implementation has started in 2012.

### 2.3.3 *Human Resources*

More focus, entrepreneurship, strategic partnering, mobilization of funds and knowing and showing our results, requires different competences and skills, and a shift in culture within the organization.

An external organization (ITIP – 'School for life and work', Utrecht, The Netherlands) supported ICCO Cooperation in the areas of culture change and leadership. First the management team participated in several internal sessions, then a trajectory started with some former members of the Workers Council and a program was developed for the coming period. The so called ITIP-process will continue at management and board level, but will also take place within the departments of ICCO Cooperation.

In 2012 a so called Risk Inventory and Evaluation (RIE) was held. In the RIE the organization is assessed on working conditions, possible risks, etc. An external and independent organization advised us on possible improvements in our policies on working conditions and risks in the working environment. In 2013 the recommendations will be translated into actions.

Also (due to all recent reorganizations) it was necessary to update all the function profiles within the global office. All positions were reformulated and rated.

The mobility office, hired to coach all outgoing people (due to ProCoDe and budget cuts), has almost finished its work. Until now 70 people have been supported by the mobility office, another 4 are still being supported and another 4 will be supported in future. Until now 34% of the staff supported have found a new job while being redundant. Furthermore, 17% have found another job shortly after their contract with ICCO Cooperation ended. Given the bad economic situation, a relatively high average age of the people being redundant (50% was over 50 years old) and a considerable average time of service (25% over 20 years), we consider this not as a bad result. Nevertheless, still 34 people had not found a new job at the end of 2012, which we regret.

Results from the employee satisfaction survey (held in the Regional Offices in December 2011) have been discussed by regional managers with the regional staff in 2012. Many of the issues that had come up in the survey have been addressed and solved within the Regional Offices. The top 2 of major concerns expressed by staff in the survey were 'Reward' and 'Interaction GO-RO'. Together with Birches (international agency) reward (salary + benefits) surveys were carried out to check if staff perception would match with reality in 10 ICCO/Kerk in Actie program countries. The analysis of results of these surveys will be done in the spring of 2013. Also a list of detailed points of concern with regard to the interaction between the global and regional offices was drawn up, which forms the basis for further actions for improvement.

#### 2.3.4 Security

In the years 2009 to 2011 safety and security were introduced to the newly established regional offices and the larger country offices, and all staff was trained.

In 2012 a start was made with the decentralization of security and crisis management to the regional and country offices. In 2012 the process of anchoring and integrating security in all aspects of program implementation and planning started.

A new round of security training (for new staff) or refresher sessions (for earlier trained staff) and support to staff with security responsibilities was made along the overseas offices.

The collaboration with the ACT Alliance Security Working Group was intensified which resulted amongst others in the recruitment of an ACT Security Coordinator and joint trainings of ICCO Cooperation staff with staff of other ACT members in Mali, Congo and Burundi.

Support was provided to the local staff for the updating and upgrading of country security plans, and for the development of essential standard operational procedures and contingency plan like evacuation/hibernation and medical evacuations.

Some 25 incidents were reported and handled by the security desk:

- The three most serious incidents included international staff evacuations from Mali and eastern DR Congo and a bomb attack on a convoy with staff in Iraq. These cases were handled by the global crisis management team and regional/local crisis teams
- Other incidents included one express kidnapping, armed robberies, thefts, car accidents and political tensions/unrest/demonstrations. These were handled locally.

In the Netherlands security training was internally provided at different levels to individual travelers, (EVHAC) volunteers, and Young Professionals. Three refresher courses were organized, and externally training was provided in collaboration with *lokaalmondiaal* to ten groups of students of Journalism and International Development from five universities in the Netherlands. Country specific security briefings were given to dozens of travelers and deployed staff. In numerous cases security advice was delivered to all levels of management worldwide and individual travelers before travelling or in case of incidents, threats, etc.

On request of the Netherlands Embassy in Zimbabwe and the NGO community a two-week assessment mission was implemented to research the security awareness status and preparedness of NGOs in Zimbabwe in the run-up to the local elections 2012-2013.

## 2.4 Employees

### 2.4.1 Number and diversity of employees, absenteeism

The downsizing of the Global office was continued in 2012 due to the 'last part' of the implementation of the Social Plan ProCoDe and MFSII. At the beginning of the year 135 employees had a position in the global office, and at the end of the year this was down to 109. The new department 'ICCO Investments' was realized in January 2012, which attracted specialised staff. fundraising will increase. This department will be expanded in 2013.

In the regional offices a growth of staff was realized. At the beginning of the year 162 staff members were employed in the regions and at the end of the year this number mounted to 188, a growth of 16%.

In the regional offices fundraising is also gaining importance, for which reason local Funding Officers were recruited.

Illness-absence in 2012 was 4,81%. This relatively high figure was mainly due to longer-period absenteeism (72,3% between 43 and 365 days). The reason of illness was often a combination of work-related and non- work related issues, and in some cases non-work related.

#### Employees GO per 31 December 2012

FTE per 31-12-2011	new employees in '12	employees out of service in '12	FTE per 31-12-2012	average FTE of employees '12
117,9	14,53	33,9	98,53	108,22

Number of employees per 31-12-'11	new employees in '12	employees out of service in '12	employees per 31-12-12	average number of employees '12
135	17	43	109	122

N.B. # FTE's/staff Global Office at 31-12-'11 is 2,67 FTE/4 staff lower than in 2011 report. Difference is explained by 2 staff of MicroNed/NMP and 2 staff oversee

N.B. Dates are excluding volunteers, 0-hour contractants, interns, staff MicroNed/NMP, F&S, ICCO investments and Dutch expats.

#### Employees RO's per 31 December 2012

Number of employees RO's per 31-12-'11	new employees in '12	employees out of service in '12	employees per 31-12-'12	average number of employees '12
155	67	45	188	171,5

N.B. in 2012 Regional Managers and Dutch Expats are included in the number of employees per the end of the year (188); in 2011 the RM's (7) and Dutch expats (4) were not included in the figures of 31-12-2011.

Staffing Global Office as of 31-12-'12	Fte/number	%
Total FTE's	98,53	100
Total number of employees	109	100
Permanent Staff*	92	84
Temporary Staff*	17	16
Employees in	17	15,6
Empolyees out	43	39,4

\*excl. Volunteers, interns, consultants, 0-hours contractants, employees of MicroNed/NMP, F&S, ICCO Investments en Dutch expats

### Formation gender division Global Office

	Male	Female	Total	M%	F%
Executive Board	2	0	2	100	0
Management	5	2	7	71,4	28,6
Middle management	1	2	3	33,3	66,7
Staff	38	59	97	39,2	60,8
<b>Total</b>	<b>46</b>	<b>63</b>	<b>109</b>	<b>42,2</b>	<b>57,8</b>

### Formation Regional Offices

Staffing RO's as of 31-12-'12	Number	%
Total number of employees	181	96,3
Regional Managers	7	3,7
<b>Total</b>	<b>188</b>	<b>100</b>

### Absenteeism Global Office

% As per 31-12-2012	short term	medium term	long term
4,81	12,2	15,5	72,3

#### 2.4.2 Works Council

In March 2013 the works council received the EB's formal request for advice regarding ICCO becoming a cooperative. The Works Council of ICCO decided to step down in July 2012, after the board's decision to go ahead with the cooperative in spite of a negative advice of the WC. From August onwards a dialogue was organized to restore relations and in December the Executive Board and the former Works Council agreed on a new model for staff representation. For issues belonging to the formal advisory role of the Dutch Works Council, representatives of Regional Offices will be consulted. All Regional Offices will have a formal staff representation and will be represented in the International Works Council that will contain staff members of all Regional Offices and the Global Office. For issues where consent of the Works Council is mandatory according to Dutch law, the Global Office works council will represent the staff. New elections will be held in April 2013.

## 2.5 Internal Audit

ICCO Cooperation works with a quality management system which is certified according to the ISO 9001: 2008 standard. The certificate includes the 7 regional offices.

In 2012 external ISO audits were held in 3 regional offices and in the global office. As a result, in October 2012 ICCO's certificate was renewed for 3 years.

In 2012 the newly formed audit unit implemented 13 internal audits.

Selection of audit subjects was based on a risk analysis by the Executive Board, which resulted in an audit plan. This annual audit plan is part of a multi-annual audit plan, ensuring that over the years all subjects receive the necessary attention.

Five of the 13 audits were complete audits of regional offices where all aspects of programs, operations and management were looked at. The other 8 internal audits focused on a specific subject such as 'the legitimacy of project payments' or 'the functioning of a structure to facilitate cooperation with local entrepreneurs in Brazil'.

An internal review of audit activities in 2012 concluded that audits are useful and effective, but that – after 3 years of focus on the new regional offices – in 2013 the audits could focus more on internal control processes in the global office. This has been included in the audit plan for 2013.

The audit unit also verified the effectiveness of follow-up of recommendations of previous audits: did follow-up actions have the intended result?

The conclusion was that follow-up actions tend to be effective but somewhat slow. Not surprising within a fast changing organization. However, a real improvement in follow-up speed was visible compared to 2011: the average follow-up time improved from 9.2 months to 7.4 months. In 2013 ICCO Cooperation aims to complete follow-up actions within 6 months.

Other ongoing activities in the field of quality control were the monitoring of high risk partners, activities to ensure compliance with back-donor regulations and maintaining ICCO Cooperation's Quality Manual.

## 2.6 Corporate Social Responsibility

Corporate Social Responsibility (CSR) is integrated in the work of ICCO Cooperation. CSR for the ICCO Cooperation means taking societal responsibility in different areas such as: treasury, governance and organization, human resources, environment, reporting and partnerships. In 2012 ICCO ranked first in a test amongst 10 development organizations, having the most sustainable policies and practices in place<sup>1</sup>.

### Treasury

A treasury statute was formulated in 2006 in which criteria for sustainability in relation to discretionary management, responsible investment policy, impact investing, long term sustainability and risk limitation were defined. The responsible investment policy was reviewed in 2010. Both statute and policy are still in full implementation. In 2012 we started to actualize the treasury statute. It will be submitted for approval to the Supervisory Board of the Cooperative in 2013.

At the request of ICCO Cooperation the ING Bank, as professional external asset manager for ICCO Cooperation's investments, applies sustainable criteria when assessing if companies are suitable to be included in the investment portfolio of ICCO Cooperation. These consist of a negative and a positive test. Negative: exclusion in industries of alcohol, bio-industry, fur, gambling, nuclear energy, non-sustainable agriculture, pornography, tobacco, weapons and behavior related to corruption, discrimination, child labor and or child labor circumstances, human rights, environmental offenses, violation of social laws and other codes. Positive: non-financial indicators related to social, societal and environmental sustainability.

The investment statute prescribes a desired distribution in the investment portfolio from 25% in equities and 75% in fixed income securities. By the end of 2012, the split was 24,2% to 75,8% (in 2011 20/80%).

ICCO Cooperation reports on its investments and asset management in this annual report, particularly in the annual accounts as part of this annual report

In addition, ICCO Cooperation reports in this report and to the Netherlands Microfinance Platform about her programmatic financial services and modalities (loans, participations and guarantees). In 2011 ICCO signed the 'Principles for Investors in Inclusive Finance', a set of seven principles among others on products, client protection, fair treatment and balanced returns. In 2012 these principles were operationalized and reported on.

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<sup>1</sup> One World, page 31 – 33, sept '12

## **Governance and organization**

The ICCO Cooperation has Co-responsibility (of its primary stakeholders both in the Netherlands and in the regions) high on the agenda. Therefore a survey was conducted to investigate whether the chosen Co-Responsibility model in relation to the governance of the organization is the right model and how it works out in practice. The functioning of the Regional Councils, was more specifically looked into. The outcome of the survey on governance revealed that in general sense the co-responsibility model is functioning, but adjustments had to be made, especially in relation to improved implementation of advices of the Regional Councils.

From the 14<sup>th</sup> of November onwards, the Regional Councils of the Foundation ICCO became the Regional Councils of the ICCO Cooperation. The Councils will maintain their roles as advisors to the Regional Managers and the Executive Board. The regional Councils met once or twice in 2012 in each region.

A new structure is established with the founding of the cooperative: the General Assembly of ICCO Cooperation and the Stakeholder meeting, both twice a year.

The regional councils were invited to share ideas related to the involvement of the South/southern organizations regarding membership within the ICCO Cooperation and the participation within the stakeholders meeting.

The principle of co-responsibility as adhered to by ICCO Cooperation implies also a sustainable way of sharing our power with partners with whom we are directly working in the southern countries. The programmatic approach is in that sense the answer to the wish to incorporate co-responsibility within our programmatic work.

As indicated before, the further reshaping of the organization is focused on being more efficient and client oriented (internal and external), being more rational in relation to the (scarce) resources of ICCO Cooperation and to keep the overhead percentages as low as possible and below the 'VFI-aanbeveling kostentoerekening beheer en administratie' and as stated in our own business plan (overhead of ICCO Cooperation maximum of 12.5%), in which we also in 2012 succeeded (12,1%).

## **Human Resources**

ICCO wants to be a responsible employer and has a good and fair Human Resources policy. Staff development is encouraged and facilitated, diversity realized, gender equality practiced and possibilities for parental leave, informal care, etc. facilitated. Staff has the right to complain and to get the support of trusted representatives according to clear procedures and indicated incidences. At the same time the staff has to conform to several Codes of Conduct, such as the ACT Alliance Code of Good Practice, ACT Alliance Code of Conduct, International Code of Conduct for Humanitarian Aid (ICRC).

The employee satisfaction survey of 2011 in the regional offices showed rather high satisfaction of the staff, also in relation to a benchmark of sister organizations. Many of the issues that had come up in the survey have been addressed and solved in 2012.

## **Climate neutrality and sustainable purchasing**

ICCO and Prisma are renting office space from the Services Organization of the Protestant Church in The Netherlands (DoPKN) for the global offices. The DoPKN has a responsible way of managing the building in relation to energy-use, catering, climate neutrality in accordance to ICCO's own policy. To compensate for the surplus of CO<sub>2</sub>-emission, CO<sub>2</sub> credits were bought from the FairClimateFund in 2012, as in former years.

The sustainability measures in the global office are in summary the following:

- Policy on sustainability is available with the Services Organization of the Protestant Church in The Netherlands. The policy is based on Diminish, Change and Compensate (Verminderen, Veranderen en Vergoeden).

- Products with certifications wherever possible are preferred (bio-, eco-related, Fair Trade, FSC). For catering in the restaurants and in the coffee & tea machines we use as much as possible Fair Trade and biological products.
- For office heating, city heating is used in the global office. The building is well isolated, has double glazing and recently new software was installed to obtain more precise climate control.
- Since 2010 energy consumption is reduced (see previous point). In addition 'Green Energy' is used.
- Garbage is separated as much as possible.
- Regarding paper use, envelopes are of degradable materials, plastic packaging is replaced by environment friendly foil made of maize. All mail is distributed by companies who work climate neutrally. When possible ICCO Cooperation works with printing houses which work climate neutrally. Only FSC-certified paper is used. Unfortunately still the use of paper is rather wide spread.
- ICCO Cooperation expects its suppliers to adhere to ethical and sustainability standards and asks them to adhere to several ethical, environmental and labor standards amongst others.
- For commuting by car a limited compensation is offered. Public transport is stimulated and bicycle use is promoted.
- When traveling, the standard for The Netherlands is public transport, for Europe it is the train and for the rest of the world CO<sub>2</sub>-compensated flying.
- Telecommuting: many staff works at home for one or more days, which is made possible with a maximum of 2/5 of the working days. To create working conditions a support of maximum € 1815 for a period of 5 years can be requested.
- Use of Floor: no policy, but space used is limited as a result of home commuting.
- Use of water: no policy. Water is heated with Green Energy.
- Depreciated ICT hard ware is donated to social organizations.

All corporate policies and guidelines apply to the regional offices, when applicable. Some regional offices (such as Southern Africa and Central America) developed their own additional regulations, mainly on reducing and compensating travel, use of public transport, home commuting and use of air-conditioning and paper.

### Reporting

ICCO Cooperation is transparent in its reporting, both about the results it is realizing, as the ones it is not realizing. ICCO Cooperation reports in the annual report extensively about the finances of ICCO Alliance, Cooperative and Holding. Financing is the core business of ICCO Cooperation and we are open about it. The guidelines 'Richtlijn 650, Fondswervende Instellingen' and the criteria of the 'CBF Certificaat' are used. The salaries and other compensations of the executive and supervisory board members as well as their external activities are reported. We make sure there are no conflicting interests. The annual reports of ICCO Cooperation are shared with many stakeholders and the annual reports are openly available through the website.

### Certifications

ICCO Cooperation promotes the use of standards, guidelines, hallmarks and certificates, because they provide a way to collectively improve conditions and sustainability, to make progress clear and verifiable, and to have measures at hand to improve or develop our work.

The following certifications, hallmarks, guidelines, are taken into account by ICCO Cooperation:

Fair Trade	standard/hallmark
Ecological (bio)	standard/hallmark
Gold Standard of CO <sub>2</sub> credits	standard
Transparant prijs	guideline

ISO 26000	guideline
CBF	Hallmark
C650	guideline
VFI	guideline
VBDO	guideline
Partos/ISO 9001	certificate
OneWorld	guideline
ITIL	guideline
Sphere	guideline
Principles of Investors for Inclusive Finance (PIIF)	guideline
CGAP/NPM	data used in microfinance best practices
ACT Alliance Code of Conduct	guideline
Complaints and Investigation Guidelines	guideline
ACT Guidelines for Prevention of SEA	guideline
International Code of Conduct for Humanitarian Aid (ICRC)	guideline
IATI	Preparation for publication to this standard have started
HAP	member (and possible certificate in the near future)

### Partnership

The partnership policy of ICCO Cooperation is being revised, but the old partnership policy is still in function. It is based on three main values (justice, stewardship and compassion) and four operating principles (transparency, accountability, innovation and reliability). The policy forms the framework for donor principles, Codes of Conduct, contractual conditions, complaint procedures and principles of *audi alteram partem*, rights and obligations of the partner as well as of ICCO Cooperation itself. In the case of evaluations, investigations or audits, partners always have the right to react. ICCO Cooperation will not make use of undisclosed information of third parties when assessing a partner. ICCO Cooperation believes in the autonomy of its partners and supports them institutionally by default.

Questions about (financial) sustainability are part of the first assessment and of the monitoring along the way. Partners receive feedback from ICCO Cooperation at least once a year on their reporting. Partners are encouraged to give feedback to ICCO Cooperation by consultations, annual reports, program development sessions, etc. They are invited to form part of program coalitions which govern joint programs.

In relation to the private sector a 'Code of Conduct: ICCO Cooperation's principles, criteria and procedures for cooperation with the private sector' is followed, based on responsible, fair and sustainable criteria. In 2012 the so called 'company scan' (C-scan) was introduced, enabling us to assess private-sector companies when starting strategic partnerships with them.

### 3 Fair & Sustainable Holding BV.

The F&S Holding is in its 5<sup>th</sup> year of operations. The business developed well in the corner of F&S Advisory Services. The carbon credit production and sales markets did not permit the FairClimateFund to grow according to plan. The total turnover of F&S Holding BV was € 1.7 million (2011: 1.9 million) resulting in a net result € 131,523 (comparing 2011: net result of minus €77,003).

#### Fair & Sustainable Advisory Services

Fair & Sustainable Advisory Services (FSAS) had its second full year in 2012. The annual turnover was € 1,142,874 with a minimal net profit of € 117, which actually means a break even result. This was lower than the budgeted gross profit of € 12,000. Behind these figures there was a substantial reduction of sales in the Netherlands (minus € 183,375 as compared to the 2012 budget) that was compensated by a firm reduction of organizational expenses of € 155,372. Sales were positively influenced by the good results in West Africa (plus €29,000), where F&S started its decentralized operations with the objective to establish a local branch. This was postponed to 2013 because of the war in Mali. The income generated in West Africa therefore was included in the FSAS result. Low sales in the Netherlands were a result of sickness, maternity leave and temporary lack of assignments for some of the consultants. This demonstrates the vulnerability FSAS still has when some of the consultants are not able to generate sufficient income.

FSAS managed to increase its services to other clients besides ICCO (like Alliance members, third parties) from 23% to 39%, which is more than the anticipated 35%. This is in line with the strategy to reduce the dependency on ICCO Cooperation. The increase was achieved through successful acquisition, especially with NGOs from within the FSAS network. The total number of clients increased to 33. Important new clients were EVD/PSI, Liliane Fund, Max Havelaar, CDI, BoP Innovation Centre, ZZG and KNCV.

FSAS emphasized its focus on 'Responsible Business' and redefined its products and services accordingly. Through training and learning sessions, internally and with clients, FSAS managed to gain authority as an expert organization and improved the quality of its work. The average score of 8.4 from the customer satisfaction survey shows this appreciation. Still it takes time to build up a solid track record, get large assignments from new clients and reduce the level of dependency from the ICCO Alliance.

The establishment of F&S West Africa was postponed because of the outbreak of violence in Mali. The official registration is now scheduled for January 2013. Still a General Manager was appointed from 1<sup>st</sup> February 2012 and he was active as a consultant under the responsibility of FSAS. The prospects for F&S services in West Africa look promising. The assignments that we get from ICCO provide the basis for the establishment of this new enterprise. F&S Ethiopia also grew substantially after the arrival of the new manager in June 2012. In 2013 FSAS will look for ways to strengthen the complementarity in the business models with F&S West Africa and F&S Ethiopia, in order to increase the benefits from the collaborations.

The total number of regular staff reduced from 14 to 13 in 2012, but some temporary staff were hired on particular assignments.

#### FairClimateFund

For the FairClimateFund, it was quite a challenging year. The total turnover was € 281,861. Net result is € 1,297. This result is mainly due to extraordinary receipts of € 245,000. Besides staff changes, the main causes for this lower turnover were the delays in the deliveries of carbon credits and -to a lesser extent- pressure on the carbon credit prices.

Although the prices on the CER-markets were quite low during 2012, the prices in the VER (voluntary) markets, where FCF sells their credits, remained more stable. FCF still sells at prices of on average more than € 12. However, the total sales volume was less than expected. Both NOVA and ADATS, the partners of FairClimateFund that implement the carbon projects and suppliers of carbon credits, had delays in the delivery in carbon credits. These delays were mainly caused by long registration, monitoring and audit procedures at Gold Standard and UNFCCC. Part of the delays can be explained by the logistics during construction of biogas units in India. Following the principles that FCF only sells issued credits, these late deliveries directly impact on the cash income from sales. As important milestone for 2012 can be noted that FCF received its first Gold Standard CER's issued from the biogasproject of ADATS in India. A total of 10,000 households have a biogas digester installed, for a reduction of over 26,000 ton CO<sub>2</sub> emissions. Social impacts are: less smoke in the house and improved health situation for women and children, 2 hours' time saving per day and a reduction in deforestation in the village surroundings. The NOVA project in South Africa delivered similar positive social impacts for over 80,000 households.

The first ING loan drawdown of € 2.15 million was released in March and invested in a new project JSMBT, that was committed end of 2011. The Janara Samuha Mutual Benefit Trust (JSMBT) started distribution of 43,000 improved cook stoves in Rajur district in India, two cookstoves per family. The cook stoves are locally produced by iSquareD. Distribution will continue in 2013 and the first credits are expected in 2014.

With the new project and the ING loan commitment of € 4,3 million, the total fund size with Schokland subsidy amounts € 10 million, including a co-investments of ICCO/KiA. Until 2012, the total pre-paid amount according to the Emission Reduction Purchase Agreements to the three partners ADATS, NOVA and JSMBT was € 4 million )of which already € 600,000 is delivered by the suppliers in the form of carbon credits.. The total contract value is € 9.9 million. All carbon credits from these projects are produced by poor households that reduce their CO<sub>2</sub>-emission and get this reduction certified. The families repay the pre-investment in sustainable energy through carbon credits to FCF. The social benefits for the households are less indoor house pollution, less time for fuel wood collection and, after full repayment, direct income generation from the sales of carbon credits. FCF cooperates closely with the FairClimate Program of ICCO and KiA, WindunieTrading, TNO and MilieuCentraal. A new cooperation with Max Havelaar started to make coffee chains climate neutral, with fair trade carbon credits.

In 2012, FCF's implemented a new strategy and focussed more on resellers and climate neutral services for B2B clients. FCF has an added value because the credits are from small households and the certification is of a high standard (UNFCCC and Gold Standard). This market for high value "charismatic carbon" remains a growth market, mainly for companies and organisations that offset their footprint for their Corporate Social Responsibility agenda. FCF signed several option contracts with resellers. Resellers offer the FCF credits to their business clients, sometimes jointly with other projects. The interest of private households is growing, but the total volume is still low. Sales to households via de website is € 2,000 ([www.fairclimatefund.nl](http://www.fairclimatefund.nl)), while sales to companies and organisations in the Netherlands was over € 102,000. Main turnover is through international clients, totalling € 177,000.

The lack of ambitious regulations within the EU on emission reductions and the economic recession made potential clients less eager to buy carbon credits in 2012. FCF will develop different scenarios for 2013 to mitigate the risks and sustain its operations, e.g. as to renegotiate contract

conditions both at the funding as in the purchase side of credits. FCF will in any new ERPA reduce the delivery and sales risks and review its own operational cost.

## **F&S Ethiopia**

After the arrival of the new manager in June 2012 things started to move fast in Ethiopia. New staff was hired, a lot of networking and acquisition were done to attract new clients, which was quite successful. F&S Ethiopia works with ICCO, AgriProFocus, Scope Insight, Terrafina Micro-finance, Share People, LEI, WUR, Africa Juice and a number of other organizations and companies. Many of them are Dutch NGO's or companies. Since the Dutch Business community takes a strong interest in Ethiopia there are good opportunities to for F&S Ethiopia to offer their services at a reasonable price.

The gross profit of F&S Ethiopia in 2012 was Birr 491,737, which is approximately € 19,073. There were a number of staff changes: a new Dutch manager and senior consultant was contracted for two years from June 2012, one new consultant was appointed, while another one went for studies in the Netherlands. In addition a number of associate consultants have been selected and engaged in specific projects or assignments. F&S Ethiopia increased its office space in the same building to be able to offer office facilities to a number of its clients.

In 2012 a new business plan was developed, which will be discussed with the shareholders early 2013.

## **F&S Participations**

F&S Participations manages 5% participation in Africa Juice Tibila Share Company, a passion fruit farm including fruit processing plant in Ethiopia. F&S Participations holds these shares on behalf of Rabobank Foundation and ICCO. These shares are purchased for a value of \$ 505,000 in order to be transferred to a local cooperative of small passion fruit producers who deliver passion fruit to Africa Juice. The share transfer will take place as soon as the cooperative has sufficient capacity to become the owner. This process has shown to be much more challenging than anticipated. The existing cooperative is not yet sufficiently strong to take over shares. Although the financial performance of Africa Juice was much lower for 2012 than planned, the potential of Africa Juice and the level of investments in the processing factory, the sales contract with a large German client justifies the current value in the annual account 2012.

## **F&S do Brasil**

Registered in 2010, the subsidiary F&S do Brasil participated for 14% in 2011 in Fruta Sa, a fruit processing factory in Carolina, jointly with CTI in Brasilia, an ICCO partner. CTI supports the fruit collectors, for collecting mainly bacuri and caja berries. All collection areas are within 100 km distance of Fruta Sa factory. The factory made considerable progress and developed the producers organization. F&S do Brasil was also involved in the shareholding (26,3%) in VAR do Brasil of € 250.000, a subsidiary of WWR in the Netherlands. F&S do Brasil holds the shares on behalf of ICCO Cooperation.

## 4 LOANS, PARTICIPATIONS AND GUARANTEES FUND

The so-called LPG (Loans, Participations and Guarantees) Fund of ICCO Cooperation is the predecessor of the new established investment fund of ICCO Investments. The LPG fund is mainly related to the fair economic development program. ICCO Investments will especially extend on the leverage of social and commercial investments, where the LPG Fund was mainly focused on the guarantee mechanism.

The LPG Fund and ICCO Investments primarily serve value chain development initiatives and finance institutions in rural areas. The LPG Fund is operating in close collaboration with strategic partners such as Oikocredit, Triodos Sustainable Trade Fund, Rabobank Foundation, western and local banks and Terrafina Microfinance.

### Collaboration with Oikocredit

Collaboration with Oikocredit was further enhanced in 2012. Exchange of data between Oikocredit and ICCO Cooperation on the joint portfolio has become regular and is done on a quarterly basis. After the decentralization of the handling of guarantees to the Regional Offices, Oikocredit followed mid 2012 with decentralizing this responsibility to their Regional Offices as well.

With support from ICCO Cooperation, Oikocredit continued to work on capacity building interventions in the areas of social performance management, risk management & governance, product development (in particular agricultural value chain finance), market coverage analysis and strategic positioning. A total of hundred interventions were supported of which 57 with support from ICCO Cooperation.

### (Subordinated) loans

As per year end, ICCO Cooperation's portfolio contained thirteen active loan projects (2011: 13) with a total amount outstanding of EUR 6,338,950 (2011: EUR 6,192,956) and EUR 882,740 (2011: EUR 2,4 million) disbursed in 2012. Four new loans were approved for three organizations for the amount of EUR 546,500. One organization, Fair-Green Creatives BV, is a newly established company that has taken over the fairtrade WAAR shops from FaiRSupport Foundation that has ceased to exist. Another loan has been approved for F&S Holding for their participation in VAR do Brasil Ambiental Ltda. Two other relative small loans were approved for Unseen Products, another organization active in fairtrade in The Netherlands.

Two loans have been converted into equity in 2012 (FaiRSupport and Kuyichi). Four loans have been (partly) written off in the total amount of EUR 381,500.

An estimated EUR 2,057,995 out of the EUR 6,338,950 outstanding is at risk, resulting in the average risk of default of ICCO Cooperation loans of 32% which is similar to 2011 (32%) and lower than 2010 (52%). This signifies the continued high risk profile that ICCO Cooperation is taking with its loans portfolio.

Four out of 13 loans are intra-company loans to F&S Holding BV for a total amount of € 3,231,481 these loans are eliminated in consolidating the annual accounts of ICCO Cooperation. As a result of the consolidation one loan in the amount of € 490,000 is added. This is a direct loan of F&S Holding BV to NOVA, partner of the Fair Climate Fund. Total book value of the con-

solidated ICCO loan portfolio is € 1,539,473

## Equity participations

The equity portfolio contains ten active equity projects, two more than in 2011, with a total value of EUR 1,271,207 (2011: EUR 1,248,570). Three new projects were added with a total value of EUR 268,231 mainly paid up through a loan conversion in one project. One new equity project is Retail Service Unit BV, a newly established company providing retail services for fairtrade shops in The Netherlands. Fairtrade Product Facilities BV, another new project, focuses on the purchase of fairtrade products and related services. The third new project represents ICCO Cooperation's share in Spang Campus. Spang Campus is combining learning, working and cultural activities in inspirational and energizing environment in Paramaribo, creating opportunities for youngsters in a creative economy.

Towards the end of the year, ICCO Cooperation sold its shares in Unseen Products. ICCO Cooperation gained in value and received EUR 82,330 in dividends from two microfinance banks in Bolivia in which it holds shares: Banco FIE and Ecofuturo. Banco FIE was nominated for the fourth European Microfinance award 'Microfinance for Food security' in 2012 for their exemplary role in sustainably financing local farming communities in Bolivia. Almost 13,000 farmers have been able to access the agricultural loan, making Banco FIE one of the five principal funders of the Bolivian agricultural sector. All these gains cannot deny that ICCO Cooperation also has written off a total amount of EUR 307,714 during 2012. Further it incurred currency losses for the amount of EUR 49,223. With an estimated EUR 348,655 at risk out of the EUR 1,271,207 equity portfolio, the average risk of loss is 27%. Again this underlines the high risk profile that ICCO Cooperation is seeking.

Due to consolidation of the figures of F&S Holding BV, 3 equity participations in the total value of € 699,157 are added to the equity participations of ICCO. These three participations are the fruit juice company Fruta Sa (Brazil), the acai processing company VAR do Brasil Ambiental (Brazil) and fruit juice factory Africa Juice (Ethiopia). As a result of this consolidation, the total equity portfolio amounts € 1,621,709.

## Guarantees

Guarantees are provided by ICCO Cooperation in order to leverage funding from commercial and social investors for our partners. ICCO Cooperation provides guarantees to Oikocredit, western banks (such as Triodos Bank, ABN-AMRO, ING) as well as local banks in a number of countries. The loans issued by Oikocredit, western and local banks are being used by MFIs, production and (fair) trade initiatives.

*Table 3: Number of active guarantee projects*

# active guarantees	2010	2011	2012	difference	distribution
Oikocredit	92	83	81	-2.47%	81.82%
Western banks	6	7	6	-16.67%	6.06%
Local banks	8	12	12	0.00%	12.12%
Total	106	102	99	-3.03%	100.00%

The number of active guarantees slightly decreased to 99 projects in spite of a slight increase in newly approved guarantees in 2012: 32 (2011: 29). The number of newly approved projects with Oikocredit increased to 27 (2011: 20), decreased with Western banks to 3 (2011: 6)

whereas 2 new projects were approved with local banks (2011: 3) with a total amount approved loans EUR 16,064,562, a significant increase compared to 2011 (EUR 12,6 million). In 2012, 32 guarantees were closed administratively after total repayment of the loan. Another three guarantees were called; CANEF in Mali (Oikocredit guarantee), Revy Trust in Ghana (guarantee to local bank) and Yiriwa (guarantee to western bank).

*Table 4: Loans outstanding*

€	2010	2011	2012	difference	distribution
Oikocredit	21,044,828.40	22,123,126.69	24,828,903.85	12.23%	73.41%
Western banks	2,069,144.12	2,115,387.62	4,636,964.51	119.20%	13.71%
Local banks	2,058,510.92	3,420,992.52	4,355,169.28	27.31%	12.88%
Total	25,172,483.45	27,659,506.83	33,821,037.64	22.28%	100.00%

Total loans outstanding grew with 22% to € 33.8 million. With a slightly shrinking number of active guarantees this indicates significant higher outstanding averages compared to the previous year, particularly in the portfolio with Western Banks (from € 352,500 in 2011 to € 772,700 in 2012). The average of Oikocredit (€ 306,500) remains below the portfolio average outstanding of € 341,600.

*Table 5: Liability of ICCO Cooperation*

€	2010	2011	2012	difference	distribution
Oikocredit	8,314,895.51	7,964,749.65	8,661,799.29	8.75%	70.10%
Western banks	1,159,572.19	1,161,303.12	1,917,814.93	65.14%	15.52%
Local banks	1,094,332.26	1,887,884.02	1,776,749.97	-5.89%	14.38%
Total	10,568,799.96	11,013,936.79	12,356,364.19	12.19%	100.00%

Total liability of ICCO Cooperation grew with 12% to EUR 12.3 million. This is a slight increase in relation to the number of active guarantees but a slight decrease in relation to the volume of loans outstanding. In other words, although the liability of ICCO increased, the volume of loans outstanding increased even more. Average liability grew with about 20% for the whole portfolio with a steep increase in average for the portfolio with western banks of 65% and a decrease in average for local banks due to a decrease in liability for ICCO. The average liability towards Oikocredit grew with 23%, slightly above portfolio average.

Oikocredit remains the key partner of ICCO Cooperation in the guarantee portfolio representing 70% of ICCO Cooperation's liability. In terms of outstanding amounts, western and local banks represent 26.6% of the total funds outstanding whereas Oikocredit represents 73.4%. For each EUR 1 that ICCO Cooperation commits to Oikocredit, the partner gets an outstanding loan of EUR 2.87 (2011 EUR 2.60). Westerns banks produce an outstanding loan of EUR 2.42 (2011 EUR 1.67) and local banks produce an outstanding loan of EUR 2.45 (2011 EUR 1.81) for each EUR 1 committed by ICCO. Oikocredit shows the higher leverage factor; the leverage factor of western and local banks grew faster.

### **Terrafina Microfinance**

Terrafina Microfinance is the joint financial services program of Oikocredit, RaboBank Foundation and ICCO Cooperation, focusing on rural finance in Africa in particular microfinance and value chain finance. Terrafina Microfinance provides support to seventy MFI partners in six countries involving around 1, 7 million farmers, rural women and other people. Ethiopia financial cooperatives are still very weak, but basic administrative systems have been put in place. MFIs adopted a management information system to attract larger guarantee providers. Protect-

ed from foreign investment entry, international guarantees are needed to serve as a collateral for loans from national banks. The Terrafina 'trustworthiness' has strongly improved. Starting at a guarantee of 95%, they now can work with guarantees of 55%, hence having more equity to serve out to SMEs and producer organizations.

### Triodos Sustainable Trade Fund

ICCO Cooperation is partner of the Triodos Sustainable Trade Fund, which provides trade finance to the agricultural value chain. In 2012, the fund provided EUR 21 million (loans disbursed) in trade finance to agricultural exporters in 21 countries worldwide, involving more than 120,000 farmers, bringing twelve different fairtrade and organic products to world markets, including coffee, cocoa, cotton, spices and nuts. In 2012, ICCO Cooperation approved three additional guarantees in the value of EUR 400,000 among others for the cloves, cocoa and organic cotton.

ICCO Cooperation provides guarantees to projects in 25 countries, one less than in 2011. Benin entered as new country in 2012 with one project approved. Two countries dropped from the list i.e. Papua New Guinea and Kyrgyzstan. This means that ICCO Cooperation has no more active guarantee projects in Central Asia. The Philippines has the highest number in active guarantees (15) followed by Ethiopia (10), Bolivia (9), Mali (8) and Ecuador (8). The highest volume in loans outstanding though has Bolivia (EUR 5, 2 million) followed by Ethiopia (EUR 3, 9 million), the Philippines (EUR3, 4 million) and The Netherlands (EUR 3, 1 million). These four countries represent 46% of the portfolio in outstanding loans. Countries where the number of active guarantees and volume increased include Ecuador, Ethiopia, Paraguay and Senegal. Countries with a decreasing portfolio include Ghana, Mali and Peru. The reason for increase or decrease differs per country.

Table 6: Ratio rural urban

€	Rural (>80%)	%	Rural and Urban	%	Urban (>80%)	%	Total
Oikocredit	16,316,844	65.7	8,410,427	33.9	101,633	0.4	24,828,904
Western banks	2,384,722	51.4	2,252,243	48.6	0	0.0	4,636,965
Local banks	3,471,680	79.7	883,489	20.3	0	0.0	4,355,169
Total	22,173,245	65.6	11,164,984	34.1	101,633	0.3	33,821,038

65.6% of the volume of loans outstanding of projects guaranteed by ICCO Cooperation is situated in rural areas (>80%) whereas one-third is invested in projects that cover both rural and urban areas. The volume of projects guaranteed by ICCO Cooperation and situated in pure urban areas can be almost ignored with 0.3%. This portfolio composition confirms ICCO Cooperation's policy to invest primarily in rural areas.

Table 7: Type of activity

€	microfinance	%	agri-services	%	fairtrade	%	other	%	total

Oikocredit	12,236,033	49.3	6,520,598	26.3	5,330,022	21.5	742,250	3.0	24,828,904
Western banks	0	0.0	2,384,722	51.4	0	0	2,252,243	48.6	4,636,965
Local banks	4,259,038	97.8	10,320	0.2	0	0	85,811	2.0	4,355,169
Total	16,495,071	48.8	8,915,640	26.4	5,330,022	15.8	3,080,304	9.1	33,821,038

Slightly less than half (48.8%) of the volume in loans outstanding guaranteed by ICCO Cooperation is invested in microfinance. Around 42% of the portfolio is invested in agricultural production and processing services as well as fair trade. About 9% is invested in other type of activities mainly sustainable energy activities. Almost all funds invested by local banks are invested in microfinance activities. Loans guaranteed by ICCO Cooperation to western banks are mainly provided to agricultural production and trade activities. The substantial amount loaned to other activities by western banks represents a loan from ING to the FairClimateFund.

Capital at risk is the amount that ICCO Cooperation may lose due to the risk that ICCO Cooperation is encountering. ICCO Cooperation distinguishes between country risk and project risk. Risk is not only assessed based on repayment performance but also based on other factors related to production, pricing, management and market. To assess country risk, ICCO Cooperation changed from Coface to Moody's classification. For countries where Moody's does not provide a rating, ICCO Cooperation applies 30% country risk provision. The outcome is presented in table 7.

*Table 8: Capital at risk*

€	2010	2011	2012	difference	distribution
Oikocredit	1,317,337.61	2,108,459.17	2,051,450.76	-2.70%	63.17%
Western banks	343,825.66	576,847.82	615,262.37	6.66%	18.94%
Local banks	356,717.75	678,790.42	580,969.34	-14.41%	17.89%
Total	2,017,881.02	3,364,097.42	3,247,682.46	-3.46%	100.00%

By the end of 2012 the capital at risk for guarantees has decreased with 3.46% from EUR 3,364,097 in 2011 to EUR 3,247,682 in 2012. This is a slight decrease from 30.5% to 26.3% of the portfolio. A lower provision for Ethiopia (from 40% to 30%) is compensated with higher country and project risks elsewhere. Country risk explains about 30% of the total risk in the guaranteed portfolio. Eight countries went up in country risk (incl. India, Brazil, Madagascar and Mali) and eleven countries went down in country risk (incl. Bolivia and Ethiopia).

## 5 Programs

### 5.1 Fair Economic Development

#### 5.1.1 Introduction to the program

The Fair Economic Development (FED) program focuses on three complementary sub-objectives:

- Rural entrepreneurship and producer organizations (working with producers and Small and Medium Enterprises - to the market (rural entrepreneurship and producer organizations);
- Inclusive value chain development (from market to the producers);
- Access to financial services (micro and meso-finance for producers and the market).

The FED program is operational in 27 countries. In 2012 there have been a number of changes regarding the participating organizations:

- ICCO Cooperation (active in 27 countries with MFS2 funding), is gradually expanding the number of countries with FED initiatives to prepare for post 2015.
- Terrafina Micro Finance, a joint program of ICCO, Oikocredit and Rabobank Foundation, has decentralized its portfolio management and has a program officer for each of the six countries it operates.
- SharePeople has revised its strategy by streamlining its activities and focusing on creating more impact linking to other initiatives such as the Scope Insight rating.
- Yente was reorganized: while remaining a strategic partner in ICCO Cooperation, and remaining operationally independent, it seeks more synergy with the ICCO regional offices in La Paz and Kampala and reduces its overhead costs by being funded as an ICCO partner.
- ZZg has taken full responsibility for implementing the Surinam FED program.

#### 5.1.2 Reflection on thematic progress

##### ***General***

In all FED countries the value chain focus is continuously increasing as is the link between financial services and value chain development. The number of value chains we got involved in over the past years is growing too strongly in some countries, making clear that a more strategic focus is needed both at country and regional level. The use of grants for seed capital of Micro Finance Institutions and Producer Organizations is progressively phased out, in favor of loans & guarantees. Grants for the start up and development of Business Development Services are still common, and fee-based services and exit strategies were started in the more successful FED-countries and on global level. Gradually the success on regional fundraising is increasing, especially regarding co-funding initiatives.

##### ***Global program***

ICCO supports strategic partners in the North who have an impact on global product chains. For instance the Better Cotton Fast Track Program implemented the BCI standard with cotton farm-

ers in the chains of H&M, Ikea, Adidas, Levi's, Nike and Walmart. The BCI compliance rate increased to 70%, while 117,000 farmers were involved. The Fair Wear Foundation improved labor conditions of 600,000 workers in textile chains of 74 members. Textile Exchange involved 4 companies in seed security programs with 64 producer organizations, representing 61,000 cotton producers.

The Forestry program at global level was phased out in 2012. The main activities of ICCO Cooperation global on forestry are now in the TAA program implemented with IDH, which will end in 2013 as IDH decided to reorient the program. .

ICCO Cooperation joined the covenant on 'Sustainable Sourcing of imported Fresh Fruits and Vegetable' involving 90% of the Dutch retail and Trading Companies. It was agreed that by 2020 all imported Fresh Fruits and Vegetables will be sourced from suppliers that meet BSCI criteria. ICCO secured that participation of small producers and attention for environmental issues were included besides social compliance issues (e.g. labor rights for plantation workers). Promoting social inclusion and environmental sustainability is an increasingly important element in business models as is the recognition that NGO's can play an important role putting these models into practice. ICCO and Fair and Sustainable Advisory Services continued the cooperation with Albert Heijn on their suppliers in Africa.

PLUS supermarket was assisted by Max Havelaar in implementing 100% fair-trade pineapples and green beans, next to their fair-trade bananas.

ICCO Cooperation is one of the founders and strategic partner of BoP Inc. In 2012 BoP engaged in five People Planet Profit (PPP) proposals (on food security and water & sanitation) and became a consortium partner of the 2scale program, which aims to organize more than 1 million small holder families in agribusiness clusters in Africa. BoP Inc will focus on Dutch private sector engagement and investments in the clusters. ICCO Investments, Rabobank Foundation and BoP established an Inclusive Business Fund of 10 million over the period 2013-2016.

Scope Insight rated 134 farmer organizations (in total over 550,000 members) in 2012, about half of them fee based at some € 800 per rating. More than half of them received a loan from a bank after rating. About one third of the ratings showed a score lower than 2,5 out of 5, which implies these farmer organizations are not yet bankable. Scope Insight entered in to assessment service contracts with one bank and two INGO's, which will enable them to upscale their rating program.

Oikocredit provided capacity strengthening support to 100 MFI's, 57 of them financed with ICCO support in all ICCO regions except Southern Africa. These interventions focused on social performance management, risk management and governance, and product development.

## **West Africa**

### ***Regional***

The FED program to currently being refocused to reduce the number of value chains it is involved in regionally, with assistance of Fair and Sustainable Advisory Services. Specialization and focus are needed to develop expertise, attract other donors and investors and thus maxim-

ize impact. The results of the Terrafina Micro Finance are mentioned in the country report where they operate.

### ***Mali***

The coup d'état in Mali and related security issues, delayed program implementation and interventions. The program in Mali is focused on value chain development in shea, sesame and organic cotton. Despite the difficult situation in 2012, ICCO Cooperation continued to support capacity development of producer organizations, by linking them to market parties and by organizing a fair. Terrafina Microfinance supported partners to transform into new associations, as required by the new microfinance law; a second MicroScore assessment (a capacity assessment tool) showed improvements and facilitated access to finance. The sector is negatively influenced by the coup, as investors are even more reluctant to invest. A social performance report of MFIs was showing pro-poor, rural or gender outreach. ICCO Cooperation and Terrafina supported two value chain finance projects.

ICCO Cooperation became the lead of the Agriprofocus Agrihub Mali, an Agricultural Fair gathering producers' organizations, technical and financial partners was organized. ICCO also works on market information with the C4C alliance.

### ***Burkina Faso***

The program in Burkina Faso focuses on the same value chains as in Mali: shea, sesame and organic cotton. ICCO Cooperation, SNV, Fair Match Support and Burkinara are executing a partnership which is linking farmers to the expanding quality shea kernel market. Financing, traceability, environmental issues (carbon neutral production) and certification issues are addressed. ICCO Cooperation cooperates in the C4C Alliance on ICT solutions with collectors cooperative supplying shea nuts to an export company to ensure timely delivery.

A new national microfinance strategy was launched by the government for the period 2012-2016 to professionalize the microfinance sector. Terrafina Microfinance capacitates MFIs and financial cooperatives with a rural focus, provides access to capital for expansion of services and supports them in increasing their rural outreach as well as managing their social performance. Partners were trained to reinforce governance capacity of boards, partners were assisted in setting up an automated Management Information System (MIS), to make them more investable, amongst others by Rabobank and Oikocredit.

### ***Senegal***

The Terrafina Microfinance program focuses on strengthening the capacities of rural focused MFIs and financial cooperatives, by capacitating them towards graduation, providing capital for expansion of services and supporting them in increasing their rural outreach as well as managing their social performance.

Five partners were scored for the second time with MicroScore, showing progress: some partners graduate or will successfully exit from our program.

Terrafina supported MEC DELTA to pilot a micro-insurance scheme for agricultural production as a preventive means for credit default, with technical support of the Dutch insurance company Achmea and financial support from FMO. The evaluation concluded that up scaling is needed to reach a critical mass to make the insurance products sustainable.

Oikocredit and Terrafina Microfinance jointly launched an Social performance management (SPM) mentoring program, focusing on improving client focus and social performance. At MFI level, training targets MFI top management and boards as well as local consultants in SPM.

### ***Benin***

After the presidential elections of 2011, the socio-economic and political context of Benin are stable and offer a favorable environment for value chain development. The program in Benin works in three value chains: cashew, soy bean and pineapple. The program focuses on capacitating producer organizations, linking them to processors and traders and strengthening the capacity of partners in policy influencing. In total 15,000 producers (23% female) were involved in the cashew value chain program, whereby the buyer AFOKANTAN guarantees the market. Recently production of cashew juice (made from the fruits) was started by women. The soy bean value chain, focusing on the local market, reaches out to 5,000 farmers (27% female). The pineapple value chain development is lagging behind in outreach. One of the main complexities in value chain development is that long term relationships between farmers and buyers are often undermined by market price fluctuations, resulting in side selling.

### ***Liberia***

The security situation remains fragile considering the recent attacks along the borders with Ivory Coast. There is increasing communal violence, crime as well as domestic, sexual and gendered based violence, while corruption and nepotism remain a problem. Human rights, land and natural resources remain issues of concern. Developing a FED program in these circumstances is a challenge, but at the same time an opportunity to contribute to a durable peace. The program builds on achievements of the conflict and democratization program, and works with partners to build their capacities on FED. Pilot interventions in Non-timber Forest Products have been directed at domestication as well as harvesting of NTFP. One partner works specifically on women's issues, including gender based violence and women's access to land and finance. The Allanblackia Liberia partnership did not progress well and will be phased out. The FED program is currently reviewed in order to give it a sharper focus; a national focal person will be hired to strengthen partners' capacities.

### ***Ghana***

The program in Ghana consists of two sub-programs, the Sustainable Forest Management Program (SFMP) focusing on certified timber and Non-Timber Forest Products (NTFP) value chains and the FAMAR program on linking farmers (especially soy bean) to markets. Until now 7 timber companies have secured FSC Controlled Wood and Chain of Custody Certificates, representing 60% of export volume. The participation of Civil Society Organisations in government policy such as the National Climate Change Policy, Forest and Wildlife Policy, the Land Administration project has increased. It is a challenge to motivate the traditional leaders to recognize and accept the legal procedures.

The FAMAR program works with 15,000 farmers in 900 farmer groups (40% of leaders is female), strengthening their capacities in production and market access. A total of 661 farmer groups with a total 11,006 members (42% female) had their loan requests (totaling some € 589,000) approved by the 7 participating banks. 'Agro-input days' were organized to foster a good working relationship between farmers and agro-input dealers. Quality control of production at district level needs more attention.

There has been increased exchange between ICCO, Cordaid, TRIAS, but no intentions to collaborate. Conversations started between IICD and ICCO for possible integration of ICT in the agriculture program.

## **Central and East Africa**

### ***Regional***

The FED program in Central and East Africa is developing well despite a rather challenging political and economic environment. The program developed a strong producer organization and rural entrepreneurship-focused component in Ethiopia, Rwanda and Kenya. Terrafina Microfinance implements microfinance programs in Ethiopia, Rwanda and Burundi. The main challenges is now in increasing focus on few value chains and further scaling of approaches developed over the past years in cooperation with other actors.

### ***Ethiopia***

During 2012, Ethiopia experienced major changes. After Meles Zenawi died, a new Prime Minister was appointed, and elections are planned for 2015. The NGO law of 2009 was regularized during 2012, limiting Technical Assistance and overhead to 30% of a NGO budget. Importation of edible oil and wheat affected crop prices negatively, complicating the role of Farmer Marketing Organizations in buying produce from their members. Though the government wants to stimulate micro-finance to stimulate economic growth and agricultural production, the Ethiopian financial sector is still dominated by state-owned enterprises and is protected from foreign entry.

The program in Ethiopia focuses on promoting rural entrepreneurship and producer organizations of products including barley, beans, teff, linseed, dairy, passion fruit value chains). The Local Market Development Program is strengthened by the Information Communication Technology component, which increases farmers' access to information on markets. The FED program used tools like Scope Insight and the Client Satisfaction Instrument to assess and address capacity gaps of producer organizations, resulting increased quality of services and performance of producer organizations. Development of fee-based services is still a challenge, as the government provides free services. Female membership as well as leadership of the farmer organizations has increased. The Africa Juice Outgrower Incubation grows slower than planned due to price fluctuations, though the plantation and processing plant exported substantial volumes of juice concentrate to Germany and Middle East Markets.

Terrafina Microfinance develops access to financial services with MFIs and financial cooperatives in Ethiopia. Recently value chain finance in malt barley, potatoes and honey has been started. MFI partners have adopted a very interesting MIS automation to attract larger guarantee providers. Furthermore, the collaboration with the Commercial Bank of Ethiopia (CBE) is very interesting.

MFI's (private and government owned) only lend small amounts to producers/cooperatives. Banks have to work with bonds of the central bank by 27%. They do not have enough liquidity nor are very much interested in (local) agriculture. However, MFI's can lend money from national (commercial) banks and in case of absence of collateral, they can work with international guarantees. But they are asking for high % guarantees.

Terrafina started with guarantees of 95%. It is very special that they can work at the moment with guarantees of 55%, due to a very good track record!

Financial cooperatives are still very weak, but basic administrative systems have been put in place. Rabobank and Oikocredit are expanding their portfolio in Ethiopia through Terrafina Microfinance. Enabling environment and social performance management are supported through sector initiatives.

ICCO Cooperation, represented by Fair and Sustainable Advisory Services Ethiopia, is the lead on the APF Agrihub and facilitated a many exchanges between international and local organizations active in value chain development. The Royal Netherlands Embassy allocated a special fund for the promotion of food security and farmer entrepreneurship to be managed by ICCO Cooperation on behalf of the APF agrihub.

### ***Kenya***

The current decentralization of government provides opportunities for lobby and cooperation at district level. There is an increasing interest for more technological and innovative production systems consumer's preferences and markets are changing.

The program focuses on value chain development of products including potatoes, sweet potatoes, passion fruit, honey, and dairy, by focusing on rural entrepreneurship and producer organizations in the Western part of Kenya. Five marketing cooperatives/associations with over 200 Producer groups (10,000 farmers) were linked to both local and export markets, linked to Business Development Services and MFI's. ICT solutions were integrated into 3 Marketing Units and 13 collection centers, increasing their turn-over. The FED program cooperates with district government on promoting innovative agricultural practices with high value crops. SharePeople cooperated with Dutch company Looije Tomaten to train a local partner and its farmers in Western Kenya in growing a new type of tomatoes, with better farming practices this resulted in a 50% better yield.

ICCO Cooperation is an active member of the Agri-ProFocus Agrihub in Kenya, a number of partners have been linked with interesting networks, private sector companies and microfinance institutions. ICCO Cooperation supported Yente in Business Development for Women Entrepreneurs in Kenya. Yente set up a small women's business center in Nairobi, linking Dutch and Kenyan Businesswomen.

Partner staff has been trained on gender-sensitive programming, contributing to women and youths more actively involved in value chain activities and occupying leadership positions in the groups.

### ***Rwanda***

The government policies focus on increasing sector-wide productivity (including the poor) and in strengthening political and economic governance. The FED program is in line with these policies, focussing on rice, maize, cassava and potatoes value chains with to 110 cooperatives/producer organizations, representing 15,410 members (37% women with similar representation in management). About 52 cooperatives/producer organizations have engaged in a buyer-supplier contract for 70% of their production, mostly with Api-Business Development Company (ABDC).

Gender and value chain development gets increasing attention, stressing equal participation in training and access to credit. A trajectory to implement gender mainstreaming in the value chains was started.

Terrafina Microfinance continued to support MFIs and financial cooperatives; their performance is improving which results in more loans by the Rabobank Foundation and Oikocredit. Terrafina Microfinance is linking up financial services to honey, rice and maize value chains through the Agri-ProFocus Agrihub initiatives. The Micro Finance network (with 90 member organizations) in Rwanda lobbies on microfinance issues.

ICCO Cooperation is the lead of the Agri-ProFocus Agrihub, and organized with assistance of the Royal Netherlands Embassy two agri-finance fairs linking farmers with financial institutions. A Agri-sector Development Facility (ASDF) is currently being discussed. On financial services co-operation with Terrafina Microfinance, the Banque Populaire (subsidiary of Rabobank Foundation) and Oikocredit is intensified.

### ***Burundi***

In 2012 the National Microfinance strategy was adopted which will enable new donors to step into the microfinance sector. So far, the main parties involved were the Royal Netherlands and Belgium embassies. MFIs are rather weak; hence capacity building is the main focus of Terrafina Micro Finance. ICCO Cooperation is currently formulating a FED program that focusses on linking food security to local value chain opportunities.

Capacity building of MFIs slowly begins to yield success: MFIs become more transparent and performance in the sector has gone up. Terrafina Microfinance also invests in developing new loan products, such as agri-lending modules and warehouse receipt systems, mostly in rice and coffee. Terrafina Microfinance supported the introduction of group based lending systems for 8 MFI's in collaboration with RIM (network) and the Netherlands Embassy, reaching 5,000 new clients. The Rabobank Foundation provided loans to two MFIs.

Louvain Developpement is the host organization for the APF Agri hub Burundi, an initiative which Terrafina Microfinance has joined. Terrafina connected to the interventions of the Royal Netherlands embassy and there are also good opportunities together with the IFAD program.

## **Southern Africa**

### ***Regional analysis***

Regionally the FED program is getting in shape, with the programs in Angola and Malawi getting a clear value chain focus, while the Madagascar program continues to increase the number of value chains it is involved in. The small grant part of the South Africa program lacks sufficient coherence, though interesting initiatives are being supported. The investment part is currently developed.

### ***South Africa***

South Africa has a series of challenges which emanate from the Apartheid era. Moreover, the gap between rich and poor is growing wider, which means a threat to the current stability. Newly

proposed laws fail to deal with boundaries that have their roots in colonial times and Apartheid, undermining sustainability and viability of rural livelihoods. Conditions of the farm workers remain poor and unchanged and small scale farming remains marginal though the government is trying to connect them better to commercial farmers.

The FED Program in South Africa works on the integration of the small scale farmers into the mainstream economic value chains as well as some sector wide initiatives. Gender in value chain development is recognized as a challenge and will get more attention. On the business side there are developments, a newly appointed ICCO business advisor is with exploring investment opportunities and the cooperation with Albert Heijn on development activities with suppliers continued. ICCO Cooperation and Yente have established links with the Royal Netherlands Embassy to look into the possibilities of jointly supporting a Business Incubation Centre.

### ***Malawi***

The year has been tough for Malawi in economic (devaluation by 49%) and political (new president) respect. The value chain development program was started in 2012, focusing on rice and oil seeds (jatropha was dropped because of weak marketing possibilities). While the rice chain is still emerging, the oil seeds chain is taking off fast as farmers' organizations, the broker Trade-line, the buyer Unilever and ICCO Cooperation as a facilitator scaled up the chain intervention. In terms of gender, women participation in leadership positions rather than merely member of farmer organizations still needs more attention.

### ***Angola***

Angolan oil reserves are slowly depleting, increasing the need to look at agriculture as a lasting and more inclusive source of income in the country. The FED program focuses on banana and coffee value chains, working with cooperatives and buyers. The program also facilitates the link to national financial institutions. The program reaches over 6,300 farmers (33% female), developing both production and marketing with 25 cooperatives, 12 co-op service centers and a Union. These organizations are creating cohesion among producers is also a good basis for joint advocacy and claims for inclusion. Two Business Development Service providers are now developing fee-based services. The program mediated linked 4900 coffee producers to micro-loans. The FED program cooperates with local institutes in coffee and bananas. So far there are no funding links with the Royal Netherlands Embassy, which focuses on democratic awareness and human rights.

### ***Madagascar***

Madagascar remains very poor, while corruption remains high. The decentralization of land management was prone to irregularities. The FED program focuses on developing value chains with high added value (spices, coffee, honey, oil palm) both on the production side (through a cooperative), and the buying side (through linking them to international buyers). The program also facilitates access of chain actors to financial services. In addition the program works on land rights and links to food security through an initiative on a warehouse receipt system with 60 community warehouses.

The Producer Organization Coldis is on track with cloves; production has improved, a market is assured through contracts, and trade finance is secured through Triodos and local banks. The Coldis approach provides a model of effective value chain development as it effectively combines

all three components of the FED strategy. On gender important results are realized in access to land (50% of new land title in 2012 for women) as well as in the Coldis and Tiavo partnerships.

The MFI Tiavo increased its local branches to 107 and increased its number of members. Communication is weak however, resulting in lower savings and lower performance on lending. Currently, the TIAVO network is strengthening its internal organization and control.

## **Central and South Asia**

### ***Regional***

Central Asia has a relatively new market economy focused on small national markets and export to Russia and Kazakhstan. In the South Asian region India has a huge internal market and worldwide connections. Also the scale of operations in India dwarfs any intervention elsewhere; with a strong NGO sector and a resourceful government they face a different level of value chain development challenges than Central Asia.

### ***India***

The Indian government initiated several steps to improve the enabling environment for business, which will increase investor confidence, opening the retail sector for Foreign Direct Investment and making Corporate Social Responsibility activities mandatory for businesses. The Government has launched the National Rural Livelihood Mission, aiming at reaching 70 million poor in several states. The FED program will connect to this program from a value chain approach.

The FED program supports pro-poor (tribals, scheduled casts and women) development of tomato, seed potato, organic fair-trade cotton, rice, poultry, vegetables, pigeon pea and spices value chains. The Vikas Bazar Network increased their outreach to 14,560, while a pigeon peas-pilot with 1,900 farmers has attracted € 2,6 million from the State Government for upscaling. Partner Pradan is now reaching over 100,000 tribal producers with its Tasar silk program and tapping government funds to upscale further. The organic cotton program (cooperation with Solidaridad and Rabobank) with Chetna and cooperatives now reaches 17,200 smallholders. Shop for Change, a fair-trade certifying organization has now certified 13 national textile brands.

Networks and coalitions have been effective in increasing the capacities of members vis-à-vis value chains. However, they have so far focused on productivity and have been less effective in engaging the private sector.

### ***Kyrgyzstan***

The program works on value chains such as cucumbers, tomatoes, cabbages, potatoes, onions, apples and valerian connecting 6203 farmers (47% female) in 236 producer groups and 12 Business Development Service providers, improving their production and connecting them to local and regional markets, processing as well as wholesale. The program also supported development of an Agricultural Information Marketing System. In organic cotton 1172 organic fair trade farmers (22% female) were reached and produce was exported to Europe through the international buyer P. Reinhart. The local market development program implemented with Hel-

vetas/Swiss Intercooperation in Kyrgyzstan and Tajikistan was jointly reformulated within the DCED M4P framework, a strategic planning which focuses on market based systemic change.

The Association of Fruit and Vegetable Enterprises (with 46 members representing over 80% of the processors in Kyrgyzstan) has realized VAT exemption for food processing industry for the next six years.

The new MFI law has become stricter with respect to interest rates and requirements of the National Bank. The FED program focuses on capacity strengthening of MFIs as well as financial education of clients and promotion of Clients Protection Principles and Social Performance Management. ICCO Cooperation was selected as a representative of donor agencies in Coordination Council on Microfinance. ICCO Cooperation successfully negotiated with the Demir Kyrgyz International Bank to start a pilot with 3 MFIs to receive a partially guaranteed loan.

The FED program cooperates intensively with other organizations like Helvetas/Swiss Intercooperation, GiZ, the Danish Church Aid and the EU. Regarding microfinance ICCO Cooperation is actively involved in the development and realization of a new microfinance strategy.

### ***Tajikistan***

The national agricultural policy of the government seems to be gradually shifting from pushing cotton production to diversification of crop production, both for food security (e.g. promoting potato production) as well as for export (vegetables and fruits). Organic farming is getting more interest in Tajikistan, as better prices, higher yields (due to better cultivation practices) and lower production costs are realized.

The FED program in Tajikistan is similar to the FED program in Kyrgyzstan. The program works on value chain development of products including cucumbers, tomatoes, potatoes, cabbages, onions, lemons. Our partners reach 4,418 farmers (41% female) in 248 producer groups through 12 business development service providers and connect them to local and regional (processing and wholesale) markets. The program also supported the development of an Agricultural Information Marketing System. With respect to organic cotton 413 farmers (37% female) were reached and 50 tons of organic cotton was exported through a Tajik company (190 tons was sold locally). Partner Zan va Zamin promotes the rights of women and their rights to land in Tajikistan and they spread their approach to other NGOs with LMD project platform meetings.

There is an interest to transform microfinance loan funds (legal set-up is NGO) into Microfinance Lending Organizations (legal set-up is commercial entity) as this will enable them to attract of external investors. The program has set up a wholesale fund in cooperation with five local banks and Triple Jump, supporting 20 MFIs, and focusing on capacity strengthening of the MFIs, financial education of clients and promotion of Clients Protection Principles and Social Performance Management.

## **Southeast Asia**

### ***Regional analysis***

There are currently two countries in the region with a FED program, with very different contexts, scope, opportunities and approach. The FED program in the Philippines builds on a strong programmatic value chain approach in a challenging but improving environment. However, in Papua New Guinea the approach is still much more NGO-focused. Here the program lags behind due to an economic and political deteriorating context, combined with the internal management crises of some of the NGOs.

### ***The Philippines***

Real economic growth was about 3% in 2012. In the political arena a law was drafted to give more powers to the autonomous government in Muslim Mindanao which will promote peace. The FED program continues to combine value chain development and access to financial services in an integrated way, focusing on pili nutl, seaweeds, muscovado sugar and organic rice in cooperation with the private sector. Lobby focuses on agrarian reform as well as the new organic agriculture law.

The muscovado sugar chain is developing well; 20,667 farmers with 54,714 hectares of land are reached, with an increase of income of up to 30%. The success of the approach is based on the integration of land tenure improvement, productivity, enterprise development, financial services and markets as well as highly visible campaigns and mass mobilization. The government has recently committed € 18 million for a new socialized financing window for small producers. The income of the farmers from the rice chain is stable, due to the maturity of this sector in terms of technology, support services and markets. Two new value chains (cocoa and coffee) in Mindanao were added in cooperation with private companies and external funders.

The Pili value chain development in Bicol did not work out well, due to insufficient analysis of market dynamics, that are controlled by some strong traders. The NGOs worked with a more political mindset from production approach; traders were invited but stayed out because of which the needed trust between the actors was not established. Nevertheless the marketing cooperative pushed traders to increase their buying price as well, so even farmers not participating in the project got better prices.

ICCO Cooperation works together with Oikocredit (access to finance - five new partially guaranteed loans), Cordaid (Microfinance Information Data), government departments (agriculture, land reform, environment), Royal Netherlands Embassy (workshops and events).

### ***Papua New Guinea***

The socio-economic trends of Papua New Guinea are on a downward slope, marked by political instability, poor investor confidence, economic mismanagement, large inequalities in income distribution and access to resource. Political will to develop sustainable forest management continues to be weak. In this context ICCO Cooperation supports the capacities of forest communities to claim their rights on forest lands, map land use and develop sustainable forest management practices under eco labeling. The program also strengthens the capacities of partners to train communities to produce other products (such as coffee, cocoa, vanilla, citrus) from sustainable sources and using climate-smart agricultural techniques.

Rural communities with 2,000 people in five zones have increased their income and improved their living conditions through better management systems and practices related to their eco-forestry, four community management units are in the process of certification. The number of small producers benefiting from Eco labeling certification has grown from approximately 4,000 to 14,000. On the other hand 3 out of the seven partners face internal management issues. Therefor a stronger focus is needed on organizational and management capacity building of partners.

## **Central America**

### ***Regional***

In 2012 the regional program started to integrate the value chain and financial services interventions more closely and to link it to the conflict transformation and democratization program. The FED program applies the same approach in the region focusing on primary cooperatives, linking them to markets and financial services. In all three countries lobby on enabling environment is supported.

### ***Nicaragua***

The FED program focuses on vegetables, coffee, cocoa and honey value chains, with companies like Techno Agro and Ingemann. The projects are in a pilot phase where approaches are tested to be scaled up later. A pilot on micro-franchising was started aiming at increasing access to finance for green activities developed by rural women. The FED program works with a national university in Nicaragua to promote knowledge and skills of small and medium producers.

### ***Honduras***

The FED program focuses on vegetables, coffee and dairy value chains. The program cooperates with the Central American Investment Bank. A new financial product was developed and tested for the milk value chain, so far 200 small producers benefitted from the pilot phase. Also for the coffee sector a new financial product was developed and tested. A micro franchising was piloted with rural business women to improve access to renewable energy in areas off the grid. The lobby of ICCO and its partners on the new micro-finance law resulted in dialogue with the government on the formation of the new micro-finance law.

### ***Guatemala***

The FED program focuses on vegetables, handicrafts, timber and non-timber forest products. A very interesting intervention in the vegetables sub-sector is the program around Grupo CEIS and company Durabilis. This is a partnership of NGO's linked to an exporting company funded by impact investors. Some 1,000 farmers produce snow peas, green beans and carrots, 12 cooperatives get targeted support with clear milestones, after one year they can supply to the company provided quality is good. Vegetables are cut, cleaned and packed in special bags in the factory and then shipped to the USA and Europe. As market demand is strong, there is a lot of potential to upscale this model.

On handicrafts, 1,200 women were linked to national and international market (e.g. Walmart CA).

A new project was started with FEPROAH on the non-timber value chain, particularly pine resin, which provides jobs and incomes to 600 families and covers 14,407 ha of pine forest. Despite

organizational challenges, Forescom linked 300 timber producers to international market. A cooperation with MASAGNI was started to strengthen organizational capacity and technical management of community forest enterprises as well as promotion of non-timber forestry products.

Rural business incubation was started by training 1,543 people (mainly women and youth) on business opportunities, which so far resulted in 90 new rural micro businesses. Also 17 micro franchises were promoted, which connected 230 families to local markets.

The intensified cooperation with Oikocredit resulted in five new partially guaranteed loans, while eight more are in the pipeline. The lobby of ICCO Cooperation and its partners on the new micro-finance law resulted in dialogue with the government on the formation of the new micro-finance law.

## ***South America***

### ***Regional***

Looking from a regional perspective there a number of trends visible: national markets are growing, the demand for agro-ecological products is increasing, lobby is also increasing to counter negative impact of mining, land grabbing and transgenic seeds. Focus is more on value chain development as an approach, than on specific value chains. On the one hand this creates opportunities, on the other it makes it more difficult to upscale approaches and develop a strong profile. The gastronomic program (in Peru and Bolivia, on the promotion of local crops in restaurants and in cooking programs on television) and Paraguay Orgánico being the positive exceptions.

### ***Peru***

The political and economic context in Peru for 2012 continues to be favorable with a strong macro-economic environment. However, social protest against Mining and oil Corporations that negatively impact the environment and agricultural landholdings is increasing.

The program in Peru focuses on organic value chains, production as well as linking to internal and external markets. Moreover the program focuses on lobby for improving the enabling environment (organic agriculture law, land grabbing, restricting GMO). Organic value chain development focused on fruit production for external markets (mango, banana, cocoa beans) and certification. The domestic sales strategy of organic production realizes increasing demand from the gastronomy sector, from a growing middle class consumer market and from government institutions. Though small producers are interested to invest in increasing their production, access to financial services has been challenging so far, with the amaranth value chain being the exception. Regarding food security promoters were trained to extend their knowledge to family producers, an approach that was publicized in Newsweek magazine. Gender inclusion focuses on inclusion of women in economic initiatives. One partner works on mainstreaming gender in platforms and lobby for the inclusion of gender in new government proposals and allocation of budget.

OIKOCREDIT has approved 10 loan guarantees, of which 8 are lines of credit to the productive sector (coffee, beans and cocoa) and 2 lines of credit to MFIs. Both credit lines are aimed at small rural producers and the promotion of organic production. 11 microfinance institutions PROMUC network have been trained in the application of tools of social performance, 3 (Finca, PRISMA and Manuela Ramos) of them have managed to be assessed above the national average. Through two insurance companies have reached 120,000 women with life micro insurance, coverage has been mostly rural and urban sub.

The TAA program realised 338,000 ha of FSC-certified forests with 6 companies and one community. New market linkages were established between Dutch timber importers and producers. Forest sector specific Financial Products were developed and the SCOPE Insight assessed 8 forest companies in their capacities to prepare them for bank loans. TAA also supported a FAST Financial Forestry Fairs. More local banks and financial institutions are interested in financing forest enterprises; thus providing them with needed work and investment capital.

ICCO Cooperation participates with Hivos in the gastronomic movement. There is also coordination with Yente (Alliance partner) on supporting female entrepreneurship in Arequipa. The program has regular contact with the RNE to keep them informed.

### ***Bolivia***

Economic growth was impressive (5.2%), and Bolivia is now considered a medium-income country. The economic boom is the result of high prices of raw materials (gas and some minerals); agro-based rural productive investment gets little government attention. Land grabbing is a growing issue and concern. Commercial farms use transgenic seeds to produce food crops on large scale.

The orientation of the FED program is gradually production market in various value chains. Interventions focus on political advocacy, participatory certification, gastronomy, marketing of organic products for the domestic market such as vegetables, grains, dairy, potatoes and honey. In 2012, 6091 rural producers (35% women) have been connected to 41 emerging and 15 mature (financially independent) producer organizations active in these chains. Another 2633 producers (40%) were connected to organic value chains and market their certified produce through eco-fairs and retailers. On the production side, smallholders have been trained in Integrated Production Management and increased their productivity by 40%. Ten producer organizations participated in the TAMBO Fair, where producers met consumers (40,000) and restaurant owners (40). Restaurants were also involved with the campaign of Bolivian cuisine which linked 200 producers to chefs. Twelve Small and Medium Enterprises incorporated CSR policies resulting in 326 workers having better employment conditions. On the enabling environment, local capacities were strengthened to hold municipal governments accountable in relation to productive projects.

Four Development Finance Institutions (IFDs) have presented innovative projects to expand and deepen the supply of rural financial services, resulting in 37,656 new clients access to financial services. Thirteen Development Finance Institutions (IFDs) have received technical assistance to improve their social performance, six of them have reduced their interest rate, eight have increased their non-financial services aiming at financial education and entrepreneurship. Ten IFD recapitalize their surpluses. Three Producers Financial Institutions (EFP) have provided finan-

cial services to the chains of cocoa, coffee and quinoa during 2012. OIKOCREDIT has received six requests for guarantees from ICCO partners of which five were approved and initiated during 2012.

TAA realized 334,000 ha of Amazon forest managed by 2 companies as well as certification of 7 enterprises. It strengthened the Controlled Wood value chain and supported a feasibility study for FSC storage and distribution facilities in Bolivian cities. TAA also supported a FAST Financial Forestry Fairs.

ICCO Cooperation had a coordination meeting with HIVOS to share information on micro-finance partners and our joint support to the gastronomic movement. With the Connect 4 Change Alliance (C4C), there is cooperation with AKVO and Text to Change to incorporate IT in development strategies. Also with Yente there is coordination on supporting female entrepreneurship.

### ***Paraguay***

The new president changed policies and programs, including the adoption of the use of genetically modified cotton. This will affect the scope for organic farming, as a corridor has to be applied to prevent contamination. The reaction of civil society has not had an impact on national policies on Genetically modified seeds. On the other hand, the government presented the National Plan for organic production, on which partners had lobbied actively.

The FED program focuses on access to organic markets for products such as sugar cane, stevia, cotton and sesame, produced mainly by small producers in partnership with private companies exporting to various countries worldwide. In 2012 some new chains such as herbs and citrus were added. The Paraguay Organic Association has formed a consortium of companies, NGOs, 26 Producer Organizations and 7455 farmers (30% female) through a technical assistance fund to improve productivity and product quality, fair prices getting reflected in higher incomes for rural families. It also works in advocacy and youth education in agro-ecological production. It is linked to the regional program production and consumption with responsible management. The Stevia Smallholder Project is still progressing, though slower than planned. The performance on gender aspects of value chain development varies between partners, on average 30% of the producers involved is female.

The program cooperates with OIKOCREDIT and members of the ACT Alliance.

### ***Brazil***

A severe drought has strongly impacted crop production, including agro-ecological cotton and potatoes. As for the forest sector, after years of stagnation the issuing of forest concessions is gaining some speed. This could increase interest in certification, though the nationally booming building sector use large quantities of uncertified timber. The Brazilian Real devaluated, which will have a positive impact on exports.

The program in Brazil focuses on linking the poor to agro-ecological value chains and lobby for enabling environment for smallholder farmers. Related to organic cotton production there is a link to a sport shoes brand which exports both to the European market and (more recently) to the domestic market. Fruta Sa, which is a Co-Creation initiative with Dutch company Deli-dor/Agriplan and others investors like the IDB, has started fruit processing.

The Amazon Alternative program (in cooperation with IDH) works on sustainable use of the Amazon forest products which includes certification of timber (3 companies covering 161,000 ha), adding value to certified wood, non-timber products and linking to Dutch timber importers.

The program supported the lobby and advocacy towards the Brazilian government for sustainable use of land and natural resources. The new law on institutional buying of agro-ecological production increased the market for small farmers. The FED program focuses on increasing participation of women in economic activities, increasing their incomes and assuming leadership positions in their organizations.

### ***Surinam***

The increasing gold mining in the interiors of Surinam, both by private companies and individuals has strong socio-economic and environmental impact. The further improvement of infrastructure in the interior reduced travel time and transportation costs for producers, and thus brought the large consumer market of Paramaribo closer.

The FED program focuses on capacity strengthening of rural producers, groups and NGOs in the interior of Surinam, a rather remote and relatively sparsely populated region, where poverty is highest. The program has developed the capacities of eight partner organizations in value chain development. A market scan for vegetables and fruits in the Brokopondo (mining area) area was done by Equalance. A conference on access to finance in rural areas organized in Paramaribo in cooperation with partners and local banks. A data base was developed of over 300 small producers in three regions to be used for targeting the program. Fair and Sustainable Advisory Services provides expertise to the FED program.

The program cooperates with government institutions, such as the Ministry of Agriculture and the Ministry of Regional Development.

### **5.1.3 Programmatic Approach**

The extent of programmatic cooperation in FED in Central and East Africa is substantial, as both in the ICCO Cooperation programs and the Terrafina Finance programs there is close cooperation between partners in country program consortia as well as in the APF Agrihub led by ICCO Cooperation. Gradually other actors come on board as well, such as government departments and the private sector. Terrafina Microfinance now also has local staff to support capacity development.

The ICCO Cooperation programmatic approach in West Africa is organized around value chains, in which producer organizations, NGO's and private sector cooperate together. The extent of government and private sector involvement varies between the different chains and countries. The region is currently undertaking a strategic planning process to sharpen its focus on a limited number of value chains/sub-sectors and develop a more coherent strategy towards these. The Terrafina Finance programmatic approach focuses more on network development for joint learning and experience exchange as well as joint lobby. Terrafina Finance now has local staff for capacity building.

In Southern Africa the programmatic approach is organized around specific value chains/sub-sectors. In Madagascar there is also a strong MFI involved. The programmatic approach in South Africa still needs to be further developed.

The programmatic approach in India and Central Asia focuses on value chains and in case of Kyrgyzstan and Tajikistan also on network development of MFI's. The involvement of the private sector is stronger in Central Asia so far than in India where it is still in an emerging phase. The involvement of the government, also in terms of funding, is quite strong in India.

The Programmatic Approach is operationalized in the value chain approach; there is also programmatic cooperation in joint advocacy campaigns. Apart from programmatic cooperation in lobby and advocacy, the programmatic approach in value chain development is still weak in Papua New Guinea.

The FED coalitions in Nicaragua, Honduras and Guatemala are strongest in the MFI-part of these networks, as they are relatively large, and have business mindset and a clear joint interest. The value chain partners are still relatively small and lack a common agenda, with the exception of Guatemala where especially the vegetable sub-sector partners and the handicraft partners have a clear focus.

The programmatic approach in South America varies between countries and value chains. The Paraguay Orgánico program is the strongest programmatic cooperation. The program dedicated to the gastronomy sector in Bolivia and Peru has advanced well.

#### **5.1.4 Capacity Development**

The ICCO O-scan is regularly used as a base for capacity strengthening interventions, the scan reveals strengths and weaknesses of partners and thus provides the necessary focus for capacity development interventions. With regards to producer organizations a number of different tools were used, the more in-depth tool of Scope Insight as well as the Client Satisfaction Instrument to assess how members of producer organization perceive quality of services. While these assessments do take time and effort before starting a capacity strengthening trajectory, this is more than paid back in effectiveness and efficiency as the focused interventions meet the needs much better than more generic training packages.

A number of partners were trained on specific issues like organic, fair trade or other standards. Also Integrated Production management, which is an approach with low external input was rolled out in some countries.

MFIs and financial cooperatives were trained on application of MicroScore and social performance management. Some of them were also coached in developing new financial products.

On value chain development the level of knowledge and skills differs a lot between countries and partners. Where expert partners are available they take the lead in programmatic interventions; in some countries where all partners still are weak, training and coaching is done by ICCO Coop-

eration together with consultants. The main development challenge is how to come from a value chain analysis to a market driven pro-poor and gender sensitive value chain development intervention. It appears that where a clear market pull is present and NGOs or business development service-providers specialize in specific roles (rather than take up all activities in and around a value chain) most progress and up-scaling can be realized.

In this context the training of ICCO Cooperation staff on the PMEL cycle was crucial, as planning, monitoring, evaluation and learning are not separate but interconnected activities. Only when defining the desired outcome a theory of change clearly, we can become really programmatic and realize impact and up-scaling. The FED week in June provided a common base in understanding of value chain development as a broad group of program officers attended. One of the main lessons learned was that the value chain development approach works and that project interventions should be aligned or focused on specific value chains: strategy, structure, processes, cooperation and learning & innovation are all issues which need ample attention. On another lesson learned is that though steps were made in gender sensitive value chain analysis, more effort is needed in applying tools to make these opportunities a reality.

#### **5.1.5 Complementary & Harmonization**

Cooperation with other MFS funded development organizations mainly takes place through networks such as Agriprofocus, IDH, BoP Inc, as in such joint programs the need for complementarity and harmonization is apparent. In our own programs, the need for harmonization and complementarity mainly emerges in countries where we intervene in the same geographic or thematic areas. The relationship with the various Royal Netherlands Embassies varies per country from merely keeping each other informed to joint initiatives, funds and programs. Generally speaking the opportunities in complementarities with the embassies are huge and.....

#### **5.1.6 Gender and the Rights Based Approach**

Gender issues in value chains gradually get more attention as we realize that without specific attention women are likely to get marginalized or excluded. Knowing the number concerning the participation of women (and men) is the bare minimum. Sensitization and coaching on identifying and addressing gender constraints are getting more common and are crucial for real change. An indicator of this is that the share of women in the leadership of producer organizations is increasing. Nevertheless there is still a lot of work to be done to get to overall positive gender impact. One of the main challenges is to mainstream the programmatic approach based on a gender and rights-based approach and market orientation in to all our programs.

#### **5.1.7 Finance and operations**

An overall challenge is to redefine and reorient our programs for post 2015 while continuing project interventions. In some countries the portfolio is still too fragmented and short-term focused to allow sufficient time for program development and performing additional roles. This results in a catch 22, whereby lack of programming and performing additional roles keeps us in

the project financing mode. This will be addressed by a capacity building trajectory concerning the application of the Theory of Change in practice.

Central and Eastern Africa has been rather successful in fundraising on value chain development programs (HAM Foundation, RNE fund for Rural Entrepreneurship and Food Security), while Terrafina Finance facilitated loans to partners through Rabobank, Oikocredit and local/national banks.

In West Africa, Terrafina Finance and ICCO Cooperation work together with Oikocredit and Rabobank to facilitate partners' access to loans. Fundraising from other donors did not take off during 2012, partly due to the troubles in Mali and partly because the program is currently (re)focused.

In Southern Africa, Madagascar is the most successful program in terms of fundraising, both for grant funds and loans. The programs in Malawi and Angola are still too new to be able to show sufficient impact for attracting other funding (besides Christian Aid with who cooperate in Malawi) a start will be made in 2013. In South Africa ICCO Cooperation is negotiating the establishment of a Business Incubation Centre with Yente and the RNE.

Consortia of partners who implement a joint program in India are increasingly successful in attracting state government funds. ICCO is currently also exploring opportunities for co-funding of other FED programs by the government. Partners in Kyrgyzstan managed to start getting paid for services, charging training fees to trainees and getting commission on produce delivered to processors and traders (covering 25% of costs so far). The donor climate in Tajikistan is quite different as there are substantial grant funds from big donors and relatively few NGO's. In terms of fundraising by ICCO, this is up till now achieved in terms of co-funding with Helvetas/Swiss Intercooperation and GiZ.

In South East Asia, the FED program in The Philippines makes strong efforts towards non-MFS grant funding modalities, such as guarantees on loans and sourcing funds from other donors. On external funding, € 100,000 was raised from the HAM foundation. Clients paying for services to partners has been started. In Papua New Guinea the fund raising strategy is still in development. MFS funds were underspent, as funding of three partners was frozen until they resolve their internal management problems.

In Central America a MoU was signed between ICCO Cooperation and CABI (the Central American Bank for Economic Integration) to collaborate with regional strategic organizations such as REDCAMIF through the support of national MFI networks like Red Katalysis and Redmicroh in Honduras for the purpose of helping young and emerging MFIs. A new alliance was established with Rain Forest Alliance to start a Project Design Document focused within the RAAN of Nicaragua and seeking to sell carbon credits on the voluntary market benefitting forest communities.

The South American region developed projects for fundraising; with the EU this resulted in a € 150,000 grant fund. Investments were realized through the co-creation program, and with loans from Oikocredit and the Inter-American Development Bank. The FED program has down-scaled its grant funding to some extent, in order to create space for increasing its guarantee portfolio.

## 5.2 Conflict Transformation & Democratization

### 5.2.1 Introduction to the program

ICCO Cooperation develops programs on Conflict Transformation and Democracy in Africa, Latin America and Asian. The program distinguishes between four themes which are closely linked:

- Empowerment for conflict transformation;
- Democratic society.
- Human rights and rule of law;
- Gender

In our conflict transformation programs ICCO Cooperation tries to tackle the root causes of a conflict in order to build sustainable conditions for long term development. Programs are developed based on a thorough analysis of the conflicts and the actors involved after which strategies focused on peace building, conflict mitigation and tackling root causes of conflict are combined. A main principle in the programs is empowering marginalized groups to claim their rights and to become peace ambassadors and improve their living conditions.

The programs use a multi-level approach. Concrete support to individuals and communities is combined with activities on conflict management and advocacy.

The space for civil society is shrinking in many countries, as is apparent from new restrictive legislation for CSOs, media restrictions, personal and organizational threats. These changes affect the room to maneuver for programs focused on sensitive issues such as access to land and natural resources, and human rights issues. However, in some countries cooperation between governments and CSOs is also growing (Vietnam, Indonesia). ICCO Cooperation's partners develop capacities to deal with both negative and positive signals and continue to invest in good governance.

Programs on human rights give specific attention to women, children and minority groups with individual support and at the same time stimulates initiatives that strengthen Rule of Law and people's participation on public policies. Activities on gender focus on improving women participation in governance and develop and monitor National Action Plans for United Nations Security Council Resolution 1325 and 1820.

### 5.2.2 Reflection on thematic progress

#### General

FED and CT&D have a shared agenda on economic development and justice. In 2012 specialists of both programs discussed how they could mutually reinforce each others strategies. A discussion paper 'Exploring the Linkages between CT&D and FED, from a CT&D perspective' (July 2012) was written. In addition contribution was given to the SAI (Social Accountability International) handbook on the Ruggie principles. The link between the two programs (for example the role of private sector in conflict transformation in post-conflict countries) will be further improved and concretized in 2013 and onwards.

CT&D supported the development of two documents on civil society in 2012: 'Civil Society in Fragile States: Overcoming Fragility from Below' and the paper 'Civil Society, crucial link in International Cooperation'. The papers confirmed the growing importance of civil society and its organizations for sustainable development and healthy states, and stressed the need for innovative approaches.

Various Regional Offices (e.g. South East Asia and South America) recognize the importance of Access to Land and Natural Resources and develop specific regional strategies to address this

issue. The RO South America started with an investigation that includes all the countries where ICCO Cooperation is present. Other Regional Offices (e.g. West Africa, South Africa) approach the theme from the Fair Economic Development (FED) and Food and Nutrition Security (FNS) perspective and then link it to CT&D or vice versa. In Liberia the program has developed a specific coalition on Environmental Protection, economic and community development that combines the different themes.

In 2012 there was an increase in collaboration on program implementation and advocacy with relevant and strategic actors. Access to land gains importance in other ICCO Cooperation programs.

There is growing coordination and learning at global, country and regional level between the different specialists and program officers. For example during the Face to Face meeting of CT&D officers together with other thematic specialists explored the linking of themes to establish more coherent and sustainable programs. In the CT&D programs on Access to Land and Natural Resources the 4 themes of the CT&D program (empowerment for conflict transformation, human rights and rule of law, gender, and democratic society) are often combined to allow mutual reinforcement.

In regions/countries with a focus on empowerment for conflict transformation (for example Central and East Africa) and/or Rule of Law and Democratic Society (for example Central America) land and natural resources issues are addressed within the overall program direction. The theme Conflict Transformation originally focused on countries with a post-conflict and fragile setting. Gradually elements of conflict transformation gain importance within other CT&D programs by addressing conflicts at household level and/or related to natural resources. However, CT&D in post conflict settings remains important. Though the complicated context in which the programs operate often negatively influences the impact of the program.

Conflict sensitivity is important to avoid negative impacts and maximize positive impacts of all our programs. To support this ICCO Cooperation has developed a quick scan for conflict sensitivity to guide program staff in determining whether it is needed to revise a context analysis in order to work in a more conflict sensitive way.

The tool 'Facilitating a shared political context analysis' has been updated after a training workshop in Central America.

Human Rights remain vital in most regions, where the focus is often on the rights of women, children/youth and other minority groups. Furthermore, the programming on human rights linked to the global lobby theme of Shrinking Political Space. This development opens up promising possibilities for support to local activities of our Regional Offices especially since the good relations on this theme with Dutch Embassies were further consolidated. A good example is the Uganda Governance Monitoring platform (UGMP) that was able to draw the attention to the shrinking environment in Uganda, after which this example was also brought to the attention of Dutch policy makers.

In all CT&D programs gender remained a dominant theme (please also see the paragraph on GRBA.)

## **Africa**

### ***Great Lakes region***

The program in DR Congo, Rwanda and Burundi is a regional program that operates in the volatile context of the Great Lakes region and is organized around 4 thematic areas: Human Rights Defenders, Youth and Leadership, Gender and leadership and Land Rights. The Human Rights Defenders program brings together organizations from the three countries. In 2012 they organized in-country capacity building and lobby activities and exchanged on incidents and situation analysis. Awareness was raised on the importance of participation of the youth in debate and dialogue with political authorities and other actors. The DR Congo Gender and Leadership pro-

gram (entrenched in the UNSCR1325) aims at changing the perception of Congolese women as victims of violence to one of active citizens able to influence the course of political actions in order to guarantee safety and security of women. In 2012 a woman became member of the village elders' council of FIZI in South Kivu, demonstrating that perception towards women is gradually changing.

The Land Rights program has worked on land reform, settling land disputes and improved access and control land through 4 capacity development training sessions for members of the Land Management Institutions in Rwanda, Burundi and the DR Congo. The regional coordination has proven to be difficult since partners are absorbed by their individual country land rights projects that focused on support to vulnerable people to access and control land.

### ***Kenya***

In 2013 general elections will take place for the first time under the country new constitution that was ratified in 2010. These elections pose a risk since the country has not yet recovered from the 2007 Post Election Violence and many Internally Displaced Persons (IDPs) have yet to be resettled. Therefore it was decided that although the CT&D program phased out, some preventative work had to be done to work towards just and peaceful elections. The partners were successful in playing their role, e.g. 67% of the trained peace ambassadors participated in the national peace forum of August 2012 and were absorbed by the National Cohesion and Integration Commission (NCIC) as peace monitors in their respective constituencies. The Nairobi Peace Initiative (NPI) was able to convene, facilitate and participate in reconciliation and cohesion building forums that resulted in draft reports on the reconciliation chapter of the Transitional Justice Report and the NSCs National Peace policy. Unfortunately it is not yet clear if the results achieved will be sustained since the context remains very fragile with ethnic animosity and regional balkanization on the rise.

### ***Liberia***

The Liberia Community Development and Governance Program (LCDGP), developed in 2012, combines CT&D and FED themes and directs its attention to (1) Governance, Accountability and Transparency (2) Access to Justice and the rule of law (3) Environmental Protection, economic and community development (4) Gender equity, Women's and Youth empowerment (5) Child protection and development. A number of training, awareness raising and capacity building workshops, consultative meetings, prison & court monitoring visits and community dialogues took place, involving 2000 people. Progress has been made on the prison monitoring and advocacy initiatives. More than 100 inmates confirmed being in prison without a (just) trial. The program linked inmates to family members and at least 10 prisoners were released on bail. Communication and information sharing mechanisms between the prison monitors and prison officers have been established and relationships were improved.

### ***South Sudan***

In South Sudan the program was redefined in 2012, and now works towards: increased trust and harmonious co-existence, investing in conflict early warning and response, increased awareness and protection of human rights and increased citizen participation in the policy process and oversight of public institutions and processes. Livelihoods for vulnerable and marginalized groups (IDPs, refugees, ex-combatants) were improved. In Mapuordit and Yeri payams 40 households received agricultural support and 38 women leaders were equipped with leadership and micro financing skills. In addition SLDA have actively facilitated 5 fruit and vegetable production trainings reaching 326 people while Fashoda Youth Forum reached 200 people with their integrated peace building and food security project. Early Warning Systems are becoming functional with 104 peace committee members and 10 people peer counselors trained and active in Central Equatorial state (Yei). 94% of the trained peace clubs in Juba county are active. Participation of women (leaders) on public issues has been improved. 60 women members of parliament and the MPs at the national assembly have been identified and trained on national,

regional and international framework that among other resulted in drafting a good lobby and advocacy strategy for the ratification of CEDAW and adoption of UNSCR1325.

### ***Uganda***

The overall program focus is on promoting effective performance and accountability of public institutions. In 2012 the capacity of CSOs was raised to analyze, research and formulate policies. During the international Peace Week partners were able to jointly advocate for inclusive policies and an accountable government, using the 50 years independence of the country as a suitable moment. Faith-based constituencies play a vital role in CT&D as was evident from the Joint Christian Council decentralized structures which were able to play a role in conflict mitigation and governance (17 active groups). Lobby initiatives by Uganda Governance Monitoring Platform (UGMP) on the restoration of term limits and lobby against corruption, gained momentum in 2012 but was politicalized later on.

In the Northern region partners focus on justice, improvement of human rights and sustainable peace with a specific focus on marginalized groups like women, children/youth. In this region the program has made good progress by combining training and counseling services with empowerment and income generating activities e.g. 2,746 self-help groups report to be active and self-sustainable. Reporting of child abuse and neglect and sexual and gender based violence is increasing (75% report compared to 45% in 2011 in Lango region). Investment in protection mechanisms is bearing fruits, for instance domestic violence reduced with 15% in 2011 and 30% in 2012 in one catchment area of the program. Awareness, Early Warning Systems and rapid response in the Karamoja region resulted in 41% of the youth given up raids and agriculture starts taking place in border areas.

### ***Zimbabwe***

Zimbabwe is in a political transition phase aiming to achieve democratic transformation, sustainable peace and economic recovery. 2012 showed increased participation and recognizable contributions of (faith-based) constituencies in constitutional and legislative reform. Lobby on national and local budgets resulted in net increases to social service related budgets, including health and education.

The program has enhanced the structural organization and informed participation of 300,000 residents, 316 Peace Committees and 27 Church denominations in the constitutional and legislative reform processes of 2012. Access to legal justice was extended to more than 10,000 people through the work of paralegals and Legal Projects Centers. Monitoring and reporting of the human rights and policy reform situation was increased. Politically motivated violence is rare, but ICCO Cooperation realizes that sustainable peace remains a long term objective that is hugely tied to a successful transition to democratization through free and fair elections. ICCO Cooperation's Small Grants Facility successfully stimulated innovation such as using social media, arts and culture, enriching the country program in terms of geographic spread, learning and overall impacts on the ground.

### ***Middle East***

The program works towards justice as necessary ingredient for a long lasting peace between Israel and the Palestinians by focusing on accountability and nation building. The program has recently added an objective of developing economic tools for nation building. New ways for innovation and development of arts and crafts in Palestine were developed and a first sparkling series of produce of Palestinian designs was produced (Disarming Design).

International corporations have been investigated to analyze the profits from Israeli occupation. As a result Deutsche Bahn concluded to divest from a train rail through the West Bank. Development in the Middle East remains challenging if occupational forces do not lift their measures. In Israel the political space to maneuver is shrinking as is shown in the recent civil law that prohibits to plea for boycotting the settlements and sanctioning Israel. This makes it harder for the program to address the ongoing violations of human rights and the occupation of Palestine to build sustainable peace.

### ***Central America***

In Central America the country programs come together in the regional programs Centro Améri- ca Democrático (CAD) and Programa Seguridad Juvenil, strongly enhancing the national pro- grams both by mutual learning and by combining power for regional lobby and advocacy. Com- bined lobby actions were held before the Inter-American Commission of Human Rights (IACHR) on justice and respect for human rights, tackling impunity and contributing to reduce the dis- proportionate increase in violence in Central American countries. Partners also participated in the development of the regional reconstruction proposal 'Building Protection and Empowering People Program' (BPEP), combining social, political and economic aspects of vulnerability and security.

In all Central America countries partners experienced the negative effects of the 'militarization of security' in combination with weakened public institutions. Partners experienced shrinking political space.

The regional program in Central America played an important and growing role to increase citi- zen security and support regional reconstruction. Recognition of this role was for example visi- ble in the approval of the proposal elaborated by the Regional Office for the Reconstruction Call of the Dutch Government.

### ***Guatemala***

The Legal Security Program (part of CAD) worked on democratic security with a gender and in- tercultural perspective, strengthening citizen networks in three departments, and promoting legislation and public policies on democratic security. In coordination with the Network for Se- curity in Huehuetenango and the Local Commission of Security young indigenous people started the process of updating and implementing the current local policy of Security.

The program improves the access to justice and public safety for vulnerable populations and the strengthening of public institutions related to justice administration and national security.

The Children at Risk and Labor Rights of Women Program booked an important success when international companies (such as Nike and Adidas) requested the president of Guatemala to take immediate actions to achieve a good business climate with respect for labor rights, including freedom of assembly.

Other results of program activities in 2012 include significant improvements in labor conditions in 'maquila'-businesses and agribusiness companies. Within three municipalities an increase was seen in the participation in the creation of public policies and commissions on children and child labor .

### ***El Salvador***

Citizen's participation was increased, and lobby and awareness-raising skills of leaders and local Accountability Committees in rural communities were strengthened. One of its results was the approval of the Law on Medicines in February 2012.

Important information on Citizen Security and the situation of Penitentiary Systems in Central America was socialized via the press.

The program organized the Central American Methodological Meeting on 'Central American citi- zen security and youth leadership', covered by the regional press.

Courses on theater, music and visual arts addressing adolescents, youth and women were car- ried out, promoting self-esteem, gender equality and actions against violence against women.

The program on mining and water could be closed successfully in 2012. Lobby actions resulted in 2012 in an official request of the Salvadoran government to the Legislative Assembly to sus- pend exploration and metal mining. Also, the Salvadoran government has submitted a draft bill aimed to ensure the human right to water.

## **Nicaragua**

The program concentrated on insecurity and violence against women and children. It promoted citizen's participation of young people in political and social matters. Youth organizations have been victims of political violence as a response to their protests against the government and have no access to information on Law 392 and benefits derived from it.

Women's rights against sexual violence were promoted, through working with young professionals (health and judicial sectors) and lobbying authorities on this theme. Thanks to the program, the reporter for women's rights of the Inter-American Commission on Human Rights (IACHR) assisted in a public forum about 'Challenges to ensure the right on health of women and girls in Nicaragua'. 5 meetings with around 600 participants were realized on sexual violence in Nicaragua.

The program promoted citizens' participation of young people through education on leadership and human rights. 288 young people were trained (49% young women) improving youth participation in political and social spaces. 186 young people incorporated the Network of volunteer Human Rights Promoters/Defenders.

The Children at Risk Program compliance was monitored of the articles 37 and 40 of the Convention on the Rights of the Child regarding juvenile offenders in governmental organizations. Also, 38 juvenile justice operators were trained and sensitized in themes such as Human Rights, adolescents and their rights, vulnerability in prisons, alternative conflict resolution. 10 lobby actions were undertaken to influence the Ministry of Family to approve the 'Plan against sexual exploitation of children'.

## **Haiti**

ICCO Cooperation is phasing out the programs in Haiti, but in 2012, a number of results were still achieved. Internally Displaced People in the camps learned about their rights to housing and to defend themselves against the forces that want to expel them from the camps: not with violence but with an appeal to their rights, justice and the law.

More than 400 people have been trained in human rights, including economic, social and cultural rights. The exchange with authorities, mainly police and judges, has been strengthened. Human rights networks in 10 departments after training have improved their capacities by independently applying financial support from international donors.

Public awareness on gender-based violence has been improved and victims of gender-based violence were supported and accompanied to the police and/or the hospital.

## **Peru**

In 2012 high numbers of social conflict (227 cases reported) characterized the Peruvian context. The socio-environmental conflicts (148) are mainly linked to mining and serious clashes of local people with police, arrests, death of leaders, and unrest in rural indigenous communities affected were observed. The CT&D program combines local activities of training and dialogue with affected communities with national activities on lobby and advocacy. Partners were able to articulate local experiences with national public policies and to come up with relevant proposals that contributed to the Prior Consultation Law and Land Use Law. Partners helped to defend leaders and farmers who were prosecuted for exercising their right to defend their territories, and their right to consultation. International support on lobby and advocacy is given by the network of European and Peruvian organizations.

Having obtained the approval of the Prior Consultation Act, ICCO Cooperation partners have been lobbying with the authorities for an appropriate regulation. A Zoning Law is expected to be declared by 2013.

On Commercial Sexual Violence ICCO Cooperation partners reported 6 cases of child trafficking. Prevention strategies on schools have started and also strategies for supporting victims of sexual violence have been identified.

### ***Paraguay***

Since 2012 the program focuses on access to land and natural resources, giving priority to the rights of indigenous people and small farmers. The program connects to the work on climate change and fair economic development in the Gran Chaco Program. A second theme concentrates on human rights, social policies and the rule of law. The ouster of President Fernando Lugo showed a fragmented opposition and a very strong presence and power of right-wing groups: entrepreneurs and large landowners supporting the new government. Social progress has been threatened by the new government.

In 2012 a virtual observatory on land and natural resources for the region of Gran Chaco has been set up and a mapping of national documents on Land Rights has been made. Land of the indigenous community in Taoysoy (2,237 has.) has been certified and four maps of communal resource management have been made and were presented to four Municipalities of Itapúa for the inclusion in the 2013 budget.

Related to the theme of human rights ICCO Cooperation's partners participated in the production of the yearly Paraguay Human rights Report, by writing the chapter on Right to Peace and Demilitarization.

### ***Brazil***

Many indigenous communities, farmers and 'quilombolas' (afro-descendants) continue to live in poverty. In response to the de facto growth of development in Brazil with unbalanced distribution of benefits, ICCO Cooperation continued to implement programs on protection of traditional community territories, on leadership, and on climate change by working with youth organizations, quilombolas, fishing organizations and landless workers organizations. Activities on impacting public policies on access to land and natural resources were supported. In 2012 the world event RIO +20 brought together government officials, community leaders, grassroots organizations, environmental organizations, etc. Many partners conducted advocacy activities and ICCO Cooperation facilitated the participation of 180 people and 32 social movements in RIO +20.

ICCO Cooperation's partners and quilombola organizations managed to restart land titling in Oriximiná, benefiting four traditional territories with a dimension of approximately 332,654 hectares for 14 communities.

Related to the program on Children and Youth Safety, partners contributed to the development of inclusive public policies and programs that address child labor situations and sexual violence.

### ***Bolivia***

Major conflicts in Bolivia focused on the socio-environmental issue linked to the exploration and exploitation of non-renewable natural resources and other projects that involve the rights of indigenous peoples. Land rights continue to be a source of conflicts in all parts of the country. The program ensured that local experiences through training of Church Based Organizations and Civil Society Organizations (50) strengthened the national lobby and advocacy activities. Partners were able to participate in the preparation of draft laws: Water for Life, Food Sovereignty Bill, Charagua Indigenous Autonomy Statute, Departmental Autonomy Statute of La Paz. Legal advice to land titling of 3 Territories of Original Communities (TCO's), development of organic statutes of 7 'subcentralías' (49 communities) and research on Land Conflicts and territory were conducted.

The program gave much attention to conflict resolution. The Dialogue and Consensus Building Table ('Mesas de Concertación') method designed to bring together different stakeholders on water, pollution and mining worked well in the Tupiza River basin, and is also being promoted in other river basins such as the Suches in the border between Bolivia and Peru. This model was generated interest from local governments.

Related to Commercial Sex Violence (SCV) and Youth Justice direct attention to victims was combined with local and national lobby and advocacy activities. This led to the Model of Attention to Victims of SCV designed and socialized with the Attorney General and other state organizations.

### ***Colombia***

The Victims of Armed Conflicts program continued strengthening different organizations of the displaced population, especially those linked to the Earth Permanent Campaign Life and Dignity. These organizations have improved their protection capabilities, risk management and communication. Its advocacy strategy for policies in favor of the rights of communities in resistance, returnees and resettled, resulted in the beginning of work in the Colombian Institute for Rural Development.

It has formed the Coordinadora Andina Desarraigo Front, which articulates displaced organizations in Peru and Colombia, and offers refugee to organizations in Ecuador.

The protection scheme for children descendent from African families against army and criminal recruitment has been consolidated and strengthened. Organizations working against this recruitment have built tools for research and advocacy, and have created training programs for both, youth and military authorities.

### ***Vietnam***

Program partners have held many advocacy workshops on land for indigenous people, land conflict and land losses as result of the domination of forestry enterprises, and on the negative effects of hydraulic power dams on local people. These efforts contributed to the recognition that there is a need to have revisions of land policies. Consultations started in 2012 and will be finalized in 2013. Efforts of our partners focused on a revised law to include re-allocation of land under state owned forest enterprises and private forest companies to local people, to fulfill people's rights to traditional forest, and to respect their rights to manage the traditional forest in their traditional way. In 2012, 700 hectares of land have been allocated to indigenous people. Furthermore, nearly 1,200 forest hectares of traditional forest were provided with a forest land use certificate.

The Vietnam River Network (VRN) increased public awareness on potential risks related to 3 hydraulic power dams, leading to discussions in the National Congress, pushing companies to redo the environment assessment and to ensure that local people are free from disasters brought by the dams.

### ***Cambodia***

NGOs operating in the field of human rights and advocacy experience pressure and threats, but in 2012 ICCO Cooperation's partners were contributing successful to the lobby of the government not to pass the new NGO Law. The partners in Cambodia have gained strength as clearly is shown by their active involvement and roles in the Asian People Forum in Phnom Penh.

Land conflicts between governments, private companies, powerful people and local communities have occurred widespread all over Cambodia. The conflicts have left hundreds of local communities landless and many were arrested. The government intervention in the conflicts was in favor of powerful and private companies jeopardizing the rights of local communities. The program continued to advocate for land rights, reducing land conflicts, and protection of human rights, including the rights of indigenous people against extractive industries, and the campaign on the Mekong Dam. The NGO Coalition on extractive industries mobilized the CSO's awareness of these industries, particularly the oil, gas and mining. The Coalition of Revenue and Resource Transparency engaged Government and Private Sector in the dialogue on resource management and transparency.

### ***Indonesia***

Indonesia gradually transforms from a repressive to reformative regime with clear economic development orientation. This opens up space to work together as becomes evident in the MOU signed with the government, although at the same time a bill that controls civil society is being drafted that can negatively affect the functioning of civil society organizations. Regional auton-

omy and land conflict, including land grabbing remain challenging. The Natural Resource Management & Grass Root Democratization program worked on the empowerment of marginalized rural people to attain access and control over natural resources. In 2012 local people participated in a land mapping program of the government in Palopo (Sulawesi).

ICCO Cooperation has signed an additional MOU with a number of intergovernmental actors in Indonesia via SOCSEA (Sub Regional Office of CIRDAP in Southeast Asia), and created the opportunity to work with CIRDAP (Centre on Integrated Rural Development for Asia and Pacific) and NAM CSSTC (Non-Aligned Movement Centre for South-South Technical Cooperation). Besides the Natural Resource Management the program continued working on human rights improvements. The Indonesian government had accepted some of the recommendations by UN, related to the Universal Periodic Review for which our partner Kontras gave crucial input.

### ***Kyrgyzstan***

In 2012 the government presented the draft legal act on internal humanitarian and charity aid. Civil Society incl. ICCO Cooperation's partners realized that the act will restrict work of NGOs working in other areas than social service provision and charity. As a result of a coordinated civil society response the draft legal act was deleted from the agenda.

The joint program (with Dan Church Aid) on Migration started in 2012 and involves 25 partner organizations (13 ICCO Cooperation partners). The program advocated the International Organization for Migration (IOM), UN Women migration program and Ministry of Foreign Affairs (MFA) resulting in a high level Conference on Migration Policy (December) that was attended by key state and non-state actors from Russia, Kazakhstan and 2 partner NGOs from Tajikistan. Participants developed recommendations to the Government that will be followed up in 2013.

The program of Regional Humanitarian Forum drafted a new strategy on preventing future conflicts in the region taken the lack of law enforcement and inefficient implementation of participation and dialogue between citizens and authorities into consideration. ICCO Cooperation's partners are well placed to bridge the gap between communities and authorities, since they work with local communities and have staff representing all ethnic groups of the region.

### ***India***

The political and economic situation in India has been very dynamic in 2012. Rapidly changing legislations to curb the democratic space available for the civil society through introduction of new laws was addressed through two-pronged strategy of building the capacities of the civil society bodies and also by negotiating with the government.

The program contributed to international attention on caste-based discrimination at European level e.g. the Dalit resolution of the European Parliament. Lives of thousands of Dalit and low-caste girls in the Tamil Nadu textile industry working under bonded labor conditions were impacted through the program. Discrimination and economic exploitation has become more visible through effective use of media.

The program capacitated around 500 NGOs who have now reported that they are better equipped on knowledge regarding to human rights and governance.

### ***Nepal***

2012 continued to be a year of political uncertainty that influenced development. The CT&D program continued focusing on empowerment, organization and mobilization of marginalized groups at the local level, and lobby/advocacy activities at the national level. The Facilitation for Empowerment and Social Transformation (FEST) mobilized 347 community groups (80% women) in 4 districts, organizing and empowering them to take up their own development. The program was able to link social structures formed by the organizations in the past towards local income/employment generation activities. A total of 1,384 micro level community development plans have been prepared by these groups and about 85% of these plans have been executed successfully. 8 financial cooperatives have emerged in Accham district that have generated around 1.9 million NPR out of which around 75% is invested as loans in income generation ac-

tivities to the needy members of the cooperatives. With regard to human rights 11 fact-finding missions were conducted and documented and 52 episodes of human rights radio programs were aired nationally. At grassroots level, 573 basic human rights orientations were provided to 90 CBOs and 125 child rights clubs established in government schools. At the national level, partner's role to bring together national human rights institutions resulted in a government plan of action plan on implementing the UNSCR article 1325 and 1820.

### ***Afghanistan***

The program increased advocacy with focus on ensuring adequate aid inflow to the country following withdrawal of the international forces by 2014. Special focus was on ensuring that voices from the people are adequately represented to the international policy makers by convening special meetings with European Commission and UN. ICCO Cooperation decided to gradually make an exit from Afghanistan and developed with the partners a phase out strategy and focused on consolidation of efforts. The program gives specific attention to livelihoods e.g. 500 families improved access and availability to food. Resilience increased through capacitating communities in disaster risk reduction.

Partners through their success were allowed to review the policies and laws of government related to agriculture, forest rights, natural resource management, land usage and water management. Recommendations were submitted to the government to make necessary improvement in favor of the local people. Coordination and referrals amongst the civil society, Peace Council and the government structures improved after 2 studies that among others resulted that government started to refer cases of conflict to the Shoras. The process of peace building was made more effective through involvement of students, youth and women into the movement and by making the interventions gender sensitive. Specific support is given to the organizations, who participate in the (inter)national steering committees to oversee the implementation of (inter)national guidelines and laws for the protection of women. 700 Children were educated and sensitized on human rights and 100 war-affected children received additional support in education and health.

### ***Pakistan***

Pakistan, with a poor situation with respect to law and order has a high level of human rights abuses. The judiciary system has emerged as the only hope for the people. The increase in the human rights violations and the poor availability/denial of basic social services adds to the needs of continuation of efforts to sensitize, train, organize, report and advocate on the issue of human rights and provision of basic services to masses. The program addresses this by human rights education, capacity building and international lobbying.

The Human right coordinators of core groups were trained (25 districts participated) and special task forces continued monitoring of human rights and supporting human rights activists. Partners were able to participate in a first round of consultation of the universal periodic review meeting in Pakistan and attended the hearing on Pakistan and Afghanistan in the Dutch Standing Committee on Human Right, the Netherlands.

## **5.2.3 Programmatic Approach**

In most countries partners acknowledge more and more the benefits of working together, particularly (but not only) regarding to lobby & advocacy, learning, planning and monitoring. Programs working at different levels simultaneously are more efficient and effective, as is evident for example in the programs on access to land and natural resources (e.g. Peru, Bolivia, Vietnam, Cambodia) where improvements for local communities and on national policy influencing were reached. Regional focus such as in Central America strengthens programs related to human rights, citizen security and Rule of Law. However, developing programs in post conflict settings is very challenging due to fragmented and weakened civil society, poor infrastructure and mis-

trust (DR Congo, Great Lakes Region, South Sudan). Therefore the focus is on mutual learning and strengthening partners in their institutional capacities.

As a response to changes and challenges in the context, coordination with other ICCO Cooperation programs, especially with Fair Economic Development (FED) and Food and Nutrition Security (FNS) has increased. Examples of increase collaboration can be seen in Indonesia, Zimbabwe, Uganda and Southern America countries, while others started to explore possibilities for creating linkages (Kyrgyzstan).

Initiatives have started to use expertise of CT&D to enrich other programs. For example, the education program in Uganda was capacitated to include peace building into education. The connection of regional and global partners to the various in-country thematic programs was improved by linking networks and through capacity building (NPI in South Sudan, EACOR in Uganda)

#### **5.2.4 Capacity Development**

Within countries, members of program coalitions were trained on different subjects such as financial management (Kenya), Theory of Change (South America), Gender and Rights Based Approach (Kyrgyzstan) and political analysis (Central America) including lobby (Uganda). In South East Asia region (Bali) ICCO Cooperation organized an international workshop on natural resources and land inviting key partners to participate.

Programs coalitions realize that communication is helpful to increase visibility of the impact of the program and also supports fund raising. With investing in communication officers in the majority of the regional offices it becomes also easier to assist partners regarding these matters.

A face-to-face week was held in April when Program Officers of the Regional Office together exchanged and learned on the relationship between CT&D and Fair Economic Development (FED), the two effective selling points of ICCO. Also (shrinking) political space and access to land and natural resources were on the agenda. This meeting strengthened both the regional and the global programs.

#### **5.2.5 Complementarity & Harmonization**

Linkages continued and increased with other relevant stakeholders, such as embassies (for example on Human Rights and Human Rights Defenders), government institutes (for example MoU Indonesia, on Migration in Kyrgyzstan), knowledge centers (for example on Access to Land and Natural Resources with ISS in Den Haag), and other civil society actors (for example with country platforms Guatemala, Colombia), including prominent faith-based organizations (for example in Uganda, Zimbabwe). Linkages with private sector actors were explored (India, South East Asia).

In Uganda the collaboration on governance and accountability continues under the framework of the Dutch Uganda Platform that consists of HIVOS, ICCO Cooperation, Oxfam Novib, Mensen met een Missie and two observant members.

In Central America the regional programmatic approach has led to strategic regional relations, for example with SICA (Central American Integration System). Thanks to ICCO Cooperation's regional presence, contacts with embassies were strengthened. The Peru program experienced important political support from the Dutch embassy.

In general programs with a strong thematic focus are better able to interest other relevant stakeholders and to relate with them. The migration program in Kyrgyzstan was able to establish relevant contacts with government institutes and other organizations.

## **5.2.6 Gender and the Rights Based Approach**

Gender mainstreaming and the Rights-Based Approach are standard elements in all projects. To name a few: training on GRBA in Kyrgyzstan resulted in an adopted theory of change for a big program on labor migration. In Central America much attention has been given to indigenous women's rights, and women and child labor rights. This has led to improved labor situation for women and children in different private enterprises. In South America sexual violence was addressed in programs with a regional focus, which made it possible to mutually reinforce strategies and address sexual violence (including human trafficking) at a regional level. The CT&D program in India is particularly focused on ensuring land rights of marginalized communities, especially women. One of the key strategies is to engage with the state and community in registering land in the name of women and building their asset base. On the other hand it is also important to organize women into collectives at the grassroots level, and enable them to take leadership roles within the community.

Supporting women (in local) leadership has received specific attention in several countries. Apart from the already mentioned activities related to UNSCR 1325, for example in Zimbabwe this strategy has been improved through the quota system adopted by a Residents Leadership Development Program. Furthermore women in governance are closely monitored in Uganda. Human rights are monitored in programs such as land rights, ESCR, women and children's rights. In addition the program pays specific attention to promotion and protection of local Human Rights Defenders in different regions such as Great Lakes and Zimbabwe. Defending the human rights of local leaders and others in cases related to mining and other natural resources also plays a role in countries such as Peru and Cambodia.

## **5.2.7 Finance and operations**

Diversification of funding at partner and program level is improving, due to visible successes of program coalitions that attract new donors. ICCO Cooperation was able to attract funds for a program on UNSCR 1325 for South Sudan that is currently being rolled out. In Central America, including Colombia, a regional reconstruction program was approved by the Dutch government. The program builds on ICCO Cooperation's regional and thematic experiences.

Several application and concept notes towards EU calls were submitted that are currently assessed e.g. child protection in Uganda, creating dialogue on LGBTI rights in Sub-Saharan Africa. ICCO Cooperation is also bearing fruits by ensuring that thematic programs are being linked in new fund raising opportunities. In 2012 CT&D elements were included in the agricultural vocational training program funded by the Royal Netherlands Embassy.

Emerging scope for private sector-participation and availability of CSR funds has changed the patterns of partnerships. In various countries, (e.g. India and Indonesia), partnerships with private sector are now being increasingly looked at by the NGOs for social development.

## 5.3. Food and Nutrition Security

### 5.3.1 Introduction to the program

The Food and Nutrition Security Program aims to strengthen civil society by strengthening and improving local sustainable food systems and communities to claim their right to food.

In 12 countries Food and Nutrition Security alliances strengthen groups at community level (men, women, youth) through local partner organizations. In most countries these groups are guided to improve and diversify agricultural production and marketing of their crops. Moreover nutrition education (also combining health and sanitation messages) is given focusing mainly at the needs of young children and women. Lobby and advocacy is done at the most appropriate level. In countries with a decentralized government, this is the district level, in other countries lobby is focused at national or regional level. International lobby and lobby in the Netherlands also takes place, mainly aimed at strengthening of the position of small holder farmers (especially women) and integration of nutrition in food security policies and programs.

As described in chapter 1, ICCO Cooperation follows two Effective Selling Points: Inclusive economic development (with a focus on inclusive value chains) and Connecting power with justice (with a focus on fair access to land). The FNS program has a strong link with both of these ESPs. In most programs agricultural programs are geared towards diversification of production: Using part of the production for markets and sustainably generating income, partly for household purposes and partly for maintaining the agricultural system. The marketing part links directly to ESP1, whereas the combination of a diversified food system (for consumption and market) combined with health and nutrition education ensures that the food and nutrition security situation is improved. Access to land is essential in the fight against food insecurity (75% of food insecure people need land to sustain their living). ESP 2, connecting justice to power, perfectly links with the efforts that are taken throughout the FNS program to strengthen voices of food insecure people, to claim their right to food.

### 5.3.2 Reflection on thematic progress

The Program is implemented mainly in Africa and Asia. South America has a rather limited (budget wise) lobby program in the Andes region. By the end of 2015 the program aims to have improved the food and nutrition security of 280,000 households. In 2010 a baseline was done and for 2013 a follow up to the HFIAS ([Household Food Insecurity Access Scale](#)) survey is foreseen to estimate to what extent FNS coalitions in countries are on track to reach this number of households. From the quantitative data (no household survey) that have been collected so far, progress towards the target number for 2015 seems to be on track. It is anticipated that the number of households reached in Asia will be slightly higher than anticipated in 2010 and in Africa somewhat lower. With respect to the strategies: 'civil society strengthening' and 'lobby', the overall FNS program is on track as well.

It is well known that gender is essential in FNS programs and activities. It is a big success that gender is mainstreamed in all country programs as well as in lobby messages. For example in Myanmar a very large number of women is reached through grass root programs, and Uganda decision taking power in households has increased through the program. Although most countries are on track with development of their lobby strategies and the implementation thereof, lobby for the Right to Food as a basic human right for which the government has certain responsibilities remains difficult. At global lobby this lobby has very strong components, combining the

strength of various networks. The lobby at national level can still be improved in certain countries. Main challenge for 2013 will be the connection between the international lobby agenda with the national lobby by the FNS alliances. Strategic partners such as FIAN, African Right to Food Network (RAPDA) and Ecumenical Advocacy Alliance (EAA) are essential for this connection.

### **South America, Andes region**

The regional coalition covers Peru, Bolivia, Ecuador and Paraguay. The program analyses the impact of policies by regional entities such as Community of Andean Nations (CAN), UNASUR and/or MERCOSUR, especially on social organizations and producer organizations. The joint development and systematization of methodological tools led to increased capacity to develop case studies about violations of the right to food. This improved the quality of lobby as well. The regional coalition enjoys good visibility, shown by regular invitations of the CAN. The partners in the four countries developed a new strategic plan in 2012, in which it is intended to make the coalition less depended on financial support by ICCO Cooperation.

### **West Africa**

Most challenging in the region was the coup d'état early 2012 in Mali. This resulted in many refugees, both internally in Mali, but also across the border in Burkina Faso. This has affected the FNS program in both countries. In both Mali and Benin partners are involved in the international Scaling Up Nutrition (SUN) movement. In the three countries partner coalitions work at various levels to improve food and nutrition security. Fundraising efforts were done in 2012, but their scope was limited due to the vacancy of the regional fund raising officer.

### **Benin**

In Benin the program covers 100 villages in nine municipalities, in each of which a multi-stakeholder platform is operational. In all nine municipalities FNS was fully integrated in the development plans. Moreover good relationships were established with local radio stations for dissemination of good agricultural practices and food and nutrition education. Also links with micro finance institutes were established. This resulted in increased production of vegetables, access to credit for 236 women. 5 women groups received information about nutrition and health. Some cases of severe malnutrition were identified and rehabilitated. Partners realized the need to establish the nutrition rehabilitation center under responsibility of the national health system.

### **Mali**

The FNS program in Mali focuses on nutrition education (aiming at children and women), on promotion and facilitation of the production of vegetables, the establishment of village cereal banks and animal rearing, and on lobbying towards local authorities to invest in food production means and Natural Resource Management. Because of the coup d'état, program activities stopped in the north and partners were forced to flee the area. Later in the year, some humanitarian relief activities could be started among the refugee population (up to 229,000 people). The refugees live among host populations that themselves are already struggling with their scarce food and water resources. At household level nutritional practices were still implemented, where community meetings could no longer take place due to the security situation. In areas that were still accessible general malnutrition had dropped from 24.6 to 20%. Also vegetable production improved (measured in the 24 project sites of one partner). Promising is that village cereal banks have stayed at the same level of production (in those areas without rebel looting) despite the high number of refugees. Lobby at community level resulted in the establishment of 13 village level gardens with 31 hand dug well, using local government funds.

### **Burkina Faso**

The FNS coalition intervenes in 13 regions. The coalition focuses on sustainable management of natural resources, improvement and diversification of production, marketing of products and

food and nutrition education. In 2012 the coalition developed a state of the art of the policies impacting food and nutrition security, with clear indications for joint lobby by the coalition. However this did not yet result in a clear lobby plan. IBFAN, one of the coalition partners, developed a nutrition guide, and trained the other coalition members to use it. In the area of production good results in both production and marketing were reached, this includes both staples production, vegetables and high value products (such as shea, nere and cashew), as well as small livestock (poultry and sheep). The programmatic collaboration between ICCO Cooperation and Woord & Daad partners is slowly taking off; partners start exchanging information about FNS and challenge each other on the relevance and quality of the activities, in an open atmosphere. Unfortunately the quality of the work of one partner was not sufficient. Financial support to this partner will be decreased for the moment, while in 2013 their work will be closely monitored and guided. Late 2012 the coalition submitted a concept notes for an EU proposal, and has been invited to submit the full proposal by end of March 2013.

### **Central and East Africa**

The situation in this region is characterized by a post-conflict situation. In Uganda and South Sudan peace has slowly settled in, with some disputes still going on. In DR Congo the situation is more fragile, but even there the situation is normalizing slowly. In all three countries, assets need to be rebuilt. The emphasis is on (restoring) agricultural production and marketing of the products. Agricultural diversification and nutrition education are important components of the plan. The combined improved availability at household level with improved nutrition knowledge has led to improved diets among many target families. In Uganda and South Sudan, marketing of products seems promising but some challenges, such as flooding the market with the same crops during the same period, still need to be overcome.

### ***South Sudan***

The context in South Sudan did not change dramatically during 2012, although some conflicts (notably about oil), continue to trouble the country. Strong and prolonged rainfall has troubled especially the northerly areas of South Sudan. The many returnees that come back to South Sudan pose a challenge for food security, both for the returnees themselves as for the host population. Emphasis in 2012 was on improving agricultural production and extending acreage by using oxen to plow the land. Improved production started with the provision of improved seeds, combined with agricultural extension services to farmers and training (government) extension people. Moreover links with local markets were established. There appears to be a large and growing demand for food in near by cities. Post-harvest handling was improved and demonstration plots were established. In order to facilitate local seed multiplication, community based seeds multiplication centers were supported. The partners in South Sudan have started a fruitful collaboration in 2012, including alliance partner Dorcas International and their local partners. This resulted in a EU grant for three years, to improve food and nutrition security. In South Sudan government agencies were involved in training, to ensure a better institutional setting for food security in South Sudan. Moreover links with the university of WAU and FAO were established to ensure technical backstopping to partners.

### ***Uganda***

The FNS program in the north and northeastern part of Uganda took off after the end of the civil war and is aimed at improving agricultural production, taking into account climate change, improving marketing and improving nutritional practices. At the same time lobby and advocacy is done in order to sensitize duty bearers (government) to design and implement appropriate policies. In 2012 we saw a number of severe difficulties. A heavy and prolonged rainy period resulted in flooding, destruction of crops and infrastructure. Also policy space for CSO in Uganda is shrinking and rights based work has become more difficult. Threats to CSO have increased. There is also an increased trend in corruption. Corruption in combination of shrinking space of CSOs has led to severe set back to the FNS partners, who are extremely sensitive about signing contracts with government authorities. In 2012 the ICCO Cooperation office in Kampala started

to manage the relation with partners of the PRISMA partners as well, which has significantly strengthened the links between activities in Lango district and Karamoja. Capacity building and exchanges have been implemented jointly. Interesting to note as well is that a Belgian NGO joined the Lango cluster which now consists of 8 partners. With regard to results we see that, due to saving and loans schemes that had started in previous years, people in Lango were able to build up their productive assets base. It also helped them to pay school fees and hospital bills. The example of saving and loans has now been followed in Karamoja as well. With regard to gender, due to interventions of the program, in the Karamoja district women have gained more decision making power and agricultural tasks are being shared on a more equal base (formerly only women). Although in the early years of the program (just after the war) marketing did not seem a problem, this year the linking products with the markets turned out to be a challenge. Many partners also combined the agronomic capacity building with nutrition education. The food security of more than 7000 households improved.

### ***DR Congo***

Impressive results were achieved in DR Congo. Emphasis again lay on agricultural production, with increased production in 2012 of potatoes, maize, beans, as well as post-harvest handling (e.g. storage). The integrated management for soil fertilization turned out to be a key factor for the increase of production. Nutrition education in combination with better availability of food resulted in more diverse diets for target populations. Households were also able to increase their income due to better processing of maize. Positive were the experiences with a rotating animal system which allowed farmers to attain objectives of cattle raising and the production of manure (organic fertilizer). Difficulties that were encountered resulted from lack of access to land (quality of land due to erosion) but also land disputes. In the east of the country, where people have been dependent on emergency aid, there was a lack of energy of the target population to participate in the FSN program. This same risk was observed in Mali where lots of emergency funds tend to come in now, which are not always linked well to structural development programs.

### **Southern Africa**

#### ***Madagascar***

In Madagascar the FNS program is built around two projects: Producteurs Agricoles Renforces en Capacites a travers le reseau de SIIV (PARCS) and the Household Food Security Initiatives for Sustainable Development (HFSISD), implemented by two partner organizations that are both members of the LIFE coalition in Madagascar. PARCS is implemented in the southeastern coastlands and aims at improving the linkages between storage and micro credit in order to economic development. Furthermore the project aims at diversifying agricultural activities, developing income-generating activities and improving access to markets. HFSISD is implemented in the forest corridor and aims at improving living conditions of people around a natural reserve. The project promotes the sustainable use of natural resources.

In 2012, PARCS has achieved the creation of 7 new bank accounts to manage the income from production and storage activities. Especially interesting in 2012 has been the bean production in an area with unfavorable climatic conditions (Nosy Varika). The example has raised interest of other partners which are planning now also the promotion of leguminous crops.

HFSISD has promoted vegetable production, aimed for household consumption (about 90%). Under HFSISD also three community plans have been finalized in 2012 (three more will follow in 2013). Also tree nurseries were set up (total area of 6000m<sup>2</sup>).

With regard to programmatic cooperation: all partners are member of the LIFE coalition which participates in the setting-up of a basket fund for civil society organizations. This basket fund

has been initiated in 2010 by ICCO Cooperation in collaboration with several other INGOs and the two main platforms of the Malagasy civil society. The partner implementing PARCS is member of the AINA Consortium which has developed an EU proposal (AINA - yet to be approved). Three UN-organizations and 5 INGOs are joining their forces in the AINA Consortium.

FED interventions in Madagascar are expanding and the links between the two programs will be strengthened, since the FED partners are also members of the LIFE Coalition.

### ***South Africa***

The main strategies of the program in South Africa are Civil Society Strengthening and Lobby, with the Prisma partners contributing more in the area of direct poverty alleviation strategies. The proposed Spatial planning and Land Use Management bill in 2012 fails to deal with boundaries imposed during colonial times and Apartheid. During the past year(s) the gap between small scale and large commercial farmers seem to be widening. Priorities of donors have shifted away from the needs of rural households and farm workers. In this adverse climate the ICCO Cooperation program managed to improve the living conditions of rural households, specifically through supporting and facilitating self organization. These local associations of farmers are getting more access to services and support: 84% of households now have access to land and income has increased to ZAR 60,600. Gender remains an issue in the program and CSO need to continuously monitor the impact of program on women; the mere focus on numbers (of women involved) is not enough.

### **South Asia**

#### ***India***

The program is playing a vital role in enhancing the nutritional status of marginalized sections of the populations, specifically through capacity building of self-help groups, equitable participation of women, female leadership, governance, etc. In India the FNS program has shifted from a direct poverty alleviation program towards a program that involves more lobby and advocacy. Agricultural production remains important and capacity building on topics such as organic farming, horticulture and drought management was given. Successful lobby took place in Andhra Pradesh where the government had constructed a reservoir and families were evicted and lost access to fishing grounds. This led to conflicts in the area. After having organized the victims of eviction, the group filed a complaint with the police. Local NGOs initiated mediating initiatives and the groups concluded an agreement about access to fishing grounds. The programmatic approach has developed well over 2012. A good example is the joint activity of the coalition members against the new food bill. Furthermore the coalition is active from micro level to macro level and also starts to become active at international level. The involvement of other type of actors (besides NGO) remains challenging. The new bill on CSR, making CSR mandatory for a certain class of companies may provide opportunities for this.

#### ***Nepal***

Political uncertainty continued in Nepal, where also in 2012 still no national consensus government was formed. Political agreements were made among major political parties and development priorities came second. In September an ambitious Agricultural Development Strategy (ADS) was drafted by the Ministry of Agriculture, together with Asian Development Bank, USAID and other development partners. Rights-groups such as FIAN fear that the ADS will overlook the rights of the poorest people.

Production diversification through increased production of vegetables and livestock rearing added to a more diverse diet. Sale of these products led to increased income for farmers. Honey turned out to be very promising for marketing. Steps were taken to obtain fair trade/organic certification for the honey and sell it to the European market. Poor farmers perceived the local

production of manure very positively. Its production does not take a lot of time and because of the manure they don't need to buy fertilizers any longer. The introduction of an improved maize variety contributed to increased quantity of food. In the area of nutrition, specific attention was given to severe malnourished children in HIV/AIDS infected/affected families. Youth groups participated in a campaign about Right to Food.

### ***Bangladesh***

The Bangladesh program is the largest FNS program. It consists of 27 projects, implemented by 17 partner organizations and is partly funded by MFS and partly by other donors (such as EU, but also with MFS money involved). The program reaches over 400.000 extremely poor households with direct support such as livelihood assets, seeds, training and gender awareness, leadership training and DRM. During the off-season, 1,158 forum members and over 300 groups earned cash through income generating activities. Community people were trained in planning and budgeting. The Bangladesh program is an example of a variety of activities that either have a direct or indirect impact on food security, combining both direct poverty alleviation strategies with civil society strengthening activities. The latter type of activities leads to a significant change in attitude of landless groups. They are now involved in local justice structures and claim their rights, thus weakening the earlier monopolistic power of elite groups. This is a positive step towards a more balanced power structure. In a partner meeting (late 2012) partners decided to focus more on right based approach as opposed to service delivery.

### ***Southeast Asia***

At regional level a workshop was organized about natural resource management and land grabbing (July 2012) to which partners from both Myanmar and Indonesia attended. In both countries interesting results were achieved in this respect (please see the country sections for more information).

### ***Indonesia***

In Indonesia the program mainly focused on direct poverty alleviation strategies. Increasing primary production among small holders farmers is a key activity. In 2012 Indonesia adopted a new food law, facilitating better the import of food from abroad. This increases the dependency of Indonesia of food imports, where the majority of the population is rural and works in agriculture. In 2012 six partners worked on local food production in three regions: Aceh, North Sumatra and Java, covering in total over 1,600 households. Organic production (including vegetables) was stimulated in Sumatra and Aceh. Production is both for consumption and for sale. Partner organizations still need extra capacity building in order to improve their agricultural skills. Successful lobby at district level was done in Java to make government aware of the need to properly manage the rivers to prevent flooding. This part of the FNS program successfully integrated Disaster Risk Reduction elements. Lobby for the right to food, at higher administrative levels is not yet very strong, but is not a surprise considering the political climate, which is somewhat repressive towards NGOs. Lobby was done for increase of women's access to the mangrove in order to sustainably manage the river borders and to do fishing. Women are now allowed to do shrimp breeding in these mangroves. Although the programmatic approach as such has not yet taken off, many elements of the approach (combining various interventions, jointly implementing the baseline study, engaging with government institutes at several levels) were already used in Indonesia.

### ***Myanmar***

The FNS program in Myanmar was linked to the CT&D program since the start. In 2012 some democratic progress was made in the country, resulting in more democratic space for non-party people and increased space for businesses to explore opportunities. However, ethnic conflict intensified in Kachin state. The conflicts affect the program, since attention shifted away from long term development to mere survival. Despite this, some interesting results were achieved in 2012: the Food Security Working Group (FSWG) developed a case study about land confiscation,

which was presented in the presence of seven ministers and around 300 other participants (CS, MEP, UN, donors, etc) . At grass roots level women participation increased tremendously in the program: The Women Organization Network (WON) reached over 2,000 women during 16 days of mobilization campaign. Building on the work of the FSWG, the FNS programmatic approach developed well over 2012, resulting in good visibility of the FSWG in the country. For CT&D the programmatic approach turned out to be more difficult. The relation with one partner was cancelled. FNS partners will take over some of the CT&D tasks, with the positive side effect of strengthened links between the two programs.

### **5.3.3 Programmatic Approach**

In all countries, except for Indonesia, coalitions are functional. They operate at several levels: most coalition structurally exchange information and facilitate learning (Mali and Burkina), others are active in joint lobby (Benin, India , Latin America), or are involved in externally co-funded programs (Bangladesh). Promising is that in all countries/regions interventions take place at several levels, an important element of programmatic work. In most countries combinations of several types of interventions are done, combining civil society strengthening with lobby and direct poverty alleviation. Dialogues with local and national government take place to align or coordinate activities and in some countries (e.g. South Sudan) local government is directly involved in implementation (training of government extension services). In other countries such as Uganda, collaboration (especially with the central government) is much more complicated because of the difficult political situation. Structural collaboration with private sector entities, where relevant, is slowly taking off. In India the new Corporate Social Responsibility act is helpful in this respect, whereas in Bangladesh other partners are eager to join in the existing partnership between Nutreco and one of the partners, SLOPB.

The Introduction of the Theory of Change methodology, has boosted the programmatic approach in West Africa. Another indicator for further improvement of programmatic growth is the higher level of cooperation not just of partners in the south, but also partners in the north (such as in the WASH coalition).

#### *Cross-Programmatic Coalitions*

FNS coalitions in India and Bangladesh shared experiences and lessons learned about adaptation to climate change. This resulted in a learning document with advise for other FNS coalitions how to adapt FNS programs to climate change. The next coalition that will take these lessons into account is most likely Uganda (foreseen for 2013). In this respect also the cross-thematic learning and capacity building about Disaster Risk Management are important. Especially in East and Central Africa, DRM is taken into account in project and program design.

In Southeast Asia, partners in the Indonesia and Myanmar FNS program have jointly participated in a land workshop, which resulted in interesting follow up in both countries and to strengthening of the (individual) partners and through the partners of the coalitions. In Myanmar, the links between FNS and CT&D are not restricted to 'just' land but refer more broadly to democratization and claiming right (to food).

#### *Cross programmatic/thematic cooperation*

In many countries PO s reflect on the need and challenges related to marketing of products. It would be interesting for some countries (for example Uganda ) to have a FED expert look at marketing opportunities. Challenge remains to maintain the focus on nutritional aspects of the FNS program, when looking more specifically at markets. Possibly this should be explored primarily through or with women groups. The link with WASH is challenging in most countries especially because this implies programmatic cooperation not just from partner organizations in the south, but also in the Netherlands (WASH coalition).

### **5.3.4 Capacity Development**

Capacity building of target groups is central in all countries. This can take place in the area of training in agricultural skills, (female) leadership, literacy classes, governance, right to food etc. etc. Capacity building is seen as one of the main strategies of ICCO Cooperation. In Mali it was reported as the most sustainable intervention, considering that people could continue making use of the capacities they had gained, even though they lost everything else because of the fighting. Best experiences of capacity building are through practical demonstration plots (for agricultural practices and nutrition). Leadership skills, budgeting, literacy, management and technical skills are essential in order to create an enabling environment for the programs and to sustain achieved results. For example, the strengthening of agricultural skills of farmers has led to increased production in many countries (e.g. in South Sudan and Benin). To give another example, female leadership training has led to more female community leaders in Myanmar.

Capacity building of partner organizations mainly takes place through the alliance at country level. During meetings, partners exchange good (or not so good) practices and therefore enhance mutual learning. This type of capacity building (among partners) takes place either in direct FNS issues, or in cross cutting issues, for example in the area of land (Southeast Asia). Program Officers comment that their role to structurally facilitate learning risks to be marginalized because of full agenda's. A suggestion is to create a 'special unit' that would have specific responsibility to facilitate learning of partner organizations.

The strategic partners FIAN and the Right to Food Network in Africa (RAPDA) have strong capacity building roles in the area of lobby and the Right to Food . In for example Burkina Faso, the national section of RAPDA has taken the lead in developing lobby strategies for the FNS alliance in the country.

### **5.3.5 Complementarity & Harmonization**

Most of the FNS coalitions are functional and collaborating with ICCO Cooperation partners . In 2012 broader linkages were made with other INGOs such as the Belgian Broederlijk Delen, the German Welthunger Hilfe or the Italian Reach. This led in a few countries to joint fund raising proposals (Latin America and Burkina Faso) and in others (e.g. Uganda) to membership of the coalition. Also in Uganda, the Agri-ProFocus network has a strong FNS focus. Partners are actively involved. In those FNS countries where the EKN also has a strong Food security focus (Benin, Uganda, Ethiopia, Bangladesh), good contacts are established to ensure synergy, coordination and possibly joint programming. In those countries where EKN has FNS (and private sector) focus and ICCO Cooperation has a FED focus, FNS impact of FED programs may be enhanced by creating synergy between economic development objectives with food and nutrition security goals.

### **5.3.6 Gender and the Rights Based Approach**

Regarding food security, ICCO Cooperation is keen on ensuring a GRBA perspective. For example in Bangladesh specific livelihood activities have been carried out to benefit women and efforts at collectivizing women into federations. This has borne fruit. The women members of such federations have become more confident and can articulate their issues. In Myanmar women received political leadership training and as a result they got into office and gained confidence which also resulted in improved food security

In all country or regional FNS programs the important role of women to improve food and nutrition security at household level is acknowledged. Many programs therefore specifically target women as beneficiaries in the direct poverty alleviation programs. In quite a few countries women are also acknowledged as direct actors in the community. Improving the role of women in society also has positive impact of food and nutrition security. In Myanmar, Bangladesh and India, impressive progress was made. In the target communities in these countries fewer child marriages are reported, female leadership is promoted and decision-taking by women has improved.

In Latin America the regional coalition has prepared joint analyses of the impact of (regional) policies on small producers and ethnic minorities, which are used for lobby at regional level. In other countries direct involvement of governments in implementation turned out to be a smart action in order to convince (local) government to develop policies to support those interventions. In West Africa (with a decentralized government) local partners managed to integrate FNS in local development plans and secure (government) funding for these plans.

All national FNS coalitions mention the importance of working from a participatory approach and building on the strength of populations in order to strengthen to develop relevant programs, but also to strengthen their voice to claim their Right to Food.

The role of the international strategic partners in joint international lobby efforts of ICCO Cooperation for the realization of the Right to Food is evident. At local level, the Africa Right to Food Network is important, especially in West Africa. Local FIAN offices are important in Ecuador (LA regional program), Nepal (analysis of policies) and support to RAPDA in Africa. However more effort is needed to strengthen their role in other national coalitions and create even more synergy between national and international lobby for the Right to Food.

### **5.3.7 Finance and operations**

All coalitions made efforts in 2012 to raise external funds, in some cases with success (e.g. South Sudan) while in other cases they were less successful, or are still waiting for approval (e.g. Burkina Faso). In some cases, although without financial success, still very good results were achieved in strengthening the team spirit among coalition partners. Regarding to MFS2 funding countries are on track with the financial planning.

## 5.4 Fair Climate

### 5.4.1 Introduction to the program

The FairClimateProgram (FCP) aims at low carbon, climate-resilient development among the poor and the rich. In selected developing countries, projects are implemented that contribute to poverty alleviation and reduce CO<sub>2</sub>-emissions (renewable energy, energy efficiency, REDD+) or that contribute to the carbon sequestration capacity of the earth (reforestation/afforestation, and low carbon farming). These interventions in addition all generate carbon credits. The credits are sold on the European market through the FairClimateFund by offering companies, households or organizations the possibility to offset the last part of their footprint. The FCP also implements a small number of adaptation to climate change pilots.

### 5.4.2 Reflection on thematic progress

#### General

In general, good progress has been achieved within the FairClimateProgram in 2012. This applies to all fields of intervention: direct poverty alleviation, civil society development and lobby- and advocacy work.

The programmatic approach encompassing the establishment of FairClimate networks, the provision of carbon project expertise and linking sustainable development project which are financed on the basis of the generation of carbon credits with the FairClimateFund is well established in India and reasonably on track in Southern Africa and Eastern Africa. In Central and Latin America the FCP will not establish a new infrastructure but is much more embarking on existing networks and available carbon expertise. In West Africa and South-East Asia the development of a programmatic approach is behind schedule. This is related to the smaller size of the programs and the fact that the main focus of RO is not on FairClimate.

The FCP focuses on the generation of carbon credits in order to secure finance for project implementation. This should be reflected in the larger part of the interventions. Projects in the field of civil society development in many cases focus on awareness creation and capacity development in general or with regard to other dimensions of climate change and are not yet specialized nor prepared for carbon development. This will receive some extra attention from January 2013 onwards. The same is to a certain extent also true for financed lobby and advocacy projects. These interventions are not yet focused enough on gaining support for the specific approach of the FCP and rather generally formulated in terms of low carbon or climate neutral development. This will be taken up during the next face-to-face meeting. The Indicator Reference Sheet will be made more specific on these points. Also a paper will be written on our carbon policy.

The FCP covers projects in the field of renewable energy, low carbon farming, agroforestry/re-forestation, REDD+ and climate neutral value chains. Focal points have been linked to specific regions for good reasons. E.g. development of REDD+ projects is promoted in Central and Latin America and South-East Asia because deforestation contributes with a high percentage to yearly GHGs emissions in countries in those regions (e.g. for 70% in Brazil).

Up to now the FCP has especially focused on energy provision for household purposes (cooking and lighting). One of the lessons learnt is that these services should be expanded to community facilities (such as schools and health centers) and to energy use for productive purposes (in ag-

riculture, trade or small business). This last option is especially important as energy access is generally regarded as a prerequisite for economic development. In the near future options will be explored to contribute to the construction of local energy grids as these are in general more efficient than stand-alone options. In this context also more research should be done to find out in which way locally available biomass could be best transformed into renewable energy (e.g. via carbonization, pyrolysis, etc).

The FCP focuses on carbon credit business development. It is solidly based on the right of every person on earth to an equal part of the intrinsic capacity of the earth (the global commons) to sequester carbon dioxide. This is about 2 tons per person per year. People who are using more than their fair share should pay to people who do not use their part. The latter usually are the poor. In practice this obligation is not accepted. The problem is that many people are seeing this as easy money; the poor are getting things for free. However, the emission trading system has been accepted. This vehicle is used by the FCP. The poor are capacitated to reduce carbon emissions and are paid for this service they render to the world community. This is the reason why the FCP is linking this payment to the provision of carbon credits. But even in this case, many object to the fact that the poor should get all the income from the sales of the carbon credits. We see in practice that businesses use the opportunity to cash carbon income for the sake of their business development instead of paying the poor their rightful share. People who generate the carbon credits in many cases are not aware of this practice. This problem is being signaled in all continents. In order to solve it, the FCP is financing the development of a FairTradeCarbon-Standard by FLO. This standard will provide more clarity in the carbon market and will hopefully strengthen the position of credits offered through the FCF.

A substantial number of carbon projects are in the pipeline at the moment. NGOs are eagerly responding to the new possibility – beyond aid - to generate money to finance their projects. Organizations in the South which develop carbon projects need a certain amount of money, in terms of price per ton of not emitted CO<sub>2</sub>, in order to implement their projects and to maintain them during the running time of the contract. However, the price of carbon credits on the markets has dropped dramatically. This is due to the failure of the EU Emission Trading System, the lack of political will of industrialized countries to bring to set substantial emission reduction targets and the lack of progress in international climate negotiations. It is expected that prices will rise again in due course and carbon market will restore.

### **India**

Focus in India has been on low carbon farming and further carbon project development through the Fair Climate Network India and with support of a Carbon Credit Development Team.

In 2012, 18,932 farmers, being member of 5 Farmer Organizations, are involved in low carbon development on 41,962 acres of land. At the end of the year, 7500 farmers with 9580 acres of land had adopted low carbon practices. About 9,500 will generate carbon credits at the end of first cropping season in 2013.

The Carbon Credit Development Team (CDDT) successfully validated 6 projects. One improved cook stove project for 19,500 families has been submitted for carbon registration and has successfully completed the completeness check of the UNFCCC. The other 5 projects, encompassing 20,000 biogas units and 5,500 improved cook stoves, are in the final stage of submission for CDM registration. All these projects were awarded the Letter of Approval by the Ministry of Environment and Forest, the DNA of India. The CCDT has also been instrumental in the construction of micro hydro facilities, producing 2.5 kw of power for 22 families, in a trial to introduce bio sand filters for drinking water among 12 families and in 5 feasibility studies for the introduction of hydrolic ram pumps and solar pumps.

One adaptation pilot was carried out in which local knowledge about climate change was combined with data from meteorological data at the lowest level.

### ***Bangladesh***

In Bangladesh a pilot research project has been carried out combining scientific, meteorological data with indigenous knowledge in order to further plan adaptation to climate change interventions.

### ***Nicaragua & Guatemala and Central America regional program***

In both countries the focus is on REDD+ readiness trajectories. In this context the capacity of forest organizations (FORESCOM and ACOFOP in Guatemala and MUTUMBAK and MASAGNI in Nicaragua) which participate in REDD+ readiness trajectories among local communities has been further strengthened. This also applies to national and international strategic platforms of which the Mesoamerican Alliance of People and Forest is the most important one. Besides Nicaragua and Guatemala, this platform also includes organizations from Honduras, Mexico, Panama, Belize and Costa Rica. Unlike the situation in India or Africa, organizations in Central America are already well organized in regional networks. The FCP will relate to these existing networks instead of creating new ones.

### ***Brazil***

In Brazil the emphasis is on certification of REDD+ and other forestry carbon projects. After a number of preparatory years, RURECO started in 2012 with the implementation of pilot projects in which small farmers will benefit from payments for environmental services (initially carbon) on the basis of agroforestry interventions. IMAFLORA succeeded to certify (under CCBA and VCS Standards) a REDD+ project with the indigenous group Paiter Suruí in the state of Rondônia, Brazil. GTA and ISA have influenced the proceedings and debates related to the Forestry Code.

### ***Latin America regional program***

The FairClimateProgram supports a regional 'REDD+ Indigena' program (encompassing Brazil, Bolivia, Peru and Colombia) with a people/community based version of mitigation greenhouse gas emissions from avoided deforestation in indigenous territories of the Amazon. Agreement was reached in 2012 to support development of two pilot projects; one in Peru and one in Colombia.

### ***Ethiopia***

Early 2012 the Carbon Development Team was officially launched during a symposium, and will work for the whole of Eastern Africa. Strong support for this Team was obtained from the Ethiopian government. A team leader was recruited and a draft working paper produced covering the carbon project's mission, vision, and a set of project objectives. Key partners and stakeholders were identified and a carbon working group (CWG) was set up. Carbon project selection criteria were developed and a network coordination platform TOR established. The existing opportunities and supportive policy environment were assessed that encourage and support carbon projects including strategies to be followed. They have also come up with a ToR for a coordination platform. The next steps will be to extend to partners in Kenya and Uganda. With members of the platform (FA, OCFCU and ECFF) a broad program on renewable energy supply, sustainable forest management and REDD+ among coffee farmers was developed. This will contribute to sustainable livelihood improvement but will also generate carbon credits based on the three interventions. The project proposal was submitted to different organizations for co-financing. A similar proposal was developed with the Ethiopian Orthodox Church to save the remaining church forests in Ethiopia.

### ***Kenya***

In Kenya the work in 2012 focused on planning, building alliances and creating awareness about the FCP through workshops and meetings. The planning component involved establishment of detailed work plan and assigning responsibilities. Building alliances involved identification and linking to both the policy framework and institutions relevant to the project. The awareness component focused on selling the project idea to both relevant institutions as well as to their

constituents. The period under review also saw the identification of biogas demonstration sites and initiation of two construction sites. Suitable cook stoves and allied partners/companies were identified. In this way the foundation has been established for full implementation in 2013.

### ***Uganda***

Also in Uganda, the focus in 2012 has been on preparing the ground for carbon development interventions. Contacts have been established with government bodies, companies and organizations to develop concrete projects. Two project proposals were developed; an integrated program in the Lake Kyoga Basin encompassing different component of sustainable resource management (introduction improved cook stoves and bamboo as a biofuel and REDD+) and the introduction of improved cook stoves in Northern Uganda related to a food security program.

### **African regional approach**

Co-financed by the Kampala office, the All Africa Conference of Churches successfully organized two follow-up meetings of the Pan-African Interfaith Climate Change Consultations in October 2012 for the East-Southern Africa and West Africa respectively. These consultations were important for Church leaders to develop a common voice and express their concerns just before the Doha COP 18 took place. Key areas of concern were well articulated and shared in the respective statements of these consultations.

### ***Tanzania***

For four years the Max Havelaar Foundation, ENECO and the FCP have involved in a pilot project to find out whether Jatropha is a commercially viable and second cash crop to grow among coffee farmers in three regions in Tanzania. The field trials came to an end in 2012 and the preliminary outcomes have been discussed with the participating organizations. In two areas the introduction of Jatropha seems promising. It has become clear that production of biofuel based on Jatropha for the international market is not a viable option. A consultancy assignment was carried out by BridgeBuilders to find out in which way the Jatropha can be best used for local energy provision, taking into account the possibilities to generate carbon credits. The final report is written and will be submitted in 2013 to Agentschap.nl which co-financed the project.

### ***Burkina Faso***

Since three years the program (through Burkina Biocarburant) is involved in the planting of Jatropha for biofuel production for the local/regional market. The aim is also to generate carbon credits on the basis of the intervention. In 2012 good progress was made in the carbon certification process. The work is carried out by BridgeBuilders. The project is certified under the CarbonFix Standard. Calculations have revealed that the income from carbon credit sales will greatly improve the profitability of Jatropha production. Research also been carried out in 2012 in which way the by-product of Jatropha – the husks – can be best used for improving the energy security for cooking among the 10,000 Jatropha farmers who are involved in the project.

### ***Sahel Region***

In a number of countries in the Sahel (Burkina Faso, Mali, Ghana), the program started to work on interventions related to the Shea value chain. The emphasis is on securing a reduction in the use of wood when the Shea nuts are cooked and are transferred into butter. This is the basic material for cosmetic products. Improved cook stoves will be introduced to substantially reduce the quantity of wood used in the cooking process. Carbon credits will be generated on the basis of this change, and will be used to make the Shea value chain (up to the sale of cosmetic products to consumers) climate neutral. The calculation of the carbon footprint of Shea started in 2012. About five cooperatives of women producers of Shea butter in different countries are involved in this project, together with a company in Burkina Faso and in de UK.

## **South Africa**

The FairClimateNetwork Southern Africa received momentum in 2012 by threatening the capacity of organizations to generate pro-poor carbon credits value chains. A plan was drafted for further development of the network and for setting up a Carbon Development Team. NOVA continued to expand its energy efficiency program 'Basa Magogo'. About 71,816 households are making use of renewable energy and energy efficiency devices for family use. A total of 17,405 generated income from carbon credits sales in 2012. These credits are especially sold to the FairClimateProgram. NOVA has also constructed two low-cost biogas digesters piloting with a model that can be made and maintained locally at low cost. Health and safety manuals for the use of the biogas units have been completed. NOVA has also tested a number of improved cook stoves for a carbon project which will be implemented in 2013. SAFCEI continued to promote the concept of eco-congregations. It managed to have a proposal adopted by the General Assembly of the Uniting Presbyterian Church on the promotion of the concept.

## **Madagascar**

The program in Madagascar focused on the introduction of bamboo as an alternative for indigenous trees used for charcoal production. By sequestering carbon dioxide, carbon credits will be generated. The FCP is working together with Boom Bamboo, an organization specialized in bamboo promotion and production. In November 2012 the FairClimateNetwork Southern Africa together with the ICCO Cooperation office in Madagascar organized a two day capacity workshop for NGOs. More than 20 organizations exchanged experiences with and knowledge of carbon projects. Various groups worked on project identification.

## **Papua New Guinea**

The program has focused in 2012 primarily on capacity building and sustainable community-based forest management in order to prepare the ground for REDD+ and other forest carbon projects. The program is implemented in 10 provinces and will see customary landowners maintain control over their land and take active positions in favor of sustainable forest managed and income generation through carbon development. One project (Payment for Environmental Services - PES) has been certified under VCS and CCB and will shortly be able to sell carbon credits.

## **Indonesia**

The FCP in Indonesia is implemented in the context of sustainable community based forestry resources management and by community based organizations (KONPHALINDO, PSI, AMALBAR, and JKMA). JKMA and AMALBAR focused on community mapping on two million hectares of community land ensuring land tenure rights. Lobby and advocacy work on forest rights and land tenure issues continued with JKMA, WGT and Telepak while four organizations (PSI, WGT, FFI and Friends of the Earth) focused on further preparing the ground for REDD+ projects. One PES project was in the process of implementation and 3 pilot projects were prepared.

## **Global initiatives**

A number of important projects were carried out from the Global Office of ICCO Cooperation in order to support the regional programs.

- With TNO, Simgas and FairClimateFund work continued in 2012 on the development of an automatic monitoring device which can be attached to biogas digesters. This is of interest as monitoring of the continued operation of the biogas units is of vital importance for the continued validation and issuing of carbon credits. Up to now, monitoring is done by hand. This leaves room for irregularities and neglect. An automatic device will avoid this. In 2012, the design was completed and 12 units were tested on Simgas biogas units in Tanzania. It appeared that the model still has to be adjusted.
- With technical expertise of TNO a Sustainable Energy Potential Scan was developed. This web-based instrument will help organizations to make a first choice in the selection of re-

renewable energy technologies which have potential for development in certain regions on the basis of carbon finance. The Scan was finalized in 2012 and will be launched in 2013.

- In 2012 substantial progress was made in the development of a FairTradeCarbonStandard. This is an initiative of the FCP together with the Max Havelaar Foundation. In 2012 a work plan was made in order to develop the actual standard. This is done by the International Fairtrade Organization (FLO). It is financed by the FCP. The standard is important as it will provide the needed clarity as to whom will benefit from the sales of carbon credits. Up to now, especially 'carbon cowboys' reap the benefits from the carbon trade. This is not in line with the rights based approach to the use of the atmosphere. The development of the standard received an important momentum during COP18 in Doha when the Gold Standard Foundation, the international Fairtrade Labelling Organization and the Forest Stewardship Council initiated further cooperation in the area of FairTradeCarbon Standards. It is envisaged that a new standard (which will be released early 2014) will have a major impact in the voluntary, international carbon trade.
- The Global Office of the FCP is seeking increasingly international cooperation on the basis of the FCP-principles. In 2012 discussions were held with ACT International, the international platform of protestant development agencies with also national fora in countries in the South, in order to get international support for our approach. The FCP is already working closely together with the German faith-based organizations Evangelische Entwicklungsdienst and Brot fur die Welt. Together a study was commissioned to identify possibilities for a common program/approach in Eastern Africa and Southern Africa. The results will become available early 2013.
- The Global Office has been instrumental in the development of the concept of carbon neutral value chains of products from developing countries. The aim is to generate carbon credits among producers of a certain product and to use these credits to offset carbon emissions in the value chain from producers in the South to consumers in the North. A start was made with coffee in Ethiopia. The project is carried out with the Max Havelaar Foundation. Carbon credits are generated among fair trade and other coffee farmers on the basis of the introduction of improved cook stoves, sustainable coffee forest management and REDD+. The carbon credits will be used to introduce climate neutral fair trade on the Netherlands market. A carbon footprint tool for measuring emissions in the chain has been constructed by Ecofys. A number of coffee roasting companies have shown interest in this trajectory. Also Transfair Germany will probably participate. A second chain product is cotton from India. The FCP India has commissioned a study to make a carbon footprint calculation of cotton produced in India by cooperatives which have been supported by ICCO Cooperation. The next step will be to look for carbon emission reductions in the value chain and to find companies which are willing to develop climate neutral cotton products. A third value chain which is developed concerns Shea butter, the natural resource for cosmetic products. The FCP West Africa has commissioned a carbon footprint study of Shea. In the development of these value chains close cooperation is maintained between the GO and regional offices.

### **5.4.3 Programmatic Approach**

The FairClimateProgram follows an approach which is based on the establishment of so-called Fair Climate Networks which are supported by carbon development teams. The goal of the approach is to set up projects which contribute to sustainable livelihood improvement through renewable energy and energy efficiency projects, low carbon farming and through increas-

ing/maintaining the CO<sub>2</sub>-requestration capacity via REDD+ or other (agro)forestry interventions. In addition, all projects should generate carbon credits. The revenues from the sale of the carbon credits are used to finance the implementation of the projects and to pay the service of CO<sub>2</sub>-reduction rendered by poor families in the Global South. The carbon credits are preferably sold to the FairClimateFund in the Netherlands. The Fund buys the carbon credits up-front. The money is used to implement the project. A pro-poor, fair trade approach is followed which means that the revenues from the sale of the carbon credits should as much as possible return to the households that generate the credits. This approach is followed in order to tap new financial resources (carbon revenues) from the Netherlands and European societies in order to finance projects in the South but also to provide opportunities to households, companies, organizations and others in rich societies to offset the last part of carbon footprints. This programmatic approach is embedded in a global low carbon development trajectory.

The regional networks are open for societal entities which share its objectives and are willing to contribute to its development. They can make use of the carbon development teams to prepare carbon projects. Three networks with teams have been established - India, Eastern Africa and Southern Africa – all with their own characteristics based on regional particularities. The networks consist of NGOs, CBOs, companies, university representatives, government officials. This approach works well up to now as participating organizations see an advantage in making use of the carbon development teams free of charge. They also see carbon money as a new opportunity to finance their projects. The carbon development teams are financed by the FCP for four years after which they are turned into not-for-profit companies. They will continue to gain income through the carbon services which they will remain rendering to the NGOs.

The Fair Climate India Network with its Carbon Team is the oldest one and very successful in its operations. It has more than 100 members. The following projects were at hand and under progress at the end of 2012:

Client NGOs: 30

Projects at hand: 37

Projects under progress: 23

Number of families involved: 307,069

Number of estimated annual carbon credits: 660,072

Carbon Standards

- 18 CDM & gold Standard
- 1 VER & Gold Standard
- 1 CDM
- 17 Low Carbon Standard FCN

Technologies:

- 12 domestic biogas
- 2 PV lamps
- 5 fuel efficient stoves
- 1 afforestation/reforestation
- 17 low carbon farming

The FairClimateFund has bought the carbon credits from two projects (18,000 biogas units and 44,000 improved cook stoves [2012]) on the basis of an Emission Reduction Purchase Agreement (ERPA). The carbon credits will be delivered from 2013 onwards.

The network in Southern Africa was established at the end of 2011 and was strengthened in 2012 with regional meetings in Malawi (for Southern Africa) and Madagascar. The Carbon Development Team was established in 2012 and is for the time being attached to NOVA, being the

organization with most experience in carbon development. In order to fulfill this role, the organizational capacity of NOVA is strengthened for a period of three years.

The FairClimateFund continues to buy carbon credits from Nova's energy efficiency project on the basis of an ERPA which was signed some years ago.

In Eastern Africa the FCP is strategically aligned with the Horn of Africa Regional Environmental Centre and Network. The network has members in six countries from different segments of society. In 2012, the Carbon Development Team was officially launched during a conference in Addis Ababa. It is attached to HoA-REC. Close cooperation is maintained with different Ethiopian ministries and the Designated National Authority. The team started to work in Ethiopia but will expand its work to surrounding countries in due course.

In Central America and Latin America a slightly different approach is taken. In those regions, the FCP works via already existing networks which focus on sustainable forest management and REDD+. In Central America this is the Mesoamerican Alliance of People and Forest and in Latin America it is Amazon Coordinating Organization of Indigenous Peoples (COICA). Up to now, use is made in carbon certification trajectories of available expertise in the region. E.g. IMAFLORA, a long-standing partner of ICCO, certified (with others) the Carbono Surui Project under VCS and CCB standards. The FCP intends to strengthen existing carbon development organizations instead of establishing new carbon development teams.

In West Africa and Southeast Asia the programmatic approach is not yet firmly established but good progress is made in bringing about focus and making contacts with appropriate partners.

Climate change is in many ways a cross-cutting issue. The issue is interrelated with food security, with sustainable forest management, reforestation and with water issues. These themes are increasingly worked out in the context of climate change and the FCP. This applies to the possibility to adapt to global warming as well as to mitigation possibilities. To make this concrete: in the context of the FCP a number of adaptation pilots carried out to bring together scientific, meteorological knowledge with indigenous knowledge to design adaptation to climate change trajectories in food security programs. In Kenya, the FCP is closely linked to the FED program while in Indonesia it is connected to the CT&D and FED programs. The FCP has increased its involvement in climate smart agriculture; up to now especially in India. The Fair Climate Network India has over the last couple of years developed its own carbon standard in measuring CO<sub>2</sub>-emission reduction via interventions in farming systems. Cross programmatic/thematic cooperation also applies to the forestry sector. In Brazil partner RURECO has been piloting an agroforestry approach and is now in the process of certifying its project. Also a strong emphasis on REDD+ development reflects the cross programmatic approach.

#### **5.4.4 Capacity Development**

Capacity development is essential in tapping resources from the carbon market and preparing organizations for low carbon development trajectories.

Through class room and field level training, NGOs are trained in all aspects of carbon credit project cycles. They also follow long and short courses on issues on climate justice and CDM/voluntary standards, operational implications for grassroots NGOs, prerequisites such as baseline data, management skills, technical skills to implement carbon projects, monitoring/verification systems of CER/VER generation throughout the entire crediting period of the project and transparent finance management systems. The NGOs are also encouraged to initiate community development organizations/end user companies. NGO dynamics teams have been formed which are assisting in building up organizational skills of the NGOs to take up carbon mitigation projects.

The FairClimateNetworks themselves are fora that elucidate the scope for developing capacity of CSO's, the private sector and all other stakeholders. The networks collectively seek to develop capacity from previous and current efforts from the various energy efficiency projects. It has also been recognized by network members that mitigation projects need a demonstrated rigor and a business mind. Hence the networks should constantly address this issue of not characterizing themselves as recipients of aid rather than treat the entire project as a business case between client and donor. The Carbon Credit Development Team in India now has a separate NGO dynamics team that looks into this matter and is constantly working on building on the capacity of NGO's. The FCN India organized a workshop in 2012 to discuss the need of strengthening the capacities of organizations in working on mitigation projects and also on building their capacities as business clients. This approach will also be followed in the other regions.

Very specific training has also taken place in the context of certain parts of the FCP; notably low carbon development as it was developed in India. The Network has been instrumental in developing a new standard with the help of the CCDT. A lot of data had to be collected in the field and among participating farm families in order to reach claim validation whereby the projects were verified for the activities done under low carbon farming. GHGs laboratories were established in various agro-ecological zones in collaboration with the Environment Defense Fund. GHG measurements were and are being taken on mainstream and low carbon plots in order to establish default emission factors. They are used to calculate emission reductions through the DeNitrification-DeComposition (DNDC) model. This implied the building-up and development of capacity to carry out these complicated tasks. Staff capacity and confidence building has also taken place in other aspect of low carbon development. Project managers, computer administrators, field staff and village volunteers were trained both in field activities like plot delineation using GPS handheld instruments and estimation of tree baselines as well as in the use of computer systems and software like the Tristle-LCF Monitoring Solution. Especially the field level staff and volunteers, who previously had little or no experience in using computers, are now adept in the use of these devices. They not only collect the data in field (demographic data of a participating farmer family, or GPS coordinates of a discrete plot), but also upload them. The members of the field staff, who were centrally trained at ADATS, have subsequently trained other volunteers and field staff of the NGOs which participate in low carbon development. This has resulted in a very well educated pool of field staff and volunteers. They are indispensable to bring low carbon farming to the point of validation of the standard and generation of carbon credits.

In 2012, a one week face-to-face meeting of all the FCP officers took place in Brazil as an addition to the participation in the RIO+20 conference. Special attention was given to REDD+ and stock was taken of this type of intervention in the South American context. Good discussions were held on the direction of the program, on the progress in each region, on thematic content, on PMEL and on maintaining focus within the projects to attain the overall objectives of the program. It was a good moment for sharing and a way of further strengthening the program from all the shared inputs and discussions. The exchange of ideas with experts and coordinators helped to build common understanding and also to identify and tap areas of opportunities within the program.

#### **5.4.5 Complementarity & Harmonization**

It is not easy to develop a program which assumes a Right-Based Approach to global public goods (see below), which uses carbon finance to implement sustainable development projects and which is based on a global approach to climate change. It encompasses a new vision on international development.

In contacts with (inter)national organizations the FCP is quite often applauded for its approach but this is not always reflected in possibilities to get additional funding for the program. Most

calls for proposals do not take into account the specific characteristics of the FCP. E.g. the possibility to generate carbon credits is sometimes not yet seen as an interesting possibility to tap new resources for international development.

In nearly all regions the FCP is teaming up with quite a number of important organizations. In Central America and Southeast Asia very good contacts and cooperation have been established with the ClimateWorksFoundation. The FCP South America works closely together with e.g. Funbio and the Interamerican Development Bank. In other regions/countries (Uganda, Kenya and Ethiopia) close ties have been established with government ministries or the Royal Netherlands Embassies. These contacts are important and should also be strengthened in other countries as donor funds are increasingly channeled via government programs. Lastly, particularly in India, Eastern Africa and Southern Africa efforts are underway to work more closely together with German partners in the ACT-family.

Up to now the FCP has especially focused on energy provision for household purposes (cooking and lighting). One of the lessons learnt is that these services should be expanded to community facilities (schools, health centers, etc) and to the use of energy for productive purposes (in agriculture, trade or artisanship). This last option is especially important as energy access is generally regarded as a prerequisite for economic development. In the near future options will be explored to contribute to the construction of local energy grids as these are in general more efficient than stand alone options.

#### **5.4.6 Gender and the Rights-Based Approach**

In the FCP it is realized that women and girls are more significantly impacted by climate change/lack of energy options, but that men are the main decision-makers also when it comes to energy options. This illustrates the need for gender specific concepts in the conceptualization of the climate programs. The FCP is based on the principles of climate justice and balancing the use of resources in developing countries. The low-carbon farming initiative caters to the needs of marginalized communities by providing them solutions towards sustainable agriculture yet also providing them extra income and reducing the carbon foot print. Projects with regard to the introduction of smokeless cook stoves and bio gas units also greatly contribute to gender equality. Women and girls are responsible for preparing and processing food and working in the kitchen. Toilet linked biogas systems can provide a direct benefit to them by reducing the drudgery and danger to personal safety related with open defecation and procuring of fuel wood. The bio gas unit serves the purpose of pit and less fuel wood has to be collected which results in saved labor. Using biogas saves 3 hours per day for a woman as a result of the reduction in time used for collecting fuel wood, chopping them into smaller sizes, reduced time for cooking meals and, to a lesser extent, in time required for cleaning cooking utensils. After the installation of biogas systems, the kitchen can be increasingly used as a drawing room or family room because it will be free from smoke exposure and will be better lighted. In many cases, members of the family now gather in the kitchen and discuss internal household and external community matters. The biogas system, by providing female members of the family opportunity to take part in the discussion, can fulfill some strategic gender needs as well.

On the cost side, biogas systems require less time for the collection of water and mixing of dung and water to keep the system operational than the gathering of firewood. Time required for collection of dung, herding, collection of fodder and application of dung to the fields is not affected by the operation of a biogas system. An estimate of the average positive and negative time impacts of a biogas system indicates an average time saving of approximately three hours per household per day when a biogas system is installed, i.e. an annual saving of nearly 1,095 hours per households per year. Actual savings per household may vary according to the availability of fuel wood, dung and water.

The women worldwide are highly contented with the technology. The main reasons for this satisfaction as has been mentioned by women are:

- smokeless nature of the biogas fuel;
- cleaner utensils requiring less effort to clean;
- less attention required at the fireplace to keep it burning;
- time available for other household activities even while cooking;
- Less harassment in the field by men while collecting firewood.

Introduction of biogas does not necessarily change entrenched traditional patterns in the division labor. In the Indian context, reduction of workload is to be considered as a pre-condition to make opportunities available for women to earn additional income, organize and attend meetings, increase awareness, achieve literacy and gain financial security.

Besides paying attention to gender equality, the FCP is solidly based on a right based approach. The starting point of the program is that every person on earth should be entitled to an equal part of the intrinsic capacity of the earth to sequester carbon dioxide. This is part of the global public goods. Because the poor have a carbon footprint below the sustainability level of two tons, they are entitled to compensation payments by the rich who have occupied the carbon space of the poor. This is worked out in the form of carbon credits. From this perspective the poor should be fully rewarded from the sale of the credits as they are rendering services (by living a low carbon life) to the world community. This interpretation of sharing global public goods is, however, not generally recognized. It could potentially become a substantial source of income for the poor if this concept would be applied to all environmental services. However, quite often revenues are creamed off by companies which use the money to finance their (social) ventures. In order to deal with this problem, the FCP is embarking on the development of a FairTradeCarbonStandard (see above) which will hopefully produce a solid basis for carbon benefit sharing.

#### **5.4.7 Finance and operations**

In general in all regions projects were implemented according to allocated budgets and all scheduled disbursements were transferred in time to partners. A few cases were reported in which partners did not perform well.

In all regions ample efforts were made to raise additional funds for the FCP. In Central America a new grant was obtained from the ClimateWorksFoundation for 2012-2013. A concept note on a FLEGT-program in Honduras was accepted by the EU. In South America efforts are underway to mobilize funds for the FCP and for the establishment of South American desk of the FairClimateFund. An integrated proposal will be submitted in 2013 to IDB. In Peru contacts were established with WWF to join forces in the development of REDD+ projects. Key operation for Bolivia in terms of fundraising relates to securing funds from bilateral organizations which are giving priority to support the 'Conjoint mechanism', a Bolivian variant for PES. Among the entities which have been approached are DANIDA, COSUDE and AVINA.

In East Africa close contact have been made with NORAD and DFID via embassies and with the EU-delegation in different countries.

In the Global Office an integrated project proposal was prepared, together with the Max Havelaar Foundation, and submitted to the National Lottery. It was not accepted. A revised proposal was sent to the International Climate Initiative in Germany.

#### **5.4.8 Other issues**

The FCP is a global program which is based on the fact that the rich as well as the poor in the world have to play their part in diminishing global warming. People with a high carbon footprint can buy time to bring their level of CO<sub>2</sub>-emissions to a sustainability level by buying offsets (carbon credits) which are generated by partners in the South. These partners use that money for

low carbon development purposes. However, this mutual process is very much hampered by low carbon prices at the moment. Partners in the South who develop carbon projects need a certain amount of money, in terms of price per ton of not emitted CO<sub>2</sub>, in order to implement their project and to maintain them during the running time of the ERPA. The FCF which buys carbon credits from FC partner organizations must be able to sell them on the European market. Due to a collapse of the carbon market, there is a serious mismatch between buying and selling prices of carbon credits. Also a substantial number of carbon project are developed at the moment as NGOs have eagerly responded to the new possibilities to generate additional finances beyond aid money. It is not unthinkable that many more carbon credits will be generated which cannot be sold to markets of industrialized countries due to the unwillingness of these countries to take responsibility of reductions in GHGs emissions. It is envisaged that prices of carbon will rise again in the future but it is hard to predict when this will be.

Up to now the FCP has focused on carbon sequestration as one of the environmental services which are rendered by people and communities in the South to the global community. The scope of the program will broaden in the near future. Also payments for other environmental services will be developed, notably for biodiversity and water, in order to further increase income possibilities of the poor and to contribute to ecological sustainability.

## **5.5 Basic Health & HIV/Aids**

### **5.5.1 Introduction to the program**

The last decade has shown important improvements in the general health status of people worldwide. However, not everybody has profited equally. Due to weak and non-available or non-accessible health systems inequalities in health outcomes have grown. The ICCO Alliance (IA) is convinced, supported by evidence, that strong civil society organizations (CSOs) are crucial to ensure the fulfillment of the right to health for all.

The MFS2 Basic Health & HIV/Aids program plays a key role in strengthening CSO's, empowering and strengthening the position of our target groups and holding governments accountable to the commitments made. We cooperate with government bodies whenever possible to achieve the right to access to quality basic health services. The objectives for 2015 are the following:

1. Well-established accountability mechanisms in which civil society effectively calls the health system to account for the delivery of equally accessible basic health care;
2. Capacitated change agents through which civil society promotes effective prevention of Sexual and Reproductive Health (SRH) problems, HIV transmission and disabilities;
3. Well-established Human Resources for Health (HRH) policies, strategies & activities that sustain the quality, accessibility and sustainability of the health system through civil society participation.

### **5.5.2 Reflection on thematic progress**

#### General

In 2012, all 14 country alliances have grown in their programmatic approach, both content wise and in structure and collaborative implementation of the program. The training on Theory of Change during regional face-to-face meetings supported the program coalitions to improve coherence and cooperation with clear added value. There was strong attention for capacity development to strengthen the implementation of the interventions, the quality of Planning, Monitoring and Evaluation (PMEL) and Lobby and Advocacy (L&A) plans and skills. Partners are on track with their planned activities, milestones and set objectives. Concrete results have been achieved for objectives 1 and 2. The country coalitions succeed in empowering their target groups, notably vulnerable women, People living with HIV (PLHIV), Orphans and Vulnerable Children (OVR), People with Disabilities (PWD) and Leprosy (PWL). Their increased involvement and stronger voice has led to improved access to health services and facilities, for example in the case of Malawi where use of the Client Satisfaction Tool resulted in improved sanitary conditions within a health center an increase in number of women giving birth at this center. Change agents such as members of Community and Faith Based Organizations (CBO/FBO), relevant staff in health institutions and key people within community are trained in their respective roles and take these roles up successfully. One of the results is that stigma towards PLHIV has decreased.

Objective 3 is underrepresented amongst partners: the ICCO Cooperation works only with a limited number of medical NGOs/FBOs; most partners are indirectly involved with medical organi-

zations. However, they do train health and auxiliary health staff but have not formulated result agreements in this area. This needs further dialogue.

The quality of programmatic Collaboration is improving and at the same time there are big differences, partly related to management and structure, partly related to context. The biggest challenges are to be found in South Sudan and DR Congo : instability, dispersed partners, lack of quality staff , high staff turn over. This situation needs next steps and decisions on how to proceed: one coalition, or separate partners looking for relevant stakeholders in their immediate surrounding?

L&A plans are being worked out and activities taken up; these activities are mainly focusing on micro and meso levels as most ICCO Cooperation partners work at these levels. Some coalitions developed a joint L&A policy paper such as the one prepared by the Health Alliance Bangladesh. It seems that the fear of having to turn in activists or becoming connected to politics seems has diminished. However, time will have to tell: only small concrete results achieved yet.

Attention for gender and the RBA remains superficial. The fact that partners are working with women is being equaled to being gender sensitive; a deeper understanding is lacking and needs further support from our side. The RBA paper that will be finalized in 2013 will help to address these issues and put them on the agenda .

### ***Angola***

The program in Angola focuses on increasing the effective involvement of religious institutions and their leaders in the prevention of HIV, its treatment and care and support for PLHIV through the Rede Esperansa network (REN). The coalition focuses on the program objectives 1 (accountability) and 2 (change agents). Specific issues they worked on were health-seeking behavior and use; improving scores on access to basic health and health related services for vulnerable groups (orphaned children, widows and youth in southern Angola) and increased participation of target groups in decision making and an increased and more effective role of change agents.

Slowly, rural communities start to understand that HIV is not a curse but can be treated, prevented and controlled. As a result commitment and engagement at community level is growing. Government commitment however is meager; deceived as they may be by the relatively lower infection rates compared to neighboring countries. More actions on Lobby & Advocacy (L&A) should take center stage. ICCO Cooperation prioritized an institutional assessment and organizational development process for (and with) the coalition and its partners, to improve the role of change agents more efficiently and engage both policy makers and duty bearers and hold them accountable. L&A however is a precarious area for the REN due to intimidation from government side. REN appears to fail in using the backing of its constituency (the church members) and voice up on their behalf. Support to the institutional and organizational development process of the REN, including their L&A capacity will continue, also as part of the ICCO Cooperation's phasing-out strategy for the end of 2013.

### ***Afghanistan***

The Afghanistan Health Alliance (AHA) has developed rapidly over the last year. The accountability of the government improved due to the result of L&A and persistence as AHAs partner SERVE Afghanistan. The Disabled Persons Organization's joined hands and managed to have the government of Afghanistan ratify the United Nations Convention for the Rights of Persons with Disabilities (UNCRPD). In addition the advocacy of the disability network resulted in the ratification by the President of the convention against cluster ammunition. L&A was strengthened especially with regard to the inclusive education of Visually and Hearing Impaired involving communities and Ministries such as the Ministry of (Higher) Education.

Regarding maternal health the Ministry of Public Health (MoPH) allowed AHAs partner OpMercy to participate in advisory meetings on Maternal Health care. This a huge step forward as officially the training of Birth Life Savings Skills (BLiSS) wasn't recognized by the MoPH since the Basic Package of Health Services doesn't allow for Traditional Birth Attendants to be trained. This enables the AHA to advocate on behalf of the target group consisting of women in child bearing age and newborns. A lesson on Sexually Transmitted Diseases and teaching about the importance of vitamin A for the eyes of babies was added to the curriculum.

Change agents (members of the Community Rehabilitation Committee for Development) are capacitated in order to reach out to People Living with a Disability (PWD), which results in for instance inclusive education and provisions needed.

A review of AHAs IAM Noor Eye program which trains health staff in eye care, revealed that even in circumstances with impoverished populations such as those in Afghanistan cost recovery systems can be a success, thus ensuring the accessibility of the poorest to quality eye care.

Coalition partners were successful in reaching underserved beneficiaries, particularly vulnerable women and non- educated communities.

### ***Bangladesh***

The Health Alliance Bangladesh (HAB) functions as a platform for the partners, strengthening their capacity, facilitating linking and learning and utilizing each other's potentials and skills. As a coalition they have published an annual report over 2011 and HAB activities have reached the newspapers. HAB also works on a joint L&A Policy Paper with guidelines for the partners.

Objective 2 (change agents) has taken shape by different trainings arranged by HAB, including orientation sessions and exposure visits. Partners provide basic and specialized health services for the target groups such as People with Leprosy (PWL), PWD including Children with Disabilities (CWD) and Sexual and Reproductive health issues (SRHR). HAB members are strong in their presence at grass root level and do involve target groups themselves via the Self Help Approach, community watch groups and groups formed within health facility structures. Objective 1 is being achieved as representatives of these groups are capacitated which leads among other goals to meaningful participation in decision making processes. In addition they are involved in PMEL of the health services provided, which reflects the increased participation of the target group.

CWD received medical advice and treatment. Leprosy health care services were provided to PWL. HAB partners focus on inclusiveness for PWD and, through L&A propose changes such as inclusion of PWD and reduction of stigma for PWD and PWL.

### ***Democratic Republic of Congo***

The Alliance des Organisations Chretiennes pour l'Education et al Santé (ALOCES) could reach their targets set for 2012 except for the North Kivu region because of the worsening humanitarian situation in that region. Objective 2 has taken shape through strengthening civil society through capacitated change agents such as community and church leaders, media and peer educators with a focus on prevention of SRH issues and inclusiveness of PWD. Awareness raising included training on human rights and gender which resulted in the involvement of women in decision making processes related to community issues such as the provision of mosquito nets for pregnant women.

Through Income Generating Activities, beneficiaries will be able to contribute to their medical bills. This approach aims to empower and prepare the beneficiaries to become autonomous in two years. A working document on advocacy issues of interest groups is being developed.

Further activities focused on awareness raising, sharing knowledge and providing practical assistance. During 2012 nearly 6000 people were educated on HIV and/or receiving counseling with medical support. Women received information on maternal health and care, family planning methods and gained access to basic health services, many others were assisted such as people with leprosy (PWL), including children.

Health staff received training on maternal and child health and on HIV/Aids. Some of the train-

ing was conducted in cooperation with the local health staff which strengthens the quality, accessibility and sustainability of the health system. A Health Centre in Bagira was constructed in order to increase the access of basic health services.

### ***Ethiopia***

In Ethiopia there has been a strong focus on the need of L&A. One of the challenges was to improve the level of understanding and commitment of partner organizations to embark on 'micro/meso' level advocacy initiatives to hold the health system accountable as specified in Objective 1. Sixteen project managers participated in L&A related trainings. In addition there was a focus on radio broadcasting of health messages and awareness-raising, although print media was used as well. Exchange visits took place for linking and learning. One of the key lessons learned is that systemic change can only be achieved by approaching it from different directions involving different stakeholders. These are the beneficiaries themselves but also local Faith Based Organisations (FBOs) as strategic partners improving accountability mechanism within the target area whilst capacitating change agents (Objective 2).

Existing social structures are utilized to solve the problem of health service availability, the accessibility and sustainability. The alliance has accepted two additional organizations because they are strong in their focus on either maternal health or youth sexual reproductive health and prevention & care of HIV/Aids. The alliance has a strong focus on capacity building, not only through training but also by sharing of accumulated knowledge regarding governmental and non-governmental institutions.

One of the weaknesses was the insufficient use of the radio station; radio broadcastings can reach a much wider part of society. This shortcoming will be addressed in 2013.

ICCO Cooperation and the SRHR Alliance will jointly implement the newly funded World Starts With Me program (WSWM). The WSWM will also be the first formal link between the Education and the BH&HIV/Aids program. The majority of partners work with the Ethiopia Center for Disability and Development (ECDD) in mainstreaming disability in their programs.

### ***Haiti***

Haiti is still recovering from the earthquake in 2010 and cyclones in 2012. For this reason and due to the weak economic position self-sufficiency for the clinics (targeted for 43%) only reached 25%. ICCO Cooperation partners strengthened their relationship with the government health department, which resulted in increased accountability for and ownership of the clinics. In addition the Ministry participated in the Family Planning Network initiated by the ICCO Cooperation partners. Due to L&A activities, the protestant church of Haiti decided to combine forces and formulate a joint message on Family Planning to be disseminated throughout their congregations. In addition the government pledged to set and monitor norms for the availability of family planning materials and information in each clinic.

Due to the commitment of health staff and capacitated change agents, the percentage of people using a family planning method increase to 13%, far more than the target of 5%. A total of 730 churches, schools and community groups were trained in family planning, also more than the 240 that were planned. The experiences with the management committees in the clinics are positive, although more input needs to be given to the development of sustainable provision of health care. Sustainability will be enhanced through strong community involvement combined with government input.

### ***India***

India's Health Bridge Alliance (HBA) developed a 'partnership for development'. The HBA partners developed their Theory of Change to work towards systemic change within their areas. A significant step towards sustainable development processes can be observed as a result of collaborative action of NGOs, FBOs and Primary Health Care facilities in their respective fields. The government is held accountable as far as possible. The result so far is that over 3000 PWL receive benefits from the government due to the intervention implemented by TLM India. A major achievement is the inclusion of members of ILEP (The International Federation of Anti-

Leprosy Associations) as consultants in various states, calling them the eyes and ears of Central Leprosy Division.

Cooperation and coordination with the local and national authorities is strengthened. As a result policies are developed jointly, such as the 'policy for reduction of stigma attached to leprosy' and 'disability prevention and medical rehabilitation'. The link with the national government resulted in the World Health Organization choosing the state of Chattishgarh for launching a project due to The Leprosy Missions presence as advocates for PWL, introduction of preventative measures and measures to address stigma.

The National Council of Churches of India continues its multi-sectoral work related to HIV prevention and mitigation. Its focus is on formulating guidelines for each sector which can serve as frameworks for policy development within their member churches. To develop such guidelines, interventions such as organized dialogues and discussions bringing religious leaders together with representatives of gay people, transgender and People living with HIV/Aids (PLHIV) were a good start to work towards acceptance of these groups. This in turn provided a learning opportunity in itself for all involved. For instance in Chennai, church leaders along with sexual minorities exchanged their views and concerns. This turned into a learning opportunity for many churches and received attention from the media.

Identification and training of change agents such as Red Ribbon Clubs and pastors is taken up. Behavior change however is very complex; there is still a silence around HIV, around sexuality in general, and a stigma around PLHIV and PWL.

### ***Kenya***

ICCO Cooperation's partners developed a Theory of Change within the realms of integrated development, which recognizes that problems are multi-dimensional and intertwined. Sharing experiences and best practices through joint reflective learning was initiated, as was joint capacity building in areas of financial management, project monitoring and evaluation, Theory of Change and resource mobilization.

The cooperation and increased capacity translated to increased services to the poor and vulnerable (e.g. Anti Retro Viral medication - ARV), access to care and treatment by increasing HIV/Aids awareness through community and radio programs. The objective of improving strategies and activities sustaining the quality, accessibility and sustainability of the health system is realized by working with state actors resulting in improved access to essential drugs. Efforts were made to combat stigmas by working with FBOs and other change agents within target communities. One of the successes was an increase in the uptake of HIV Testing and Counseling (VCT, voluntary counseling and testing) as a result of innovative approaches such as use of HIV-positive people to campaign for testing publicly, use of moonlight VCTs, peer educators, targeting youth and incorporating churches and local leaders. This reduced stigma, increased confidence and acceptance of VCT services, resulting in an increased number of people wanting to know their HIV status and thus making informed choices.

### ***Malawi***

ICCO Cooperation supports one coalition (the Uchembere Network), and a number of small but strategic partners in Malawi. The overall focus of all partners is to strengthen and enable their target groups (poor people vulnerable to sexual and reproductive health problems) to better safeguard their own health and to take on (co-)responsibility for ensuring their access to a quality and resilient health care system. All partners work in the rural areas. Two partners are strongly linked with the Education program of ICCO Cooperation.

The Uchembere network and two other partner organizations that are linked to churches in the North of Malawi focus on Maternal and Child Health (MCH). They contribute to the program's objectives 1 (accountability) and 2 (change agents). Uchembere network and these partners combine service provision as well as community involvement through organized women's groups, church groups, village health committees and other relevant stakeholders. Involving and

making more people aware of safe pregnancies and motherhood pays off in particular due to feedback from the communities and women themselves. The Client Satisfaction Tool has proven to be an effective instrument to inform and influence service providers towards better and more accessible health care.

In 2012 the Uchembere network developed 60 Village Safe Motherhood Committees, VSMCs, and continued supporting 89 VSMCs developed in 2011. It established revolving funds for emergency referrals. The survival rate for emergency referrals was 99.7 per cent. Maternal and child death follow-up is now taking place across all project areas. The percentage of women receiving at least one antenatal care visit rose from 50% to 82%. Skilled birth attendance increased from 16% to 37%. Exclusive breast feeding for children 0-5 months of age rose from 29% to 68%. The Proportion of women aged 15-49 using modern contraceptives in implementation districts rose from 10% (baseline figures) to almost 20%. 'Red een Kind' partners established PLWHIV support groups as well as community home based caregivers.

The Development Communication Trust is a partner working in a cost-effective way in supporting people to demand for their health. The combination of radio broadcasting and training of community radio listening clubs in that same area proves to be an effective way of mobilizing people and influencing service providers and relevant government officials.

In 2012, 78 community dialogues with health service providers were conducted for improved health care provision. 15 out of 24 issues presented by the community to the health center staff regarding quality of health service delivery were acted upon, including regularly stocking of 5 ARV receiving points with drugs reaching 3391 people, and creating bathroom facilities in a health center which did not have them (an important reason why expectant mothers used to shun away from this health center).

All partners are connected with government offices at district level and attend district coordination meetings. Also they cooperate with other CSOs/NGOs working on Education, Community Development, Social Welfare and Agriculture.

### ***South Africa***

ICCO Cooperation supports the SALT Alliance and a number of strategic partners. There is a strong focus on capacity building of CBOs/FBOs involved in SRHR & HIV/Aids and related issues such as gender, gender based violence and masculinity through relevant training on for example leadership development, governance strengthening, gender policy development and implementation, monitoring and evaluations. Another focus is on capacitating change agent (particularly church leaders) who can effectively address silence and stigmas around HIV, and can stimulate health seeking behavior. For example, 200 churches adopted the SAVE (Safer Practices, Access to Treatment, Voluntary Counseling and Testing and Empowerment) campaign in order to facilitate behavior change necessary for safer sexual practice, delayed sexual debut, abstinence, voluntary testing and counseling and education (church-to-church and door-to-door campaign). There is also a link within the educational sector focusing on strengthening institutions, teachers and pupils in preventing and mitigating the impact of HIV and other SRH problems of young people and enabling them to maintain their own health. The SALT Alliance developed a joint Theory of Change (ToC) at organizational level with a focus on systemic change. A virtual space was developed to enhance their visibility and communication. There is a strong link with local government bodies, and in addition cross-fertilization in training takes place. For example the local department of health received training on home based care and attended the CABSAs facilitators' course.

### ***South Sudan***

The SSHARE Alliance has considerably decreased in size due to the pull-out of partners funded by ICCO Cooperation. Alliance partners have developed their ToC and appropriate indicators. The coalition partners are very diverse, but all work through change agents to address priority health issues in an effort to bring about systematic change. Capacitated change agents are in-

involved in strengthening the community to assist them to improve their own health status where possible as the government doesn't have the capacity to do so. These change agents are community members such as religious leaders and home-based care volunteers promoting effective prevention of SRH problems and HIV transmissions. In addition there is capacity building of health staff in management and training of midwives. The target groups gained knowledge regarding basic health such as the benefit of vaccinations, general health and hygiene. Access to VCT services is available.

At organizational level the organizations have a link with either the local or the national government, enabling them to search for possible collaboration and capacity building. A link is established with the Dutch Embassy.

### ***Uganda***

The Uganda Health and HIV/Aids program gained strength. Planning and budgeting meetings were organized where country specific common programs are proposed and developed. These plans included training of CBOs, FBOs and NGOs to address SRH/HIV/AIDS, and capacity building of partners through exchange and monitoring visits. Annually a country health and HIV/AIDS thematic conference is organized. The health alliance is constituted by organizations with diverse backgrounds including media, FBOS, CBOS and a public-private organization.

Ugandan partners have established structures that facilitate participation of target groups in the provision of health information and services as specified. Various groups were capacitated (such as Good Samaritan Teams, Pastors radio club, Village health teams) to play a role in the provision of SRHR and HIV-related services. These are services of local FBOs, local health structures and the local government.

FBOs, church leaders and members are trained and facilitated to carry out SRH/HIV activities, such as to address stigma around HIV, to promote health seeking behavior and promote positive living among PLHIV.

Participatory processes engage communities and churches in development work with for instance the Church and Community Mobilisation Process (CCMP). The SAVE approach is utilized to address stigma and discrimination within FBOs.

Advocacy issues are implemented in collaboration with UNERELA+, the National Forum of People living with HIV/Aids Network in Uganda and the National Coalition of Women Living with HIV/Aids. There is evidence of growing influence of the partner programs on local government, communities, church and the health facilities with positive effect on the provision of health services. This engagement is comprehensive and reaches a wider constituency indeed bringing about systemic change.

### ***Zimbabwe***

ICCO Cooperation's partners are relatively small. Therefore to increase the impact of the partner organizations active citizen participation at grassroots-level is sought and capitalized upon. The advocacy capacity of CSOs, FBOS and target communities has been strengthened in order to call the health system to account which resulted in an improved access to health services, especially in the area of HIV. The programs interventions include the introduction of the comprehensive SAVE approach promoting an effective prevention of SRH problems and HIV transmissions.

Churches are capacitated. Their services integrate HIV with sexual reproductive health, promote health access through accountability in service delivery, mitigating the impact of HIV in communities, reaching excluded vulnerable group with interventions and focus on better linking demand with service through the Client Satisfaction Instrument (CSI). At workshops PLWHIV disclosed their status indicating openness even in churches where HIV was not spoken about. One church is also developing an HIV/AIDS church plan. However, there are still churches fearing implementing HIV activities, afraid to promote HIV. The partner Family AIDS Caring Trust (FACT) focuses on VCT and has now already reached 119% of the 2015 target due to the availability and use of mobile VCT services visiting companies and churches. Christian AIDS Taskforce (CAT) is involved in the sensitization of communities; as a result 100% of targeted HIV-positive

pregnant women accessed T-helper cell count services and were started on either More Efficacious Regimen (MER) or ARV therapy.

### ***Regional program South America***

The regional program in South America is focusing on SRHR, including HIV, of young people in Paraguay, Bolivia and Peru). The program brings them together around activities on linking & learning in order to improve their own functioning and the quality of their programs. These activities range from PMEL, L&A, fundraising (with success: 10 proposals were developed of which 6 granted) and campaigning. In 2012 SENDAS, an expert in communication tools (radio, websites, etc.) has shared its experience with other partners. KALLPA specialized in research and was responsible for the development of a tool for a proper health country analysis. A summary of results at country level in 2012:

*Paraguay:* improved integrated care services for PLHIV in 6 Hospitals were realized. Presentation of a monitoring report of hospitals to the government, combined with an action plan to act on deficiencies discovered. A legal complaints center was opened for PLHIV to monitor and act on HIV discrimination.

Coordination was organized of the regulatory process of the Law 3940/09 (discrimination of PLHIV) with several Ministries and municipal governments.

*Bolivia:* 72 teachers from 41 educational units were trained in the field of HIV prevention and sexuality; 245 teachers (trained previously) continued their training of students on issues of sexuality and HIV in 84 educational units. An agreement was signed with the Departmental Director of Education in Cochabamba (2012 -2015) and 16 agreements with district director education, to include the subject of sexuality and HIV in their annual plan. 1234 students know how to prevent HIV risk situations.

*Peru:* focus is on the educational sector and on organizing and empowering young people themselves to become effective change agents as well as advocates. Teenagers and young adults have had positive responses to their demands from Congress, the Regional Health District and the Mayor of Santiago which resulted in the revival of teen draft Law in the Congressional Committee; attention for proper monitoring of specialized services for adolescents. 7 tutors were trained, who gave an average of 12 sessions per school class, organized 120 group tutorials, and organized 23 school workshops for parents. 635 parents attended.

It was decided to end the regional SRHR program by the end of 2012. The attention for youth and their SRHR, including HIV, will remain a focus area within the region but integrated in its priority program on youth and sexual violence.

### **5.5.3 Programmatic Approach**

The Programmatic Approach has really taken off in 2012. Much attention was paid to the development of the Theory of Change and to stronger ownership. There is a strong focus on increased participation of target groups in decision making, creating an effective approach for better access to health and health related services. In addition, there is a strong focus on L&A and to the participation of target groups in L&A related activities; this is shown in capacity building and the development of L&A strategies. All coalitions are involved in training of change agents, in particular at grass-root level in FBOs, CBOs and others such as community leaders, village health workers.

There is variety in the strengths of the country coalitions. The strongest coalitions appear to be those that function in more or less stable countries, that can benefit from the input of an external person or consultant. In addition some of these coalitions are active in joint L&A efforts and

fund raising. Other coalitions are still developing towards more cooperation and coordination. Added value is acknowledged and steps are taken to strengthen the alliance, especially in capacity building, linking and learning and L&A.

Coalitions in fragile states tend to be weak, hindered by political developments, unstable situations and poor infrastructure. These circumstances make collaboration with organizations outside their own geographical area difficult. For these coalitions it would be good to look into the viability of functional coalitions with organizations based in the same geographical area. This possible change will be explored in 2013.

#### **5.5.4 Capacity Development**

Several capacity developing interventions were developed in 2012.

In the regional face-to-face meetings capacity building was the central theme, with an emphasis on systemic change, the ToC and PMEL. Content-wise there was a strong focus on Behavior Change strategies and interventions and on working in a gender sensitive manner including the rights based approach (RBA).

County coalitions adapted their ToCs and adjusted their indicators if deemed necessary. The learning agenda was introduced and country coalitions chose one of the following learning questions to specify for their own coalition/partners:

1. What are the factors that make increased participation of target groups in decision making effective for better access to health and health related services for that same target group?
2. How do program coalitions organize their lobby for better access to health and health related services; what are the strategies used and how effective are they in realizing access to health and health related services for the poor and vulnerable.
3. What are factors that influence behavior change and what is the role of change agents in these behavior changes?

Through e-mail, wiki and particularly D-groups, discussions have taken place on subjects identified during our face-to-face meetings, such as the SAVE Approach and behavior change. Expert meetings have taken place on the position and involvement of FBOs in relation to SRHR. This knowledge is available for the coalition partners. A DVD 'Positive in Church' was developed, together with a guide for its use, directed to organizations that capacitate religious leaders and change agents.

In Angola the program will be phased out, for which reason emphasis has been mainly put on assessing and building the organizational and institutional capacity of the secretariat of the religious network working on HIV, e.g. Rede Esperanza.

Together with Oxfam Novib, Stop AIDS Now (SAN) and World Population Foundation (WPF), training was organized on effective behavior change for all partners involved in the Western Africa regional education & SRHR program. This training has led to noticeable improvements in the quality of the proposals of the partners, for example in the (smarter) way objectives were phrased, the comprehensiveness of the proposals and the indicators that were developed.

#### **5.5.5 Complementarity & Harmonization**

Complementarity and harmonization is actively being promoted and sought for at country level, with governmental structures, UN bodies, Dutch Embassies, other (I)NGOs, CBOs, FBOs and the private sector. Also the connection between international strategic partners and coalitions/partners is being facilitated and stimulated.

Some examples: collaboration and complementarity with Cordaid was realized around the work with religious leaders and FBOs in the area of HIV and maternal health and a combined proposal with EAA and GNP+ was developed for funding through the SAN investment fund. A scaling-up of the WSWM program in Ethiopia was successfully proposed by the SRHR Alliance, Educaids and

ICCO Cooperation to the Royal Netherlands Embassy. The trainings EHAIA offers for church leaders and FBOs around transforming masculinities are promoted amongst, and taken up by, partners in Africa. With SAN we have worked on combined fundraising, lobby and advocacy and implementation of development projects. With Oxfam Novib we have developed linkages in West Africa around youth, education & SRHR. Materials, products and activities developed by partners such as the Ecumenical Advocacy Alliance (EAA), INERELA+, Strategies for Hope are actively being shared, promoted and used by partners.

### **5.5.6 Gender and the Rights Based Approach**

In general partners are paying more attention to the GRBA. This is partly inherent to the program's objectives:

- Accountability mechanisms strengthen participation of the target groups and as such make them aware of their rights such as access to basic services. Working with the most vulnerable groups implies working with people that often are not aware of their (health) rights. In 2012 in a number of countries organizations have been trained to work with client satisfaction instruments, giving their target groups a voice in policy of service providers.
- In the work with change agents stigma and discrimination are addressed. In contributions towards these objectives, gender interventions should involve both men and women in order to address unequal gender relations. In some countries like Afghanistan and Uganda, particular attention is given to the involvement of men in reproductive health issues. In Zimbabwe and Ethiopia the gender sensitive SAVE approach is used to address prevention of HIV. In some countries (like India) making use of the program scan to assess the progress of the program coalition helped partner organizations to realize the necessity of addressing gender.
- In the objective that deals with human resources both gender and the rights based approach are playing an important role.

Furthermore strategic partner organizations such as the Ecumenical HIV and AIDS initiative (EHAIA) are being supported. In working on HIV with religious leaders, gender appears to be crucial in the response. Therefore both gender based violence and masculinities are a focus in their regional programs, together with sexual identity and diversity.

Implementation of the Rights-Based Approach is context specific. Many countries favor a pro-poor policy but only in a few countries this policy is actually being implemented. For example in India actual implementation of pro-poor policies directs the program towards looking into opportunities to support their target group to benefit of free government services.

However, the understanding of the concept of gender in quite a number of coalitions can still be broader and a focus on different levels. Role patterns are rooted deeply in societies and organizations and are not easily changed, especially with religious organizations. For that reason both gender and the RBA have been discussed deeper during regional face to face meetings in Bangladesh and Uganda and exchange was facilitated between partner organizations on how to implement these concepts in practice. Also in 2013, specific attention will be paid to the RBA; a position paper will be used as input for both discussion and training. Gender awareness and sensitivity within the programs of the coalitions will also be addressed.

### **5.5.7 Finance and operations**

Financial performance of the program is on track.

Some coalitions or members of coalitions (e.g. in Kenya, Ethiopia, Latin America, Angola) have been jointly working on grant proposals. Fundraising by country coalitions is an important means to guarantee financial sustainability. It seems that decentralization has a positive effect

on access to diverse funding. In Ethiopia a fundraising proposal together with ICCO Cooperation's Education program and the Dutch SRHR Alliance has been granted by the Dutch Embassy. In Malawi CDT received additional funding from a private fund. Other efforts were made but without success. In 2013 we will look more systematic into the strengths and weaknesses, opportunities and threats in relation to funding, as input for capacity building of partners and coalitions in this area.

In 2012, a first exploration was done in relation to possibilities for further collaboration with the private sector around health in Malawi and at the global office. This will be given follow-up in 2013.

## 5.6 Basic Education

### 5.6.1 Introduction to the program

The Basic Education program aims at increased access to and increased quality of basic education (primary, basic secondary and vocational education, basic literacy) in 14 countries. The three main strategies are direct poverty alleviation, civil society development and policy influencing.

#### **Direct poverty alleviation**

The program supports partners in developing ideas and methodologies that improve equal access to and/or relevance of education.

#### **Civil society development**

- The program enables Civil Society Organizations (CSOs) to improve the efficiency and effectiveness of education in close collaboration with governments and other civil society actors.

#### **Policy influencing**

The program supports partners and their target groups to lobby and advocate for a more effective education system at regional and national level.

### 5.6.2 Reflection on thematic progress

#### **General**

After 2011 as a transition year from MFS1 to MFS2, the basic education program is moving on well in 2012. Most education country programs are re-developed or adapted during 2011 and these changes are starting to pay off in the results of 2012. Important changes are:

- The basic education program 2011-2015 choose to focus much more on enhancing education quality, instead of focus on access to education and enrolment only. For example partner organisations and Local Expertise Centres cooperate much more with local Teacher Training Colleges (Indonesia, Ethiopia, Malawi, Uganda). The Edukans World Teacher learning project is another example of an intervention that focuses on the teaching-learning process; in 7 countries Dutch and local teachers interact and exchange on their teaching pedagogies and methodologies. Promotion and material development of mother tongue education is another example of the increased focus on quality education, this is promoted by Wycliffe.
- More focus on programmatic cooperation instead of the programmatic approach. For the education program this implies that programmatic cooperation is more flexible, the emphasis is more on cooperation itself and how partners can add value to each other. In Ghana and Malawi this change was effectuated through the STAR school approach. This was introduced in 2012 by Edukans to partners and program coalitions in Uganda, Kenya, Surinam, Malawi and Ghana. The model helps partners to develop quality-interventions in education, paying attention to the five elements of the STAR school: learning environment, learning, teaching, school managing and parent & community involvement.

- Education country budgets are smaller (compared to MFS1) and requirements on transparency and results are increasing. Based on the outcomes of the MFS1 (country and meta-) evaluations and the individual partners assessments, partner coalitions (which are smaller) are better capable to work in a result-oriented way (Senegal, Burkina Faso, Kenya, Malawi, Ethiopia, India, Peru).

Regional trends are the following: Burkina Faso, Mali and Senegal make a clear choice towards vocational education and linking adult and youngsters' education to Fair Economic Development programs. India and Peru focus is more on lobby and less on direct project support. In a number of African countries cross-thematic linkages are explored and effectuated (Ghana, Malawi and Ethiopia: SRHR and education, Uganda: agricultural skills).

Challenges are diversification funds and resource mobilisation for partner organisations and education country programs. There has been quite some attention and capacity building regarding this issue in 2012, but so far results are not always realised (India, Peru) so this remains an the agenda. Another challenge is that from a global point of view, Gender and the Rights Based Approach (RBA) gets relatively little attention in the program. Most country reports only explain in a general way how the country program address the needs of women, girls, minorities and other target groups. Country programs do not explain how equal gender participation and the Rights Based Approach are being guaranteed and how this is implemented as an operational strategy.

### ***Kenya***

The program worked at 63 primary schools on infrastructure development, teacher training, education material development and training of school management committees. As a result of vocational training programs, 51 students were able to earn a sustainable income. A key lesson from 2012 was that besides training, teachers need a lot of mentoring and the Education Ministry is failing to provide this. Instead of taking over these responsibilities, partners will lobby the government more intensively. Partner organizations and LEC have acknowledged the role of Elimu Yetu, the national network for education and intent to join this network in 2013.

### ***Uganda***

Partner organizations have achieved results in 65 schools. Examples of key results are: development of local language materials and piloting of these in 11 schools in Lango. Newly set up Child Protection cCommittees in schools have responded to 1013 child protection cases. 100 school managers followed training on performance appraisal methods. 73 schools provided SRHR education which includes HIV/Aids prevention. A key lesson is that partners in Uganda seem not convinced of the programmatic approach; in 2013 it needs more input on the benefits from the ICCO Alliance.

### ***Ethiopia***

252 persons (volunteers, students) were trained as Functional Adult Literacy facilitators and as a result FAL groups (mainly consisting of women and young girls) helped women to link their education to the practical life, such as business activities. Over 50 primary schools became more conducive for the learning and teaching process. A key lesson is that the main source for change for any problem that exists in the school environment is the (school) community. Their involvement and commitment is a prerequisite for change.

### ***Surinam***

The 9 partners in the program are progressing gradually, but in the right direction. They work on program interventions that are more or less common, such as increased learning performance of students in 34 schools, better recruitment, training and motivation of teachers and participation of parents in the schools. Results are slowly increasing; for example child attend-

ance increased from 6.626 to 6.683 and 531 children finished school with a diploma, compared to 356 the year before. A key lesson is that partners are not maintaining regular contacts with the Ministry of Education or other stakeholders. This needs to be taken up in 2013.

### ***Peru***

The intercultural and bilingual approach is fundamental in this program, implemented by 5 partners in more than 132 schools for the indigenous population. In 2012, the program (named Ruta del Sol) successfully entered into the Ministry of Education and the intercultural and bilingual approach is fully integrated into national and regional education policy and plans. An important lesson is that the production of intercultural and bilingual material production should be coordinated better: partners are mostly developing this on their own.

### ***Senegal***

In 2012 the program in Senegal shifted its focus from basic literacy to vocational education and training. This was done to harmonize the thematic programs towards the main problematic for ICCO in Senegal: youth unemployment. SHRH education and access to SRHR services is mainstreamed into the program.

### ***Mali***

The non-formal education program is composed of adult literacy, the vocational skills training component was integrated at a later stage. Due to the political situation and the war in northern Mali, the Timbuktu part of the program is suspended. In the southern parts the displacement of the population has put some pressure on the program but implementation continued. 20 new literacy centers and 9 skills training centers were opened. The integration of the vocational training component into the literacy program has been a success; it has increased the attendance rate and it is a source of motivation for the learners. The Ministry of Employment and Vocational Training has also integrated this model into their non-formal education policy.

### ***Burkina Faso***

5 partners are working on functional literacy combined with vocational skills training. The program also has an effective advocacy component. In 2012, a document on education budget monitoring has been published. Partners have shared this document with all stakeholders to improve transparency of the budget allocation process and partners have also trained local municipalities on this topic. As a result civil society organizations have now been involved in the whole process of budget allocation. As a lesson, this case has confirmed the capability of civil society organizations to influence education policy and budgeting. Documentation, training and follow-up will be organized.

### ***Malawi***

Mid-2012 a clear decision was made with the partners to work with the STAR-school model. The Malawi education program is working in 18 primary schools, and 12 new Community Based Childcare Centers have started. 10 schools run an HIV/Aids program. Key lesson: the opportunity to work together with partners in developing the Star school proposal helped EEDF to identify expertise areas and capacity gaps in the partners.

### ***DR Congo***

Eastern Congo is continuously facing armed conflicts, which has influenced the education program in 2012. Some partners shifted to emergency relief and not all activities could be implemented as planned. Key results are the construction of two new schools resulting in more children attending school, training of 150 parents and youngsters in agricultural and business skills and training of 200 School Management Committees (SMC) and Parent Teachers Associations (PTA) members. Key lessons in Congo are: income generating activities enable poor parents to send their children to school, and poverty does not mean that people cannot contribute. On the contrary, their help and inputs are crucial.

### ***Republic of South Sudan***

Key activities are training of PTAs, for example in monitoring of school performance and solving problems such as teacher absenteeism. 200 teachers and parents were trained on issues such as how to handle children with learning difficulties, inclusive education and special needs education, knowledge on HIV/Aids, menstruation of girls. Enrollment rates in the intervention schools are rising steadily and sometimes doubling or tripling the previous year. Two networks were formed to lobby for education policies at county level. As a key lesson, it turned out that many people (SMC, PTA members) or professionals in education are not sufficiently aware of their roles and responsibilities. It is also a challenge to move from output to outcome focus.

### ***Ghana***

The Ghana education program also adopted the STAR-school model. In 2012 there were 4 construction projects resulting in 6 classrooms and other constructions. 250 teachers received training in their subjects, 1800 girls attended Girl-Club activities, resulting in a higher percentage of girls, but also boys passing the standardized test. As a partner in a bigger network, a collective lobby effort on complementary basic education was successful. This was passed by Ghana government and funding is secured to get 120.000 children back to school. One important lesson is that local communities have a lot to contribute to their own development. With some facilitation they are able to come up with their own plans for improving their school. This motivation and enthusiasm will be stimulated with support and training of PTAs and SMCs, head teachers and parents, so other aspects that contribute to quality and sustainable education can be addressed by them.

### ***India***

The India program continued to have an enormous outreach (1000 villages and the same number of schools) but the intensity and frequency of interventions by local NGOs have diminished due to the scheduled gradual phasing-out. Key result is the formation of two Fora for educational lobby at state level. NGOs but also CBOs and parents associations were encouraged to become member. Key lesson learned is that the withdrawal (phase-out) of NGOs from the program area is vital for the ownership by the community. Capacity building of important stakeholders who could exploit government resources is very important as well. The PRI (Panchayati Raj Institutes), SMC (School Management Committee), SHG (Self Help Group) and Bal Sansads (Children's parliament) are among such organisations who can spearhead the program in a sustainable way.

### ***Indonesia***

Key results reached are improved skills of teachers, better quality of the curriculum, stability in school management and increased support from government and civil society. Nevertheless structural cooperation with the government appears hard to realize. Lobbying the government is an ongoing activity, yet cannot be relied on since the government is not very accountable. As a lesson, it turned out to be more effective to work together with other non-governmental partners with shared interests.

## **5.6.3 Programmatic Approach**

The ICCO Cooperation uses the Programmatic Approach as its main underlying strategy, bringing together the most essential stakeholders with a common interest in education in a program coalition. In most countries a local (country based) coordination has taken shape. This can be a Local Expertise Centre (LEC), a program coordinator or coordination structure.

The introduction of the Theory of Change (including the STAR-school-model), was very successful and considered relevant for program development and sharpening of programs (Ghana, Kenya, Surinam). Theory of Change (more as an analysis tool) and STAR school (more practical at

school-level) have shown to be practical and effective tools to facilitate programmatic cooperation. To underpin this and to obtain lessons, the STAR school model will be evaluated in 2013 (in Ghana)

As a pilot further to our ProCoDe-process. in the Central and Eastern African Region (Kenya, Uganda, Ethiopia), the responsibility for program management has been transferred to the ICCO Alliance Regional Office in Kampala. The education program officer in Kampala closely cooperates with the LECs, supporting the partners and program coalitions. After 1 year of piloting, we observe progress in programmatic cooperation, cross thematic linkages and new opportunities in fundraising. We also face challenges, for example in the area of efficiency.

In some Ghana, Malawi linkages were developed between the education program, C4C (ICT in Education) and Educaids (SRHR in education). In DR Congo, a joint program coalition for Health and Education has been formed. In Senegal, Mali and Burkina Faso the scope has enlarged from basic functional literacy programs to basic functional literacy and vocational training and linkages with Fair Economic Development and Food Security are being explored. In India and Peru, MFS2 funds are being drawn back gradually, creating space for cooperation with private sector or other institutional donors.

#### **5.6.4 Capacity Development**

Capacity development is integrated in all country and most partner programs. Based on the country and partner's specific needs, trainings or one-to-one guidance is being offered. The most important capacity building topic is PMEL, for example on project cycle management, project and program formulation and monitoring.

A topic that is becoming more important is resource mobilization. In 2012 Edukans finalized a learning trajectory on this topic for all education partners from India and Ethiopia and a delegation of ICCO-Alliance partners from Uganda, Malawi, Kenya, Ethiopia and Ghana. Lessons and examples from this trajectory were published in October 2012 in the booklet 'New impulses for local resource mobilization'. Besides this trajectory, training sessions and material on resource mobilization are being developed in almost all countries. Partners and program coalitions realize that MFS2 funds will at best be considerably reduced after 2015, so they are getting prepared.

In November 2012 a global face-to-face meeting of the basic education program took place. Representatives and program officers from - or working with - the 14 countries in the basic education program were present in the Netherlands for a week to share, interact and learn on each other's educational programs. During this face-to-face event the concept of Theory of Change was introduced and combined with the STAR school model. The Theory of Change and/ or STAR school model will be taken up in the education thematic country plans in 2013.

In Ghana two PMEL training workshops were organized for the Ghana Alliance, supported by ICCO Cooperation. The workshops were interspersed with a one-on-one coaching by the consultant. It was very useful to have this capacity building as many of our partners are still weak in PMEL. They were also introduced to Theory of Change, the new project/program planning approach. It is expected that there will be an improvement in partners' PMEL compared to their earlier performance.

### **5.6.5 Complementary & Harmonization**

Within the alliance, members find each other on complementary roles, e.g. Edukans advising on education for ZZG in Surinam, Light for the World implementing a learning trajectory for inclusive education for (amongst others) Edukans in Ethiopia and ICCO Cooperation bringing in knowledge on PMEL and Theory of Change during the face to face learning week.

In general, more collaboration can be sought between Edukans, ZZG and Prisma-members' country programs and the ICCO Cooperation regional office responsible for that country. This does not happen automatically because regional offices are not always situated in the education countries (Peru, Surinam, Ghana) and not all regional offices implement educational programs. Yet there is a lot of potential: regional offices can add their regional focus, there are possibilities for thematic linkages (education and SRHR, HIV/Aids, adult education and democratization, vocational education and economic development).

Most education partners and program-networks are part of a national network for education. Through these networks complementarity and harmonization is realized. In Ghana ASEG is part of the Northern Networks for Education, implementing lobby issues together. In DR Congo harmonization is realized through UN OCHA and education clusters. Partners in Surinam are encouraged by ZZG to cooperate more with the Ministry of Education because there are interesting opportunities. In Peru, the national network on education and Ruta del Sol are very effective in influencing and contributing to improved bilingual intercultural education. After years of lobby and a political change, the ministry in Peru realizes that this key knowledge is available within the (indigenous) educational networks and not within the education ministry itself. Partners in Uganda are participating in three relevant networks; LEARN – a platform for Dutch funded NGOs that invest in education, FENU – Forum for Educational NGOs in Uganda, MLEN- Multi Lingual Education Network. In Kenya the partner organizations and LEC have acknowledged the role of Elimu Yetu, the national network for education, and have indicated the intention to join the network in 2013. In Senegal, ICCO Cooperation has exchanged ideas with Oxfam Novib and for the new program the two will aim at achieving complementarity in Senegal. Edukans itself is member and coordinator of the Dutch chapter of Global Campaign for Education. Other members include Save the Children, Oxfam Novib, Woord & Daad. Edukans represents ICCO Cooperation in GCE-Netherlands.

### **5.6.6 Gender and the Rights-Based Approach**

Twelve (out of 14) country programs mention that gender and RBA are integrated in the program. Most country reports explain in a general way how the country program address the needs women, girl children, minorities and other target groups. For example in the Peru program gender and rights sensitive terms and concepts are understood as inherent to an intercultural bilingual education program and this is not further specified. The education programs in South Sudan, Ghana, Uganda and India pay attention to gender equity in designing, approving and monitoring of programs.

Within the partner network in Uganda not all partners focus on gender and RBA that much, one partner is specialized in promoting girls education. Malawi has specific partner organizations on these approaches and these partners ensure that children's rights issues and gender issues are addressed in the overall program.

Examples of gender and RBA activities are:

- South Sudan's education program works on the formation of female students' mothers associations (FSMAS) that help their girl children to continue to go to school.
- Kenya, South Sudan, Ghana and Uganda pay attention to special target groups such as physically handicapped children and traumatized children.

- Almost all countries work on training and sensitization on gender and rights issues.
- In Mali literacy is a strong toll for women's empowerment.
- In Uganda, Ethiopia and India partners work on prevention of early marriages.
- In Senegal: the national policy for equity requires the partners us to give women equal participation in development programs and decisions making positions.
- Strong representation of targets groups within the partners network (for example minority groups in the case of Surinam, Peru, pastoralist groups for Ethiopia and Kenya) creates space to ask attention for the right of education of these groups.

All countries monitor the (equal) participation of boys & girls and man & women in the education program.

### **5.6.7 Finance and operations**

In the education program financial performance is on track. Now that the program has passed the start-up phase, there is much more attention for financial sustainability and fund raising (see section on capacity building).

The majority of the approximately 70 partners have not experienced financial problems. In some casus financial reports were delayed or of low quality. During O-scan and EAT (Edukans Assessment Tool) assessments weaknesses in financial systems are detected and recommendations are formulated. India is working on a finance manual for partners.

In 2012, there were 2 cases of misuse of funds in Senegal with a partner. ICCO Cooperation reimbursed the funds from this partner.

## 5.7. Impulsis

### 5.7.1. General

Impulsis is ICCO Cooperation's program for support to Dutch Civil Society Initiatives (CSI) engaged in small scale projects of Development Cooperation. Impulsis stresses the importance of quality, capacity building, local embedding and ownership, linking & learning and long term sustainability of projects. For that purpose, Impulsis offers advice, brokering and opportunities for capacity building as well as co-financing of small scale projects. This can be realized because of the expertise and networks of the Alliance members and the linkage to the country programs of ICCO Cooperation. At the 5th year celebration of Impulsis 200 partners, relations and colleagues showed their connection to international cooperation and that they consider the support from Impulsis of great importance for the success and further growth of their projects.

In 2012 Impulsis planned projects in 21 focus countries and 16 countries with a limited scale of action. Main criteria are in line with the country programs of the Alliance on Basic Education, Basic Health & HIV/AIDS, Water & Sanitation, Local Entrepreneurship (Fair Economic Development and Food Security) and Climate. The 2012 project budget of Impulsis was just over € 2.5 million and bound to MFS-II criteria. Within the framework of Kerk in Actie criteria, some additional options exist in a few countries; the same applies to the agreements with 3 municipalities (Utrecht, Breda and Steenwijkerland) in support of the Millennium Development Goals. In 2012 many projects have been executed with existing partners. In these cases sustainability and advice from Impulsis get more relevance.

During 2012 Impulsis has been discussing on creating a new focus in her way of working. In addition to the regular support of civil society initiatives with MFS resources, the team started looking for new financial resources and new ways of support to CSI after 2015. Therefore connections with private foundations, European financing opportunities and other institutional funding were investigated. The possibility of a loan fund has been part of the discussion in 2012 to offer entrepreneurial initiatives the opportunity for further growth and innovation. Furthermore a more focused policy on Children at Risk (an important theme of cooperative member Kerk in Actie) was developed. Kerk in Actie considers her responsibility for the CSI as an important strategy to connect her work in the South with the Dutch public in a stronger way.

### 5.7.2. Main results

Comparing to 2011 there was a slight growth in the number of proposals received and approved: 136 new contracts (in 2011 this was 120 contracts) were established with a total value of € 6,9 million (44 ICCO-MFS; 6 WASH-MFS; 55 Edukans-MFS; 32 KiA). Since 2011, Impulsis established to co-finance a maximum of 1/3 of the contract budget for most of the contracts. The average co-financing was € 16,000 per contract.

#### Fair Economic Development/Food and Nutrition Security

2012 saw an increase of new proposals on FED/FNS, from both existing and new partners. Their focus is often on ways of (improved) income generation through agriculture, hence the connection between both themes. Impulsis projects also show connections with other themes, such as water and climate. Apparently in reality the partners do not follow a division in themes such as the Alliance fields.

Projects are rather diverse, ranging from (commercial) agricultural trainings in Uganda and Nepal, to a franchise model for climate gadgets in Ghana. An interesting project is Lendahand, who

use crowd funding to fund MFIs (agribusiness) in the Philippines, and also works together with the Regional Office. Another successful cooperation is Stedenband Utrecht-Léon, who works on microfinance in Nicaragua. Impulsis is pleased that these partners have decided to work with professional local organizations on this complex issue.

Impulsis organized a meeting in May for the PI partners focusing on social business. A follow-up training on this subject was organized in June in cooperation with Wereldse Zaken. Also inquiries were made to gauge interest for training on Social Return on Investment (SROI) by Context, International Development. Impulsis spent 275.000 euro on 20 FED/FNS interventions.

### **Climate**

In 2012 Impulsis supported more climate projects than the year before. Dutch society is gradually becoming more active in climate interventions. These new initiatives can be seen on all continents, but mainly in Africa and Latin America. The link with FNS in these projects is often quite strong. Organizations focus on biological agriculture, reforestation combined with erosion problems for agriculture, environmental education, etc. Projects in Guatemala and Bolivia are getting excellent results on reforestation, planting bamboo, organic vegetable gardens and environmental education. The target group is family wide, with tailor-made interventions for both adults and youngsters. An interesting project is the creation of biogas installation to stop deforestation, which has a link to education because girls are able to attend school again instead of cutting wood. Impulsis spent €45,000 on 4 climate projects in 2012.

### **Health**

During 2012 Impulsis saw an increase in proposals on Health projects. Most focus on vulnerable children, people with HIV/Aids and capacity building of local medical staff. As the medical projects for children often fit the criteria set by Children at Risk, funding for that purpose originates from Kerk in Actie. These funds enable Impulsis to finance other interesting small scale projects for children, which normally could no longer be financed by MFS.

There is tendency for health projects to connect their work more to lobby aspects towards the local government in order to get more attention for a specific subject. An interesting example is Niketan, a Dutch based NGO. Niketan is a knowledge, capacity, advocacy and funding center for helping people with disabilities in (rural areas of) Bangladesh. They offer support to children with a disability and adapt their support when the children's needs change while growing up. Niketan cooperates closely with her local strategic partner, the Bangladeshi NGO, 'Disabled Rehabilitation and Research Association' (DRRA) based in Dhaka. In Manikganj district Niketan and DRRA have realized three day-care centers, vocational training, parent groups, advocacy groups, preventive care programs, home service and a care-farm with residential facilities. For Impulsis this partner is valuable because the focus is to achieve an independent, dignified and meaningful existence in civil society for handicapped people. They have started several Community Based Rehabilitation projects and advocacy has become more important during the last years.

To educate and inspire the CSI on health related issues, in 2012 two partner meetings were organized by Impulsis. The training on Community Based rehabilitation was however cancelled due to insufficient trainees. In 2013 Impulsis will review if this training should be planned again.

### **WASH**

In 2012 Impulsis co-financed 8 projects on water & sanitation, from which 6 are located in Africa and 2 in Asia. Almost € 140,000 was contributed with funds mainly from the WASH Alliance (6 projects).

One of the projects involves Rotary Club Iganga/Uganda and Stichting Community Service - Aqua Quest. In Kibaale County – a post-conflict area in Western Uganda – women groups are active in small scale activities and subsistence farming, for which they receive training. They are involved in the set-up of a water harvesting system, which will enable them to have sufficient safe water at their disposal in the dry season, crucial for the survival of the population and livestock, for

agriculture. There is explicit attention for better sanitation in the communities, education on diseases, fighting malaria, etc.

The total number of proposals focusing on water and sanitation decreased in 2012 compared to 2011. This is still an effect of the decrease in number of countries on the list of MFS and the fact that WASH finances in 8 countries only. Apparently it takes time to “reset” the CSI for possibilities on water and sanitation. However it is expected that in 2013 the number of contracts will increase again; some CSI informed Impulsis that they are working on new proposals, mainly in Africa.

Impulsis, Simavi, Aqua for All and Akvo organized a Water and Sanitation meeting in October 2012, bringing together 90 experts and CSI on this theme.

### **Education**

Following the outcome of studies in 2011 by Context International Development, the focal point for CSI active at education projects in 2012 has been sharing knowledge and connecting local partners to regional programs. The systematic use of various tools from a toolkit CID developed (in order to stimulate discussion about the quality of education between North-South partner) yielded a number of long term strategy plans to be implemented.

In Malawi four local partners to the Dutch Impulsis partners, all active in vocational training, are now part and parcel of the Program Plan on Education of the ICCO alliance. They participate in the capacity building trajectory, implemented by Edukans, together with other ‘regular mfs2’ partners in education.

Also in DR Congo eight Impulsis education partners have been incorporated in the country’s education program plan. A joint capacity building trajectory ID/OD has started, as a common strategy to increase the quality of education.

The Impulsis meeting on education in September 2012 was organized together with partner organization Inca Educa who celebrated their 10-year anniversary with this symposium in ROC Aventus School, a Dutch technical and vocational education institute. Partners and interested CSI participated in workshops about sustainability of vocational education abroad.

In 2012 Impulsis education has been active in 12 countries with 60 partners in 69 projects, among whom 13 new organizations entering a partnership agreement with Impulsis.

### **Communication and events**

The celebration party for Impulsis 5,5 years in March strengthened the ties with partners and business relations and provided good PR and energy for all involved.

Other interesting events Impulsis organized were the small symposiums or meetings for partners and other interested Civil Society Initiatives (CSI), like the one on vocational training and education at the ROC school. Social enterprising, water and sanitation and communication training were other themes. In 2012 more than 350 people involved in CSIs visited these events.

However, it was noticed that interest in some meetings is declining, sometimes even causing the event to be cancelled. A study by CIDIN in 2013 will maybe provide reasons why, so strategies can be devised to provide optimal service to CSI.

Members of the Impulsis team also visited many (>50) external events, such as jubilee, debates, fairs and lectures, coming into contact with over 5000 persons.

Various ways of cooperation evolved in 2012, especially within the platform for CSI: MyWorld. This provided new chances for spreading information about small scale development projects and a means to exchange knowledge and experiences. As a result in the final quarter of 2012 Impulsis decided to work more closely together with Wilde Ganzen in organizing training and network events.

In times of growing criticism on the effectiveness of development aid or the small scale projects, it is important to focus communication on positive stories and powerful people. Impulsis invests

in this. Photographers Opmeer, who will travel through Latin America the next 2 years, will make photo and video reports on projects by Impulsis partners. Also Impulsis sponsored the documentary 'Manual On Doing Good', about the strengths and weaknesses of CSI by showing examples of the motivations, activities, failures and results of CSI in the Netherlands and their partner organizations in Uganda.

Good publicity is also one of the goals of the CSI themselves. Each year a decrease is seen in the number of articles on their projects in newspapers and magazines. Online they find new ways to bring out their stories and increasingly use social media to their advantage. Impulsis has continued to support partners in expanding their communication skills.

### **Final remarks**

Impulsis has its concerns about the ability of several CSI partners to monitor their projects. The project period is sometimes extended to an unacceptable level, while reporting on the agreed objectives/results of the partners appears to be difficult. In the direct personal relationship between the Dutch and local CSI it is sometimes felt as inappropriate to be strict on the implementation and reporting of the project. Simultaneously, these very personal relationships easily complicate or hamper local ownership and a serious exit-strategy.

Despite the above mentioned concerns, there is enough to be proud of in the cooperation with the CSI. The prominent ranking of 8 Impulsis partners in newspaper Trouw contest of 50 most outstanding Charity Organizations ('Goede Doelen top 50', November 23rd) showed that many Impulsis partners have a good profile on transparency and reliability. SPZA, Kinderhulp Bodghaya, Karuna Foundation and Harambee even rank in the topmost 10!

In short, dedication and personal engagement of CSI can very well match operating in an effective and transparent way. Impulsis and the Alliance members will continue to support this kind of CSI in their contribution to combat poverty and injustice.

## 5.8 Together

### 5.8.1 Introduction

2012 was a year of transition for Together. We tried to find new ways of (1) involving young people in global citizenship by deployments, (2) supporting partner organizations in capacity building and (3) organizing 'changemaking activities' in the Dutch society. As a team we went through a discussion process on Together's future strategy in the newly founded ICCO cooperation. The outcome of this process will be summarised in a so-called 'position paper'. This may mean that existing programs will be repositioned or replaced by new initiatives in the coming years. The closing down of the Volunteer program in The Netherlands and our successful application for funding from the EU Aid program are the most important practical changes in 2012.

The communication and promotion of Together and its programs with young people was also a significant part of our work in 2012. We kept the Together website and facebook up-to-date, wrote articles for several internal and external media and were present at different events, such as the Dutch Diaconal Day and a large Christian youth festival.

Training remains a very important element in all Together programs because we believe that making a difference is only possible when personal and societal change go hand-in-hand. In 2012 all training events were executed in cooperation with the Hendrik Kraemer Institute. With a pool of young trainers and travel guides Together continued to invest in the involvement of young people in the development and execution of her programs. We hope to further increase this participatory approach in 2013.

### 5.8.2 Together with a Group

#### *Holyswitch*

In 2012 Together and JOP launched the play 'Promised is Promised?!' about the conflict between Israel and Palestinian Territories. The play was performed 22 times in churches and during special events. A total of 1,900 people saw the play. The play was well received: people were touched by the personal stories and were eager to talk about the play. The theatre tour was a big success, though it asked a lot of time and energy from both the JOP/Together support team and the actors who were all involved on a voluntary basis. We have learned a lot about creative processes, logistics and commitment which will help us in the future to work more efficiently.

#### *Art of Life group journey*

After a two-year break, the Art of Life group journey made a successful comeback in 2012. Twelve youngsters (aged 15 to 23) travelled with us to Rwanda and had an unforgettable journey filled with music and beautiful people. The journey was organized in cooperation with partner organizations of ICCO Cooperation.

#### *Kerk in Actie Lent campaign 2013 - visit to Colombia*

As part of Kerk in Actie's Lent campaign, Together organized a 12-day group journey for seven young people to Colombia. During their stay, the participants experienced the work of several partner organizations. They will share their stories with Dutch churches during Lent 2013 as ambassadors of Kerk in Actie. Compared to 2011, the cooperation with JOP on the ambassadors program significantly improved. This has resulted in a wider variety of presentations and workshops that the youngsters can offer the churches and an increased number of requests from churches for the ambassadors.

#### *Interactief*

In cooperation with four Dutch church communities, we prepared, organized and guided a group journey to Comin, a partner organization in Brazil with which these churches have a so-called 'interactive' relationship. Seven young people and two ministers participated in the journey.

We also gave support to a Christian stepdance group in the preparation and organization of a group journey to Youth for Christ in Moldova.

### 5.8.3 Togetherthere as a Volunteer - The Netherlands

From September 2011 till June 2012 seventeen European young people took part in the voluntary year program in The Netherlands. They came from Hungary, Sweden, Germany, Finland, the United Kingdom, Denmark and France. The volunteers supported different social and diaconal projects in The Netherlands. They worked for and with people on the edge of Dutch society, such as the homeless, adults with a mental disability, those struggling with an addiction and immigrants. In addition to their voluntary work, all participants developed and organized their own activity related to a global theme: Fair Climate, Strong Women or Fair Trade. In total seven challenges took place, including the promotion of cycling among car drivers and a fair trade cooking competition.

The 2011/2012 volunteer group was the last to participate in the Volunteer NL program. Togetherthere decided to end this program in 2012 because it wants to focus more on developing and running programs for Dutch young people that have a strong link with global citizenship and the partner organizations of ICCO Cooperation. At a special farewell reception we celebrated fourteen voluntary year seasons with all those who have been involved in the program over the years.



*The Togetherthere voluntary year in The Netherlands 2011/2012 was cofinanced by the Youth in Action program of the European Commission. This subsidy program supports different kinds of projects for and by young people, such as youth exchanges, networking events and voluntary work.*

#### **Togetherthere as a Volunteer - South**

In 2012, Togetherthere sent nine volunteers to partner organizations of ICCO Cooperation and another five volunteers were prepared to start service in 2013. The volunteers were between 19 and 28 years old. The tasks of the volunteers were varied and included supporting a climate change program in Ethiopia, giving theatre workshops in refugee camps in the Palestinian Territories, assisting in a day care centre for young children in Peru, teaching English at secondary schools in China, giving personal attention to children in a hospital in Hungary and home visits for disabled children and adolescents in Peru. Togetherthere also trained and guided a student of anthropology who conducted her master degree's research in Liberia through intermediation of ICCO Cooperation.

In 2012 the matching process between the volunteers and the placements was changed. Instead of finding placements tailored to the specific wishes of the volunteers, we now only offer pre-defined placements for which the volunteers can apply. Each placement is developed with the partner organization in question. This means that the interests of the partner organizations are now at the heart of the Volunteer program. Building up good working relationships with the Regional Offices and the partner organizations was therefore an important part of the Volunteer program in 2012, although this was more time-consuming than we had expected at the beginning of the year.

In accordance with Togetherthere's new focus on youth participation and global citizenship, the Volunteer program has also undergone a few changes. We see the volunteers as 'change agents', whose experience abroad will strengthen their commitment to make a change in this world. In the preparation training, for example, the volunteers now choose a global theme on which they will focus during their service and when they have returned to The Netherlands. In addition, we

have made the connection with Changemaker more explicit. This has resulted in a substantial number of former volunteers participating in the Changemaker traineeship and festival.

#### **5.8.4 Togetherthere as a Professional**

Togetherthere was responsible for developing and monitoring the realization of 21 young professional positions at southern partner organizations and regional offices. These positions gave 21 Dutch and southern young professionals the opportunity to gain relevant work and learning experiences. In addition, the young professionals contributed to the realization of planned activities and to the development of capacities at the hosting organizations. Moreover, young professionals shared their experiences with others, to support learning amongst professionals and to generate public support.

During the first half of 2012 six young professionals facilitated learning about and improvement in the programmatic cooperation of five partner coalitions. Using the action research methodology the young professionals successfully supported program development and programmatic cooperation between partners. In addition, the researches gave insight in whether and under which conditions the programmatic approach of ICCO Cooperation is fulfilling its assumptions. The deployments were realized in cooperation with the policy & development department.

In May 2012, ECHO (EU) approved an ICCO Cooperation proposal under the call for pilot projects (2012-2013) of the EU Aid Volunteer programme. Coordinating a coalition with Finn Church Aid and the Czech Diakonia ECCB, ICCO Cooperation was responsible for the development and implementation of fifteen deployments to strengthen partner organizations' capacities to support community resilience. Seven deployments will take place to ICCO Cooperation partners in 2013, selected through an extensive needs assessment. All professionals were trained and prepared for their deployment, which cover a 6-month period. The project is managed by Togetherthere in cooperation with the Disaster Management Unit of ICCO Cooperation. Associate partners are Wageningen and Copenhagen universities.

Early 2012, a mid-term evaluation took place of Communication Officer positions at four Regional Offices. These were being fulfilled by young professionals since August 2011. Despite extensive outputs of the positions, the evaluation led to a critical review of the positions in the context of organizational arrangements of communication at global and regional levels. The intended second 'round' of communication officer positions was therefore postponed until further notice. One Communication Officer was offered a contract extension by the regional office.

PSO funding for the realization of young professional deployments ceased to exist at the end of 2012. The contracts of one Dutch and two southern young professionals under this funding program ended in 2012.

#### **5.8.5 Changemaker Netherlands**

Changemaker Netherlands was founded in 2011 and is a collaboration between Togetherthere, Edukans en World Servants. The activities of Changemaker Netherlands are a yearly festival, three traineeships and an online community. The main target group of these activities are Dutch young people that have had an experience abroad with Togetherthere, Edukans or World Servants. We want to give these young people ways and means to follow-up on their stay abroad. Other young people who are enthusiastic and want to make a change in the world are also very welcome to join Changemaker.

The traineeship program supports the participants in creating their own project and in their personal development. Two traineeships have a specific thematic focus and a more defined set of activities: sustainability in churches and giving guest lectures on global citizenship in schools. The third traineeship is broader and allows the participants to come up with their own project related to one of the millennium development goals. In the beginning of 2012 we decided to cancel one of our traineeships; the sustainable school canteen, due to a lack of interest from participants. The impact of the projects developed within the traineeship program was measured in an extensive PME-study, based on a semi-structured interview with 19 participants conducted by an intern.

At March and October a group of enthusiastic participants started the second and third round of the Changemaker Traineeship. Ten participants gave guest lectures on global citizenship at schools. Five participants started to work on making Dutch churches more sustainable. Six participants started to work on a fair tourism project in Thailand and promoting fair wear. It has proved quite difficult to entice young people to participate in the Changemaker Traineeship. Once young people have experienced the traineeship they are very eager and enthusiastic, but to attract them in the first place is a challenge. Therefore a special plan was developed to increase the number of trainees. One of the core strategies is to incorporate the Changemaker philosophy more in existing programs of the three organizations. Another strategy is to develop a one-day event to promote the traineeship and to give young people a chance to make a change in a relatively small amount of time.

In September 2012 the Changemaker festival was held in Heino. Around 587 young people attended the festival, which focuses on global citizenship. It included a variety of workshops, a general meeting around sustainability, music and inspirational speakers.

The online community was developed further and consists of a website, facebook page, twitter account and a youtube channel. We use these to share inspiring videos, quotes and activities with our public, as well as to promote Changemaker activities.

#### **5.8.6 Youth Believes in Sustainability**

“Youth Believes in Sustainability” empowers young people to make churches and other religious buildings (mosques and synagogues) climate neutral by lowering their CO<sub>2</sub> emissions. The project not only targets the carbon footprint of these buildings but also stimulates the congregations to reduce and compensate their energy use.

Young people play an important role in this project. They follow a tailored traineeship where they learn how to do an energy check of their house of prayer and which tools are available to lower the footprint of the individual members of the congregation. In January and October 2012 five young people started to promote sustainability in their churches and congregations. In some churches energy use was reduced by 40%. In other churches subject of attention was the reduction of water usage, fairtrade consumption, adopting a lifestyle of eating organic food and less meat.

An extensive communication plan was developed and a movie was made to show the results of the project and to make other churches enthusiastic for the project. Also a huge amount of time was spent on calling contact persons from 281 churches to promote the project. In addition, the team went to several network meetings and gatherings to involve as many central church contact persons as possible. At the start of 2013 an evaluation will be held. Based on the outcome of the evaluation the build-up of the project might change.

## 5.9 DMU

### 5.9.1 Introduction to the program

The Disaster Management Program is executed by ICCO and Kerk in Actie and aims in general to support national partners overseas to:

- provide life-saving aid to people in distress in disasters.
- help the same people to make the first steps (back) to a normal life (rehabilitation)
- provide the link with development aid (LRRD- Linking Relief, Rehabilitation and Development)
- Referring to the need to link rehabilitation with real development efforts to attain sustainable livelihoods for the same people and Disaster Risk Reduction (DRR) introducing the need to think about risks into development programs (how to be better prepared for disasters and how to increase resilience in order to be better prepared for adverse conditions (possibly) to come.

Local/National partners form the core of our capacity in Disaster Management. The ACT Alliance provides an important network for us in DM. Ties among ICCO Cooperative members are being strengthened in the field of emergency response.

Some of the main elements of the DM program in 2012 arose from continuing work on rehabilitation after bigger disasters in the past or from programs aimed at disaster risk reduction/resilience:

- Continuation of the rehabilitation phase in Haiti
- Continuation of the support to the work of our partners in Ethiopia, Kenya and Somalia to help people rebuild their lives and livelihoods after the extreme drought in summer 2011. A strong focus on building the resilience of communities is included, supporting them in implementing activities that reduce the risks for the future.
- Smaller continuing rehabilitation programs took place in Cambodia, Liberia, South-Sudan, Myanmar/
- Several pilot programs on disaster risk management were implemented in DR Congo and Uganda.
- A grant to implement a program within pilot 2 of the EU Aid Volunteers program of ECHO was obtained, where 15 advisor volunteers will work at local partner organisations to support them on resilience/DRR. The selection and recruitment, as well as preparatory training took part in 2012; actual placement of 6 months will be in 2013. Active links with other thematic areas are sought.

Other elements of the work arose from sudden crisis situations, including:

- DR Congo crisis and refugees: response in both DRC itself, Uganda, and Rwanda to support refugees.
- Drought situation in Sahel West Africa (projects in Burkina Faso and Mali), followed by coup d'état and insecurity in Mali
- The Syria crisis, where we were well placed to intervene, considering the strength of the ACT alliance, having local operational partners on the ground.

### 5.9.2 Reflection on thematic progress

In general the Disaster Risk & Response capacity Mapping executed by all ROs in 2012 provided more clarity in what we (can) do in what countries and what not.

In Short:

- **RO South America:** Here no priority countries for DM have been assessed. There are some activities on the sideline in Colombia, Paraguay and Bolivia
  - **RO Central America:** No priority countries for DM have been classified as such. Some activities in DM on the sideline in : Honduras, Guatemala, Nicaragua and El Salvador.
  - **RO West Africa:** Priority countries for DM Mali, Burkina Faso and Liberia. DM as a less important activity in Ghana, Senegal, Sierra Leone and Benin.
  - **RO Central- and East Africa:** No priority countries for DM foreseen. Countries with some attention for DM: Ethiopia, DR Congo, Kenya, Uganda, South Sudan, Somalia, Sudan
  - **RO Southern Africa:** countries with some attention for DM Madagascar, Malawi and Zimbabwe
- Middle East: The Levant as whole region has priority for DM, some attention on the sideline for Egypt.
- **RO Central Asia and Southern Asia:** Attention for Pakistan as priority for DM and some attention for Nepal. Remaining focus countries have not been mapped yet.
  - **RO South East Asia:** Countries with attention for DM: Birma/Myanmar, Cambodia, Indonesia, Philippines, Vietnam. Attention for DM on the sideline possibly in PNG.

This overview as a result of the mapping is for the advancement of the theme very important: we now have indications of where to engage in capacity building of partners, the RO itself, the ACT network, etc. It also, maybe even more important, tells us where not to engage in DM.

In 2013 a policy document for DM was drawn that is now ready as a concept.

### 5.9.3 Programmatic Approach

Although formally DM is not a program in the programmatic approach, advancements have been made in this respect. Within the organization discussions have come a long way how to link DM more with FNS, CTD, CC and other relevant themes. This is especially important for the phase before a disaster (how to be better prepared for a disaster and how to increase resilience) and the phase after a disaster: how to return as quickly as possible to sustaining one's own life. These linkages will be further elaborated in 2013.

### 5.9.4 Capacity Development

Following the described mapping the issue of capacity development was and is important on the agenda:

- It underscores the importance of visits of the DMU to ROs to assist and build capacity on the spot.

- It helps linking relevant ROs to the ACTAlliance networks to elaborate the CD agenda together.

In the ACTAlliance we support the general Capacity Development Initiative. This program is crucial for building capacity in ACT hubs in the regions and relevant countries.

We have developed a system for own surge capacity (involving volunteers and professionals) which will be launched in 2013. This system however will be used in complementarity to other systems of partners in the ACTAlliance.

#### **5.9.5 Complementarity & Harmonization**

DM as a theme should be integrated as much as possible in the other relevant development themes. That will be one of the main tasks of 2013. Of course themes like FNS, CC and CTD and DM are very close in times of disaster. Outside and inside disasters these themes should mutually benefit one another. DM as a standalone theme should only be prominent in live saving aid and in the period just after that. (disaster response).

#### **5.9.6 Gender and the Rights Based Approach**

Gender and Humanitarian Aid. Little progress has been made in this respect. Often proposals do not even mention the numbers of men, women, children, disabled etc. This segregation of data is the basis for any targeting of special groups. The absence of these data is thus a considerable obstacle to a targeted group approach. In 2013 we will stress the importance to get a better grip on vulnerable groups in our target group. A successful initiative of mainstreaming disability in disaster response has been taking place in Pakistan including 7 partner organizations that jointly implement a rehabilitation program in flood affected areas.

#### **5.9.7 Finance and operations**

From a private funding point of view 2012 was not a favorable year. With the fundraising unit methods are developed to improve fundraising for DM in 2013. This involves a better cooperation with our shareholders: local parishes in the Netherland, but also entails a discussion in house with respect to the priority DM should have in fundraising. A promising basis was laid to improve our backdonor funding record. Several initiatives were undertaken of which few yielded a reasonable response, but after analysis they provide a better framework for this type of endeavors in the future. One example of successful fundraising has been the European Aid Volunteers program submitted to ECHO for its pilot 2 phase, where ICCO Cooperation as lead agent obtained around 600.000 euro in funds.

#### **5.9.8 Other issues**

- Within the ACTAlliance we are at several levels engaged in streamlining the response to and preparedness for disasters in this alliance. A staff member was involved in the working group within ACT that is formulating an approach for ACT forums to foster their emergency preparedness; based on a joint document to be discussed in a workshop setting. Furthermore a staff member also was sent on behalf of ACT to Congo DRC to assist the ACT members there in how to respond to the crisis there.

- In the Netherlands we have been actively involved in organizing the humanitarian sector. This resulted in the establishment of the Platform Humanitarian Action the Netherlands (PHA) was founded.
- We contribute to several initiatives to discuss relevant issues in the humanitarian sector. (e.g. participation in events on local actors and protection, humanitarian principles and funding, challenges in the humanitarian sector in the Horn of Africa, new actors in the humanitarian scene, risk avoidance in the humanitarian sector and humanitarian principles in present day practice). We invest in terms of staff hours and other resources in networks as [www.ngovoice.org](http://www.ngovoice.org) and [www.icva.ch](http://www.icva.ch) that aim to improve humanitarian action.
- The work in Haiti is core to the functioning of the DMU. Contrary to many other humanitarian actors that wanted to quit the country as soon as possible, ICCO Cooperation wants to invest over a five year period in the country, after which our activities there will be terminated. In 2012 the founding of the Initiative Les Palmes (ILP) has been crucial for the Haiti-program: with the ACTAlliance partners in Haiti a joint rehabilitation program has been started with a joint management structure. Apart from this, of course the issue of managing the other programs (mainly rehabilitation, but also some development) are a professional challenge in Haiti. This because of the utter underdevelopment that has characterized Haiti for the last decades.

We work with and through national partners (some of which we have collaborated for decades), the ACTAlliance, International partners (including the umbrella of dutch town councils, ADRA, Salvation Army). In 2012 only two evaluations took place. An evaluation concluded that the intervention was good, but that the beneficiaries were not necessarily the most affected by the earthquake. The intervention was lauded for its efficiency. In terms of housing a lot of discussions both internally and with other organizations were held in order to find out what would be the most beneficial way of building houses. Quality, quantity, acceptance and costs were all to be considered in this debate.

## 6 Reporting according to Monitoring Protocol

<b>MDG 1 Private Sector and Agriculture</b>							
Result							
<b>1) the business environment has improved</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	In 10 countries a more equitable access to sustainable and inclusive value chains has been established	0	4	6	2	15	10
Output	In 16 countries initiatives have been taken to improve the enabling environment for inclusive value chain development	0	11	14	n.a.	20	16

<b>2) the local/regional market has further developed</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	20 BDS providers operate on private sector terms	1	31	38	1	27	20
	250 POs are independent and sustainable	58	47	60	80	130	250
	700 Pos have improved business performance	241	362	524	350	257	700
Output	100 Business Development Organization (private or NGO) are strengthened	123	112	190	125	107	100
	60 of these BDS suppliers have up-scaled their services	24	63	87	30	67	60

<b>3) the international market access has improved</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	120 profitable Producer Organizations connected to (inter)national value chains	13	106	122	25	357	120
	50 women led enterprises connected to Dutch businesses	0	n.a.	10	10	18	50
Output	1.500 emerging Producer Organization supported towards profitability/ sustainability/Gender sensitivity	1828	2164	2920	1.828	1127	1500
	10 networks of women led enterprises	4	n.a.	7	6	9	10

4) Value chains have been made sustainable							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	100.000 employees - linked to profitable POs - have improved income (50% female)	270 (m)	661 (m)	n.a.	1200 (m)	25448 (m)	50000 (m)
		145 (f)	666 (f)	n.a.	1100 (f)	11808 (f)	50000 (f)
	75.000 small producers - connected to POs that have become profitable and sustainable with CSD support- have improved income (male/female)	7202 (m)	22972 (m)	23003 (m)	11000 (m)	76919 (m)	37500 (m)
		6194 (f)	19376 (f)	19376 (f)	10000 (f)	27512 (f)	37500 (f)
	400.000 small producers (50% female) - which are connected to emerging, not yet profitable PO's - have improved their income	127475 (m)	152659 (m)	222659 (m)	140000 (m)	114593 (m)	200000 (m)
		142514 (f)	90064 (f)	156803 (f)	150000 (f)	66806 (f)	200000 (f)
	500 women led enterprises improved business skills and outreach	0	n.a.	n.a.	150	315	500
	1.000 employees (50% female) have improved income	0	n.a.	n.a.	50 (f)	95(f)	500
		0	n.a.	n.a.	50(m)	165(m)	500

5) Agriculture has further developed / food security has improved							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	280.000 households targeted by the program alliances have improved food security and have improved/ strengthened resilience	81	n.a.	95344	82000	162954	280000
Output	52 partners implement holistic and integrated FS interventions in 21 countries (sustainable Agric. practices, sustainable financial plans, participation of women, inclusion of nutrition)	34	33	79	43	92	52

6) The Financial sector has further developed							
		01-01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	5.000.000 clients/small producers reached (male/female)	598975 (m)	200170 (m)	n.a.	900000 (m)	1145000 (m)	2500000 (m)
		1226724 (f)	342025 (f)	468743 (f)	1500000 (f)	1209589 (f)	2500000 (f)
	210 rural enterprises, POs and MFIs receive financial services	42	81	128	85	195	210
	37.500 new clients (>50% female) have been reached with new, innovative or adapted products	0	55311 (m)	n.a.	1500 (m)	34055 (m)	18750 (m)
		0	49874 (f)	n.a.	1500 (f)	48640 (f)	18750 (f)
	In 10 countries the equitable access to (micro) finance has improved	0	9	10	2	13	10
Output	20 social investors/banks provide financial services to VC actors & MFI's	4	6	14	8	31	20
	75 innovative, new or adapted products have been developed	5	22	24	15	69	75
	65 MFIs have developed new innovative adjusted products	13	30	33	20	66	65
	In 14 countries initiatives have been taken to improve the enabling environment for inclusive financial sector development	2	11	13	5	19	14

## MDG 2 Education

Result

### 1) Increased participation in formal and non-formal (basic) education

			01-01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015*
Out-come	Number of children (both boys & girls) enrolling in schools in intervention area	girls	156326	104697	153460	157460	132114	80% IA
		boys	155849	108025	159683	155468	142164	80% IA
	Average number of school years (for both boys & girls)	girls	3,8	3,6	3,6	3	3,54	80% IA
		boys	3,8	3,5	3,7	3	3,54	80% IA
Out-put	Number of schools in underserviced intervention areas	primary	920	1.232	1332	925	1413	75 PO
		non-primary	73	n.a.	1006	76	122	75 PO
	Percentage of qualified teachers in schools	primary	60	79%	75%	55%	65%	75 PO
		non primary	77	100%	86%	94%	57%	75 PO
	Pupil/teacher ratio		38	39	39	33	44,9	75 PO

\*The scoring in this table is shown for indicators; due to methodological reasons presenting data on results areas is not useful. However, for 2013 we will do so. The result description that the Targets 2015 refer to are: 80% of intervention areas (IA) has increased educational performance  
75 partner organisations (PO) have improved performance on quality and access of their educational service

2) Improved quality of education								
			01-01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015*
Outcome	Number of children finishing school (with diploma)		15.288	15.288	27.645	41.835	26.422	80% IA
Output	Number of schools in underserved intervention areas	primary	920	1232	1332	925	1413	75 PO
		non-primary	73	n.a.	1006	76	122	75 PO
	Percentage of qualified teachers in schools	primary non-primary	60	79%	75%	100%	65%	75 PO
			77	100%	86%	100%	57%	75 PO
	Scores in Organization-scan or EAt		2	1,81	2.5	2	2,6	50 PO
<p>*The scoring in this table is shown for indicators; due to methodological reasons presenting data on results areas is not useful. However, for 2013 we will do so. The result description that the Targets 2015 refer to are:  80% of intervention areas with increased educational performance  75 partners have improved performance on quality and access of their educational service  50 partners (NGOs, CBOs, FBOs, Networks) have improved their organizational capacity</p>								

<b>3) Increased relevance of education (improved connection to the labour market)</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	Number of pupils that earn sustainable income 6 months after leaving school / training	1098	1557	2343	2024	3064	60% selected IA
Output	Number of MoUs between private sector and (public) education providers related to joint action plans	36	25	21	28,3	34	60% IA
	Number of vocational training programs developed with private sector	90	55	57	90	52	60% IA
	Number of pupils/students as apprentices in private sector	53	562	588	58	791	50% IA
<p>*The scoring in this table is shown for indicators; due to methodological reasons presenting data on results areas is not useful. However, for 2013 we will do so. The result description that the Targets 2015 refer to are:            In 60% of selected intervention areas pupils have improved access to work and sustainable income, due to training            In 60% of the intervention areas for TVET activities private sector and (public) education providers cooperate            In 50% of the intervention areas the cooperation between the public and private sector led to improved learning opportunities.</p>							

<b>4) Engagement, participation and influence by representatives of parents, children and teachers have increased</b>							
Out-come	Percentage of (representatives of) target groups stating to have an increased say in decision-making, planning and implementation	12%	51%	47%	17%	47%	80% IA
Out-put	Number of education entities / actors / structures supported for monitoring access and quality, like PTA's, SMC's, consultative meetings at district / national level	640	910	1241	749	1208	80% IA
<p>*The scoring in this table is shown for indicators; due to methodological reasons presenting data on results areas is not useful. However, for 2013 we will do so. The result description that the Targets 2015 refer to are:            In 80% of the intervention areas target groups have an increased say in decision-making, planning and implementation            In 80% of the intervention areas mechanisms in place to promote participation of the target group in education policy and implementation</p>							

<b>MDG 4, 5, 6 Health</b>							
Result							
<b>1) Improved access to preventive measures, treatment and or care</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	80% of partners show improved access to basic health and health-related services for vulnerable groups	36	47	50	60%	62	80%
Output	90% of partners are capacitated to develop strategies to positively address unequal access to basic health and health-related services for vulnerable groups.	n.a.	4	8	60%	38	90%
	70% of our health partners have a staff policy in place that contributes to the sustainability, accessibility and quality of the health system at large	3	12*	13	65%	12	70%

\*Reset from earlier 14 (was including 2 NON-MFS partners)

<b>2) Increased use of public and private health care</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	80% of (partner-)projects showing improved health (proxy) indicators amongst vulnerable groups	20	26	36	35%	38	80%
Output :	80% of partners show improved access to basic health and health-related services for vulnerable groups	36	47	50	60%	62	80%

<b>3) Improved knowledge and / or practice related to HIV/AIDS and reproductive health among youth</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015*
Out-come	Number of pupils and number of teachers showing better knowledge, changed attitudes and relevant skills that contribute to self-protection against HIV / STI transmission and unwanted pregnancies	1098	1557	1.266	1224	3064	60% IA
	Number of projects showing concrete evidence of change agents who have been able to positively influence factors that play a role in the silence and stigma related to SRHR and HIV, disability, and stigma	21	16	25	n.a.	31	70% projects
Output	Number of schools including HIV&AIDS education	191 schools	153 schools	208 schools	191 schools	276 schools	75PO
	Number of partners working through and capacitating change agents	31	40	49	65%	48	70% of PO
<p>*The scoring in this table is shown for indicators; due to methodological reasons presenting data on results areas is not useful. However, for 2013 we will do so. The result description that the Targets 2015 refer to are:            In 60% of the selected intervention areas pupils and teachers have improved knowledge, attitude, skills contributing to behaviour that protects against HIV / STI transmission and unwanted pregnancies;            In 70% of the projects change agents play a leading and constructive role in addressing silence and stigma around disability, HIV and/or SRHR in a Gender sensitive manner            75 partners have improved performance on quality and access of their educational service (OP):            70% of partners work in close collaboration with relevant change agents and capacitate them to play a leading and constructive role in addressing the silence and stigma around disability, HIV and SRHR in a Gender sensitive manner.</p>							

<b>4) More equal access to health for men, women, minority groups and underprivileged</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	In 4 countries health or health related policies have been changed in favour of the rights of these specific vulnerable groups (inclusion: access & availability)	2	2	3	2	5	4
	In 5 program countries governments have become more transparent on the implementation of, and their budgets for, realizing pro poor policies	4	2*	2	4	4	5
Output	In 7 countries program coalitions together with interest groups lobby for inclusive health policies and programs based on equal rights of people living with HIV and/or with a disability	3	4**	5	5	7	7
	In 9 countries program coalitions are active in L&A and work on increased accountability of the government related to the implementation and financing of pro poor health policies	8	7***	8	8	8	9

\*Reset from an earlier 4 (minus NON-MFS countries)

\*\*Reset from an earlier 7 (minus NON-MFS countries)

\*\*\*Reset from an earlier 9 (minus NON-MFS countries)

<b>MDG 7a Ensure a Sustainable Environment</b>							
Results							
<b>2) increased use of renewable energy by the poor</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	400.000 households make use of renewable energy, energy efficiency devices for private/ family use (OT)	61060	126014	n.a.	152000	395683	400000
Output	50 partner organizations support 'mitigation to climate change'-projects (sustainable energy use, energy efficiency and increase in CO2-absorbtion capacity) (OA)	57	16	19	17	56	50

<b>3) adaptation to climate change by the poor and a reduction of biodiversity loss</b>							
Out-come	250.000 households that become less vulnerable to the consequences of climate change via adaptation interventions (OT)	0	0	n.a.	25500	0	250000
Output	25 partners implement adaptation to climate change programs (in food security and/ or humanitarian assistance) (OP)	0	0	2	5	4	25

<b>MDG 7 b Forests and Biodiversity</b>							
Results							
<b>2) the poor generate an additional income bases on the sustainable management of eco-systems</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	100.000 households that have generated an income through carbon credit chain interventions (OT)	6500	0	n.a.	60000	0	100000
Output	40 civil society organizations strengthen capacity and methodology in carbon credit value chain development (OA)	49	13	17	8	24	40

<b>BZ-theme Fragile States</b>							
		Result					
<b>1) A more safe society for all citizens, especially women</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	70% of our partners defending and supporting victims of sexual and Gender based violence are successful (as contribution to the implementation of UNSC Resolution 1820)	21	n.a	10	30		70%
	With indicator: Number of women and girls that are assisted/supported and have improved life perspectives	9211	17347	20162	4233	24058	
	In 5 countries the design and implementation of national action plans on UNSC resolutions 1820 and 1325 reflect the views and needs of marginalized women target groups	0	3	5	5	10	5
* based on the results the corresponding % of partner organizations responsible for meeting these results will be calculated in 2015							
Output	20 partners actively defending and supporting women and girls who have become victims of sexual and Gender based violence (as contribution to the implementation of UNSC Resolution 1820)	21	22	36	33	46	20
	20 partners have initiatives to influence the design and implementation of national action plans on UNSC resolution 1820 and 1325	6	20	22	36	32	20

<b>2) A legitimate government with sufficient capacity to fulfil its service tasks</b>							
Outcome / output	integrated in other MDGs and "Good Governance & Civil Society"						

<b>3) People experience more clearly the advantages of stability</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	70% of targeted marginalized groups (in particular women and youth) have a recognizable contribution in building sustainable conditions for conflict transformation	2399	506	8246	2411	1189	70
	70% of our partners training police, armed forces and prison staff are successful in reducing the violation of political and civil rights and conflicts by policy, army and prison staff	3262	27	29	0	113	70%
Output	7 program coalitions and networks have initiatives to empower marginalised target groups (in particular women and youth) to build sustainable conditions for conflict transformation	5	8	19	20	16	7
	50 partners have initiatives to empower marginalised target groups (in particular women and youth) to build sustainable conditions for conflict transformation	41	82	119	74	150	50
	30 partners training staff of police, armed forces and prison staff on respect for political and civil rights, conflict and sexual abuse	12	16	18	0	34	30

<b>4) Living standards / environment has improved and employed increased</b>							
		Base 01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Outcome	70% of our partners supporting the (re-)integration of Internally Displaced Persons (IDPs), refugees and ex-combatants are successful	28400	249	611	28400*	1040	70
Output	25 partners actively supporting Internally Displaced Persons (IDPs), refugees and ex-combatants to (re-) integrate in communities	8	16	21	12	29	25

\*Baseline figure is the total of the then supported. The results only show the increment. Therefore planning for 2012 (28.400) shall be reset, to a more appropriate number.

BZ-theme Good Governance & Civil Society Development							
Result							
1) Democratisation/voice /accountability: participation and voice of non-governmental actors in political processes at various levels							
		01-01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	50% of marginalized target groups exercise their rights and have a recognizable contribution in political decision making processes	680	693	1501	n.a.	952	50
	50% of women targeted are actively participating in political decision making processes at local and/or national and/or international level (as contribution to the implementation of UNSC Resolution 1325)	1037	274	294	125	707	50
	In 5 countries program coalitions and networks contributed to a more democratic society and accountable government	0	5	6	n.a.	13	5
Out-put	1.000 marginalized target groups (in particular women and youth) are empowered / mobilized to exercise their rights and to participate in political decision making	4168	3.798	n.a.	n.a.	4893	1.000
	1.000 women are empowered to participate actively in political decision making processes at local and/or national and/or international level (as contribution to the implementation of UNSC Resolution 1325)	766	403	547	856	1429	1.000
	35 partners succeeded to put issues related to accountability of (local) state actors and/ or corruption high on the political and/or social agenda	0	77 (316)	84 (331)	n.a.	90 (438*)	35

\*this number refers to the indicator (lobby initiatives, campaigns and legal cases); reset into 90.

<b>3) rule of Law: people receive clear information on and have access to justice / rights</b>							
		01-01-2011	Achieved 2011	Achieved 2012	Planned 2012	Planned 2013	Target 2015
Out-come	In 8 countries the program coalitions and networks contributed to improvements regarding human rights of marginalised target groups	0	4	12	n.a.	13	8
	50% of the targeted marginalized groups have been successful in claiming their right to land and / or other natural resources	1145	80	221	192	135	50
Out-put	18 program coalitions and networks developed lobby initiatives and/or advocacy campaigns for an improved human rights situation of marginalized target groups	114	11	23	n.a.	40	18
	8 program coalitions and networks supported target groups to demand compliance of (international) corporations and governments to (inter)national standards on land and natural resources  (this result was previously combine with the one below; target 8 will be increased to 15)	n.a.	12	20	n.a.	22	15
new	50 partners supported target groups to demand compliance of (international) corporations and governments to (inter)national standards on land and natural resources  (this result was previously combine with the one above; target 50 will be increased to 75)	n.a.	63	79	n.a.	96	75

## Appendix 2

### Accountability Statement CBF

This declaration elaborates principles of good governance for charitable organizations with regard to the separation of managing, executing and monitoring (as formulated in the Code Wijffels) in three parts:

#### **1. Separation of monitoring, management and execution of the ICCO organization**

On the 14<sup>th</sup> of November 2012 the ICCO Foundation was converted into a cooperative. That's why we will explain the governance structure of the ICCO foundation as well the cooperative ICCO .

#### **ICCO Foundation**

In the statutes of the ICCO foundation, the following model was chosen for the management: an Executive Board is responsible for the functioning of the organization (the foundation) and the realising of the (strategic) objectives, while the Supervisory Board monitors the functioning of the Executive Board (the executed policy and the substantive and financial results). The principle of good governance from the Code Wijffels is the guiding principle.

The statute defines an audit committee in support of the Supervisory Board. Furthermore, the Supervisory Board has set up a remuneration committee from its midst. Regulations have been established for both committees.

The Audit Committee oversees the financial affairs of the Foundation in general and also assesses the functioning of the internal administrative organization control.

The Remuneration Committee submits proposals to the Supervisory Board with respect to the policy for remuneration of the members of the Executive Board, as well as proposals for application in individual cases.

Regulations have been established for the Executive Board and the Supervisory Board.

#### **Cooperative ICCO**

From 14 November 2012, the ICCO foundation has converted itself into 'Cooperative ICCO U.A'. With this conversion, a new governance model is introduced with the so called 'structure cooperative'.

The statutes provide a model with the functioning of an Executive Board, which is responsible for the realising of the (strategic) objectives (the same as under the foundation), a Supervisory Board monitoring the functioning of the Executive Board (the executed policy and the substantive and financial results) and (new) the General Assembly . See for more information on the cooperative chapter 1 in this annual report. The General Assembly of members will meet twice a year. The General Assembly is entitled to take decisions on:

- appointment of the members of the Supervisory Board
- approving the annual accounts
- deciding on remuneration of the members of the Supervisory Board
- approving the multi annual strategic plan
- approving of new members of the Cooperative
- advising on annual plan
- advising on vacancies in the Executive Board

For both the ICCO Foundation and the cooperative ICCO applies that the Executive Board is advised by an International Advisory Board (which members are appointed by the Executive Board) and 7 Regional Councils in 3 continents with respect to the strategic choices of the organization and the preparation and evaluation of the (regional) annual plans.

These regional councils are composed of people from the region who are independent and have expertise in one or more areas of the organization.

The Executive Board consists of two directors, a chairman and a member.

The Executive Board oversees the Global Office (Utrecht) and the seven regional offices.

The Supervisory Board of the ICCO Foundation consisted of six people; the new Supervisory Board of the cooperative ICCO consists of four people, with an additional three vacant positions (two intended for international members). The members of the Supervisory Board are originating from the grassroots, constituency and the network of ICCO. The composition of the Supervisory Board shall be such that there is a balance in gender, age, expertise and origin. The Supervisory Board meets at least 4 times per year.

Statutory rules to prevent conflicts of interest apply to both the Executive Board and the Supervisory Board.

Annually, the general lines of the executed policy of the Executive Board are discussed in a joint meeting with the Supervisory Board. See for further information our Report of the Executive Board and Report of the Supervisory Board.

## **2. Optimal spending of funds**

ICCO is not only the implementing partner of the cooperative ICCO, but also the leading partner of the ICCO Alliance. In that context a strategic policy and business plan was developed for the years 2011-2015. Accordingly, annual plans are derived from this business plan, that guide the various levels within the organization, in the global Office in Utrecht and in the various regional offices.

ICCO has several instruments to determine the effectiveness of the organization:

- **Management Information System**  
ICCO has identified its programmatic, financial and operational results and indicators, including budget control and they are monitored regularly (monthly, quarterly, semesterly and/or annually). Current figures (on monthly, quarterly, semesterly and/or annual basis) are compared with budget/planned figures. These are further analysed and provided with recommendations.  
Reports are discussed in the Executive Board and the Management Team (amongst others through management contracts and monthly monitoring) and taken into account for the strategic and annual plan, annual and semester reports and financial reports.
- **Risk analysis and Internal audits**  
ICCO annually organizes an internal audit program based on a strategic and operational risk analysis. The audit program is approved by the Audit Committee and covers all processes (primary processes, support processes and governance processes with a focus on high risk areas. The audits are implemented by the internal audit team and result in reports to the Executive Board with recommendations for improvement. Implementation of these improvements is monitored quarterly.
- **ISO 9001:2008 certification.**  
ICCO is certified against the ISO 9001:2008 standard. The certificate was renewed in October 2012 and is valid for 3 years. The certificate includes ICCO's 7 Regional Offices. Each year external ISO audits take place in 2 or 3 Regional Offices and in the Global Office. Every two years, including in 2012, the ISO audit includes a check on compliance with the CBF requirements.

- Annual financial audit  
In compliance with Dutch financial law and with the regulations of the MFS funding by the Dutch MFA, ICCO is annually audited externally by KPMG. The interim control by KPMG includes an audit visit by KPMG to one of our Regional Offices. In 2012 the Central and Eastern Africa Office was visited. All regional offices also have their own external financial audit. The annual Management Letters are used to improve ICCO's financial processes.
- In connection with the approval of the CBF seal for beneficiary obtaining moneys from a gaming license holder per 1 January 2012, external supervision is also exercised by the CBF (in cooperation with ISO).
- Mid-term review of the Business Plan.  
ICCO has commissioned a mid-term review to of this Business Plan (2011-2015), of which we expect the findings in the first half of 2013. We expect to obtain insight in the opportunities and challenges for ICCO from this analysis. Besides that it will provide insight into the realization of goals in the Business Plan.
- The monitoring protocol.  
The PMEL methodology which is applied by ICCO and its Alliance Members is based on a monitoring protocol. This document provides guidance on planning, monitoring and evaluation of the Alliance Business Plan. Goals and objectives are monitored by means of indicators at various levels and for the three intervention strategies. Each year the PMEL system delivers outcomes and lessons on which the thematic annual plans are further completed.

### **3. Optimal relations with stakeholders**

ICCO strives for optimal relations with stakeholders, focusing on disclosure and the intake and processing of requests, questions and complaints. The stakeholders of ICCO are the donors, the alliance partners, the partner organizations, entrepreneurs and companies that cooperate with ICCO, the Ministry of Foreign Affairs, the Dutch public (taxpayer) and the ultimate beneficiaries of our programs.

The stakeholders are provided with information in various ways. Public information is provided via the website [www.icco.nl](http://www.icco.nl) and via the website [www.icco-international.com](http://www.icco-international.com). These websites provide all sorts of information, such as project results and news items. The regional offices all have their own website which is linked to the ICCO corporate sites. Four times a year ICCO sends e-zines in Dutch and English to her stakeholders. There is also the annual report of the ICCO Alliance and the annual accounts of ICCO itself. This report is sent to the Ministry of Foreign Affairs, the European Union, alliance partners and its affiliates. The annual account is also sent to the constituency of ICCO (e-zine readers, entrepreneurs and other stakeholders). Additionally, donors receive (including ministries and the EU) reports of the programs and projects to which they contribute. Entrepreneurs receive reports of projects in which they participate.

On a daily basis ICCO communicates with her stakeholders, in particular the grassroots support. Through social media like Twitter and Facebook, ICCO discusses all kinds of topics, usually linked to the work of ICCO and current affairs which are world news. ICCO's aim is to (re)produce information that is accurate, complete, accessible and transparent for all types of media. This includes the use of photography and other images like short films. ICCO uses these as an illustration to the information presented. .

In the past years, ICCO has piloted client satisfaction instruments (CSI) as a means to increase downward accountability among development partners and empower clients (target groups/beneficiaries) to claim their rights. 2012 has been the year of harvesting, resulting in 2

country programs where CSI has been fully implemented. More information is available via the specially developed website: [www.clientsatisfactioninstruments.org](http://www.clientsatisfactioninstruments.org). In coming years further dissemination of the concept and the methodology will take place

ICCO communicates internally mostly in English. General information about projects, activities and campaigns is also provided in Dutch (to Dutch constituency).

ICCO is open to ideas, comments, requests and complaints from stakeholders concerning communication. They can contact ICCO through various ways. For example through the staff and the Executive Board, and through the email address [info@icco.nl](mailto:info@icco.nl). We also provide for a response form on the website. Suggestions and requests are incorporated internally by our service desk and handled by the relevant employee for that topic.

ICCO has a complaints and appeals system which is accessible via the website. The Chairman of the Executive Board decides on objections from partner organizations, the regional offices fulfil an important place in the handling of objections. In 2012 the complaints and appeals procedure has been adjusted to be more suitable to the decentralized organization and to take the cooperative structure into account.

## Appendix 2

### List of Abbreviations

APG	Agri-ProFocus
ARV	Anti-Retroviral Drugs
ESP	Effective Selling Point
BDSP	Business Development Service Providers
BCI	Better cotton initiative
BoP	Bottom of Pyramid
C4C	Connect for Change
CBO	Community Based Organization
CDM	Clean Development Mechanism
CO	Communication Officer
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DRR	Disaster Risk Reduction
EAA	Ecumenical Advocacy Alliance
EKN	Royal Dutch Embassy
EPN	Ecumenical Pharmaceutical Network
FCF	FairClimateFund
FBO	Farmer Based Organization
FCF	FairClimateFund
FSM	Female Sex Workers
GRBA	Gender & Rights-Based Approach
GSCP	Global Social Compliance Program
IBE	UNESCO International Bureau of Education
IDH	Initiatief Duurzame handel
IDP	Internally Displaced Person
LGBT	Lesbian, Gay, Bisexual and TransGender
MFI	Microfinance Initiative
OECD	Organization for Economic Co-operation and Development
PLWHA	People living with HIV and Aids
PMEL	Planning, Monitoring, Evaluation and Learning
RBA	Rights-Based Approach
RO	Regional Office
SPM	Social Performance Management
SRHR	Sexual and Reproductive Health and rights
TMF	Terrafina Microfinance
TRC	Truth and Reconciliation Commission
VBDO	Vereniging van Beleggers Duurzame Ontwikkeling
WCC	World Council of Churches