ACHIEVING EXCELLENCE THROUGH PARTNERSHIP
KEY INFORMATION

ICCO Cooperation:
ICCO is the Interchurch Organization for Development Cooperation. In 2012 ICCO became a cooperation, including Fair & Sustainable Holding B.V. and ICCO Foundation.

Mission:
Our identity and work are characterized by three core values: compassion, justice and stewardship. Our mission is to contribute to poverty alleviation and social justice in local communities. As partner to enterprising people we stimulate and facilitate collaboration between civilians, social organizations, businesses and governments.

Active in:
44 countries in Africa, Asia and Latin America

Offices in:
Bolivia, Indonesia, Mali, Nepal, Nicaragua, Uganda, South Africa and several other countries, please see map on page 15.

Objective:
Creating sustainable livelihoods and pursuing justice & dignity for all

Turnover 2013:
91 million Euros

Number of employees (2013):
126 (Global Office)
229 (Regional Offices)

Main donors:
Dutch Ministry of Foreign Affairs, European Union

COLOPHON

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HOW WE GO ABOUT CREATING A JUST WORLD

Although many people have escaped poverty, there are still two billion of us on this earth living on less than two dollars a day. Two dollars, just imagine that.

Poverty and injustice are often caused by unfair economic, social and political structures. Our mission is to create a world where people claim and exercise their rights in a sustainable civil society. Our drive to create a just world is based on two core principles: securing sustainable livelihoods and justice and dignity for all. These principles are fundamental and intertwined: justice without rights is not sustainable and dignity results from the human right to a proper livelihood.

What is our approach? Poverty and injustice are complex and multidimensional issues that ICCO Cooperation (or even all NGOs together) can’t solve alone. That is why we work together with all kinds of partners such as civil society organizations, governments, companies and knowledge institutes. We set up and participate in multi-stakeholder partnerships based on know-how, effectiveness and program coherence.

As a partner-oriented NGO we have experienced throughout the years that critical dialogues within partnerships enable us to achieve the best results. Our core values: compassion, justice and stewardship, guide us in our continuous aiming at these two most important conditions in order to improve the lives of many, day in, day out.

Utrecht, 2014

Executive Board
Marinus Verweij, chairman
OUR CORE PRINCIPLES

To create a just world without poverty we believe two principles are fundamental:
1. Securing sustainable livelihoods
2. Justice and dignity for all

These principles are intertwined: A life without rights is not sustainable and dignity results from the human right to a proper livelihood.

SECURING SUSTAINABLE LIVELIHOODS

We believe that providing people with the opportunity to develop their skills and resources is crucial in order for them to create their own sustainable livelihoods.

How is this put into practice?
Together with local partners and other stakeholders we work in Africa, Asia and Latin America on securing sustainable livelihoods. We consider that people’s opportunities so that they are able to create their own sustainable livelihoods.

In our efforts we focus on empowering people so that they can link up to viable and sustainable value chains, generate income and produce sufficient quantities of quality food for a balanced diet. Our focus is on sustainable farming and agri-business value chains. If necessary, this includes mitigating and adapting to climatological change.

ICCO supports:
• People’s specific skills development
• By acting as an investor
• Farmers in obtaining land titles
• Private sector businesses that want to implement Corporate Social Responsibility (CSR)
• Result: enabling farmers to become sustainable producers for markets within the value chains.

JUSTICE AND DIGNITY FOR ALL

The full potential of individuals can only be realized when justice and dignity are achieved. Once these conditions have been met, the individuals can then contribute to the development of their society and create security: for themselves, for their families and their community.

How is this put into practice?
Together with local partners we work in Africa, Asia and Latin America on justice and dignity for all. We consider that protecting people’s rights, empowers them to create their own livelihoods. And vice versa: by enabling people to secure their income, they can claim their rights.

By strengthening networks that work towards empowerment of marginalized or minority groups we combine forces to tackle human rights issues. At the same time, we support programs that focus on the generation of sustainable livelihoods for these groups.

ICCO supports:
• People and civil society organizations dealing with issues such as land grabbing and access to and conservation of fertile land and clean water.
• Programs that make people resilient and enable them to challenge sovereign powers.

OWNERSHIP

ICCO believes that responsibility is the key. We put the emphasis on ownership and implementation of programs within local communities in developing countries. Our regional offices (please see page 15 for an overview) support, link and monitor these programs. The offices are advised by regional councils with representatives from local societies.
SKILLED INDIVIDUALS WHO CONTRIBUTE TO THE DEVELOPMENT OF THEIR SOCIETY, CREATE SECURITY AND ENJOY THEIR RIGHTS.
Having successful outcomes

PROOFS is implemented by ICCO Cooperation, iDE and BoP Innovation Center and funded by the Kingdom of the Netherlands.
LAND RIGHTS IN HONDURAS

After more than 36 years of struggle, Honduran local partner MASTA (Union of the Mosquitia) has succeeded in handing over land to one of the Miskito communities.

Six territories have been officially assigned to the indigenous communities thanks to ICCO’s strategic financing, lobbying and capacity building. The indigenous people now possess 761,713 hectares of land.

The land title stipulates that the land cannot be sold, taken away, or used as collateral in order to guarantee the community’s ownership. The rules for its use will be determined by the inhabitants and governed by their own indigenous government.

Next source of conflict?
MASTA’s chairman Norvin Goff speaks about the importance of the land reform. “History has been made: the Miskito population can finally start to govern their own land. They will have to make development plans and decide how to use the natural resources that belong to them, for their livelihoods, for their children’s future and for those who are not even born yet.”

But MASTA’s struggle is not over yet. One of the big issues coming up on the indigenous agenda is the exploration of oil fields that are supposedly present in the Mosquitia region. The law establishes the right to the land and to what is on it, but not to what is below the surface. As the stakes are high, this could become the next source of conflicts in the area. MASTA is convinced of one thing: the inhabitants of the area should have access to the benefits derived from the oil, and not only suffer the consequences, like pollution, as is often the case. ICCO will continue to support MASTA in order to be able to face the upcoming challenges.

ICCO has invited MASTA to share its experiences with Nicaraguan indigenous people who are facing the same issues. This exchange will enable ICCO to play a key role in managing this type of situation within other indigenous communities.
Develop a better value chain for shea nuts

Shea nut
- The kernel of the shea fruit is the shea nut. Converted to shea butter it is rich of fats and vitamins.
- Therefore it’s a desirable ingredient for skin care products, medicines and food (e.g. chocolate).

Economic importance
- Local and international demand for shea butter is high.
- Demand has increased by over 1,200% over the last 10 years.
- Shea nuts are Burkina Faso’s fourth most important export product.
- Almost half of the women are engaged in the collection of shea nuts. The nut is called the women’s gold.

The problem
The potential for the shea nut production was not realized, because:
- The women shea producers were not well informed on market requirements.
- The women were not well organized and difficult to reach for buying companies.
- Traders and middle men collected the shea nuts from the women and sold them to processing companies. Women didn’t get fair prices.
- Buyers didn’t get a consistent product quality.
The French company Olvea Vegetable Oils, wanted better control of its shea butter supply. 
- In 2007 it created the subsidiary ‘Olvea Burkina Faso’. It connects Olvea directly to shea nut collectors and twelve cooperatives.
- This guarantees a sustainable supply chain.

**Cooperation supports 20,000 producers of shea nuts and the French advice and expertise to develop it.** Now Olvea supplies to a niche market expected to pay a premium for their whole community benefits.

- reinforce the organizational and governance capacity;
- build the technical and marketing capacity of the producer organizations;
- set up a system to pay the producers a premium for high quality shea nuts;
- facilitate the exchange of information allowing Olvea to adapt timely to business changes. The women producers are more aware of world market prices and quality standards;

**People**
- Olvea now has a transparent, long term relation with the women’s cooperatives.
- In 2013 Olvea attributed $ 8,385 as premium for fulfillment of quality requirements.
- A local committee of the cooperative determines how the premium contributes to schooling, health services etc.

**Planet**
- The women produce in a sustainable way, without chemicals.
- The footprint of the chain is calculated and residue - shea cake - is used as a source of energy.

**Profit**
- Olvea controls the quality and traceability of the shea nuts thus meeting the requirements of customers and European regulations.
- Olvea makes profit in the niche market and enlarges its customer base.

**Trades of shea kernels**
by FADEF-SO (largest cooperative: 20,000 members)

<table>
<thead>
<tr>
<th>Year</th>
<th>Tons</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>216</td>
<td>$38,000</td>
</tr>
<tr>
<td>2011</td>
<td>922</td>
<td>$230,534</td>
</tr>
</tbody>
</table>

*4 yr. increase:* 
- Tons: 426%
- Value: 606%
ICCO Cooperation has a spectrum of financial instruments ranging from donations to impact investments. We deliver non-profit and for-profit solutions to achieve our mission.

Our social venturing activities are gaining importance and are tailored to the Fair & Sustainable Holding B.V. entity. Our social ventures in the Holding are ICCO Investments B.V., Fair and Sustainable Advisory Services and the Fair Climate Fund. In this article we’d like to introduce ICCO Investments.

ICCO Investments is the impact investment fund manager of the ICCO Cooperation. We invest in social businesses that have a clear positive social and environmental impact combined with a financial return.

ICCO Investments manages two Funds:
- The Inclusive Business Fund together with the Rabobank Foundation and Bop Innovation Centre which targets social businesses in Africa
- The ICCO Investments Fund targeting social businesses in Asia and Latin America.

Both Funds have committed 10 million Euros and are raising additional capital. We offer risk capital under conditions that take the financial risks involved, the resilience of the business case and the social impact that can be achieved into account. We can invest with a mix of instruments, ranging from equity to debt.

If businesses offer good future prospects and are professionally managed, ICCO Investments is willing to assist in lowering the risks and offer financing to help the businesses to grow and mature until they are able to tap into regular local or regional financial markets.

With our Guarantee Fund, we lower the risk for other financiers to facilitate access to finance for the rural poor, farmers, producers, small and medium scale entrepreneurs that are presently excluded and underserved.

Regional presence
ICCO Investments has dedicated Regional Investment Managers working from the ICCO Cooperation offices. Thanks to this regional and local presence and by collaborating with the local ICCO organization, we can be close to our investees and give them the necessary support to grow their businesses and achieve impact.

Our investments go from € 200,000 up to € 800,000 per investment and are available to growing social businesses that cannot raise affordable capital for their businesses, mostly because of their high-risk profile.
In Ethiopia we invest in a company that is the first to produce organic compost using new technology in order to enhance productivity in a sustainable way and reduce the input costs.

Expected result: Over 1,500 small-holder farmers have their productivity enhanced and more than 60 direct jobs are created.

The business scales very well and we expect the company to become active in many other regions in Ethiopia, having a significant impact at a national level.

You can read more on the composting company and other investments on our website: [www.icco-investments.org](http://www.icco-investments.org)

Any questions? Please contact ICCO Investments at: info@icco-investments.org.
‘WE REALLY VALUE OUR PARTNERSHIP, ALSO BECAUSE ICCO PROVIDES US WITH RELEVANT INFORMATION TO KEEP OUR MEMBER INVESTORS ALERT’
We engage primarily with civil society organizations, worldwide. They represent and work with the people for whom we want to bring about change. Faith-based organizations and churches, with whom we share a common identity, are our primary partners. But we also work with the private sector as principal actors towards meaningful change.

We have different forms of partnerships:

- Co-implementation – Playing a stewardship role within a cooperative process or program with a coalition of organizations.
- Strategic financing – Funding a joint program - by means of grants or other financial instruments – whilst also taking on other roles.
- Value chain development – Cooperating with other stakeholders in the chain to link farmers, entrepreneurs and businesses, and intermediary actors.

This is why they work with ICCO...

"Thanks to our extensive network we are able to bring different parties to the table, like governments, corporations and NGOs. But on a subject like human rights in the supply chain we are just scratching the surface with regard to awareness of the situation on the other side of the chain. And that’s where ICCO comes in. ICCO has a clear view on what’s happening on the ground and what effect corporations have on the lives of people in developing countries. We really value our partnership, also because ICCO provides us with relevant information to keep our member investors alert. Thanks to ICCO’s support we were able to do research with positive results on Dutch institutional investors in occupied Palestinian territories. We also host an annual conference on the theme Human Rights and Business, together with ICCO.”

Giuseppe van der Helm, director of The Dutch Association of Investors for Sustainable Development (VBDO).

“As an alliance, we often draw on ICCO’s expertise – knowledge derived from decades of development work. ICCO is particularly supportive in promoting program monitoring and assessment. It is the only member to have clear tripartite agreements for all their contributions to humanitarian response appeals, which they follow up on until the closure of the project. We appreciate their constructive feedback and value the skills of their dedicated and professional staff.”

John Nduna, ACT Alliance General Secretary.

"Albert Heijn Foundation and ICCO Cooperation have been working together for seven years. Albert Heijn, an international retailer, and its African suppliers of fruits, vegetables and flowers are active through the Albert Heijn Foundation in projects that improve health, housing and education of local communities of which the employees of the suppliers are part of. ICCO advises on the selection of these projects and is responsible for the financial management of the fund. In South Africa Albert Heijn Foundation and ICCO have started to set up a new supply chain for avocados with current suppliers and small farmers. The farmers are trained in producing avocados in a sustainable way. These avocados are sold in stores of Albert Heijn in the Netherlands, Belgium and Germany.”

Henri Zondag, director Albert Heijn Foundation.
PROTECTING HUMAN RIGHTS IN BUSINESS

Human rights are often under pressure when economic interests are at stake. The UN Guiding Principles on Business and Human Rights provide companies with clear standards and responsibility when it comes to preventing and mitigating human rights abuses.

ICCO Cooperation is setting up partnerships with companies. They are an important actor. The global business community has grown in power and influence. Therefore it must acknowledge its responsibility to protect human rights and development, over and above what governments are doing or not.

ICCO plays an important role in not only telling corporations and governments ‘why’ they should respect human rights, but also showing them ‘how’ they can go about it.

Connecting on the ground
With regard to the ‘how’, ICCO can lend a helping hand. As an international NGO we act as the linking pin between local people and companies. Because of our history and local presence worldwide we are integrated in communities and understand their circumstances. Therefore we are able to advise companies on their activities resulting in more respect for human rights.

Take due diligence for example. By performing due diligence, a company can assess and prevent negative impact before it engages in local activities. ICCO can help perform due diligence by bringing all parties involved to the table in order to assess needs and risks.

On a regular basis Social Accountability International (SAI), in close cooperation with ICCO, trains professionals on how to implement the Guiding Principles on Business and Human Rights in supply chain management of companies.

Together ICCO and SAI reached out and trained 100’s of representatives of large multinationals, consultants, NGOs and governments.

According to Edwin Koster, European Representative and Lead Trainer of SAI, ICCO’s back-up was important. “ICCO has complemented our skills and knowledge on issues where we lacked experience like on the right to land and water and the rights of indigenous peoples.”

UPGRADING CSR
ICCO considers Corporate Social Responsibility (CSR) as an integral part of a company’s core activities. ICCO’s primary concern is whether turnover and profits are being realized in a socially responsible manner, rather than whether a company is putting its profits towards supporting social causes. Every year we contribute to a benchmark that shows how Dutch multinationals implement their CSR policy.
OUR WORLDWIDE PRESENCE

We support local partner organizations in 44 countries in Africa, Asia and Latin America in order to create sustainable livelihoods and promote justice and dignity for all.

On this map you can find our Regional Offices. Please visit our website to get in touch with our local contact persons.

www.icco-cooperation.org
Appealing to people’s strength: that’s what ICCO’s development work is based on. As partner to enterprising people we seek parties that share our ideas of creating a world without poverty and injustice.