

ICCO Alliance

Grant Application

Phase 1

MFS II

(management summary)



Zeister Zendingsgenootschap



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Grant Application

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II Management Summary

The ICCO Alliance was established in December 2005 and has at present seven members: Edukans, ICCO, Kerk in Actie, Prisma, SharePeople, Yente and the ZZg. ICCO is the lead organization. The members of the Alliance are aware that in light of the fast changes in our world, a new vision is needed to address the problems of poverty and inequality. Globalization has created unprecedented problems but offers at the same time unprecedented opportunities. The ICCO Alliance was created to jointly address these problems and to make use of the opportunities for real change in the life of poor people.

The mission of the ICCO Alliance is to work towards a sustainable global society where poverty, inequality and injustice are eradicated, where men, women and children can live in dignity and well-being.

Our mission is rooted in the Protestant-Christian tradition. The social message of this tradition is our main source of inspiration. It informs the core values which give direction to our work: Justice, Compassion and Stewardship.

Justice finds (part of) its application in the fulfilment of human rights, in equal relations between men and women, and in being accountable to each other about our policies and actions. We believe the fruit of justice to be peace. **Compassion** moves us to be committed to those who suffer and are excluded, in their sorrows as well as their aspirations and hopes. Their appeal on solidarity and justice forms the basis for our work. We believe compassion is more than individual charity. Compassion challenges us to seek the root causes of vulnerability and exclusion. We believe justice to be rooted in compassion. **Stewardship** means that we take and we share responsibility for the wellbeing of the whole living earth, now and in the future: land and its natural resources, our environment and sources of energy. We feel responsible to relieve the burden our generation has placed on the earth and on future generations. We believe good stewardship to be rooted in compassion with and justice for the earth. These core values shape our vision of a peaceful, just and sustainable society. They impact our theory of change and give direction to our practical work. They inspire us to work with people from different cultural and religious backgrounds who share these values.

Vision and Strategy

We realize that poverty and inequality, human conflicts and exclusion of some groups from the economic, social or political dynamics of society are problems often deeply entrenched in societies and systems. Global trends either aggravate such problems or offer opportunities for people to escape from the vicious circle of poverty. Efforts of the development sector to achieve real change in the struggle against poverty and inequality face the challenge to overcome fragmentation, and to involve new actors capable of bringing about real change.

The ICCO Alliance has adopted since its establishment a vision and a strategy that is based on four pillars. The first is to bring more connection and cohesion between different actors involved in development cooperation. Secondly the Alliance aims at widening its circle of influence by involving a variety of different actors: trade unions and businesses; NGOs and teachers associations; churches and other religious organizations; farmers associations and financial services institutes; women-, human rights- and development organizations. Our effort is to bring these multiple actors together and build up their collective power and capacity. Thirdly we build upon the capacity and skills that have been created in Southern civil societies. We share with their representatives and our partners a collective responsibility to create real and sustainable change. And finally the ICCO Alliance is convinced of the positive effects that investing in learning and innovation can create at all levels in the development chain. New strategies and ways to integrate new technologies in development processes are necessary to make use of the opportunities that arise.

Strategies applied

The ICCO Alliance adopted in 2006 a process of change to implement this fourfold strategy. This change is based on 3 elements, generally referred to with the abbreviation ProCoDe: a PROgrammatic approach, COresponsibility and a process of DEcentralisation.

The ICCO Alliance developed a *programmatic approach* in which members of the Alliance are jointly working jointly with their partners and other actors in a multi-level and multi-stakeholder process. The challenge is to seek complementarity also with those actors who might not immediately be inclined to work together, such as NGOs and business partners. The approach requires the members of the Alliance to assume different roles: strategic funding to involve the right actors in the process; bringing actors together that do not 'naturally' work together; use the collective power to take action or influence other parties; and develop and share knowledge and experience.

After a thorough process of consultation with partners, members of the Alliance and external resource persons, ICCO, one member of the Alliance, started with a process of *co-responsibility*. In 2008 and 2009 eight Regional Councils (RC) were created in West-, Central and East-, and Southern Africa; Central- South- and South East Asia; Central America and Haiti, the Andes and Brazil region. Each Regional Council consists of eight to ten men and women from civil society, church and the business community. Kerk in Actie in 2009 joined ICCO in this process. Based on their expertise and analysis of problems and opportunities, the RC sets the direction and the priorities of ICCO & Kerk in Actie in their region. In addition an International Advisory Council (IAC) was established in 2008 to advise the ICCO Alliance at corporate level. In preparation for the new strategic plan, an International Working Conference (IWC) was organized in September 2009. In a process of co-creation, members of the ICCO Alliance, the IAC and representatives of the RC's decided jointly upon the strategy and priorities for 2011-2015. Based on this overall direction and choices, regional priorities were adapted.

Parallel to this process of co-responsibility, ICCO & Kerk in Actie decided to *decentralize* part of their operations to the South. In 2009 four Regional Offices were opened in Bamako, Managua, Bishkek and Delhi. Early 2010 another four Regional Offices will be opened in Southern Africa, Central & East Africa, South East Asia and the Andes & Brazil. By working mainly with local staff we will be able to make more use of local capacities and to link more closely with the local context. Thus we will be able to better fulfil the roles under the programmatic approach.

ICCO and the Alliance

ICCO has a track record of 45 years working in development co-operation. Since 2001 it focuses on three main themes and started to cooperate with a number of smaller but more specialized organizations. The advantage of ICCO as a organization with experience in partner policies, PM&E, control systems, gender & human rights policies, and organizations with a more focused knowledge and experience on particular areas and topics has lead to more effective programs and created added value.

This has lead to the formation in 2005 of the ICCO Alliance. Although it took some years to build trust, a common vision and a common approach, the ICCO Alliance now forms a strong collective. The value added by working in an Alliance manifests itself at various levels. At corporate strategic level, the Alliance has developed a joint business plan for the period 2007–2010 which currently is in operation. Though initiated by ICCO, members of the Alliance have followed and now participate in the changes such as the process of co-responsibility. A number of joint policies have been developed in the field of education and aids, local and international market development, financial services, religion and development. This has also led to a much more closer co-operation at the programmatic level where members

co-ordinate their efforts with their partners and/or represent the Alliance to collective partners. Together (youth program), Impulsis (frontdesk private initiatives), Terrafina (microfinance), ComPart (Communication with and among partners), and Fair Climate are examples of initiatives that have been established between members of the ICCO Alliance. As from 2007 ICCO & Kerk in Actie (since referred to as ICCO & Kerk in Actie) have integrated their thematic departments to reach more synergy and efficiency.

The programs

The ICCO Alliance believes there is reason to look with some optimism to the future. More and more organizations, trade unions, companies and institutions are becoming involved in international cooperation. More often also they are prepared to bring sustainability in the core of their international cooperation. This offers good opportunities for the ICCO Alliance which has transformed itself from a project-oriented organization to a programmatic network organization that is able to connect such actors with partners who are working on poverty alleviation. This transformation is visible in the six programs that are presented by the ICCO Alliance.

The Fair Economic Development Program aims at improving the socio-economic position of poor farmers, small producers, workers and local entrepreneurs (female and male) in rural areas. This is done through market mechanisms which are fair, social and ecological sustainable and economically viable. The program follows three lines of intervention: 1) to strengthen producer organizations, workers unions, social enterprises and stimulate new business models and ways of collaboration with other actors in the market chain or industry; 2) inclusive market development by gaining a bigger influence and share of local producers in fair trade and other speciality markets and in mainstream markets; and 3) suitable and affordable financial services to small producers and entrepreneurs through the support to Micro Finance Institutions.

In the Fair Economic Development Program ICCO & Kerk in Actie, SharePeople, Yente and ZZg cooperate with Oikocredit who is part of the ICCO Alliance (but not part of this application) and a wide variety of companies (such as Ahold, Imtech, C&A), financial institutions (Rabobank, Triodos, ForeFinance), networks (Microned, NPM, eNPM), multi stakeholder platforms (Organic Exchange, BoP LAB of the Netherlands, AgriProfocus, IDH), knowledge institutions (de Baak Management Centrum VNO NCW, ECSAD, TNO) and institutional donors (IDB, IFC). Yente and SharePeople in itself are network organizations in which large networks of entrepreneurs participate.

ICCO participates in the Fair Trade Alliance (Landelijke Vereniging van Wereldwinkels, Fair Trade Original, Fair Wear Foundation, Taste) as this alliance offers a unique network for the necessary up scaling fair trade turnover in the Netherlands. To make use of the ICT-opportunities in the economic chains the ICCO Alliance is supporting, ICCO participates also in the Connect4Change Alliance of which IICD is the lead organization.

The FairClimate Program is a global program of the ICCO Alliance that aims at contributing to CO₂-emission reductions, a switch to renewable energy use and payment for trespassing the carbon footprint in our own society (reduce, change and compensate) and at carbon neutral development and adaptation to climate change in developing countries. The program encourages people in the North and the South to act as global responsible citizens.

In the South, the FairClimate program supports partners and networks in setting up renewable energy projects (biogas, solar energy, stoves) for the rural poor, men and women, in projects that sequester CO₂ such as (agro)forestry and low-carbon farming, and in adaptation projects. Projects aiming at the reduction of global warming (mitigation) financed via the generation of carbon credits are in the centre of Fair Climate program. The ICCO Alliance

has created a Fair Climate Fund that offers individuals, companies, church communities, municipalities and others the possibility to buy carbon credits to offset part of the carbon footprint. The revenues are channelled back to the original producers of the credits. In this way new sources of finance are created for carbon neutral development. The Fair Climate Program is creating a consortium involving technical business partners (TNO, Ecofys) for sustainable energy sources and methodologies in carbon credits; scientific innovative research (WUR) to develop ways to minimize the risks of global warming (adaptation); church related organizations (Oikos) to build links with youth programs and global church organizations; and business partners (ENECO, Greenchoice) to pilot and promote different kinds of sustainable energy.

The Conflict transformation & Democratization Program has a focus on societies in which inequalities and violations of rights pervade, including contexts where they have led to violent conflicts or that have just emerged from conflict. A number of phenomena are recurrent in this context and deserve special attention in our program. These include the systematic discrimination of women and violence against women and children, the discrimination of minority groups and indigenous people; conflicts around land, land grabbing, natural resources and mining; a weak or absent rule of law and disregard for human rights; weak democratic institutions; a lack of democratic control and effective political participation; shrinking political space for NGOs and other social organizations. These phenomena are often also important sources of violent (intrastate) conflicts.

The strategy in this program contains a number of important elements. Analysing the structural causes of inequalities, conflict and violations of human rights and the stakeholders involved is an essential step to determine the focus and approach in the context. Linking local initiatives to (inter)national platforms will address the root causes at all levels. Linking different stakeholders to each other is crucial to gain understanding and a common rationale for joint action. The program does not want to see poor and marginalised people as victims of conflict and violations but rather as active drivers of change. To empower and involve them is key to any solution. The program has developed a number of tools (e.g. on conflict analysis) to ensure operationalization of these policies. ICCO & Kerk in Actie are the members of the Alliance active in this program. The program works with a variety of Dutch and international actors around specific countries (United Civilians for Peace on Palestine, Great Lakes, Guatemala, Haiti, Colombia platforms); with universities and research institutes (Wageningen University – IS Academy on fragile states, Clingendael, INTRAC, KIT, TNI, Maastricht School of Governance, Institute for Development Studies in Brighton); and various other organizations and networks (Free Voice, Peace Net, Vereniging Nederlandse Gemeenten on Sudan).

The Basic Education Program is carried out by Edukans, ICCO & Kerk in Actie, Prisma and ZZg. The program contributes to achieving the Education for All (EFA) goals and has the ambition to strengthen education systems to become sustainable. To achieve this, the program a) enhances the quality of education particularly teaching & learning processes, the learning environment, educational management and governance of basic education; b) increases access to basic education particularly for girls and marginalised groups, and c) enables a strong network of educational organizations that effectively cooperates with governments or hold them accountable and strengthen claim-making capacity.

In the Netherlands, the Alliance actively participates in a number of networks such as the Global Campaign for Education (teachers unions, (CNVO, AOb), SCF, Oxfam Novib) that creates an international lobby platform for reaching the EFA goals; the Millennium Agreements Learn4Work and Education in Post-Conflict areas; Educaids, a network of ICCO Alliance members + ICS and Adra focusing on the link between education and Sexual and Reproductive Health and rights; and the Knowledge Forum Basic Education in which a variety of Dutch

organizations and the Dutch Ministry of Foreign Affairs are active. Edukans furthermore participates in two alliances: the Connect4Change network with the aim of integrating ICT in education; and the ETC Alliance where it has a focus on Vocational Training.

The Basic Health & Hiv & Aids Program aims at the improvement of access to quality basic health care and addressing the problems of Hiv and Aids for the most vulnerable groups in society. It does so by working on primary health care; strengthening human resources for health; empowering local village health committees, supporting accountability methods and by addressing financing of the health systems, e.g. community based health insurance schemes. The program pays special attention to sexual and reproductive health including HIV with a focus on women, youth (15–24 years), minorities and other disadvantaged groups. Given the often large involvement and influence of religious leaders and churches on matters of health care and HIV, the ICCO Alliance pays special attention to their role.

The program is carried out by Prisma, ICCO & Kerk in Actie. The ICCO Alliance works closely with Cordaid on a.o. human resources for health and Health Insurance, and with a variety of other networks and coalitions such as the Health Insurance for the Poor platform; the Dutch Coalition on Disability & Development; Share-Net, a network of Dutch organizations working on sexual and reproductive health & rights, and HIV; Stop Aids Now which is a collaborative network of the Aids Fund, Cordaid, Hivos, ICCO and Oxfam Novib; the Ecumenical Advocacy Alliance; the Women's Global Network for Reproductive Rights; and the International Federation of Health and Human Rights Organization. The ICCO Alliance is participant in a Millennium Agreement on development and implementation of the Access to Medicine Index.

The Food and Nutrition Security Program works with smallholder farmers and landless farm labourers who face a range of problems that prevent them from producing enough for either consumption or income or both. These problems vary from lack of quality inputs and agricultural support services, lack of access to productive resources such as land, and low agricultural prices due to cheap foreign imports. The strategy of the ICCO Alliance is to support smallholder farmers in both the production aspects as well as build up the capacity and the power of these groups to claim support of their governments and influence their decisions. An additional strategy of the ICCO Alliance is to improve access of these smallholder farmers to the (local) market. Here the link is made with the Fair Economic Development program of the Alliance. The program pays attention to food utilization and nutrition aspects by, the combination of nutrition education with agricultural practices, as well as the alignment of this program with the health program. The ICCO Alliance embraces the Right to Food as central to its food security program and will continue to advocate with other stakeholders (Private sector, governments) to also use the rights based approach in their policies and activities. The program gives emphasis to producers and consumers. Special attention is given to women who are crucial for food and nutrition security.

Members of the ICCO Alliance taking part in this program are ICCO & Kerk in Actie and Prisma. The ICCO Alliance cooperates very closely with three centres of Wageningen University and Research Centre in the area of access to markets, climate change and bio-based economy: the Centre for Sustainable Development; the Centre for Entrepreneurship and food security (in cooperation with private companies e.g. Albert Heijn and Heineken) and the Centre for Development Innovation. In addition the ICCO Alliance works with FIAN International; the Dutch Working Group of Food and Nutrition security; the Amsterdam Initiative against Malnutrition which is a Millennium Agreement with the Dutch Ministry of Foreign Affairs, Unilever, DSM, Akzo Nobel and WUR; and the WASH Alliance in which ICCO participates. Through this latter alliance food and nutrition security, water and sanitation are linked.