

Food Security & Water Consultation

India, Bangladesh, Pakistan and Nepal.

Kathmandu, Nepal

17 - 20 April 2007

Report

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1 Introduction

In 2007, the ICCO Alliance entered a new business plan period¹. The ICCO Alliance is a cooperation of the six Dutch development organisations Edukans, Kerkinactie, Oikocredit, Prisma, Share People and ICCO, that share the same identity and strongly committed supporters in the Netherlands. They combine many years of experience and a diversity of relations and partners in the South. 'Results achieved in the past are no guarantee for the future' and more than ever, the ICCO Alliance realises that a different approach is necessary to achieve sustainable results. Before the new business plan was developed, an internal review of the work of ICCO was carried out. One of the conclusions of the review was that in order to be more effective and to improve linking and learning among the several partner organisations that are working in the same thematic area, ICCO needed to adopt its strategies. Other main reasons for changing strategies are the ever changing context in the North and South, the changing role of governments, increasing involvement of civil society organisations, mercerisation of development and increased competing for funds. Also, despite more than 50 years of input by civil society to alleviate poverty, the gap between the poor and rich is widening.

Over the next few years, the ICCO Alliance aims to fundamentally change its methodology, both in the Netherlands and with its partners in the South. In 2010 a networking organisation will be set up to effectively bring about the cooperation in the Netherlands and Europe with a wide group of private individuals, companies and social organisations in the field of international cooperation. By 2010, the ICCO Alliance aims to have organised the set-up of the networking organisation in such a way that preparation and execution of the policy is a responsibility shared between North and South.

The change in strategies has also resulted in significant organisational changes that came into effect per the 1st of January 2007: the international department of one of the Alliance partners, Kerkinactie, merged with the international department of ICCO, the newly formed department 'ICCO and Kerk in Actie'² is organised along programme lines:

1. *Sustainable, fair economic development* aimed at small producers, self-employed people and employees: the Alliance is working on the further development of local and international market chains, the development of quality standards and cooperation with the business community and providing financial services.
2. *Democratisation & Peace Building* is aimed at creating a sustainable peaceful environment in 14 regions. The three major conditions for such a safe environment are: conflict transformation, legal security and democratisation. The Alliance's methodology on democratisation & peace building is based on these three issues. It is difficult and sometimes dangerous work. The deployment of local human rights organisations, unions, churches and other religious organisations is essential for ceasing conflict and reconstituting society.
3. *Access to Basic Service* is both a condition for human survival and a means of development. The Alliance is working on access to good quality basic education, clean drinking water, food security, basic healthcare and a society equipped to deal with HIV/ AIDS.

Although ICCO only recently decided to work according to a programmatic approach, ICCO and Kerk in Actie have more than 40 years of experience of working with partner organisation and the reality in which these partner organisations operate, had had a great effect on ICCO's policies. For instance, in India there has been much focus over the last 4-5 years on food security, together with a group of partner organisations. In other areas, partner organisations joined hands in defining a common agenda for HIV Aids. Programmes do not need to start from zero and the challenge is to do justice to the expertise that already exists and to define together strategies that will have an added value. Although food security and water are two separate themes, because of being so closely interlinked, it was decided to join these themes in the process towards defining a programme in South Asia. To develop the food security & water programme for South Asia, ICCO chose to organise a consultation with different relevant actors from Pakistan, Bangladesh, Nepal and India. This is the first step to

¹ Operational Plan 2007 -2010. ICCO Alliance

² The consultation is organised through the 'ICCO and Kerk in Actie' programme of Acces to Basic Service. In this document, ICCO refers to 'ICCO and Kerk in Actie'

develop together with relevant actors a programme on food security and water. The consultation, which was held from 17-20 April 2007 in Kathmandu, Nepal, had the following objectives:

1. To have a common ground on food security & water issues within the South Asia context agreed upon.
2. To have agenda items for a food security and water programme in South Asia, agreed upon.
3. To have a follow-up strategy, based on issues identified by the consultation, agreed upon.
4. To have a core group out of the participants of the consultation, which develops the food security & water programme, based on the identified broad agenda items in the consultation.
5. Participants of the consultation agree on how the process will continue after the workshop.

As part of the renewal process of the ICCO Alliance, ICCO held extensive consultations with partners from all continents, with stakeholders in the Netherlands and with a group of international, independent experts from 2004 onwards. The renewal process is now in a phase, in which pilot projects in different parts of the world are set up. One of these pilots is in South Asia and at the same time as the food security and water consultation, an other consultation was held with the working group of this pilot. This provided also opportunity to discuss the renewal process with all the participants of the food security and water consultation, who in their term, gave valuable input to the process. Information that was shared with participants, can be found in Appendix 3 "Presentation renewal process ICCO Alliance"

This report provides the outcome of the discussions that are held during the consultation. Some of the suggested strategies and mechanisms, need further refining. However, this will need to happen in the follow-up of the consultation.

2. The consultation and its outcomes

2.1 *Process of the consultation*

Preparations

Before the consultation, a desk study was done of the food security & water situation in the South Asian region (India, Bangladesh, Pakistan, Nepal) and participants were asked beforehand to give input to this analysis. The study had as main purpose to be the starting point for discussions in the consultation, to reach a common understanding (by participant of Southern organisations, by ICCO) of the food security & water situation in the respective countries. During the first day, a workshop was used to also identify gaps in the analysis. It is assumed that situations between countries may differ significantly, and these differences or specifics of regions, may have been left out. To have a common understanding on the context that we work in, and to have a common understanding on food security and water as such, is seen as precondition of defining a programme that will have added value to already existing interventions.

On the evening before the consultation a poster presentation was held by the participants of the consultation. On flip charts, posters, photo's and other material, the participants showed:

1. what their organisation stands for, its vision, mission, objectives, etc.; and
2. how their organisation is working on food security & water issues.

Participants had the opportunity to start to know each other and to find out what each organisation is doing in the field of food security and water. and to look who were the other participating organisations in the consultation.

Content

During the first formal session the objectives of the consultation were introduced and a short introduction of the programmatic approach was given. Presentations were given by ICCO staff on the 'why' and 'how' of the programmatic approach. Henry Bartsch elaborated on the reasons why ICCO has adopted a programmatic approach, and how ICCO envisage that it will work out (Appendix 1: The Programme Approach). A presentation was given on how ICCO views food security and which definitions are used (presentation available on CD distributed to all participants). This was done with the aim to provide a framework from which ICCO operates, a framework which is also very much affected by the reality of working with many partner organisations in diverse contexts all over the world.

A keynote speaker was invited to provide critical comments on the context analysis in the hope that gaps in the analysis would become clear and that critical questions would be asked. This was followed by the workshop in which participants were asked to identify common issues and gaps. The participants of the consultation consisted of organisations with whom ICCO has a financial partnership and with organisations that are involved in one way or another in areas of food security and water. Participating organisations are involved in areas of lobby, influencing policies from a local level to the international level such as the WTO, direct implementation of agricultural programmes, protection of biodiversity, provision of safe drinking water etc. (Appendix 2: list of participants)

Four organisation were asked to present a case study to highlight best practices and to flag the most vulnerable groups in four different areas:

- I LSRDA, Pakistan: Biological sand water filter.
- II Nepal Permaculture Group. Biodiversity conservation
- III Cecoedecon, India: Lobbying and advocacy for fair trade
- IV IDE India: Food security and Water

The introduction on a programmatic approach, a discussion on the context analysis of food security and water in South Asian context, presentation of food security concepts as adopted by ICCO, was followed by three main workshops with the aims to:

1. Identify and analyse specific issues on food security and water in South Asian context
2. Identify scope for common programmes and strategies
3. Agree on mechanisms for cooperation and co-responsibility.

Expectations

The expectations of the participants varied, the key-words were: *learning, linking, building*

Learning

- what does food security and water mean in Andhra Pradesh, India, which is a drought ridden area
- make a specific South Asia document, to stay focussed, to allow space for local articulation (*note: such a document was prepared prior to the consultation with input from organisation and send to the participants*)
- to have a fruitful time, to have the corner stones for a food security and water programme
- understanding of ground realities; food security and food insecurity
- to learn about different experiences; future programmes; to identify gaps
- to know the alternative practice of food security, to know best
- food production is absent; at the end of the consultation understanding of food security vs food sovereignty

Linking

- to learn about the different involvement in food security advocacy, to identify, come to, a common ground
- to know about food security and water experience of other agencies in South Asia; adopt action/strategy policy advocacy issues
- to understand and share changes and challenges in food security and water
- identify common issues; what possible alliances can we build together
- alliance at a South Asian region
- to achieve common goals; action related to co-responsibility
- learning from others
- what are best practices; collective approach
- linking different levels of advocacy; horizontal, vertical
- Identify systems of co-responsibility / food security and water

Building

- develop a set of coherent actions
- to translate word into actions; to develop coherent actions
- work out effective strategies
- to give centrality to women focussed agenda
- Inject safe drinking water and sanitation into food security; Discuss on issues of private – public partnership; the effects of Trans-National Corporations.
- What are actors hampering/threatening food and water security; which partners can contribute to food and water security
- Give input to ICCO, 'renewal' innovation

Programmatic approach (by Henry Bartsch) and Issues raised

ICCO has adopted a programmatic approach which should have the following characteristics:

1. *Co-operation, multi-actors*: co-operation with more and diverse actors is of crucial importance to really achieve a change. Working programmatically, can only succeed if the participants within a programme are prepared to co-operate with each other and with other actors, are open for new ideas and are prepared to look critically at their own functioning and are willing to develop themselves.
2. *Common vision and shared goal*: The participants in a programme work on a basis of a common vision and try to achieve a common goal that is specific and attainable, shared ownership.
3. *The process is not exclusive but inclusive*: all parties who should and want to participate in the programme should be able to be part of the programme. This means that other actors outside the development scene, such as for example companies, governments, media and other donors could be members.
4. *Roles*: The different participants in the programme have different roles, such as financing (part of) the programme, building capacity among participants of the programme if needed and desirable,

lobbying (together) for a common goal, as well as linking organisations together for linking, learning and cooperation among participants.

5. *Specific knowledge* on a specific topic is needed and the drivers of changes are identified.
6. Participants in the programme are *complementary* to each other in order to be together more effective and efficient and to because the sum of the parts has an added value.

ICCO has also defined different roles that are relevant when working with a programmatic approach:

- Strategic funding, the more traditional role
- Broker, between different actors
- Capacitating
- Building support bases and lobby in North and South

There are different phases in a programmatic approach: the orientation phase, the preparation phase, the implementation phase and the monitoring/evaluation phase. The several phases can in some case overlap each other. During the orientation phase a context-analysis is prepared including the identification of actors and drivers of change. During the preparation common goals strategies and roles are identified and a work plan is designed; In the implementation phase, the programme is implemented, whereas monitoring should start from the moment the planning has started.

As the concept of a programmatic approach is quite open and programmes still have to be developed, there is space to develop programmes together with partner and non-partner organisations. This is an approach for which the ICCO Alliance has chosen: the ICCO alliance will not develop a programme by itself, in isolation from actors outside the ICCO Alliance, but it will develop programmes together with partners and non-partners so that responsibilities can be shared and ownership among participants will be created.

2.2 Analysis of the food security & water situation in South Asia

Objective:	<i>To identify and analyse specific issues on food security and water in the South Asian context</i>
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2.2.1 Food security & water

In her presentation Mrs Stineke Oenema, Programme Specialist at ICCO's Department for Access to Basic Services, focused on the food security situation in South Asia as well the causes of food insecurity as seen through the eyes of ICCO. The causes can be technical, social, economic and political. She also introduced ICCO's ambition for food security and water as described in the operational plan 2007-2010 of the ICCO Alliance. Last but not least, she synthesised some ideas and strategies on food security and water in order to stimulate already some discussion on these issues.

A brief summary:

'Food security is aimed at the availability of food, the access to and use of food and the transition from food aid to food security. In 2000 the number of people living part of that year in a situation of food insecurity was estimated at 852 million. Oddly enough, 80% of them lived in the countryside. Also striking is that 221 million lived in the developed country of India, as against 204 million in Sub-Saharan Africa. Unequal wealth distribution, conflicts, natural disasters, epidemics such as HIV/AIDS and economic crises constitute the major causes. The attention within the food security programme is focused on improving agricultural methods, fair access to production resources such as water and land and diversification of income sources both within and outside the agricultural sector. Specific attention is also devoted to the use of food so that positive developments in the above areas actually benefit the individual's nutritional status. Attention is also devoted to the consequences of the transition to commercial crops, both for the (income) position of women and for the competition for the use of land and water for food crops. The associated mechanisation seldom generates the expected advantage for small farmers. Analysis at household level, including gender relationships, should provide guidelines for improving the food security programmes and for connection to the SFED local markets programme. Policy influencing is aimed at local government policy with negative consequences for small producers, at the dumping of food surpluses by countries from the North in southern countries and at other practices that disturb the market. Lobbying for fair access to land and water is a major point. The programme also devotes attention to the transition from a self-

supporting approach to a more market oriented approach. The local market programme fits in with this. The transition from a self-supporting approach to market production is not self-evident. The relationship with the democratisation and peace programme is expressed in the attention devoted to fair access to land and water as production resources.

2.2.2 Issues raised on food security presentation

Participants raised issues they felt were not addressed in the document of food security & water analysis in South Asia:

As one of the causes of food insecurity, technical reasons are given. However, no attention was given to agricultural diversity and access to reliable seeds. Also not mentioned in the presentation was the commercialisation of land, which leads to invasion of foreign species and monoculture, which on its turn leads to loss of local species.

The effects of subsidy system in western countries on food security in the South did hardly get any attention. Subsidy systems do lead to marginalisation of Southern farmers. Political decisions in the North can have the effect of food insecurity in the South.

Lobby should also include reinforcement of regulation on ground water extraction, water shed development.

Economic factors related to food, also related to political factors were mentioned: cutting of mangroves leading to climate affecting changes; what do we export under which conditions, which leads to food insecurity, for instance, exporting prawns from people who are fed inappropriate food.

More emphasis need to be given to the role of local farmers and what they can do. The same applies to involvement of women; women as owners legalisation of land and legal issues and the role of government in this.

Participants felt that the definition of food security as adopted by FAO is outdated and perhaps not appropriate anymore. Some suggested to look again at the definition, adjust to recent changes i.e. elements of food sovereignty.

What does ICCO mean by agents of change? How does ICCO internalise the change into a new mode of working. These last questions were answered on the second day of the consultation. ICCO is in the process of this and this consultation is one step in that internalisation. In the workshops we will talk about agents.

Is the timeframe sufficient for the setup of the food security & water (thematic approach) pilot. ICCO does not know yet what will happen after 2010. There is not a fixed timeframe for the period after that. Concern that ICCO and partners have to invest a lot in the coming years and that it will be for nothing if there is no fixed plan yet for the period after 2010. Other participant does not agree: "we have to deal with the current situation."

2.2.3 Gaps and common grounds

In the workshop to identify gaps and common grounds, the participants were divided, country-wise, into four groups. In these groups the participants per country were asked to identify gaps and common grounds based on the contextual analysis that was presented in the morning. Every group received the following guiding questions:

1. What are the issues that have not been discussed as yet (*blank spots*) on national level (country specific) and South Asian level?
2. What are the common issues identified on national level (country specific) and South Asian level?

Table 1: Gaps

National	South Asia
Pakistan	Debt, aid; WTO agreements ; corporate take-over of agriculture and trade liberalisation
Labelled as terrorist country	Inadequate attention to NR
Relationship India Pakistan	Micro credit
Dry land	Gender needs a fuller discussion
India	Education is only looked at as a tool but education had other features
Constitutional rights;	Early childhood had not been looked at adequately
Relationship India Pakistan	Biodiversity, GMOs biotech and green revolution
Dry land;	Privatisation of natural resources
Inadequate attention to natural resources viz. land degradation, enhancing productivity of land	Policy research; capacity of NGOs, empirical evidence of traditional knowledge
Under caste, it uses GER as a parameter for comparing. Better would be to look at learning levels or attendance.	Dumping of products
	CSO – Govt collaboration
	Focus on organic agriculture, not GM agriculture
	Land use policy to ensure food security
	Ecosystem management to strengthen food security
	Land Rights/ access to land/ means of food production
	Equitable intra-family distribution of food
	Right to food components to be spelt out
	Biodiversity, based diversified livelihood options
	Farmers Rights to preserve & Access seeds
	Prioritizing water use for domestic use and local food security
	Rights of socially discriminated/ deprived communities
	State failure to implement pro- poor laws
Nepal	
Lack of long term policy due to food aid	
Involvement of CSOs in developing policies	
Food security non existent in rural /urban areas;	
Child rights	

Table 2: Common issues on national and on South Asian level

Common Issues	Asia
National	Asia
<i>Bangladesh</i> Political Instability Poor accountability of service providers Conflict of ownership of natural resources Poor distribution of food Poor research and extension services Poor infrastructure for marketing, especially for perishables Inadequate framework of policies for the remote areas Traditional varieties are abandoned for faster and more profitable products Bias in favor of agro-chemicals to suit the new and hybrid varieties as promoted by the corporate Scarcity of land	<i>Agriculture</i> Agriculture prime source of livelihood in the region: > 50% of the people directly and indirectly dependent on it; Agriculture is still the largest contributor to the GDP of the region; gets the poorest budget and is the least insured vista for insurance companies; Largest number of small and marginal farmers in the region; of poor and hungry in the world; Usage of pesticides and herbicides in huge and unplanned manner; Falling incomes of the farmers and those dependent on land; Importing of food items which are not pro-poor Genetically modified and engineered foods and crops are being introduced either in an overt or covert fashion Largest Bio-diversity in the region Disaster prone agriculture Control of seeds and genomes is being wrestled for on all fronts Producers getting lower prices Loss of biodiversity Sharecropping with inadequate protection Agri. Policies driven by corporate priorities
<i>India</i> SEZ's / Non-agricultural Industries are taking over prime, fertile and sometimes even multi-cropped land Farmers Suicides Anti-poor policies Most issues get sidelined by dividing them into state and centre subjects Large scale of displacement on account of developmental projects Tall promises are made by the governments but there are short deliveries Energy shortage Large scale exploitation of groundwater Power subsidies or complete abolition of rates just to garner political mileage Redefinition of lines on poverty and hunger Banned worldwide pesticides are still in prevalence Funds from corporates are finding their ways into universities and research institutions so as to gain an entry of products	<i>Civil Society</i> Poor capacity of NGO's and non-sharing between those who have them thinking that they will loose their supremacy Poor research or research which is lacking grassroots realities and whose empirical evidence is not based on the people and their resource base Poor transfer of best practices and know-how Largest number of NGO's in the region with duplicacy of programmes and processes Capacity building mechanism are poor or largely absent Corruption across institutions Inadequate infrastructure development
<i>Nepal</i> Political transitioning Infrastructural and institutional collapse Disaster preparation and mitigation	<i>Trade</i> Role of MNC's and TNCs has not been analyzed in their complete perspective Growing corporate interest in agriculture and allied activities
	<i>Water</i> Water sharing between countries Rain fed agriculture Water contamination and scarcity (in pockets)
	<i>Land</i> Poor Land reforms Land degradation

Common Issues	
National	Asia
Ineffective policies that are far away from grassroots realities Abundant water but poor management Marketing of products Household food management and distribution Few competent and technical experts to showcase the future	<i>Social Cultural</i> Feudalism Rampant corruption Gender discrimination in all areas Government and extension systems are in poor shape Lack of awareness of consumers' rights Caste, kinship and class as defining features of informal institutions Formal institutions also affected by patron-clientism Gender: subordinate situation of women across South Asia Conflict <i>Technical</i> Problems of arsenic and fluoride Microfinance Input-intensive and Technology-driven agriculture
<i>Pakistan</i> Scarcity of water Prime agricultural land lost to the sea or salinity or even to desertification Droughts are on the rise Economic Policies are neo-liberal in nature Poor governance and accountability Military leadership which thinks least about its constituencies, the people and making things work for them	

2.3 What can be done and how to move forward

Objectives: - to identify scope for common a programme and strategy
 - to agree on mechanisms for cooperation and co-responsibility

The issues that were identified by the different groups (See table 1 en 2) were organised under five different headings, and a sixth was added after plenary discussions:

1. Water and sanitation
2. Biodiversity
3. Sustainable livelihoods
4. Land and natural resources
5. Trade
6. Food and nutrition

Cross-cutting issues that were identified:

- Gender
- Quality (or lack of) government services

In a *second workshop*, groups discussed the following questions:

1. Does your thematic area capture all the issues? If not, suggest changes.
2. How do these issues link to your existing work? How do these issues link together? Give specific examples.

In the *third workshop*, the thematic groups were asked to:

1. Identify 3 objectives for this theme.
2. Identify the major stakeholders/actors to be involved and their respective roles? (allies and threats).
3. Based on the objectives, what could be our major strategies for the theme?

The *fourth and last workshop* focused on the following:

1. Is your organization committed to contribute to this process of building the food security and water program? If yes, how?
2. What are the possible mechanisms for cooperation and co-responsibility?
3. What are the possible steps that could ensure cooperation? Include tasking.

The outcomes of the discussions in the thematic groups, are grouped according to the questions that served as guiding questions in the workshops. Ultimately these questions, and the questions in the last workshop, are a build up to defining the building stones for a programme.

2.3.1 Water and Sanitation for all

The group working on 'Water and sanitation for all' consisted of: Dominic Stephen (PVDP), Ashral Mall (LSRDA); Amitapha; Joe Madiath (Gram Vikas); Dr. Atiq Rahman (BCAS); Joel Dean (IIRE); Mahendra Bahadur Mager (CCDN); Buddhi Thapa (INF). The organisations that will continue working on this theme are:

Linkages with current work that members of the group are already doing do exist in for instance

- Purification of water through a bio-sand filter or desalination plant (brackish water), arsenic and lime treatment
- Integrated management of water and sanitation
- Minimum water extraction from ground
- Water planning – harvesting and management through rain water storage/harvesting
- Efficient use of water resources through Drip-drop irrigation, Sprinkle irrigation
- Water saving technologies (agriculture and human consumption)
- Ensuring access to water by increasing water resources
- Waste water treatment and purification through awareness on hygiene sanitation
- MDG7 (environment) status in each country and how we can reach it

Objectives:

1. To ensure equitable access and distribution of water in all aspects.
2. To carry out water related issue based research and advocacy.
3. To establish networking and partnership to address water related issues in the region.

Table 3: Outcome Theme Water and Sanitation

Issues	Stakeholders/Roles	Strategies	Mechanisms	Steps
Abundance of water but poor water management and access to safe drinking water	Communities Identification of issues, need; implementation of activities	Develop regional policy on water use, management and implement at the local, national and regional (south Asia) level.	Partnership and linkages with organizations working on water related issues (problem with India and Pakistan group due to sensitivities relations country)	Formation of regional network and setting in motion an implementation strategy taking into account water security of landless through skill building.
Legislation and policies of water are inadequate; water sharing between countries; no proper water resource management policy	Government Provide basic water and sanitation services; develop national policy and implement on water security	Advocacy, lobbying and campaigning on agriculture irrigation water, household use, safe drinking water and water contamination issues	Have a core group, one member from each thematic area	Sharing of information and responsibilities on water related issues with network partners.
Increases droughts in the region: landslides, floods	Private and Commercial institutions Control of drinking and irrigation water (whom will it benefit)	Capacity building of community and stakeholders on water use and management.	Partnership with community to address water related issues	Action research on water related issues. Highlighting water related issues through media
Unregulated extraction ground water, receding water levels, no water recharging mechanism	INGO Facilitate advocacy and lobbying at international level	Learning, sharing experience and coordination among network partners on water related issues	Setting up a thematic blog site. (publishing news and information)	
Privatisation of water favours the rich	NGO/CSO Develop strategies in coordination with communities to address water related issues. Provide technical assistance. Mobilizing and motivating stakeholders. Information dissemination	Sensitization on flood and drought mitigation.	Exposure visits of successful water related projects.	
Salinity, arsenic and fluoride water contamination; lime water contamination	Research and Academic Institutions: Conduct research on water related issues. Provide relevant data	Adopt/introduce appropriate technology at the community level. Develop linkages and coordination with government line	Setting up yahoo group of thematic partners	
Need for water conservation and sustainable and efficient use	Banks/financial institution Loans and grants for infrastructure		Networking and linkage with local government	
Need to prioritise water user for domestic use and local food security. Unplanned embankments of irrigation ; Use of water for agricultural crops and livestock	UN organisations Water related declaration through government and NGOs. Contribute towards MDG on water		Have a facilitating regional person with coordinating role (helps refine objectives and strategies having good knowledge and skills of the issue	

2.3.2 Biodiversity

The biodiversity group consisted of Dr. Suman Sahai (Gene Campaign), Alok Shrestha (NPG), Farida Akhter (UBINIG) and Philip Gain (SEHD).

Linkages with current work that members of the group are already doing do exist in for instance

- Scientific community based conservation of agro-biodiversity in gene-seed banks.
- Ecological agriculture including green/sustainable/biodiversity-based agriculture.
- Seed banks/wealth centers of traditional crop varieties and sharing/exchanging seeds among farmers.
- Herbal gardens and reviving traditional health practices.
- Documenting biodiversity loss.
- Registration of farmer varieties.
- Documenting and conserving uncultivated food sources.
- Information campaign, building resistance and awareness raising about negative impacts of genetically engineered crops.
- Research, policy analysis and advocacy on genetically engineered crops and bio-safety.
- Developing legal framework to protect biodiversity-related intellectual property of local communities.

Objectives:

1. Protection and management of biodiversity and documenting indigenous knowledge related to biodiversity.
2. Promoting biodiversity-based ecological agriculture.
3. Capacity building and policy advocacy on biodiversity and bio-technology.

Table 4: Outcome Theme Biodiversity

Issues	Stakeholders / roles	Strategies	Steps / Mechanisms
Protecting, preserving, and promoting local/indigenous knowledge related to biodiversity.	Local level: Farmers, indigenous communities, women, fishers, herders, local government, grassroots organizations, peoples' movements	Setting up gene seed banks/wealth centers.	Inventory of groups and actions on food, water and livelihoods (ICCO).
Identifying and addressing reasons for causes of biodiversity loss (intensive chemical based agriculture, agricultural bio-technology	National level: Scientific and research communities, government departments, media, consumers, political leaderships, NGOs	Documentation and legal protection of knowledge, traditions, history of local/indigenous communities	Audit and critical assessment of status and actions related to biodiversity.
monoculture, industrial cultivation, introduction of alien species and impact on forest biodiversity).	International level: International organizations (WTO, CBD, WIPO, CDI, FAO, UNEP), funding agencies, IFIs (World Bank and ADB in particular), international businesses, MNCs,	Assessment of enforcement status of national laws and international instruments that are committed protect/conserved biodiversity.	Conduct a series of interactive workshops to clarify positions, develop an agenda and plan of action
IPR (intellectual property rights) and privatisation of seeds and dilution of farmers' rights and bio-piracy.		Monitoring development projects that affect biodiversity.	Stay connected.
Insufficient conservation efforts including policy failure		Make available seed of diverse range of crops	Organizations with technical skills in biodiversity, water to conduct capacity building programs.
Privatisation of biodiversity in the name of conservation.		Help produce agri-inputs for ecological agriculture.	Build capacity and develop advocacy positions through training programs and information materials

Issues	Stakeholders / roles	Strategies	Steps / Mechanisms
			on agbiotechnology and bio safety, relevance of agbiotech to the food and livelihood needs of small farmers in the region.
Shifting focus away from traditional foods and nutrition sources in cultivation and consumption		Conduct campaign on bio-technology	To implement proposed mechanisms organize another strategic meeting to implement programs; all concerned donors should adopt the strategy designed.
Loss of top soil and degrading soil health leading to loss of biodiversity		Create stakeholders networks for sharing and learning	
Promoting organic/ecological agricultural practices		Training workshops for farmers and others. Include these in the curricular in the formal and informal education	
Appropriate eco-system management		Increase resource allocation	
Development projects like big dams, mining, infrastructure destroying biodiversity		Sensitize consumers and media	
Market dictated agricultural production		Advocacy for shifting subsidy from chemical-based to biodiversity based ecological agriculture.	
Enabling policies to ensure the rights of communities, especially women, to control biodiversity.		Organize and motivate farmers to adopt ecological farming.	

2.3.3 Sustainable livelihoods

The group that worked on Sustainable livelihoods consisted of:

Objectives:

1. To catalyze, support and strengthen civil society in promoting sustainable livelihood with a focus on the human dignity of poor, marginalized, tribals, dalits, ethnic, indigenous, excluded, economically deprived groups in South Asia
2. To undertake training, research, publication, analysis and build capacities to promote economic, social and gender justice in livelihoods
3. To build alliances and networks at the national, regional and international levels in order to campaign and advocate policies for sustainable livelihoods and human welfare.
4. To promote self help villages that can generate livelihoods that ensures livelihood based interests of the village

The recommendations of this group for ICCO are to internalise the learnings of this workshop to draw out the mechanism for their work. To appreciate the situations, realities and the responsibilities of each member of the network and treat them in an unbiased manner (not on older partnership basis) ICCO should also facilitate value creation and adding on value, establish north-north and south-south and most importantly south-north partnerships to gain the most of the situation. 'Partnership with hand-holding', the need to be more on the ground than just visit once a year perhaps, was expressed, and not to have a top bottom approach.

It was suggested to this through: cooperation and co-responsibility through the building of networks and linkages via Collaboration, Cohesion, Correction & Conflict Resolution Mechanism, Cogency, Commitment Reiteration Care & Concern, Cohabitation

Table 5: Outcomes theme Sustainable livelihoods

Issues	Stakeholders/Roles	Strategies	Mechanisms	Steps
Livelihood insecurity	<i>Directly influencing, lobbying:</i> NGOs; Activists ; Movements Community Based Organizations Lawyers; Think tanks; Academicians Farmers' Groups Trade unions; Unorganised Labour Groups	Create knowledge that contributes to both the speed and quality of livelihood creation, with a focus on assisting those who are trapped in intra-generational poverty	Corresponding with partner organisations on real-time issues; Visiting Organisations for getting sensitised and aware	Incorporate in mission statements and work out in strategies
Labour in captivity, bonded labour	<i>Indirectly influencing:</i> International Monetary Institutions International Development Institutions TNC's and MNC's Freelance economists	Organize mass campaigns, public debates, advocacy workshops, build alliances and forge partnerships between civil society	Looking at the core competencies of each organisation and helping them to utilise them as well as grow them for common and mutual benefit Identifying research opportunities and gaps and do the needful	Better advocacy tools and methods need to be worked at so that there is a better policy framework
Microfinance	Directly impacted : Poor, marginalised, socially excluded, economically backward, indigenous and ethnic groups	Go beyond activism to analyze policies and advocate at decision making and implementation levels for policies and programs in favor of livelihoods in South Asia	Jointly disseminate information, analyse grassroots realities, arrange workshops, seminars, symposiums	There should be a network that looks at the issues on the South Asian level
Biodiversity, based diversified livelihood options	Indirectly impacted Casual labourers Family members of the single earning households Children; Elderly; Disabled; Women	Bring together farmers and trade associations, academic institutions and like minded organizations on a common platform to strengthen advocacy campaigns for policy change with respect to livelihoods	Jointly design advocacy campaigns, pressurise policy makers	Replicate learning models which have been successful so as to give the common man something to look at before making the decision
Providing easy access to institutional credit & crop/livestock/fishery insurance	Least impacted Middle income groups High income groups Bourgeoise and the upper echelons	Build programmes that are following an integrated development approach Help in creation of alternative livelihood mechanisms and learning schools	Use outside actors to put pressure on those formulating policies for pro-poor and pro-sustainable development Act together in the interest of our stakeholders by bringing together like-minded organisations and movements on a common platform	
Rights of socially discriminated/ deprived communities		Helping facilitate the creation of livelihoods at the village levels so that there is no distress migration		
Producers getting lower prices		Seek labour intensive small scale industries to be set up that could be the feeder industries for larger and bigger corporates		With the inclusion of the above these issues will be more comprehensive and shall be able to cover all grounds so that nothing is amiss or missing.

2.3.4 Land and natural resources

The group of land and natural resources consisted of: Mrs Neelima Khetan (Seva Mandir), Mrs Seema Koth (CWLR), Mr Rajan Khosla,(Christian Aid) Dr Syed Samsuzzaman, Mr Bhupesh Roy (GBK), Mr Amlan Chakma (Taungya); Mr Babu Ram Gautam (WOREC), Mr Prem Bahadur Thapa (NPG)

Recurring issues in the discussions of this group were the importance of access to land, which is often lacking for specific groups of people, to secure land against illegal eviction and to provide legal support to farmers on land issues. The importance of working with government was emphasised, and the linking with various groups on community level and private institutions that can play a role as 'watch dog'

Objectives:

1. Ensuring vulnerable sections in society (women, Dalits, indigenous, landless,...) are able to access, control, manage and benefit from all private as well as common natural resources (*land, water, Livestock, vegetation...*).
2. Optimal and sustainable use of natural resources
3. Strengthening formal and informal local institutions to function
 - Democratically
 - Pro-poor and pro women
 - Transparent and accountable

The stakeholders:



Table 6: Outcomes Theme Land and Natural Resources

Issues	Strategies	Mechanisms	Steps
Access to land	Work on Securing Access to Land for Landless Peasants, Dalits, Women, IPs, other excluded groups	Alliance Building and Support for Sustaining Efforts	ICCO to assist in finalising the documents from different themes; there has to be a participant from each organisation and country to finalise the document.
Productivity	Help in Increasing Productivity	Expanding and Strengthening of Existing Networks	Regular interaction with the working groups, consortium partners
Gender	Bring Natural Resources on the Agenda of the Village Institutions	Sharing of Information, Literature and Papers	Identify List of Resource Persons who can articulate women property rights
	Farmers Field School	Networking and Sharing Experiences, Best Practices, Joint Planning with Local Groups, Interaction with Adivasis and Dalits. Map out local actors who can be part of these working group/themes	Participants to go back to their organisations to share the outputs of this consultation
	Building Capacity of Partners; of Community on Resource Mapping	Sharing at National Level and Forming a Committee on this Theme. Inclusion of Farmers Alliances	Work-out the transparency and accountability mechanisms of the working group
	Promotion and Adaptation of Ecological Agriculture	Form a Regional Steering Committee on this Theme	
	Capacity Building and Advocacy on Women's Right to Property Rights	Consortium of Funding (e.g. APRODEV partners)	

2.3.5 Trade

The group of Trade consisted of Mrs Azra Talat Sayeed (Roots for Equity), Mr Bhaskar Goswami (Forum for Biotechnology and Food Security), Mr Krishna Kumar (CECOEDECON)

The organisations that participated in this group were 'Roots for Equity' (Pakistan), 'Forum for Biotechnology and Food security' (India), CECOEDECON/FTN (India, Asia).

Objectives:

1. Mobilization of small and landless farmers and agriculture workers for control and access to factors of production;
2. Build capacity of local governance institutions for instituting pro-peasant agri policies;
3. Research, policy analysis, networking and advocacy for trade justice and food sovereignty.

Table 7: Outcome Theme Trade

Issues	Stakeholders /roles	Strategies	Mechanisms	Steps
Poor research, infrastructure of marketing structure	Farmers groups, farmer movements, social movements, think tanks, media, trade unions, and consumer groups	Consolidate public mobilization and positions.	Farmers exchange for experience sharing and alliance building across the region	Identification of research at national/Research topic:i.e. comparative studies ,socio economics, seeds, agriculture biodiversity trade regimes
Marketing of food problematic	The northern states, the state, corporate sector including	Mobilize public opinion,		Workshop for identification of research design and

Issues	Stakeholders /roles	Strategies	Mechanisms	Steps
	business associations, co-opted CSOs, donors, financial associations, IFIs, research institutions.			Work plan execution;
Special Economic Zones are taken over agri land		Research and publications		Conduct research at national/regional level
Trade liberalisation, corporate driven policies, interest		Farmers led campaigns/exposure visits		Tabulation of data and research writing
Corporate agriculture		Advocacy campaigns with national and international networks		Translations
Lack of awareness of consumers rights		Media campaigns		Use of research for advocacy
Control of seeds is changing from small farmers to cooperates		Awareness and educational campaigns at various levels.		
Uneven markets;				
WTO agreements and Conditionality				
Privatisation of natural resources				
dumping of products				
Producers getting lower prices				

2.3.6 Food and nutrition

Participants in Food and Nutrition:

The group noted that their experience is on cooperation and not on co-responsibility and this aspect and its framework is yet to emerge. Co-responsibility is not networking. Networking cannot be imposed but must emerge in practice. Cooperation provides for organic synergy and accountability with each contributing their capacities for the mutually agreed tasks

Objectives:

1. Eliminate Hunger and address malnutrition
2. Food Security as a tool of confidence and empowerment
3. Basic premise for poverty alleviation, negotiate exploitation and build communities and their institutions

Table 8: Outcome theme Food and Nutrition

Issues	Stakeholders /roles	Steps	Mechanisms
Hunger is debilitating makes people vulnerable and further disempowering the poor. People lack confidence of their basic needs and food consumption cannot be postponed.	Political Parties: Political commitment and policies	Building awareness of stakeholders about the issues of FS & Water Technology transfer	Use of available forums
People fall sick regularly and unable to undertake productive work and this worsens their situation. Children are sent as child labour.	Central Government: Policies to cover all food needy/Monitoring	Campaign and policy advocacy at local level	Working together on specific issues and programmes
There is social tension and violence all around and women are worst effected.	Ministries of Finance: Budget Provision	Promotion of local capabilities and resources	Regular communication through internet and mail and sometimes having teleconference and occasional – half yearly or yearly meetings/consultation
Unequal household food access and denial of food to the elderly.	Food: Procurement, Storage and Logistics	Coordination and linkages with line agencies	Review of gaps and corrective measures
Poor nutrition leads to stunted growth – mental and physical for children	Ministry of Agriculture: Technology, Investment, Research	Partnership with local NGOs and CBOs	
Nutritional mal-education and degrading food habits and culture	Ministry of Health: Preventive health, Nutrition Planning/ Monitoring	Networking and working together to bring technology, scientific knowledge and human resources	
Lack of early childhood care	Local Authorities – Line agencies of local Administration, Panchayats and VDC: Planning, Smooth implementation & crises management and conflict resolution	Facilitate the process by bringing partners together Bringing in experiences from other regions	
Loss of human dignity and self respect and self image	Commercial Banks: Credit		
	Insurance: Risk cover		
	NGO: Education, awareness, Facilitation, empowerment, advocacy		
	INGO/Donor: Resources/supportive framework		
	Community Organs: Implementation		
	Technology and Solution Providers: Technical know how and servicing		
	Civil Society and Human Rights Orgns.: Monitoring, Pressure group		
	Health and Nutrition Experts: Planning, Technical help, research		

2.3.7 Outcome of workshops

In relation to the objectives, the workshops have achieved the following:

- *Objective 1: To have a common ground on food security & water issues within the South Asia context agreed upon:* common ground for future collaboration was defined and all participants committed themselves to further developing the programme and collaborating in it.
- *Objective 2: To have agenda items for a food security and water programme in South Asia, agreed upon:* A start was made a list of issues were identified to work on, these need further refining
- *Objective 3: To have a follow-up strategy, based on issues identified by the consultation, agreed upon:* follow-up strategies: it was agreed that ICCO would come forward with a proposal, making use of all the mechanisms and follow-up steps proposed by the groups of participants
- *Objective 4: To have a core group out of the participants of the consultation, which develops the food security & water programme, based on the identified broad agenda items in the consultation:* All participants subscribed their names in the lists, core group members still need to be selected from these lists
- *Objective 5: Participants of the consultation agree on how the process will continue after the workshop:* All participants agreed to the next steps (being preparation of this report and further road map defining by ICCO after which all participants are invited to comment, adapt and improve

In a consultation that takes 3 days, time is bound to become a constraint. Much time was given to defining first a common ground, and taking into account the diversity of the participants, the different level of experiences, and the range of areas that organisations are involved in, this raised many questions. Questions not only related to the role of ICCO, but also on definitions, on the role of governments, and gender, etc. Because food security and water cover a whole range of issues, it was not possible to go into depth on each of these issues. However, if a programme is to be designed, more discussion is needed to define concretely the objectives in each of thematic areas, including the roles and responsibilities of the stakeholders.

Defining objectives that are achievable for a group of organisations coming from such different contexts with their own history and agenda, proved to be a major challenge. More time, more thinking, is needed to go below the level of very general objectives that are within the reach of these organisations and will have added value.

Participants suggested that the partnership policy of ICCO needs to be redefined. On what issues, themes and areas was however not discussed due to time constrained.

The workshops produced valuable ideas, and ideas that are clouded by development jargon. The challenge will be to move beyond the jargon. Networking, capacity building, workshopping, partnering and linking with, awareness building: what do we actually mean in the context of building a meaningful programme, taking into account the local realities?

3 Evaluation of the consultation

For the evaluation a questionnaire has been given to the participants. Out of a total of 31 non-ICCO participants, 27 people have filled in this questionnaire. The outcome in percentages is as follows:

1. Proceedings:

How would you rate the overall quality of the:

	Excellent	Good	Fair	Inadequate
Programme:	41	52	7	0
Resource Persons:	7	82	11	0
Facilitators:	37	56	0	4
Participants:	22	78	0	0
Workshops:	26	63	11	0

2. Logistics:

How did you appreciate this consultation in terms of the following

	Excellent	Good	Fair	Inadequate
Prior information:	78	18	4	0
Background materials:	26	56	15	0
Meeting rooms (space, layout):	52	44	0	0
Equipment (projection, sound):	15	63	22	0
Food and accommodation:	63	33	0	0

In addition to a quantitative evaluation, the participants also had the opportunity to assess the consultation on paper as well as in a plenary session. How did participants, including the organisers, value these three days of discussions?

On the evening before starting the formal sessions of the consultation, participants had the opportunity to introduce their organisation through a poster presentation. This was done in an informal setting where people could walk and talk. However, it was felt that such a poster presentation could be even more effective when it is accompanied by sharing experiences, and not only sharing best practises. More elaboration on the objectives of the workshop, would have been helpful.

Some participants felt that time had been a constraint; many topics were discussed in a relatively short space of time. A start has been made and much need to worked out in the near future. More time would also have given more opportunity to share experiences.

Participation in the consultation was limited to partner organisation of ICCO and other organisations involved in lobby, advocacy and organisations that are operational in the filed of food security and water. No politicians were invited, nor bi-lateral agencies. Some participants suggested to invite also key organisations such as the FAO, to know their policies and how FAO can contribute to improving food and water security.

One of the participants questioned the location where the workshop was held and raised the question whether it is really necessary to chose an environment of comparative luxury, which creates a discrepancy between the content of the consultation and the environment in which it take place. Why, for instance, not share rooms? Or have a facility where participants can get involved in the preparation of meals?

The case studies that were presented, came from India, Nepal, Pakistan; Bangladesh was not presented. Clarification was asked and given. (case studies were meant to cover specific questions

related to food security and water , to provide critical input into discussions. The organisers felt that the organisations from Bangladesh had other strengths to contribute to the workshop)

Quote from one of the participants:

'This is the first time I participate in a workshop at regional levels, because of that it is good to be at a neutral place like this. It would be different when we have a next workshop that we can do in a more local context. I am however grateful for this opportunity because I had not met before most of the people here and it was a unique opportunity. But I did not have enough time to learn. For instance, we heard about the water filter of Pakistan and I am sure that there are much more of these examples, but we did not have enough time for sharing. Still, I am grateful for this experience'

ICCO was complimented on the effort to make this a consultative process and urged to follow this in the future

4 How to proceed after the consultation?

In a final session of the Food Security and Water consultation, the following steps were agreed upon:



1. The organisers will compile all the information that has come out of the workshops into a draft report
2. The report will be send to all participants for comments and feedback by the middle of May 2007.
3. Based on the outcomes of the discussions that were held in the thematic groups, especially on 'strategies', 'steps to be taken' and 'mechanisms', a road map for setting up a food security and water programme in Asia. It is important to stress that all who have committed themselves to the programme, will have their say in the direction of the road map. Such a draft road map will be part of the concept programme and all are strongly invited to provide input.

In the consultation, the participating organisations had to choose for one theme in which they worked in the different workshops. However, this might be too limited, as organisations in reality often work on more than one themes. Therefore, at the end of the consultation, the participating organisations were invited to put on flip chart paper their names under the themes on which they would like to work on after the consultation with the aim to develop the programme on food security & water further (see Table 5 below)




Table 9: Themes selected by organisations to work on

Food and nutrition	Water	Land	Livelihood	Trade	Biodiversity
India CEC, Hyderabad Gene Campaign SANSAD	India Accion Fraterna CECOEDECON Gene Campaing Gram Vikas SANSAD Seva Mandir	India CEC, New Delhi CWLR Gram Vikas SANSAD Seva Mandir	India Accion Fraterna CEC, New Delhi CECOEDECON CWLR Gene Campaign Gram Vikas SANSAD Seva Mandir	India CEC, New Delhi CECOEDECON FBFS FTN-India/Asia Gene Campaign SANSAD	India CECOEDECON CWLR FBFS Gene Campaign Gram Vikas SANSAD Seva Mandir
Bangladesh	Bangladesh RDRS UBINIG UST	Bangladesh GBK RDRS SEHD	Bangladesh GBK RDRS SEHD Taungya UST	Bangladesh RDRS	Bangladesh RDRS SEHD Taungya UBINIG
Nepal CCDN INF NPG	Nepal CCDN INF NPG ODC WOREC	Nepal CCDN NPG ODC WOREC	Nepal CCDN INF NPG ODC	Nepal CCDN ODC WOREC	Nepal CCDN NPG UMN WOREC
Pakistan	Pakistan IIRE LSRDA PVDP Roots for Equity	Pakistan IIRE LSRDA PVDP Roots for Equity	Pakistan LSRDA PVDP Roots for Equity	Pakistan Roots for Equity	Pakistan Roots for Equity

Appendix 1: The programmatic approach



Programmatic Approach of the ICCO Alliance



Contents of the presentation

1. Changing context
2. Programmatic approach & Characteristics
3. What is needed?
4. Different roles required
5. Phases in programmatic approach

Changing Context

- Decreasing role of national governments
- New players in development co-operation
- Marketization of aid → more competition
→ lack of co-operation
- Centralisation of decision in North;
decentralisation of implementation in South

Programmatic Approach

Different actors work together on one common goal with a unified strategy, using their different talents and possibilities.

Main characteristics of a programmatic approach

1. Co-operation & complementarity
2. A common goal that is specific and attainable
3. Process is not exclusive but inclusive
4. Ownership with ICCO-Alliance **and** other participants in the programme

What is needed for a PA?

1. Specific knowledge of subject and context
2. Who are the 'drivers of change'
3. Who wants to work together in an alliance?
4. Clear ownership of the alliance
5. Clear strategy with well defined roles for all
6. Mind the process: start small and build slowly

Different roles required

1. Strategic Funding
2. Broker
3. Capacity development
4. Building support base and lobby

Phases in programmatic approach

1. **Orientation phase:**
Context – actors – drivers of change
2. **Preparation phase:**
Common goal, strategy & roles
3. **Implementation phase:**
work plan
4. **Follow-up fase**

Thank you for your attention !

After the presentation, the following questions were asked and issues were raised:

- Would it be useful to create an alliance between EU – WTO?
- ICCO is one of the last organisations/ donors to adopt the programmatic approach. Many others have gone before: what have been the lessons learned? Some of the experiences show that the programmatic approach led to a shift to a more top-down approach. How to deal with that? ICCO has been more involved in a comprehensive organisation based partnership. Will this create not more distance between ICO and partners?

Reply: research has shown that the integrated approach has become devaluated because too many issues have been taken up by partners and because of that, no significant change achieved. Problems are also too big/complicated to be solved by only one organisation.

- Does ICCO have any experience in working on thematic issues? And will we go the same way as the TNCs regarding staffing etc?

Reply: ICCO has many years of experience of working in thematic areas, in strengthening thematic networks and in lobby and advocacy on national and international level. However, with a more programmatic approach, ICCO intends to increase a sustainable impact.

- How does ICCO plan to relate to movements?

Reply: Movements that are non-registered, can not receive money from outside. Movements can however be a part of the programmatic approach. The starting point however is possibly not the funding relation anymore. ICCO might have to look for alternative solutions. You can also support movements through another organisation, by research, by involving them in activities of organisations.

Appendix 2: List of participants

PARTICIPANT LIST FOOD SECURITY & WATER CONSULTATION 17-20 APRIL 2007, KATHMANDU, NEPAL			
Organisation	Country	Name of participant	Email address Addresses & Telephone
Accion Fraterna	India	Mr Malla Reddy.Y.V	actionf@sancharnet.in Upparapalli Road Bangalore Highway Anantapur 515 002, A.P. India 00.91.8554.244222/246884
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Forum for Biotechnolog and Food Security	India	Mr Bhaskar Goswami	bhaskargoswami@hotmail.com 7 Triveni Apartments A-6 Paschim Vihar New Delhi – 110063 India 91 11 2525 0494
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RDRS	Bangladesh	Dr. Syed Samsuzzaman (Mr)	zaman@rdrsrangpur.org GPO Box 618 Dhaka-1000 Bangladesh 00-880-2-895 4384-86 00-880-2-895 9380-81/895 9383

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Appendix 3: Presentation Renewal process ICCO Alliance



Agenda For Innovation and Change


Co-responsibility & Decentralization

Introduction: Why change

- Persistence of poverty and injustices in our world
- Many changes in the context, but vision and strategy have not changed
 - Growth and increased capacity Southern CS
 - Globalisation: role of the development sector less significant
 - Many new actors in poverty alleviation
 - manifestation of huge global problems

Still: Northern donors take all major decisions and we continue to work mainly within the development sector

➔ How can we do better?



Direction of change:

Key concepts:

Cooperation. We believe that the Development sector:

- Is not strong enough to successfully fight poverty and injustice alone.
- Must move beyond the sector; engage others in the struggle
- ➔ Increase impact through (programmatic) co-operation

Co-responsibility. We believe that:

- Northern organizations should not decide on priorities to fight poverty and injustice in South
- ➔ Development cannot be imported; comes from "within" as result of processes initiated and owned by the people concerned
- Poverty and injustice not only problems of the South: international power relations to a great extent responsible
- ➔ Hence, we should plan and implement our work jointly with representatives of southern countries.

3 elements of innovation

- 1. Cooperation in North**
 - Alliance building:
 - ICCO, Kerk in Actie, Share People, PRISMA, Edukans, Oikocredit
 - Integration program departments ICCO & Kerkinactie
- 2. Programmatic approach to increase impact and efficiency:**
 - multi actor and multi level cooperation
 - regional departments => thematic departments
- 3. Co-responsibility (in N and S) and decentralisation**

Ambitions for Change

In 2010 ICCO transformed from:

a Dutch organisation operating from Netherlands

↓ into: ↓ ↓

a decentralised network organisation in which responsibility for policy and implementation is shared with many different actors from South

Change of perspective:

From: "ICCO knows best"

To: ICCO does not decide alone since opinions of people from Southern regions are essential ➔ Incorporated in decision making

Process so far

- 2004: Internal consultation regarding need and direction of innovation
- 2005: Partner Consultations in Asia, Latin America and Africa + international Partner consultation
- End 2005: Decision ICCO board on direction of change: co-responsibility & decentralisation
- 2006: Operational plan for implementation
- September 2006: Formation International Advisory Group; think tank/sounding board
- Start feasibility study in 3 regions
- Development governance framework for co-responsibility & decentralisation

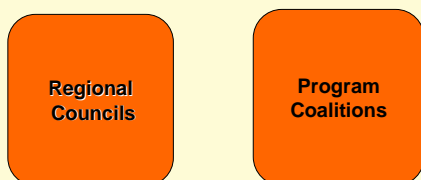
Plan for regional implementation of Co-responsibility

Needs to be process oriented:

- **First defining the WHAT; then the operational structure that goes with it.**
- **Avoid Blue Print approach**
- **Region specific (in how and when implemented)**
- **A learning process: outcome based on experiences**

Implementation of co-responsibility in the region:

2 building blocks



1) Regional councils:

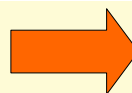
- Initially set up as transitional
- Set up in three pilot regions: West Africa, South Asia, Central America & Haiti
- Membership: combination of partners, representatives of development sector and outside “development industry”
- Lessons learned in this process will guide future steps in other regions

Main tasks of the councils are:

- to take co-responsibility regarding formulation of regional strategies and policies
- to assess the performance of ICCO in the region
- to advice ICCO during the implementation

2) Program coalitions

- Are now taking form in all countries
- Local CS has active role in formation of programs
- Not only including partners
- Process approach
- One common goal and strategy
- Multi actor & Multi level
- PCs influence present & future policies in the region, provide input for RC based on experiences



Process of building the Regional Council and linking the RC with the Program Coalitions is facilitated by a Process Coordinator in the region

Primary task: to gradually build co-responsibility in the region

- by supporting and facilitating the preliminary regional council
- by strengthening the aspects of co-responsibility within the programmes
- by facilitating the link between programme coalitions and regional councils

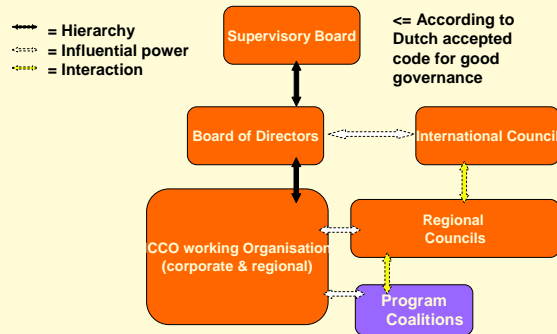
Qualifications: Coordinator understands the concept of co-responsibility, has process skills, knows “what is fixed and what is flexible” concerning the operational plans.

Regional Support Mechanism:

- Supporting Operation of RC and PC
- Increasingly taking on 3 roles
 - Intermediary (Linking and learning)
 - Capacity development
 - Facilitating lobby and advocacy
- Role of funding initially remains with international organisation in Utrecht

➔ Regional support mechanism gradually develops

General organisation set up



Board of Directors

Legal "owners" of the organisation, responsible for the organisation as a whole

Key elements are:

- Responsible for: finance, development & implementation of programs, personnel, accountability,
- One core tasks: to build, to nurture and to facilitate co-responsibility at regional and international level.
- Strategic decisions of major importance: only after consulting the relevant councils.

Vacancies in the BoD will be open to candidates from the South.

Supervisory Board

Legal responsibility: to professionally supervise the performance of the Board of Directors; hiring & firing of BoD

One of core tasks: supervising co-responsibility by checking

- whether the BoD has given adequate attention to build up and strengthen the different councils
- whether the BoD has paid serious attention to the proposals of the councils.

Membership of SB: include two representatives from the South.

International Council:

- Composition:
 - Representatives nominated through Regional Councils
 - Dutch members (including Alliance representatives and other stakeholders)
 - 3 Independent global experts
- Mandate:
 - Propose and discuss strategic issues
 - Endorse annual plans
 - Review annual reports
 - Advise on strategic planning

Frequency of meetings:
 • One/two times a year

Phase I:

Until mid 2007:

Specification and operationalization of Governance model and feasibility studies in three regions:

- Central America & Haiti
- West Africa
- South Asia

➔ What is needed to successfully implement co-responsibility in these three contexts?

- to think through and specify the outline of strategic plan 2006-2010
- to learn from experiences

Mid 2007 – Oct 2007: Go/no go decision by ICCO board

Implementation in South Asia

Highlights mid 2007-end 2008:

- Establishing Preliminary Regional Council
 - * one from each country
 - * Gender balanced
 - * 3 partner-related
 - * 4 out of box
 - * including one Ecumenical member
- Appointment Process Coordinator:
 - Promotes co-responsibility
 - Facilitates growth council
 - Facilitates co-responsibility in program coalitions
 - Guides decentralisation process

Phase II:

Until end of 2008:

- (i) Co-responsibility will be practised in the three regions of phase 1; gradual transfer of certain tasks to the region, except the funding tasks and responsibilities (start decentralisation process).
- (ii) Start with "building co-responsibility" in other regions (approx. 9); lessons learned during phase 1 will be applied in the implementation strategy recognising the need for tailor-made solutions per region.
- (iii) Changes in governance corporate level including start Preliminary International Council.
- (iv) Review phase 2 and planning phase 3

Phase III:

Until end of 2010:

- (i) early 2009: major working conference with participants from
 - a) preliminary regional councils;
 - b) the membership of the preliminary International Council and
 - c) ICCO's constituency.Main objective: preparation of the key elements of the new strategic plan (2011 – 2014).
- (ii) Transformation of preliminary regional councils into Regional Councils.
- (iii) Transformation of preliminary international council into the International Council.
- (iv) Completion of the transformation of the working organization into an international network organization by 2010.

Risks, concerns and challenges:

- ICCO is not alone:
 - How to connect with alliance members?
 - How to connect with Ecumenical partners?
- Balance between process/flexibility and structure/planning
- To ensure both continuity and innovation
- Link between RC and programs; how to connect them?
- How to avoid increase of bureaucracy?
- Regional Support mechanism: how to avoid overlap with Utrecht during transition phase?
- In a decentralised set up, how to ensure cohesion?
- How to maintain cost effectiveness?
- Finding the right people is crucial
- How to ensure that the council is both visionary and connected to the ground reality?
- Until 2010, Strategic plan already exists; room for influence of Councils on policy is limited, but has to be found
- Will the regional model contribute to increased accountability?
- How to keep partners and stakeholders informed of process of change?



Another ICCO is possible!

After the presentation, ICCO Board member Marinus Verweij added that ICCO's Board considers co-responsibility and decentralization an important issue, to which the board is committed. Still, their concern is on questions such as balanced implementation, the importance of safeguarding efficiency and consistency within the process. But change is needed, because contexts have changed as well. In the end, ICCO believes this process of change will improve the work on development. It is our aim to realise this in a transparent way. Therefore, partners and other stakeholders are invited to participate in the process with input and support.

The following questions/responses (Q) came from the audience and were answered (A) by Bram and Michelle:

Q: I got lost between the different levels of consultation within the new organisation structure. Where are the programme staff? Where is the secretariat?

A: At the moment, they are still within the one central office. When this innovation process develops further, this will change and the organisation will include regional structures as well. In the end, program staff will also be included within the regional levels of the organisation.

Q: How are members of RC selected?

A: This is still an issue of discussion. Although it is felt that in due course the council should consist of people who do not have a vested interest, we should not be too focussed on the how. As long as we are in a transitional phase, we select people who are now involved in the partner network and recognised by the partners. At the same time, we believe that it is necessary to increase creativity, innovative thinking. We have not reached a final conclusion yet; some say it should include people from media, others say people from the private sector, artists, etc. We need to find people with a combination of coming from within the development sector and people who come from outside/different sectors. Suggestions on who could be on the council, are welcome.

We have not yet discussed the issues related to the international council. There will also have to be people included in the International Council who can think from a global perspective.

Q: You have taken a very exemplary manner of taking this process forward. How do you plan to keep the government in the loop, the governments of the South? And how will you take our own governments in the loop because there also bi-lateral relationships between Dutch government and organisation? How to involve the UN and other international organisations, to synergise with their policies?

A: ICCO is an NGO, we do not directly relate to the governments in the South. We are also not becoming an implementing NGO, so we are not directly affected by the governments in the countries in the South. When ICCO submitted the plans for co-responsibility (included in the business plan 2007-2010) to the Dutch government, it was appreciated and approved by the Dutch government. Regarding multi lateral organisations, or other international organisations: our primary concern is with the members of the ecumenical network (APRODEV or Ecumenical networks). If we wait for consensus to be found within the network, it will take a long time. But we have shared our ideas within the network and we will move ahead. In the meantime, we are open to look for possibilities on how we can connect with the partners from the ecumenical network. The programmatic approach also creates opportunity for involvement other organisations.

There are many similarities with other NGOs (MFS), co-responsibility is very much an issue of the North. It is important within the programmatic approach, to involve other actors, it will also depend on the local/regional context

The Parish Declaration also says that governments will put more funds in the organisations like the IMF

A: yes, but the Parish declaration also aims for a greater involvement of the South

Q: Perhaps other international organisations have already gone through this process? In your planning, South Asia is going through this process. Within South Asia itself, there are also many changes, look at the political changes in Bangladesh and Nepal; in different countries are different problems. When we are working on specific issues, such as for instance GMO, our governments have a vested interest in working with large corporations : so I would like to request you to take into account these actors, in relation to our governments.

Q: When selecting the right person, it is also necessary to select a neutral person, taking into account the political contexts of the different countries.

Q: Are there other organisation that are going through the same process?

A: There are many organisations who are decentralising, but the decision making remains still in the North. Organisations are hesitant to transfer the decision making to the South. As far as we know, the transfer of decision making to the South, is new.

Q: It is also important to involve lawyers in the process. Why? It is impossible to be neutral. I was thinking of a group called Women's Lawyers Forum (Pakistan) (Lawyers Collective of India) who are very experienced in several issues.

Q: Why this concept of RCs??

A: We cannot do it on our own. The business sector, banks, are very powerful. Not all people in business and banks are 'bad'. Neither are all involved in the NGO sector, saints. We believe that if we can engage people from these sectors in the field of development (through exchange visits or otherwise) we believe that they can change and adjust their strategies. Awareness building, engagement etc, of people from business and banking (etc) is important, because through them we can also get to know why it is that we are not always effective.

Q: I think that my question is misunderstood: with the corporate sector it is a matter of interest, they are interested in profit.

A: People come to the council on their individual merit, not as reps of something. At the same time we say that we think that is good to have people from the development sector, if there are people from business sector, they are there not to represent the corporate, but to give a contribution to innovation by out of the box thinking.

Q: I think that it is a good idea to have people who think differently on the RC. We are often only talking with people who think alike. We need to include people who think differently as well. Nowadays we have individuals who give far more than the EEDs and the ICCOs, like the private individuals from TATA and other industries who give large amount of money. We have to look at the way in which they think. We in the South should also stop calling the industries our enemies, we have to start a dialogue with them, why do we think that they are not capable of thinking differently and to change?

Q: When there are people from the corporate sector sitting on the board/council, people will lose all confidence in ICCO because the role that cooperates are playing.

Q: There is a section of the corporate sector that we do not want to get involved in. But the sector is far too big to ignore, they are powerful. We need to know what they are doing, we need to try to sensitise them to what the development sector is doing. The corporate sector should increasingly be looked at as partners, because of huge resources they have. Let us not deny their very smart ideas etc etc.

Q: Similarly, there might also be individual bureaucrats who are very good in creative thinking.

Q: Another organisation, the Swiss Development Cooperation (SDC), is also in the process of involving more actors from the South, for instance, by having a recipient on their board. SDC has started to chose strategic partners in the region and uses their resources to take that into other region. SDC has done an evaluation on this and I (Seemantinee Koht) promise to send the report to ICCO.

Q: You have come up with a kind of fool proof concept, but I see some weaknesses. Where is the interface where there is consultation with the partners. How will you be able to get a 'sense;' of them?

Q: This is a very innovative way forward. Christian Aid has also gone through a process of decentralisation. I realise that this is going to be a big challenge and I congratulate ICCO with this.