



ANNUAL REPORT

2016/17



CONTENTS

Message from Executive Director 01

About ICCo 02

ICCo Trustees 03

ICCo's Geographical focus areas 04

Co-implementing 06

ICCo and its value chain initiatives ... 07

Stop Child Labour Programme 10

ICCo's Centre of Excellence 11

Bootcamp for Team India 13

Events & Trainings 14

Stories of Change 17

MESSAGE FROM EXECUTIVE DIRECTOR

Let me start by welcoming new members of the LICCo family who joined us in 2016-17. At the same time, I would like to thank our partners, supporters, volunteers and well-wishers for your valuable support over the years. With your support, ICCo continues to go strong in its endeavour to achieve the twin principles of “Securing Sustainable Livelihoods” & “Justice and Dignity for All”

ICCo’s geographical area of intervention continues to be the Eastern and North Eastern states of India. We have been successful in creating a positive footprint in the region and also to chalk out plans for the future course of intervention



2016 was a landmark year for our interventions in the region. We were able to set up a Centre of Excellence for agri and agri-allied enterprises at Guwahati, Assam. This is the first step towards inviting the fertile brains for agri entrepreneurship in the region and to give them a platform to meaningfully engage with the other key stakeholders like investors, government officials, academia, Institutional partners and the like.

What was also a big positive during the year was the way colleagues worked as a team, the quality that they brought to the table, and the commitment with which timelines were met. We were successful in developing few good proposals. Some of these have already matured into projects that are being implemented now.

As we are into 2017, our focus in this year will be to continue to find synergies within the parameters of our focus areas and collaborate with like-minded organizations, institutions and individuals to achieve our objective of an equitable society. ICCo would also continue to support young enterprising minds and foster a culture of entrepreneurship in our geo focussed areas.

In this annual report, you will read about some of the activities that ICCo engaged in to ensure betterment in the lives of the most marginalized. Let us continue to work together to ensure an equitable society.

Happy reading!

A handwritten signature in black ink, appearing to read 'Alay Barah', written over a horizontal line.

Alay Barah
Executive Director

ABOUT ICCo

ICCo is a development organization working in India to achieve the twin core principles of 'Securing Sustainable Livelihoods' and 'Justice and Dignity for All'. We have learnt that development requires the participation of various partners and hence we believe in a multi-stakeholder approach. ICCo has thus developed partnerships with more than 100 agencies, including Government, Civil Society Organizations, Alliances, International organizations and the Corporate, in more than three decades of its work in India. The support ranged from capacity development and market linkages to access to finance in the areas of Fair & Sustainable Economic Development; Food & Nutrition Security; Fair Climate; Children at Risk and Skill Building.

Through our work, we have been able to create an impact in the lives of more than a million families. We have achieved this by working with several value chains, incubating, supporting and investing in Small & Medium Enterprises, providing the poor with access to affordable clean energy technologies, entitlement to livelihood and education, empowerment and participation in the development process.

ICCo has been continuously evolving and its role now has changed from a purely provider of grant support to encompass those of a facilitator, co-implementer, strategic financier and technical expert.

We now provide specialized services in:

- **Program development and management**
- **Agribusiness incubation**
- **CSR program execution**
- **Monitoring & Evaluation**
- **Trainings**

Apart from the above, ICCo offers a portfolio of **Impact Investment** through ICCO Investments that provides equity and debt investments in agriculture and clean energy enterprises. ICCo also has an **Agri Business Booster** program where we work with the impactful enterprises in the agri business sector.

KEY PARTNERSHIPS

Some of the key partnerships that ICCo has developed over the years include Establishing and operating the Jharkhand State Livelihoods Promotion Society (JSLPS) – ICCo Value Chain Cell; Establishing and Operating the North East Livelihoods Promotion Society (NELPS) – ICCo Value Chain Cell; Promoting Food and Nutrition Security and Fair Climate with USAID; Incubating Farmer Producer Companies (FPC) in resource poor regions; South Odisha Development Initiative and Skill building partnership with TATA Strives.

ICCo has also invested in inclusive, innovative, and impactful platforms such as the Millennium Alliance and CLEAN Alliance where the objective is to identify and scale up innovative solutions to address some of India's biggest developmental challenges.

We are also a committed member of the United Nation Global Compact (UNGC).

ICCo TRUSTEES



MR. SANJAY PATRA
Chairman












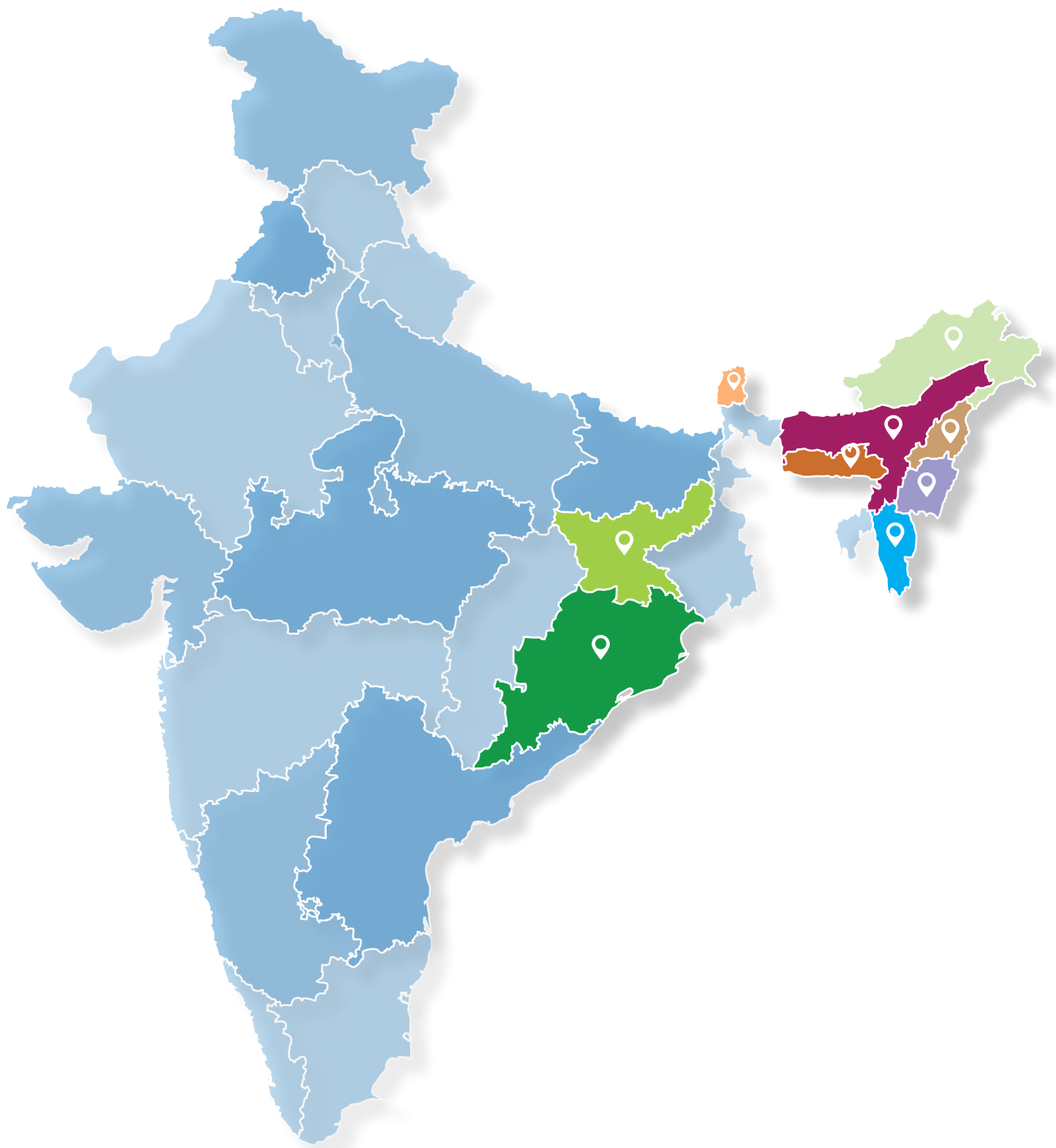
MS. SUSHMA MEHROTRA
Managing Trustee

ICCo's GEOGRAPHICAL FOCUS AREAS

ICCo now focuses on the eastern and north-eastern states of Jharkhand, Orissa, Assam, Nagaland, Mizoram, Manipur, Sikkim, Meghalaya and Arunachal Pradesh. These states exhibit low human development indicators, high poverty rate and high concentration of marginalised populations. Marginalised communities, women and people with disability are found in large numbers among the poor population of these states, and rank low on economic and social indicators. Scheduled tribe-dominated districts are among the worst off in terms of supply of services and outcomes such as infant mortality and malnutrition.

ICCo also works in the southern states of India through Kerk in Actie, which has been running the Children at Risk (CAR) program for a long period.

-  **Assam**
-  **Arunachal Pradesh**
-  **Meghalaya**
-  **Nagaland**
-  **Manipur**
-  **Mizoram**
-  **Sikkim**
-  **Odisha**
-  **Jharkhand**



CO-IMPLEMENTING

A CLEAN ENERGY PROJECT IN ASSAM-ICCo, OIL INDIA AND INDIAN INSTITUTE OF ENTREPRENEURSHIP



ICCo has entered into a one year contract with Indian Institute of Entrepreneurship (IIE) and Oil India to implement a project on clean energy with focus on reducing carbon emissions. Through this partnership, the organizations will implement fuel efficient cookstoves with chimney in 6 tea garden areas of Assam.

The proposed intervention will create a clean energy environment in the 6 tea garden worker's households. It proposes to convert the traditional cook stove of 3000 tea garden households into fuel efficient cook stove that will help the community to transform to a better and smoke-free area with multiple benefits. The project will also promote entrepreneurship development; total 20 entrepreneurs will be identified and created during implementation. The selected entrepreneurs will undergo orientation and training which will involve both theoretical and practical induction in the preparation, maintenance and use of the cook stoves.

The total estimated workforce in tea gardens of Assam is about 800000. More than 60 percent workers in the tea industry are women. These tea estate workers depend

heavily on wood as their main source of fuel with an average household using around 300 kgs of firewood every month. The inefficient cooking practices thus expose the women and children to dangerous Green House Gases (GHG).

The project will not only reduce community's dependency on firewood but will also create a pool of clean energy entrepreneurs from interested unemployed youth who will be trained on construction of energy efficient cook stoves right from the initiation of the project. Later on, these individuals will act as service providers and do the job of refortification and minor repairs of breakages.



ICCo AND ITS VALUE CHAIN INITIATIVES



PIGGERY VALUE CHAIN

A piggery Value Chain was developed in Peren and Tuensang districts in Nagaland and Aizawl district in Mizoram. The Value Chain analysis highlighted critical gaps like lack of improved pig management, low grade feed, non-availability of proper health care system, unavailability of hygienic slaughter houses, and absence of market chains involving farmers.

ICCo, through its Value Chain Cell (VCC) is helping NERLP to bridge the bottlenecks in piggery value chain

It is valuable to develop good breeding units to supply quality piglets and to produce first rate pork for marketing. The current owner of the Peren Feed Mill has agreed to lease out the mill for 3 years initially. The capacity of the mill is expected to be 1,000 kgs per hour.

For Improved Pig Management, progressive farmers were trained. They will in turn train other farmers in their village and nearby areas to increase the numbers of practitioners. The VCC also designed a small holder's improved Pig Farming Manual, for the farmers, to get acquainted with improved farming practices Also a slaughterhouse and retail outlet was established. Vet care and health management was taken care of such as vaccines and medicines.

Linkage with private medicine suppliers to supply medicines and vaccines to the pig farmers through trained personnel was done. On the hygiene front, value chain cell collaborated with National Research Center (NRC) on Pig for design and technology to establish scientific slaughter houses in Nagaland and Mizoram. At the same time VCC also facilitated the NERLP team to establish retail outlets at important points in order to develop a brand of pork. VCC is also facilitating marketing tie ups with pork processing and manufacturing agencies like Arohan Foods Private Limited to directly procure from farmers. In short, all parts for a successful start are present.

GINGER VALUE CHAIN

In case of Ginger Value Chain in Sikkim and Mizoram, ICCo identified problems like non-availability of quality seed rhizome for quality harvest, lack of availability of organic fertilizers, plant protection products etc. Other issues like lack of storage and processing facilities were also identified. On this ground ICCo is facilitating sourcing of quality Seed Rhizome variety (VARADA) develop by Indian Institute of Spices Research, Khojikode (IISR).



The VCC has also developed linkages with organic fertilizer and plant protection product manufacturing agencies to supply these products to farmers. ICCo also developed a brochure on package of practices on organic ginger production and distributed it among farmers for them to learn more about improved methods.

The VCC is also facilitating construction of a collection center cum storage unit for scientifically harvested ginger. It is also working on establishing a ginger pre-processing unit at Sikkim and Mizoram that would do sorting, cleaning and grading at farm level and link it to ginger processing and marketing companies like Parvata Foods and others for marketing the product.

KING CHILLI VALUE CHAIN

King Chilli (Bhut Jolakia) is one of the hottest chills in the world. It has the Geographic Indication (GI) to Nagaland as the native chilli from the state. In Nagaland this is grown by almost every household. ICCo had started Value Chain activity in King Chilli at Peren district of Nagaland after doing the Value Chain Analysis study and understanding the market potential for it. The interventions in King Chilli Value Chain are as follows:

- Improved Package of Practices – ICCo is helping the Project team to design suitable Package of Practices for king chilli based on field situation.
- Collection cum drying unit for King Chilli – ICCo is guiding NERLPs' District team to establish a collection center cum drying unit for collectivization and drying the chilli to maintain moisture as per market demand.
- Market Linkage – ICCo has linked the fresh chilli, dried chilli etc. with companies based at Jorhat and Dimapur districts to increase the income of farmers. Again the collection center cum drying unit has helped in decreasing the wastage of produce.

DAIRY VALUE CHAIN

ICCo is implementing Dairy Value Chain activities in Sipahijala district of Tripura. The value Chain interventions are implemented in seven villages under one block and directly involves around 1000 beneficiaries. ICCo is guiding and helping North East Rural Livelihood Projects' Sipahijala district team in implementing the Value Chain under the following intervention headings:

- Increasing Milk production by improving the breed
- Feed and Fodder Management
- Vet Care Support System
- Collection center cum Milk Chilling Unit at Village Level
- Milk Processing Unit

TATA STEEL RURAL DEVELOPMENT SOCIETY (TSRDS) AND ICCo

TSRDS and ICCo flagged off their partnership with a Value Chain Analysis of five of the identified commodities sectors such as Chironji, Tamarind, Lac, Fisheries, and Cashew. Based on findings, a detailed intervention design will be prepared, as a final output for the preparatory phase. Given that the intervention phase will have requirements like core implementation & capacity building support, technical support for both backward (management, harvesting, storage) and forward (processing, packaging, marketing) processes, Institutional development support, convergence facilitation etc, a mapping of potential agencies would also be undertaken.

ICCo LEADS

THE INDIA PLATFORM FOR STOP CHILD LABOUR PROGRAMME



ICCo led the India platform for the consultations organized under the Stop Child Labour Program. 135 delegates from 16 states participated in the National Consultation on Child Labour Free Zones on August 24th 2016 in New Delhi. These delegates represented diverse stakeholders who are engaged in eradicating child labour – social activists, government officials, business executives, international organizations, labour unions, journalists, academia, and others. Given its timing, the Consultation also critiqued the recently enacted Child and Adolescent Labour (Prohibition and Regulation) Act Amendment 2016 (CLPRA).



The Consultation combined speaker-led sessions, moderated discussions, and informal conversations over breaks consistent with international legal definitions; the Stop Child Labour Campaign defines every person under the age of 18 as a child. Participants affirmed that every child who is not in full-time, formal education must be seen as a child labourer.

The delegates pledged to work for total abolition of child labour in all its forms. It emphasized on creating a strong, mass movement to abolish child labour in the country; forming political alliances with other movements; training local media to report on child labour; collecting data to influence governments and businesses; using technology creatively. A Delhi declaration was launched that summarized the vision and demands from the Consultation.

ICCo therefore led a series of consultations for promoting Child Labour Free Zones (CLFZ) approach.

Post the National Consultation for the Stop Child Labour Campaign in Delhi, State level Consultations were organised in Maharashtra, Telangana, Tamil Nadu, Rajasthan, Bihar, and Assam in 2016-17.

ICCo took charge as the SCL platform coordinator for India, supported by BWI, Manjari, MV Foundation, Aravalli, and SAVE.

ICCo's CENTRE OF EXCELLENCE FOR AGRI AND AGRI-ALLIED ENTERPRISES

ICCo and its partner Grameen Sahara, a pioneer in livelihood creation and social inclusion at the grassroots, jointly set up the Centre of Excellence (CoE) for Agri-Business and Allied Enterprises in Guwahati. The Centre of

Excellence will constitute of 2 major components as its deliverables. One, it will act as a single-window for training, skilling and knowledge-sharing and will consistently strive to upscale itself into a world-class

Resource Centre for the Agri-Business entrepreneurs of the North East region.

Two, the CoE will have an Agri-Business Incubation Centre, which will work with early stage agri-entrepreneurs and progressive farmers to commercialize and prove their business model transition to growth stage and make them investment ready. The CoE is a first-of-its-kind initiative with an aim to provide an impetus to the Agri-Business ecosystem of North East region. The CoE will play a key role in developing a community of Agri-entrepreneurs in the North East region and boosting up the ecosystem through creation of vibrant enterprises.



A LOOK AT THE CoE ACTIVITIES:

- 9-Members Advisory Group constituted and 1st Advisory Group Meeting conducted on 12th May 2017.
- 18 Agri Skill Trainers out of 90 (Target upto 2019), trained in the field of Hydroponics and Zero Energy Cold Storage.
- 779 out of 4100 (Target upto 2019) small and marginal farmers, women and unemployed youth trained through 26 different activities (Training, Farmers' Meet, Field Surveys, etc.).
- 9 Farm enterprises created out of 300 (Target upto 2019).
- 1 Farmer Interest Group of 104 Farmers in Dhemaji District, Assam was formed.
- 1000 Farmers from 3 districts to benefit from GABA enriched Brown Rice project in Tamulikuchi, Kamrup, Assam.
- 3 Agri-Tourism sites identified and intervention on home stead gardens initiated

BOOTCAMP FOR TEAM INDIA



ICCo reacts on calls for proposal from donors. The donor world has changed and the reactive fundraising has not been successful enough to cover the ICCo costs. The boot camp exercise was conducted with ICCo India team to capacitate them to work on a pro-active fundraising approach leading to sustainable resources for ICCo. By pro-actively pitching an ICCo value proposition towards potential partners and fundraisers, the idea was to build a relationship and partnership with a potential financier. Outcome of this partnership was expected to be a jointly developed project and finances for ICCo to co implement parts of the project. The broader objective was to model the ICCo financial resources in a way that they create a sustainable revenue stream for ICCo.

This pro-active approach focussed on:

1. A new project proposition based on the strengths and expertise of ICCo
2. An understanding of the unique added value of ICCo in a project
3. A value proposition: the proposition presented in a way that the unique added value of ICCo is of value to the potential financier
4. A sustainable financial model for the project and an ICCo revenue model
5. A pitch book to present the value proposition;



AGRI VALUE IMPACT IN INDIA

ICCo in India has built up a sound track record through projects on Value Chain Development (VCD) such as JSLPS and NELPS. These projects are best practices of ICCo and through the bootcamp, the idea was to capture the experiences from these projects and turn them into a new value proposition. VCD approach has emerged as a key area for ICCo to pitch it as a service to the Government, international donors, private sector and multi-lateral donors. Since ICCo had expertise in Value Chain Development, Agribusiness Booster, Project co-implementation, and Marketing and Communications, therefore a series of participatory activities were conducted to develop a Pitch Book on Agri Value Impact in India.

EVENTS & TRAININGS

EASE OF DOING BUSINESS IN MIZORAM

As part of ICCo's initiative to foster agri-business in North East India, a roundtable was held in Aizawl, Mizoram. The event provided a great networking opportunity for entrepreneurs, investors,

and leading agri-business professionals from the government, non-government, and the private sector. The event was also seen as a concrete step in encouraging the young entrepreneurs/enterprises to come forward and utilize the platform for scaling up agri and agri allied initiatives in the State of Manipur.



EASE OF DOING BUSINESS IN MANIPUR

After a successful consultation in Mizoram, ICCo organized a roundtable in Imphal, Manipur. The event focussed on providing a platform to the budding entrepreneurs/

enterprises to meet the relevant stakeholders like agri-business professionals from the government, non-government, and the private sector. The event was supported by NABARD and witnessed a turnout of over 50 key stakeholders.

TRAINING ON USING ENERGY EFFICIENT SOLAR KITS

ICCo in partnership with Rural Spark conducted a training on using energy efficient solar kits for Rural Entrepreneurs was in the month of June, 2017. The training aimed to spread awareness and socially upgrade the existing and potential entrepreneurs working in rural areas, where the electricity condition is very poor or not connected to grid. The training programme assured the rural entrepreneurs that proper use of a single Energy kit that comes with a total MRP of INR 20,000 will help generate an extra earning of INR 1000 to 1500 per month.



TRAINING ON MAKING ENERGY EFFICIENT COOKSTOVES

ICCo in partnership with Oil India & Indian Institute of Entrepreneurship (IIE) built technical capacities of local resources on functioning of cook stoves and also to teach them about construction, assembling and installation of two burner cook stoves with a chimney. The localization of skilled resources is expected to help the operationalization and maintenance of the program in the long run besides augmenting livelihood options of the local people.

STORIES OF CHANGE




HOW ICCo's SUPPORT IS TRANSFORMING THIS VILLAGE IN TIRUPUR: AN INTERACTION WITH RAJIV CHILD RIGHTS PROTECTION FORUM (CRPF), TIRUPUR

K Chandran comes across as a focussed man with a lot of assurance and belief in what he does. A tailor by profession, today he heads the 'Rajiv Child Rights Protection Forum'. The forum's work focusses on ward number 16 & 17 in Tirupur district. There is a mix of members and office bearers who are present for the interaction. Those present include Samat Kumar (62), Sammugam (65), S.Sampurnam (52), V Manimegalai (39), and D Jayalaxmi (36).

Interestingly, Tirupur has 6500 MSME units in operation which engage approximately 7,00,000 workers. 80 percent of these workers are employed in the garment industry itself. It therefore comes as no surprise that all the committee members are tailors by profession, except for V Manimegalai, who works as a school correspondent, encouraging children to enrol into formal education.

Chandran informs that wards 16 and 17 had its own share of problems few years back. There was less focus on education and even children were forced to engage in labour to ensure that all the resources in the family contributed financially. It was during that time that ICCo supported NGO SAVE made an intervention. He further shares "When the SAVE team introduced the concept of SCL program, our initial reaction was that it would disturb our work, but gradually as they sensitized us, we felt that this was something for the good of our own community."



The forum, therefore, was formed in 2014 and the group started meeting regularly on a monthly basis. They started listing down the major problems in the area and the corresponding strategies to mitigate it. Sammugam, the senior most member in the group shares “When we started this group, the key challenges we faced were of parents not willing to send children to school due to financial needs; Convincing parents and following up with them multiple times to send their children to school; and migrant families that left the area after a brief stay”

“I must credit the SAVE team for convincing the elders and giving them confidence in the movement. Viewing it as a community benefiting exercise, many elders (besides the forum members) from both the wards started taking interest in the program and therefore the process of change strengthened” exclaims Samat Kumar.

The forum, which over the period of time has become a strong body at the ward level, has a clear cut agenda in all its meeting. Some key issues like analysis of the problem why children are not going to School; strategizing on how they can bring children back to School; building monitoring mechanisms like sub groups that keep a vigil on children’s schooling record are some of the practices that the forum has put into place since its inception. The group works closely with the School Management Committee and the Parent-Teacher association to ensure that children are on track and that no child is out of School. The impact is visible, from the two wards, all 38 and 65 children respectively are enrolled in School.

The forum strongly feels that the process of change has been possible because of the collective effort of Forum members, community people, SCL coalition, and the school authorities.

“We want ward number 16 and 17 to be a role model for all the other 60 wards in Tirupur. With the knowledge and confidence that the SCL program has given us, we are confident to take this initiative forward in the right direction” says a confident Chandran.

SUJATA LEARNS TO SMILE AGAIN



Life comes with a spectrum of challenges and for a single mother, these challenges are sometimes larger than life. Right from her birth 44 years old Kavita has seen the bitter side of life, however, after the early demise of her husband, there was nothing more to look forward to in life for her. It was all about survival and survive, she did. With no male member in the family, she had the responsibility to take care of her 11 years old daughter Sujata. Being unskilled didn't help her cause either. Therefore she took up begging to make both ends meet. She was quick to learn the trick of the trade and making her only daughter beg as well was an inviting option for her. Sujata was studying in grade 2 and was barely 10 when her mother indulged her into begging. The experience initially came as a shock to her. She recalls "Initially I used to beg after my School hours but later on my mother's insistence, I used to beg for the entire day." There is a sad expression on her face when she remembers her begging days. "People would often rebuke me and use foul language with me when I pleaded with them to give me something" remembers Sujata.

Her earnings per day amounted to INR 100 on an average. A big share of this as expected was taken away by her mother. Whatever little she was left with, she used it to buy chocolates and potato wafers. In between, she also made friends who made her spend on country made liquor.

With the proactive response of the ICCo supported MV Foundation workers, Sujata was recovered. The SCL programme was used as an effective tool to develop Child Labour Free Zones in Saroor Nagar, the native place of Sujata and also at other places in Hyderabad. After she was brought to MV Foundation's Bridge School Camp, she did not feel good initially. She used to experience frequent craving for alcohol. However, after a few days, she started feeling better. Today, she is one of the better students who is accelerating in her studies and overall development. Sujata now dreams of becoming a doctor and is working hard toward achieving that.

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TEAM ICCo ANNUAL RETREAT



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