



Policy Plan for 2015-2018

This policy plan contains an overview of the mission statement and activities of the Shared Value Foundation for the 2015-2018 period.

For more information about the report please contact SVF.

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Shared Value Foundation

Kruithuisstraat 120

1018 WW Amsterdam

www.sharedvaluefoundation.com

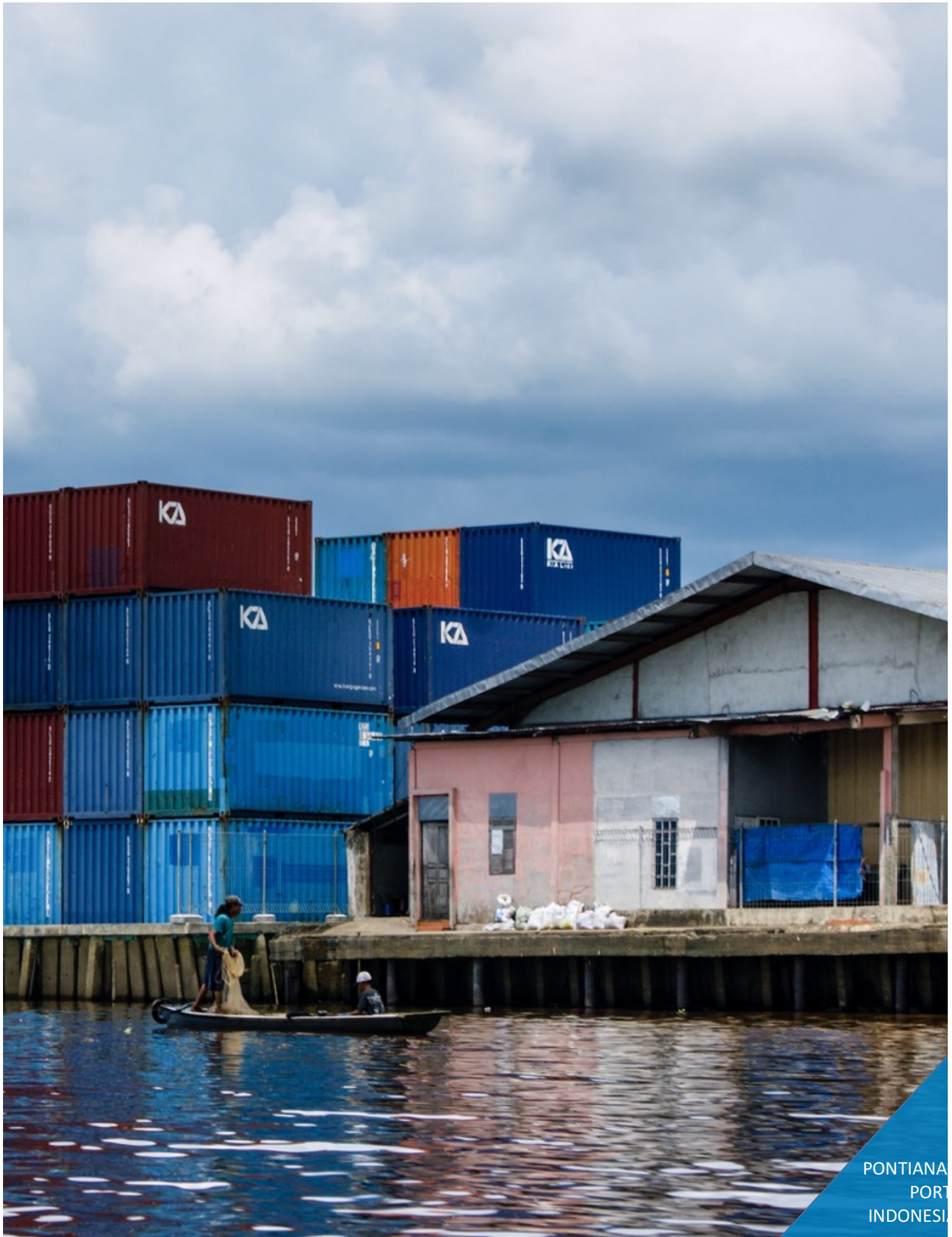
info@sharedvaluefoundation.com



RONDAVEL
HOUSE,
ZIMBABWE

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1. Activities

2014-2015

The foundation was established in 2014 and started its undertakings in 2015. The first project was a research assignment in Kenya. Two young graduates were sent to do field research for a Dutch foundation which is involved in *technological innovation for smallholders in the Agro sector* in Africa. Results from this project have contributed to making services more suitable in the day-to-day context within which farmers cultivate their fields

2016

Having finished our first assignment in Kenya, in February 2016, LANDac organized the annual Land Forum, during which private sector representatives expressed the need to bridge the knowledge gap between (foreign) private investors and the local context they operate in. The discussions identified the need for investors to know more about the local context they invest in as well as their relation with the local people and the impact these investments bring along on local levels. In cooperation with LANDac and two of these entrepreneurs based in Uganda, a coffee buying company and a flower-exporting company, Shared Value Foundation has set out to *conduct bottom-up research for these entrepreneurs, assisting them to create value for both their businesses and society* and mapping their (potential) impact pathways.

From June to December, Shared Value Foundation conducted an impact study for a small privately owned NGO that aims to assist vulnerable people in developing countries by providing them with safe

and secure housing. For this project, three recent graduates conducted bottom-up research in six different countries: Mexico, Nicaragua, Haiti, South-Africa, Swaziland and Zimbabwe. Altogether, the researchers spent over 11 months in the field and have visited nearly 400 houses *to assess the impacts of housing provision on the lives of its inhabitants* and advise on ways to maximize a positive impact in the future.

A Dutch company that develops organic farming inputs, assigned Shared Value Foundation to conduct in-depth research on the local context in Kenya and to explore business opportunities with a positive impact. One of the researchers of Shared Value Foundation spent a month in the field in Kenya to explore possible partnerships and ways to *align the needs of local farmers with the goals of the company to expand their business to East-Africa*. The organization is currently assessing potential partners in Kenya with the goal of embedding their product range and advisory services in existing support structures.

2017

Together with a Dutch government institution, Shared Value Foundation has started a research pilot to *map urban livelihoods in Delta Cities and possible ways these livelihoods can be impacted through infrastructural investments*. A recent IDS-graduate conducted extensive field research around infrastructural investments in Indonesia. One

project dealt with the possible construction of a bridge on the island of Kalimantan, while the other dealt with harbour and coastal development in Jakarta. Both projects assess the potential impact of infrastructural development and together attempt to look into how investments in infrastructure can be streamlined with the interests of local communities.

In addition, in close collaboration with LANDac, the Centre for International Forestry Research, the Food and Business Knowledge Platform, the Young Expert Programme and SNV Uganda, the project: 'Learning platforms for local food security impact assessment' was launched. Throughout 2017, a Dutch and a Ugandan researcher employed by Shared Value Foundation will conduct bottom-up research and set up multi-stakeholder learning platforms in Tanzania, Mozambique and Uganda. The aim of the project is to *make land-based investments in developing countries more sustainable and inclusive, hereby stimulating the creation of share value.*

In 2016, SVF also started two research projects for a Dutch Governmental institution for projects in Indonesia. One project dealt with the possible construction of a bridge on the island of Kalimantan, while the other dealt with harbour and coastal development in Jakarta. Both projects assess the potential impact of infrastructural development and together attempt to look into how investments in infrastructure can be streamlined with the interests of local communities.

Furthermore, in the SVF joined a public private coalition, working on inclusive business cases in informal settlements in Jakarta and Manila. SVF *provided needs assessments of local communities*, that functioned as reference for further activities in developing the business cases in a way that benefits the local residents the most. Currently, SVF studies the internal organisational process of the coalition in an attempt to formulate key criteria that make a PPP inclusive and contribute to local development.

The general aim of our foundation is not to enhance our equity basis but to support as many projects as

possible. We are therefore continuously looking for new opportunities.



PRIVATE
ELECTRICITY
LINES IN
MALABON CITY,
PHILIPPINES

2. What do we offer?

Mission statement: We create shared value by optimising the development impact of investments on local communities

SVF links young professionals with relevant expertise and experience (responsible business, shared value and local development) to organizations. In this way we do not only provide a fresh perspective for businesses on how to improve their social impact, but we also support young development experts at the start of their careers. These researchers are available for long-term and short term assignments, providing the following range of tailor-made services:

Local fact finding and research and advisory services

- Identifying relevant stakeholders and (conflicting) interests within communities
- Studying existing and potential impact of investments and interventions on these various groups, using qualitative and quantitative research methods
- Mapping the implications of an investment or intervention within its surroundings
- Local context, rules and regulations, labour laws, pricing etc.
- Local demand for new products and services (supplying local demand, incl. technology transfers);
- Opportunities for reconfiguring value chains (better use of local resources)
- Opportunities for local cluster development (increasing local embedding).

Supporting entrepreneurs in strengthening their relations with local communities

- recruitment and training of local personnel
- Brokerage: -strengthening the linkages with local input suppliers/ supportive industry/ other organizations, etc.
- Identification and formulation of community projects (e.g. providing services, infrastructure etc.) in collaboration with local experts and/or NGOs.

SVF works in close collaboration with IDS (the International Development Studies group at Utrecht University) and has a wide network of academic and civil societal organizations.

These professionals - trained and supervised by SVF- will work on the basis of confidentiality – and will keep to a code of conduct.



PONTIANAK
WATERFRONT,
INDONESIA

3. Base principles and general assumptions:

Shared Value Foundation (SVF) is a foundation (“stichting”) established under Dutch law.

Extract of the articles of association of Shared Value Foundation:

article 2:

Aim of the foundation

Support of Dutch and European entrepreneurs and organizations with the development and optimization of their activities in Africa, Asia and Latin America from the perspective of responsible business, the creation of shared value and the advancement of local development

article 5:

The foundation is a not-for-profit organization

article 12:

In case the board opts for a dissolution of the foundation it decides on the use of the then available funds. Remaining funds must be used for an organization of general benefit as defined in article 5b of the general law relative to Government taxes with a similar aim. In case of a foreign organization this organization must be exclusively or nearly exclusively of a general benefit and must have a similar aim.

4. Mission statement

Shared value foundation offers support for Dutch and European entrepreneurs and organizations in developing and optimizing their activities in Africa, Asia and Latin America from the perspective of responsible business – shared value and local development.

Local impact

serves as the focal point for all of SVF’s activities. As a rule, we study (potential) impact from a local perspective, with young researchers collaborating with local researchers in studying processes within their context. Using tried and tested methodological

approach of Development Studies and Human Geography, these researchers take their time to incorporate varying local interests and nuanced living conditions. When the opportunity is there, these methods are combined with more innovative approaches to visualize and understand local situations, using photography, film, participatory mapping, walking interviews, etc.

Responsible Business

is a form of corporate self-regulation integrated into a business model whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. CSR is a process with the aim to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.

Creating Shared Value

is a business concept that seeks opportunity for business in solving societal problems (economic, social environmental), starting from the premise that the competitiveness of a company and the wellbeing of the communities around it are mutually dependent. Recognizing and capitalizing on these connections between societal and economic progress is key to inclusive and sustainable development.

In all cases, a company’s opportunity to create Shared Value is unique to its business model and the social conditions that surround its operations. Shared Value creation starts with a deep understanding of social problems and their connection to the business.

5. Organisation

The organization currently employs one coordinator fulltime (1,0 FTE) and an additional coordinator for one day a week (0,1 FTE). The team is further supported by a student employee appointed by Utrecht University (0,2 FTE) and SVF is opting to employ an additional 0,2 FTE for administrative tasks and strengthening the internal capacity of the organisation by optimising communication and planning.

6. The Board

The board of directors actively oversees the activities of the foundation and meets on a regular basis. It consists of three members, the executive director, a secretary and a treasurer.

The board does not receive a remuneration for its activities.

The financial year of the foundation is the calendar year. For the first two years a combined financial report has been produced.

The board of Shared Falue Foundation consists of:

Annelies Zoomers, Board Director

Wilma Roos, Secretary

Andre Mas, Treasurer



COFFEE
PRODUCTION
BULAMBULI,
UGANDA

7. List of reports

Note: not all reports are openly available as of yet

Bosch, R.M.M. & Wangu, J. (2015). The soil test report: Evidence-based analysis of the soil testing sector in Kenya. Shared Value Foundation. (15 p.). Shared Value Foundation.

Bosch, R.M.M. (2016). Opportunities in Kenya: Market exploration: identifying possibilities and conditions for introducing [organic products] in the Kenyan context. (10 p.). Shared Value Foundation.

Busquet, M., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). [NGO] regional report South Africa: Building on expertise from the past to maximise positive impact. Shared Value Foundation/Utrecht University.

Busquest, M., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). River crossing, Pontianak: infrastructural development from a local perspective. Shared Value Foundation.

Busquet, M., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). Tanjung Priok, Jakarta: infrastructural development from a local perspective. Shared Value Foundation.

Gebers, V., Santpoort, R.M., Bosch, R.M.M., Tesorio, J. & Zoomers, E.B. (2017). Jakarta needs assessment: towards inclusive and sustainable urban development. Shared Value Foundation & Slum Dwellers International.

Hudlet, K., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). [NGO] country report Mexico: The provision of social housing in a country of contrast. Shared Value Foundation/Utrecht University.

Hudlet, K., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). [NGO] country report Nicaragua: Social housing in a context of poverty

and politics. Shared Value Foundation/Utrecht University.

Reimers, N., Santpoort, R.M., Bosch, R.M.M. & Zoomers, E.B. (2017). [NGO] country report Haiti: Towards sustainable housing in a challenging environment. Shared Value Foundation/Utrecht University.

Santpoort, R.M., Bosch, R.M.M., Busquet, M. & Zoomers, E.B. (2017). [NGO] synthesis report: looking back to look forward. Shared Value Foundation/Utrecht University.

Santpoort, R.M. (2016). On cuttings, pickers and social impact: a research project commissioned by [flower company] on its worker's motivations and social impact on the surrounding communities. (20 p.) Shared Value Foundation.

Santpoort, R.M. (2016). Of coffee, cooperatives and social interaction:: a research project commissioned by [coffee company] on social interactions around coffee production in Upper Bulambuli District, Uganda. (24 p.) Shared Value Foundation.

Santpoort, R.M., Bosch, R.M.M., Betsema, G. & Zoomers, E.B. (2017) The developmental impact of private sector investments in East-Africa: a bottom-up assessment of intended and unintended effects. Paper presented at the conference on Unintended effects of International Cooperation, organised by the Ministry of foreign affairs and Radboud University. Shared Value Foundation/Utrecht University.

Tesorio, J., Santpoort, R.M., Bosch, R.M.M., Gebers, V., Zoomers, E.B. (2017). Manila needs assessment: towards inclusive and sustainable urban development. Shared Value Foundation & Slum Dwellers International.