The Change Alliance
Launch Event
2-3 December, 2009
Wageningen, the Netherlands

Consolidated Notes

December 2009

1   Setting the stage…

1.1   Opening and introductions

The Change Alliance launch event was officially opened by Hettie Walters (ICCO and the chair woman of the foundation group of the Change Alliance and Jim Woodhill (Wageningen UR – Centre for Development Innovation):

"We are facing significant challenges like climate change, widespread poverty, limited access to water. How can we cope with these in more democratic and cooperative ways? There is an increasing interest for multi-stakeholder processes: bringing people together to cooperate effectively to address issues at hand. This increase raises some questions: How well do these processes work? Do they address deeper challenges? Do they truly and effectively inspire change?"

In this light, the following **objectives** were set for the launch event of the Change Alliance:

1. Shape the future direction of alliance

2. Establish learning and action agenda: what are the big questions we face, which support do we need, what would enable us to become better?

3. Map actors, initiatives & concepts: define the boundaries of the initiative

4. Explore principles for engagement: define the core principles to move forward

5. Next steps: define what we need to do

See annex 1 for the full programme of the launch event.

1.2   Getting to know each other

Some 60 professionals from all over the world gathered in Wageningen. The participants to the launch event first split up in small groups and introduced each other by drawing each other's faces and telling their personal stories that led them to participating in this event.

See annex 2 for the list of participants.

1.3   Mapping actors, initiatives and ideas

In pairs the participants went on to brainstorm on actors, initiatives and ideas or concepts that they felt important for the Change Alliance to engage with.

This brainstorm led to a rich overview of potential partners and ideas for the alliance, almost without any

boundaries. The brainstorm of actors included development organisations, donors, academics, policy makers, private sector, social movements, media and communities.

Ideas on initiatives included civic driven changes, sectors specific programmes and many specific initiatives in different regions.

The brainstorm on concepts included ideas like methods and tools for multi-stakeholder engagement, power analysis, complexity, room for emergence and many specific tools, methods or ideas on how to engage within the Change Alliance.

1.4 Expectations about the Change Alliance

In a plenary session a mindmap was created about the expectations participants had about the Change Alliance. This included the things they anticipated to gain from the initiative as well as what they thought they could bring in. Participants in particular think to gain from the alliance:

- a more united voice to advocate for the need for multi-actor engagement processes;
- confidence and inspiration from different approaches;
- a deeper understanding about the impact, costs, methodologies and underlying assumptions to the processes;
- access to expertise – matching practitioners and processes;
- learning from each other's successes and failures;
- a more professional and grounded approach to processes; and
- networking opportunities.

The contributions that participants and their organisations intend to make towards the Change Alliance included:

- access to existing networks with legitimacy;
- practical experiences and cases to share and learn from;
- evidence that processes work to substantiate advocacy; and
- capacity development on process and facilitation skills.

1.5 Learning agenda for the change alliance

At the end of day 1, time was spent to explore a learning agenda for the Change Alliance. The following ideas emerged:

- *Facilitation:* What is the role, needed capacity for process facilitators, sustainability, neutrality?
- *Learning:* How does learning on social change take place? How do we document and share? Forums for lead thinking? Linking sectors? Dealing with ethics and confidentiality? Ownership of documentation?
- *Action:* How do we move from learning to a common movement (if at all)? How do we scale up? Policy and advocacy.
- *Toolbox:* Development of a toolbox of methods, tools, technique to apply in practice
- *Governance:* Governance of the Change Alliance: internal politics, funding, identity etc
- *Concepts:* complexity, emerging processes, power, dynamic environments, change during change
- *Mission:* Further effective change processes that honour transparency, accountability and participation in processes.
- *Process typologies:* What are preconditions and types of multi-actor engagement processes?

2   Forging ahead…

2.1   What is the Change Alliance - Exploring the Emerging Issues and Questions

During the second day of the event, a first attempt was made to converge the multitude of ideas and suggestions through a framing exercise based on the following questions:

1. *Which are the things the Change Alliance has to deal with?*
2. *Which of these are at the core of the alliance? (core circle)*
3. *Which are important but less central? (in larger circles, middle or periphery)*

After having discussed these questions in eight groups, the plenary gathering converged on the following:

- Change is a continuous and complex process. Its direction is often determined by the power dynamics between the various stakeholders involved;
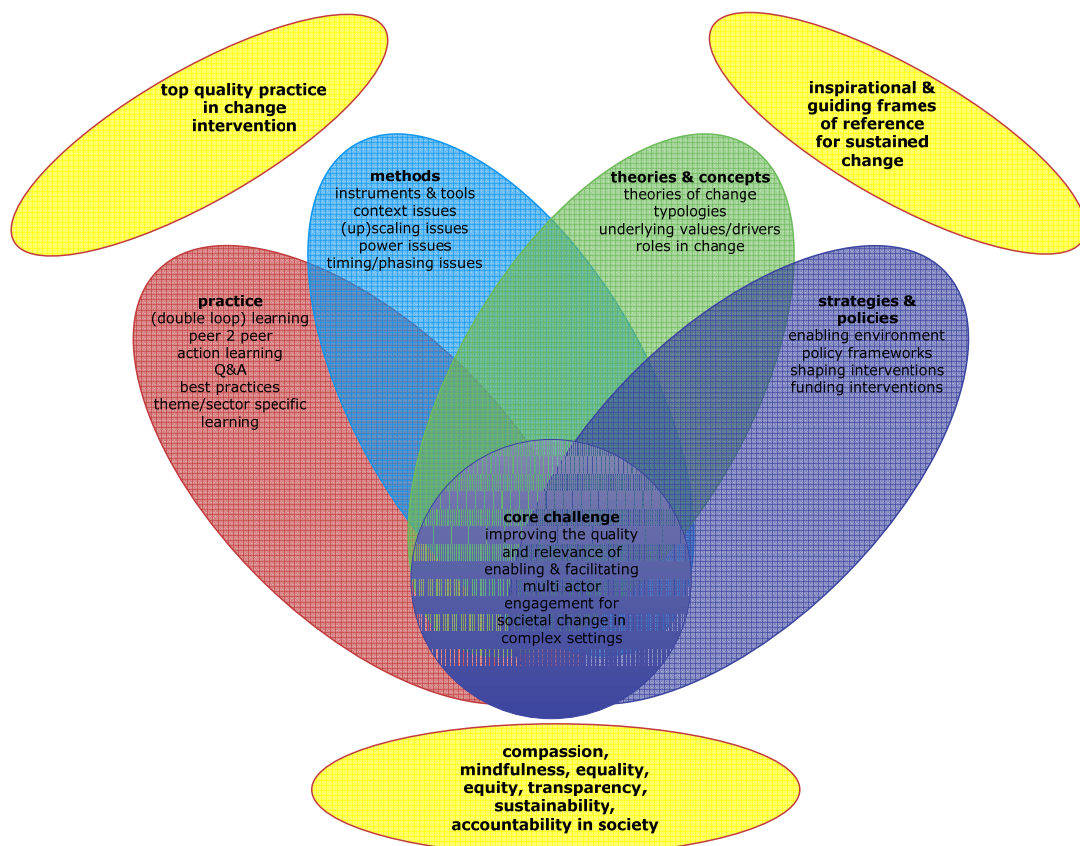
- Change happens, regardless of our interventions;
- Change is not a neutral phenomenon – the determination of its direction is value-laden;
- Change can occur through multi-actor processes – a diverse range of learning, dialogue and innovation processes that complement formal governance mechanisms. Multi-actor processes bring citizens and stakeholders from government, civil society and business together to tackle difficult issues in ways that build trust and understanding and enable collective action. Good multi-stakeholder processes are open, creative, learning orientated and empowering. They offer spaces to go beyond formalised negotiation, adversarial politics and conventional advocacy.

In this setting, the gathering believes the Change Alliance:
- is a gathering of professionals and organisations that are involved in supporting, enabling and/or facilitating multi-actor processes that aim at transformational societal change;

- aims at increasing the relevance and quality of the multi-actor change processes supported, enabled and facilitated by its members;
- is linked to the daily business of the engaged professionals and organisations and offers its members a practice-based (and sometimes theme-specific) learning environment;
- will cover an interrelated set of areas or domains that are all of direct interest to increasing the relevance and quality of practice:
  - **theories & concepts** – on theories of change (complexity approaches, civic driven change), on typologies of multi-actor processes and interventions, on underlying values and drivers (including for example rights and gender issues), on various roles in change processes, etc.;
  - **strategies & policies** – on creating enabling environments for social change and multi-actor processes therein, on policy frameworks for these, and on shaping and funding sound multi-actor change processes;
  - **methods** – on instruments, tools & techniques for quality interventions in multi-actor change processes, on contextualised applications of varied methods, on timing and phasing issues in change intervention, on valuing intuition, and on (up)scaling of successful approaches; and
  - **practice** – on improving practice through (double loop) (possibly theme/sector specific) learning processes, on organising peer to peer learning, on engaging in action inquiry initiatives, and on questions and answers for practitioners.

In the Change Alliance, we want to build on each other's competencies and learn from each other to improve our practice as change agents. The Change Alliances wishes to share its findings and insights with universities as well as with other organisations involved in complex change processes – both from government as well as from public and private origins.

Some people tended to favour focussing on the art and quality of facilitating complex multi-actor change processes, whereas others prefer concentrating on the nature and direction of societal change. Some people see the Change Alliance as a learning community mainly benefiting its members, whereas others believe that the Change Alliance can truly add value when it serves as a platform for advocacy to the outside world and influences policymakers in creating favourable conditions for multi-actor change processes. All however are convinced that it will be the energy generated by the Change Alliance members that will determine the actual direction taken. At the end of the day, both visions represent different sides of the same coin, and are catered for within the broad frameworks sketched above.

2.2 Degrees of Commitment and Engagement

Given the growing clarity on the main issues the Change Alliance is likely to focus, the participants of the launch event were invited to indicate their level of commitment to further the emergence of the alliance. In order to create some clarity on this matter, a ranking exercise was undertaken grouping the participants in three categories:

1. willingness to engage in a core group that actively contributes to shape the alliance;
2. willingness to engaging in and actively shape specific activities of the Change Alliance; and
3. willingness to participate in organised events.

During the line up a clear concentration appeared at the higher levels. People are thinking about organisational or individual participation. Some people hesitated because they have to check with their organisations. The core group and middle group are more or less of same size. A smaller group is more hesitant: more clarity about the alliance' direction is needed and questions arise on how to get the alliance funded, and people don't know if they will have enough time, or if they will get enough time from their organisations to engage in organisational tasks.

3   Agreements and Way Forward

In order to become more operational and practical a world café session was undertaken in the afternoon. The various groups focused on the following issues and presented their findings to the plenary gathering:

1. Governance of the alliance
2. Practical organisation of work
3. Funding of the alliance and its activities
4. Communication inside and outside the alliance
5. The alliance's 'domains of engagement'
6. Organising learning
7. Professionalising the facilitation of change

3.1   Governance of the alliance

Some form of governance of the alliance appears to be needed to assure that:

- Direction of the alliance is set and coherence is maintained;
- Ground rules for a variety of processes and functions are set and maintained;
- Transparency of operations is assured;
- Activities and events are planned for, undertaken and learned from;
- Funds are raised and properly accounted for.

The time seems ripe to create and/or formalise:

- A small steering committee;
- A lean secretariat (or 'community manager') ; and
- A regular gathering of all members of the Change Alliance.

During the gathering it was agreed that the current 'foundational group' would continue as a core group to the alliance and that this group:

- will propose an organisational set-up; and
- produce a first draft of a 'rule book';

both for discussion amongst the emerging Change Alliance Community.

3.2   Practical organisation of work

The world café on how to organise work and activities practically generated a series of ideas. Key to all was the notion that the Change Alliance is to be a self-organising network as much as possible. It will be only through the active engagement of individual members that things will start growing and moving. Suggestions:

- To rapidly launch a virtual space for the Change Alliance members that allows for:
  - Connecting with each other virtually;
  - Space to exchange informally;
  - Space to engage in Q&A routines;
  - Space for research corners, documentation, discussion lists;
  - Peer to peer and learning activities, possibly around thematic and/or sectoral domains; and
  - Well moderated discussion on issues deemed relevant.
- To create a 'grace account' where people and organisations can pledge a specific number of days they wish to invest in activities of all sorts of the Change Alliance.

The core group agreed to:

- Rapidly organise and launch a digital environment; and to
- Work out mechanisms for moderation and self-organisation.

3.3 Funding of the alliance and its activities

Activities to launch the Change Alliance (including the recent event) are currently funded by ICCO and WUR-LNV. This includes the running of a small secretariat and some means to engage with additional support. Membership fee is currently not required.

All participants to this world café discussion favoured a funding approach that draws heavily on the resources that can be generated by the members of the alliance itself, at least through-out its start-up phases. Such a self-financing approach would foster genuine interest, a mean and lean set-up of the alliance, and might assure its best possible integration in the regular activities of all participating organisations. Some suggestions made:

- Introduce a membership fee to join the Change Alliance and cater for a layered fee structure (differentiating for example between large subsidised organisations, smaller organisations and individuals);
- Open and/or reorient the regular learning and knowledge sharing activities of organisations to activities also relevant for the Change Alliance;
- Organise 'localised' and 'regionalised' events that can be funded locally.

All agree that additional funding will be required, in time, to bankroll both increased engagement of southern organisations as well as larger events with external parties.

The core group agreed to:

- Elaborate and propose a layered membership fee structure;
- Continue its efforts to search funding, especially for the larger and externally oriented events

3.4 Communication inside and outside the alliance

Suggestions to orient and ease internal and external communications:

- Write crisp, short and appealing two-pager about the Change Alliance;
- Orient the front-end of the Change Alliance website to an outside audience;
- Create 'secure spaces' on the website for confidential documents and processes;
- Actively present the Change Alliance at relevant events and gatherings;
- Actively link up with the business community involved in facilitating multi-actor processes, with the 'art-world' (as artists often play an important role in provoking change), with social movements (as one of the real movers and shakers of societal change);
- Actively invite 'outsiders' and 'critics' to react on Change Alliance work and activities;
- Embed communication in all work of the alliance – write short and attractive stories (and make audio- and video snippets!) about all the alliance undertakes, and publish these widely;
- Use social media to strengthen contacts and exchanges within the Change Alliance;
- Organise face2face gatherings (general meetings as well as regional events) regularly to assure personal contacts.

The world café group on communication did not focus explicitly on the objectives of internal and external communication. This might be a wise exercise to undertake, once the activities of the alliance are taking shape.

Direct follow-up actions:
- Produce a crisp two-pager about the Change Alliance.

3.5 The alliance's 'domains of engagement' ('battlefields')

A 'domain of engagement' is an area of interest around which people start to gather, exchange, understand, learn and improve. This world café group endeavoured to identify a limited number of these areas on which the Change Alliance can start organising its activities. This appeared to be much more complicated than anticipated, and the group did not produce a straightforward list of 'domains of engagement'. Dilemma's faced:

- The Change Alliance deals with engagement in multi-actor processes in complex settings. Most often, these processes not only materialise in specific thematic settings, but they also derive their specific traits from these. At the same time, much that can be learned from and improved in multi-actor

change processes is not theme and sector-specific. How to 'get real' in theme-specific settings without losing the 'real' cross-sector dimensions of multi-actor processes (power, civic action, voice, equity)?

- One of the main drivers for many people lies in their willingness to contribute to addressing the great challenges the world currently faces. Addressing these might also generate substantial interest from other people and organisations. Do we organise ourselves around these big challenges (food, water, climate, energy, inequality)? If so, do we label them as crisis (the food crisis), or as challenge (food security). And if so, how do we maintain a holistic perspective, including both the underlying values and patterns as well as the multi-actor process dimensions to these?
- A more practical approach might be to identify domains of engagement that are of direct interest to the participating organisations and that are formulated in terms directly recognisable to them (value chain development, food security, deepening democracy, peace and conflict, etc.). If we do so, how do we avoid getting apples and pears in one box?
- Do we 'go with the flow' and leave the identification of domains of engagement to group dynamics (they will emerge spontaneously according to where the energy is), or do we take a more proactive approach and define a number of areas to start off? If we opt for the latter, do we explicitly limit ourselves to a small number of areas (to generate some critical mass and clout), or do we spread out to be as attractive as possible for a larger audience and group of participants?

Direct follow-up actions:

- Organise a virtual discussion dealing with the dilemma's faced in identifying the 'domains of engagement' of the Change Alliance.

3.6   Organising learning

Learning on how to improve the relevance and quality of enabling and facilitating multi-actor engagement for societal change in complex settings of is at the core of the Change Alliance. This world café session generated a series of ideas and suggestions on how to start organising this:

- Start learning activities (action inquiry initiatives) around ongoing multi-actor processes in which participating members and organisations are involved in their daily work (1st loop learning);
- Actively engage with local organisations, local knowledge institutes and students in these action inquiry initiatives;
- Start documenting cases and methods applied therein (short stories, text as well as audio and video) and actively start sharing these within the Change Alliance community, the organisations directly involved, and later on within the wider audience of interested parties;
- Shape peer2peer networks and dynamics and actively engage in critical dialogues. Invite critiques and explicitly start sharing failures and mishaps;

- Let the interest of people lead the learning process. The variety of people determines the lessons learned. If nobody is interested there is obviously no incentive for learning in that respect.
- Start learning about change processes in a more broad way and incite learning about the learning processes and the functioning of learning networks and platforms (2nd loop learning).

Direct follow-up actions:

- Create a virtual environment that invites and stimulates people to start organising and sharing their learning initiatives;
- Create a specific space for those that are particularly interested in getting their teeth into shaping and organising 2nd loop learning.

3.7   Professionalising the facilitation of change

This world café table focused on the ways and means to improve the quality of the facilitation (and of the facilitators!) of multi-actor change processes. All contributors to this table agreed that the Change Alliance presents an huge opportunity for quality improvement to individual practitioners and organisations involved in change facilitation. Suggestions were made (although some encountered vehement opposition!) on how to go about in improving quality:

- Create a databank of facilitators (mapping a.o. specific skills, mastery of tools, methods and techniques, regional and thematic specialisation and including client-feedback);
- Introduce a referral endorsement system;
- Elaborate and introduce 'professional standards for the art of facilitation';
- Elaborate and introduce 'certification for the profession of facilitator';
- Engage with management and business schools and learn from their approaches to facilitation and the professionalization thereof.

Direct follow-up action:
- Create a virtual environment for those that are particularly interested in the professionalisation of the art of facilitation either through setting of standards and certification or through alternative, more dynamic ways to assure learning and quality.

Closing Shop... for now

Two rich days... lots of energy and commitment to indeed start doing some serious business together.

The Change Alliance core group and the secretariat committed themselves to launch all follow-up actions indicated above as soon as possible to maintain and further nourish the energies unleashed during the launch event. All participants to the event are invited to discuss the various issues raised within their own organisations and to start creating some serious waves themselves...

Annex 1 Programme of the Change Alliance Launch Event

Using stakeholder processes and complexity thinking in governing for
sustainability and social justice
Wageningen, The Netherlands, December 2 – 3, 2009

Facilitation team

GCC: Bettye Pruitt

ICCO Alliance: Hettie Walters

WUR CDI: Simone van Vugt, Jouwert van Geene, Karen Verhoosel, Jim Woodhill,

Pepijn Jansen, 6 documentalists

Objectives of the Launch Event

The launch event aims to provide a space for interested partners to engage in a creative and inspirational process of learning about each others work, deepening conceptual understanding and exploring opportunities for collaboration.

Objectives

1)   Enable organisations interested in the Change Alliance to help shape the future focus and direction of the initiative.
2)   Establish a learning and action agenda for the Change Alliance.
3)   Map the terrain of people, organisations, initiatives and ideas around which the Alliance can evolve.
4)   Explore the principles that will underpin future organisation, governance and funding/sponsorship strategies of the Alliance.
5)   Explore next steps for 2010 and beyond.

Programme Flow

Day 1	Programme	Objective / Purpose	Methodology / Focus Questions
9.30	Brief introduction and clarification of the programme and objectives of the Change Alliance	- To create a shared understanding of participants' interests, motivations, reservations and ambitions around the concept of the Change Alliance	➢ Animoto film PR Change Alliance ➢ Word of welcome ➢ Overview of the Programme of the two days (flexible depending on the demands / needs of the participants) ➢ Overview of : How the Change Alliance has developed; Where we are now; What the objectives of the CA are etc.
10.10	Getting to know each other and the interests	- To create a shared understanding of participants' interests, motivations, reservations and ambitions around the concept of the Change Alliance	➢ 2 Series of small group dialogues that enable people to get to know each other and share their stories and ideas for the Change Alliance. Break up in 6 groups. ➢ Introduction round 1 (max 40 minutes). 7-8 Participants sit in small circle. Group facilitator introduces exercise and welcomes all to share their stories and ideas. ➢ Ask participants to choose another person and tell your story (work in pairs 5-7 minutes) using the focus question A. Also ask them to draw each others face on one of the coloured A4 papers. ➢ *Focus Question A: What is motivating you / what is your story that brings you to this meeting and what motivates you to work with stakeholder processes??* – Each participant gets to tell a brief story (2-3 minutes). ➢ Write Name / Organisation / key points of the story next to the drawing of the face. ➢ The person will introduce the other one of the pair to the group using the picture and the key points.
10.50	Tea / Coffee included		➢ Introduction round 2: In the same group but other pairs ask the participants to write on coloured cards the results of question B. ➢ *Focus Question B: With which actors, ideas (concepts , models, tools) and initiatives would you like to see the*

			Change Alliance engaging? ➢ Brainstorm in pairs on cards and stick these on the Big Brown paper posters on the wall.
11.30			Summarize the trends / direction based on the results of the question B. and introduce the next Question and method. ➢ *Focus Question C: What would you/your organization like to <u>gain</u> from engaging with the Change Alliance and what could you <u>contribute</u>?* Open brainstorm of ideas, captured in mind map ➢ Plenary session
12.30	LUNCH		
13.30	- Continuation of the gains and contributions		
14.00	- Introduction and set up for case discussions	- Give case owners a chance to offer their work to the larger group *without sharing the whole case* - Allow participants to join case discussions on topics that interest them - Provide guidelines for group self-facilitation of case conversations	5-6 case owners each give a 1-minute statement of a "critical moment" they wish to share: o Preparation for this has helped case owners prepare to offer a rich description of a "critical moment," a window into an experience that captures a significant challenge, an important learning experience, a breakthrough or success, etc. ➢ Pre-work includes possibly preparing brief written descriptions or a brief statement on a flip chart to use in the presentation ➢ Facilitator introduces the guidelines for the small group conversations (they are also provided in writing) including the Rich Picture exercise
14.15	- Establish case discussion groups		➢ The large group then self-selects into smaller case discussion groups: open space or use a sign-up sheet to even out groups; people get to their meeting locations
14.30	- Case discussions	- Use the interesting work people are doing as an entry point into a conversation about what and how we want to learn together	Guidelines for the group conversations ➢ Explain the intention of the conversation on the case and the process ➢ Case owner starts describing the critical moment the case. While

			explaining, the case owner and all other participants start drawing a rich picture of the case

		- Create spaces for probing conversations into key aspects of a case without presenting the whole case
		
		- Identify the kinds of challenges and breakthroughs that are common across domains
		
		- Experience the kinds of contributions the CA could make to addressing/ building on them, e.g. by providing insights from different perspectives, systematizing diverse experiences, by documenting and highlighting patterns
			➢ The rich picture could capture:
			  o The critical moment
			  o the problem the msp case tries to address, the stakeholders and their relations
			  o the process the multi stakeholder engagement went through
			  o the lessons: successes and challenges and how learning took place. The place of the critical moment in this.
			➢ A round of comments on the critical moment: one observation or one question that comes to me as I hear this experience in the context of my own experience
			➢ Open conversation: what does case and this 'critical moment' mean as a more generalized learning or a challenge in MSP work?
			  o With connections made to experiences of others in the group

15.30	TEA BREAK AND GALLERY WALK TO VIEW POSTERS	- Give people a chance to move around and see the work of other groups without formal reporting back	

16.00	- Meta conversation on learning from sharing our work
	
	- Definition of topics for afternoon group work
		- Share experiences and reflections on the exercise of sharing cases and how this kind of collective learning can contribute to greater effectiveness on the ground
		
		- Move from issue definition and exploration, as presented in rich pictures, to talking about how the CA could contribute at different levels
			Meta conversation:
			➢ starts with 20 minutes of reflection in pairs (same as in the morning)
			  o What insights did you gain from the case study group work?
			  o What specific challenges are you facing in creating an effective multi-stakeholder change process? (blue cards)
			  o What action or learning questions emerge from these issues?
			➢ Bring cards to a group of 8-10 (same as in morning) and briefly go through them, looking for some patterns:
			  o In what specific ways could the Change Alliance help in tackling these challenges and questions?
			  o What would be required for

			- the Change Alliance to effectively provide this support? ➢ Wrap up conversation by synthesising the key points ➢ Plenary
17.30	DRINKS + DINNER	- Exchange experiences and build relationships	

Day 2	Programme	Objective / Purpose	Methodology / Focus Questions
9.00	- Reflection on the first day	- Participants reflect on the flow, learning and results of the first day	➢ ORID (2 lines) Focusing questions: What have been the key insights/learnings from yesterday (link to action/learning agenda for the CA)?
9.30	Framing exercise	- To openly explore issues and questions that have emerged from day 1 around both the content focus and functioning of the Change Alliance	<u>Focusing questions:</u> 1. Which are the things the Change Alliance has to deal with? 2. Which of these are at the core of the alliance? (core circle) 3. Which are important but less central? (in larger circles, middle or periphery) ➢ Brainstorm in 7-8 groups and write on cards ➢ Presentation in plenary
10.40	COFFEE /TEA		
11.00	Continuation		
11.30	Checking the commitment	- get a sense of commitment from whole group on moving forward	The question was asked to rank themselves in a row ranging from : ➢ willingness to engage in a core group that actively contributes to shape the alliance; ➢ willingness to engaging in and actively shape specific activities of the Change Alliance; and ➢ willingness to participate in organised events.

12.30	LUNCH		
13.45	- Deepening issues concerning the Change Alliance future through a World Café	- Subjects/ issues for discussion: - Governance structure - Communication and marketing - Funding strategies - Learning processes - Action learning sites - Global Learning platform - Other - Other	➢ 6-8 different tables ➢ Two rounds of discussion of 30 minutes each. People can change tables or stay at the same table if they so choose. ➢ The discussions should come up with answers to the following questions: o What are the main issues that we need to take into account in relation to the tabled issue o What are the do's and don'ts in relation to the tabled issue? o What are the two first actions that need to be taking in respect to the tabled issue. The following issues were chosen: 1. Governance of the alliance 2. Practical organisation of work 3. Funding of the alliance and its activities 4. Communication inside and outside the alliance 5. The alliance's 'domains of engagement' 6. Organising learning 7. Professionalising the facilitation of change
15.00	Coffee/ tea break	- Prepare presentation through flipchart / and / or PPT	
15.15	- Presentations of table discussions and results	Share the world café outcomes and discern the key implications and suggestions for action.	➢ 5-7 minutes each ➢ Each topic focuses on: o what does this mean for the change Alliance? o What are suggestions for future action?
16.30	- Reflection and wrap up	Make sense of our time together	- In plenary a last round - Foundation group will share their commitment – what do we take from here? Explain next steps
17.15	CLOSING and DRINKS		

Annex 2 List of Participants

First name	Last name	Organisation	Abreviation	Email
Alan	Fowler	Institute of Social Studies	ISS	alanfowler@compuserve.com
Alisa	Oyler	independent consultant		alisaoyler@gmail.com
Ate	Kooistra	Interchurch Organisation for Development Cooperation	ICCO	ate.kooistra@iccoenkerkinactie.nl
Bettye	Pruitt	Generative Change Community	GCC	bettye@gc-community.net
Brecht	Mommen	Netherlands Development Organisation - Uganda	SNV-Uganda	bmommen@snvworld.org
Chris	Claes	Vredeseilanden	VECO	chris.claes@vredeseilanden.be
Christopher	Gohl	IFOK	IKOF	christopher.gohl@googlemail.com
Davine	Witbooi	Surplus People Project	SPP	
Eelke	Wielinga	Wageningen UR		eelke.wielinga@wur.nl
Eunike	Spierings	European Centre for Development Policy Management	ECDPM	es@ecdpm.org
Ewen	Leborgne	International Water and Sanitation Centre	IRC	leborgne@lrc.nl
Fadi	Shraideh	IUCN: REWARD programme	IUCN: REWARD	Fadi.SHRAIDEH@iucn.org
Felix	Bivens	Institute for Development Studies	IDS	F.Bivens@ids.ac.uk
Ger	Bergkamp	World Water Council	WWC	g.bergkamp@worldwatercouncil.org
Herman	Brouwer	Wageningen UR - Centre for Development Innovation	CDI	herman.brouwer@wur.nl
Herschelle	Milford	Surplus People Project	SPP	herschelle@spp.org.za
Hettie	Walters	Interchurch Organisation for Development Cooperation	ICCO	hettie.walters@icco.nl
Irene	Guijt	Learning by Design		iguijt@learningbydesign.org
Jaap	van der Sar	Oikos	Oikos	jvdsar@stichtingoikos.nl
Jan	Brouwers	Context, international cooperation		jb@developmenttraining.org

Jan	Ubels	Netherlands Development Organisation	SNV	jubels@snvworld.org
Jessie	Bokhoven	Netherlands Development Organisation	SNV	jbokhoven@snvworld.org
Jethro	Pettit	Institute for Development Studies	IDS	J.Pettit@ids.ac.uk
Jim	Woodhill	Wageningen UR - Centre for Development Innovation	CDI	jim.woodhill@wur.nl
Joe	Ramaru	PICO Team	PICO	mjramaru@yahoo.com
John	Dore	Mekong Program on Water Environment and Resilience	M-POWER	johndore@loxinfo.co.th
Jon	Daane	International Centre for development oriented Research in Agriculture	ICRA	jon.daane@wur.nl
José	Ruijter	Cordaid	Cordaid	Jose.Ruijter@cordaid.nl
Jouwert	Geene van	Wageningen UR - Centre for Development Innovation	CDI	jouwert.vangeene@wur.nl
Karel	Chambille	Hivos	Hivos	k.chambille@hivos.nl
Karèn	Verhoosel	Wageningen UR - Centre for Development Innovation	CDI	karen.verhoosel@wur.nl
Kees	Zevenbergen	independent consultant		nomade@xs4all.nl
Marieke	Sterenborg	Context, international cooperation		mst@developmenttraining.org
Nina	de Roo	Wageningen UR - Centre for Development Innovation		ninaderoo@hotmail.com
Obiozo	Ukpabi	Institute for Poverty, Land and Agrarian Studies	PLAAS	oukpabi@uwc.ac.za
Pepijn	Jansen	Wageningen UR - Centre for Development Innovation	CDI	pepijn.jansen@wur.nl
Peter	Clarke	Institute for Development Studies	IDS	p.clarke@ids.ac.uk
Peter	Laban	IUCN: REWARD programme	IUCN: REWARD	peter.laban@iucn.org
Ramon	Daubon	International Institute for Sustained Dialogue	IISD	KFDaubon@aol.com
Renate	Werkman	Wageningen University and	WUR	renate.werkman@wur.nl

		Research Centre		
Rhiannon	**Pyburn**	Royal Tropical Institute	KIT	r.pyburn@kit.nl
Roel	**Snelder**	Agri-ProFocus	APF	rsnelder@agri-profocus.nl
Sameera	**Rifai**	IUCN: REWARD programme	IUCN: REWARD	Sameera.rifai@iucn.org
Sean	**Legassick**	Reos Partners		legassick@reospartners.com
Siddhi	**Harkant Mankad**	Catalyst Management Services	CMS	siddhi@cms-india.org
Simbongile	**Kamtshe**	Transkei Land Service Organisation	TRALSO	simbongile@tralso.co.za
Simone	**Vugt van**	Wageningen UR - Centre for Development Innovation	CDI	simone.vanvugt@wur.nl
Stephen	**Sherwood**	Wageningen University and Research Centre	WUR	stephen.sherwood@wur.nl
Steve	**Brescia**	Groundswell		stevebrescia@gmail.com
Steve	**Waddell**	independent consultant		swaddell@networkingaction.net
Sushil	**Bajpai**	Water Organization Trust, Pune, India	WOTR	sushil.bajpai@gmail.com
Tom	**Bakker**	Wageningen UR		tom.bakker@wur.nl