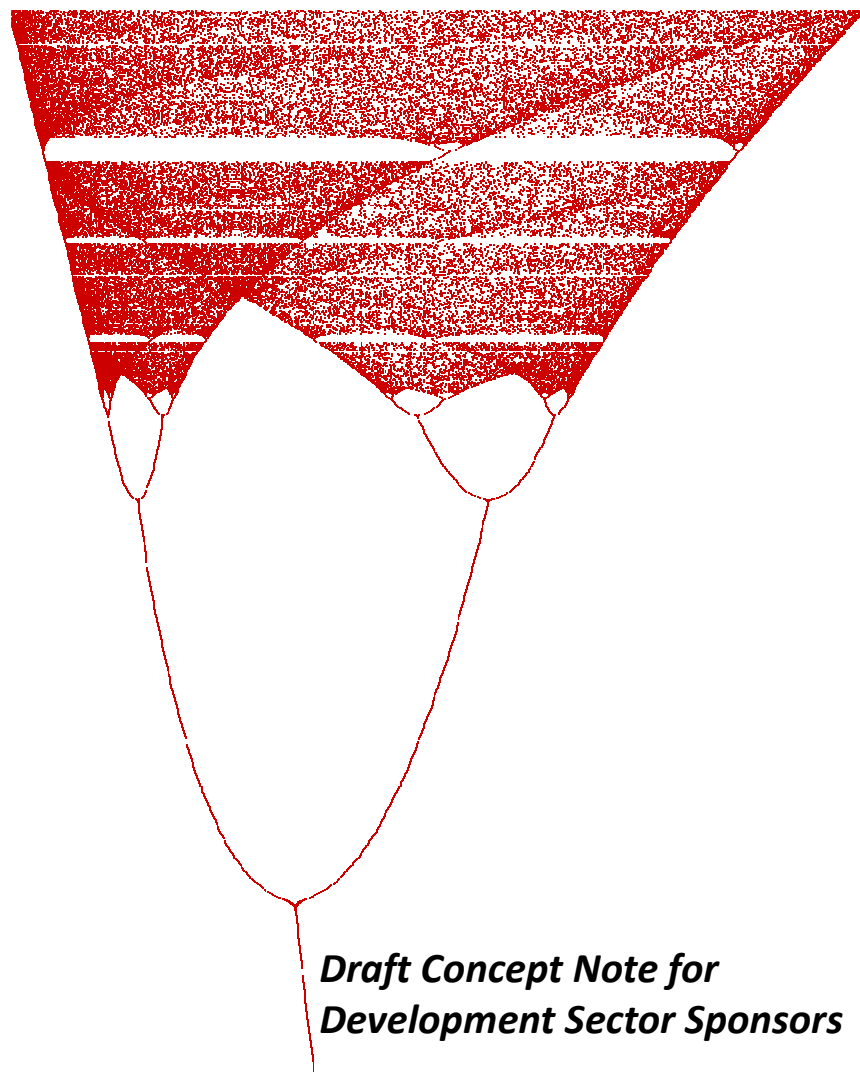


The Change Alliance

Using stakeholder processes and complexity thinking in governing for sustainability and social justice



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1 Introduction

This document presents the concept of The Change Alliance – a global learning alliance on change processes. The Alliance aims to strengthen the capacity for social justice, fair economic development and environmental protection by increasing the effectiveness of multi-stakeholder processes in complex social contexts. The Alliance will focus on underlying processes of social, political and policy change that are core to the challenges and dilemmas facing development cooperation and effectiveness.

The Alliance brings together Northern and Southern organisations and individuals deeply involved in the challenges of social, economic and political change facing global development. Those involved see the need for change strategies based on a much better understanding of how stakeholder engagement and complexity thinking can improve governance and public policy processes. The Alliance aims to drive a strategic level of learning, capacity development and leadership around processes that bring business, government and civil society together to tackle complex and intractable development issues.

The outcomes of the work of the Alliance would directly contribute to three key challenges for development:

1. Enhancing the understanding, capacities and leadership needed for processes of multi-stakeholder engagement, partnership development, dialogue and participatory governance – on which much hope for development hinge – to realise their potential;
2. Rethinking theories of change (intervention logic) and management mechanisms that underpin development assistance to better align with the inherent complexity and dynamics of development issues;
3. Finding new ways to ensure upward and downward accountability in the aid sector that encourage flexible, adaptive and innovative responses in unpredictable and rapidly changing contexts.

The Alliance will function through linking a set of regionally based **action inquiry initiatives (action sites)** with a **global learning platform** that will both support and learn from these initiatives. With a focus on **strategic engagement** the Alliance will ensure that its results contribute to a wider set of debates and processes around development effectiveness. The action inquiry initiatives will be based around work already being undertaken by an Alliance partner. Engaging in the Alliance would enable the partner to gain access to ideas, expertise, backstopping and reflection processes, which without the Alliance would be much more difficult. This will enable partners to improve the quality and effectiveness of their own work while at the same time contributing to critical questions and challenges affecting the wider development sector.

A simple and cost effective governance structure for the Alliance is envisaged. The details of which will in part be influenced by the requirements of those funding the Alliance.

Sponsorship will be sought from a range of donors and funding agencies to: support the involvement of particular partners and specific action sites; fund the global learning platform; and to enable specific events and research activities.

2 Background

2.1 Rationale

The Challenges of development effectiveness

The development sector finds itself at the centre of some of the most complex, difficult and intractable problems facing the modern world. Yet the nature of development funding means strong demands for pre-determined, tangible and often short term results structured around predominantly linear models of intervention and management. This is creating major dilemmas, even a crisis for the development sector. No one questions the importance of achieving impact from development investments. However, what is increasingly questioned is the means by which impact can be achieved and by which there can be both upward and downward accountability. Too often it seems that the complex human process of developing social capital, creating political trust, strengthening democracy and empowering marginalised groups, that are key to economic and social development, are planned, managed and evaluated as if one is building a bridge or constructing a road.

Governance and partnerships for development

Governance is increasingly central to the development agenda. Not just in the narrow sense of improving government but in the much wider sense of enabling societies as a whole to tackle difficult issues and make wise decisions. Mechanisms and processes are needed that bring diverse interest groups together to explore difficult issues, find innovative solutions and engage in joint action. As reflected in The Accra Agenda for action, ownership and control of development processes by nations and their citizens is a critical precondition for development impact. Strong partnerships are also essential – between business, civil society and government; between a nation and its citizens; between donor and recipient governments, between different levels of government and across sectors.

Significantly it is not just for developing countries that profound questions about governance are relevant. Be it climate change, instability in global markets, or the rapid depletion of natural resources and biodiversity the world at large is faced with highly complex and high consequence risks that affect everyone. It is becoming increasingly clear that existing mechanisms of governance and a wide set of institutional arrangements are poorly aligned with what is needed to cope with these risks and their likely consequences.

The emerging demand for stakeholder engagement

The ideals of more participatory forms governance, ownership and development partnerships have logically led to the establishment of a very wide variety of stakeholder processes, dialogues, learning alliances and roundtable forums. Local level processes of participatory development that evolved during the 1980's and 1990's have now been complemented by these higher level participatory processes that often work across multiple scales and sectors. Despite good practical, theoretical and ethical justifications for such processes of stakeholder engagement their success and impact is far from assured. Very often such processes do not realise their potential. There is often a severe lack of capacity to design, lead, facilitate and support such processes in ways that can lead real learning and change. There are high risks of such processes simply reinforcing existing power relationships at the expense of poor and marginalised groups. There are also deep questions about how these processes fit within a wider understanding of governance and formal processes of government and policy making.

However, no matter how difficult it may be to foster effective processes of stakeholder engagement and dialogue it seems that there are few desirable alternatives. It is clear that markets alone will not drive equitable development, protect the environment or ensure social justice. It is equally clear that governments alone do not have the understanding, capacity or

effective power to solve complex problems in a top-down way. It seems critical then to invest in new forms of society-wide learning, participatory governance and stakeholder engagement that arguably give the best chance of working towards sustainability and social justice. The risk of such processes failing is that those with power and resources may resort to authoritarian means of trying to protect their narrow interests as crises unfold.

If the central importance of effective stakeholder engagement to overcoming poverty and to the wider challenges of global development is accepted, then the relative lack of investment in understanding such processes and in developing capacities to support them becomes worrying. With the focus of development on tangible results, it seems that too little attention and investment is given to the processes that will make such results possible. This is not an argument for process over results but rather a call for attention to the processes that will lead to results. For many in development it has become clear that even for local level processes much of the core understanding and practical skills needed for effective participatory development has been lost over the last decade. There is much more rhetoric than capacity. A lack of understanding and experience in participatory 'politics' and methodologies in higher scale processes is endemic. The result is that stakeholder process often become formalised and bureaucratic which dramatically diminishes their potential for enabling shared learning, being genuinely inclusive and inspiring 'breakthrough' thinking and innovation.

Implications of complexity thinking for development policy and practice

There is a critically important underlying dimension common to all issues of governance, stakeholder processes and development effectiveness. This is complexity. Development interventions often go wrong because what in reality are complex, messy and unpredictable situations are treated as if they are simple, linear and predictable. Human societies and economies are complex adaptive systems. This means that they evolve and change in ways that are not fully predictable – even surprising - as the recent economic crisis well illustrates. Virtually every development project in the world will have to adapt in some way to this crisis. Yet probably none of them have accounted for such an upheaval in their strategies, plans and budgets.

Complexity thinking does not mean accepting fatalism, that anything goes, or that nothing can be purposefully changed or influenced. Rather it presents a radically different way of understanding how to work towards desired change. Complexity thinking has major practical implications for politics, policy, economic strategy and consequently for international development cooperation.

Over the last 30 years a significant body of theory on the nature of complexity in natural and humans systems has evolved. Yet despite the obvious complexity of development this understanding has had relatively little influence on development policy and practice. Perhaps because of the growing tensions and frustrations within the development sector complexity and development has recently emerged as a hot topic. Still many question what all the fuss is about and struggle to see the practical implications.

However, complexity thinking can help development policy makers and practitioners better understand how to intervene in complex systems in a structured yet non-linear way. Linear planning, and with it much scientific analysis, is based on establishing clear cause-effect relationships and then using this knowledge to predict the outcome of a design or an intervention. In complex and chaotic contexts, cause-effect relationships either do not exist or cannot be assessed ahead of time. It is necessary to 'probe' – to experimentally test out a range of innovations and interventions and then see what works and then to opportunistically 'go' with what works. Much the way entrepreneurs or what Easterly refers to as 'searchers' operate. Stakeholder engagement and society-wide learning processes offer a key to coping with complexity. They can distribute understanding, improve feedback linkages and enhance capacities for adapting to change in a dispersed and non-hierarchical, yet coordinated, manner.

Linking innovation

Across the globe, many innovative initiatives are seeking to realise the potential of multi-stakeholder engagement and explore more deeply the implications of complexity. However, these initiatives are often inadequately supported and remain isolated, with sub-optimal impact. The Alliance seeks to tap and maximise the potential that such initiatives and innovations offer.

2.2 The Change Alliance

The Alliance has emerged from interactions between a diversity of organisations and individuals who have been working on and sharing ideas around the themes of innovative stakeholder engagement processes, complexity, and social change (see Attachment 1 for a full list and associated abbreviations). In particular a hub of interest developed with a number of Dutch organisations and this has been evolving into a wider international group.

In the initial stages linkages evolved between the Generative Change Community (GCC) a US funded initiative working on dialogue processes and Wageningen International. The GCC has an interesting and diverse network that includes for example the UNDP Democratic Dialogue Program and the Global Action Network (GAN-net). In 2005 and 2006 it hosted several international gatherings on dialogue processes, one of which was hosted in the Netherlands.

Simultaneously Wageningen International – Capacity development and Institutional Change Programme (Now Centre for Development Innovation) had over a number of years been developing a framework and set of resource materials on multi-stakeholder processes to support capacity development of policy makers and development practitioners. Its international course and resource portal on the topic have become increasingly heavily used by Dutch and international development organisations. In particular this work led to close linkages with SNV and ICCO.

In December 2007 The GCC, Wageningen International, SNV, ICCO, Oxfam Novib and DGIS met to discuss the concept of developing a global initiative on stakeholder processes and governing for sustainability. There was much interest and support and over the subsequent year the idea has been explored with a wider diversity of organisations (see list) most of whom have expressed a keen interest to engage. In the course of discussions a more explicit focus on complexity emerged as important.

Two events, hosted by Wageningen International in collaboration with Context and MDF, which were well attended by Dutch development policy makers and practitioners have also reinforced the need for and potential of the Alliance. The first, in 2007, was a seminar on institutions, theories of change and capacity development. The second, in 2008, was on Navigating Complexity and involved close cooperation with the Institute of Development studies (IDS). This also contributed to a more explicit focus on complexity and led to the participation of IDS in the Alliance. IDS also hosted a small meeting in the UK to discuss the Alliance idea.

In October 2008 ICCO, SNV, GCC, Wageningen International, DGIS, IDS and Irene Guijt (Learning by Design) met and concluded that there was sufficient interest, need and justification to move more proactively forward with the concept of the Alliance. A foundational group of ICCO, SNV, GCC, Wageningen International, and IDS has been established. ICCO, the GCC and Wageningen International are all contributing to seed funding at this point in time. ICCO has funded a CIDIN trainee position to support the Alliance in 2009.

3 The Ambition: Impact through Learning

3.1 Goal and Outcome

The broad ambition is to create a global learning alliance of organisations, initiatives and individuals collectively inspired by the goal of:

strengthening the capacity of the development sector to achieve sustainability – social justice, fair economic development and environmental protection - by increasing the effectiveness of multi-stakeholder processes.

To realise this goal the Change Alliance sees the need to:

1. strengthen and improve the depth and quality of the dialogue, interaction and critical learning that multi-stakeholder processes produce;
2. develop the capacities of those who lead and participate in multi-stakeholder processes to work with the full range of issues – for example, about social, economic and political change, power dynamics, and different forms of governance and democracy – by bringing the most relevant theory and practice to bear in critical reflection on real-world experiences;
3. advance the practical application of complexity thinking in support of multi-stakeholder processes; and
4. develop alternatives for the current linear management and governance of development processes.

To achieve the ambition the Change Alliance will focus on:

- **Generating innovative practices and new knowledge:** Action inquiry and research activities will be established around a set of initial thematic areas (see below) related to the link between governance, socio-political change, complexity and stakeholder engagement.
- **Facilitating learning and developing capacities:** Support will be given to innovators in government, civil society, business and education best placed to develop, test, support and promote complexity thinking and innovative stakeholder processes.
- **Understanding and commitment from leaders:** The Change Alliance will actively engage political, business and civil society leaders and demonstrate the potential of innovative approaches for change.
- **Networking:** An active network and spaces for dialogue supporting the above three elements will be established between organisations and initiatives at the nexus of complexity thinking, stakeholder processes and socio-political change.

The outcomes of the work of the Alliance would directly contribute to three key challenges for development:

1. *Rethinking the theory of change* (intervention logic) and management mechanisms that underpin development assistance to better align with the inherent complexity and dynamics of development issues;
2. *Finding new ways to ensure upward and downward accountability* in the aid sector that encourage flexible, adaptive and innovative responses in unpredictable and rapidly changing contexts;

3. *Developing the understanding, capacities and leadership* needed for various forms of multi-stakeholder engagement, partnership development, dialogue and participatory governance to realise their potential.

3.2 **Thematic Focus**

The Alliance has deliberately set out to be cross-thematic on the grounds that there is much to be learned and shared by working across sectors, disciplines and content issues. Never-the-less it is also clear that questions of stakeholder engagement and complexity thinking must be embedded within a thematic context. It is critically important to link content and process. A preliminary set of thematic issues have emerged that reflect the main focus of the first set of potential Alliance partners and which are highly relevant to the questions of stakeholder engagement and complexity thinking. These preliminary themes include:

- Poverty-reducing market development and growth
- Climate change mitigation and adaptation
- Deepening democracy & accountability
- Social and gender inequalities and human rights
- Sustainable food systems
- Service delivery (health & education)
- Water, forests and ecosystems
- Peace and conflict
- Corporate social responsibility

These issues and the work of the potential Alliance partners are very closely aligned with the priority areas set out in 'Our Common Concern' namely: security and development; growth and equity; gender and sexual and reproductive health and rights and sustainability, climate and energy.

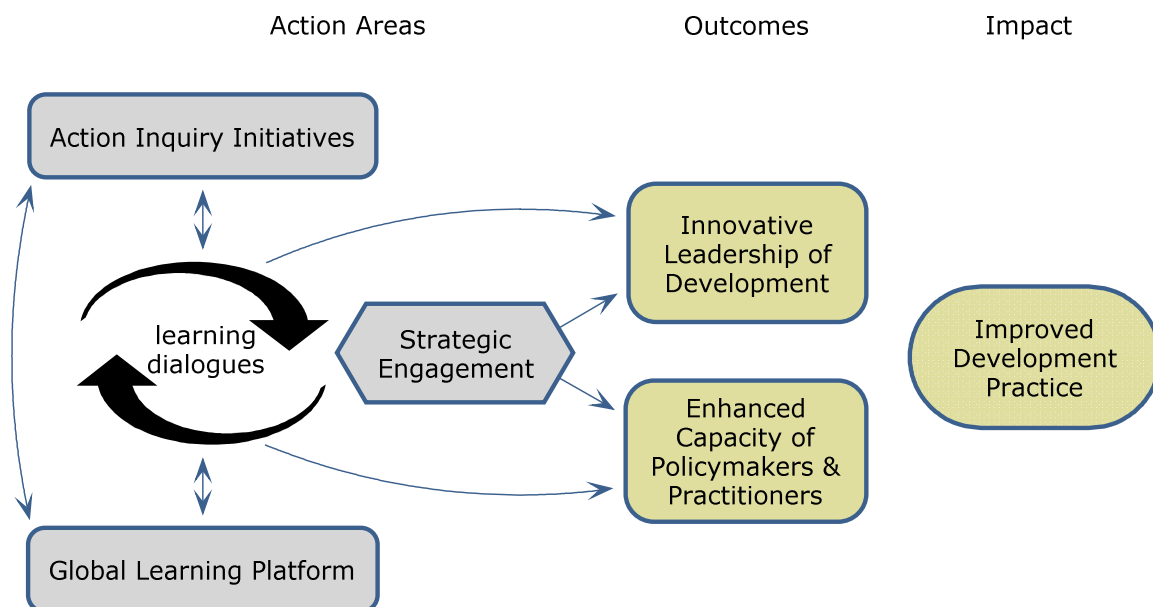
Indicative Examples of Thematic Focused Action Inquiry Initiatives.

Organisation/Initiative	Description
SNV	<ul style="list-style-type: none"> • Stakeholder processes for value chain development • Stakeholder processes for public accountability
ICCO	<ul style="list-style-type: none"> • HIV Aids • Programme approach to development assistance • Learning alliance on value chains
RIMISP	<ul style="list-style-type: none"> • Inequality poverty and economic growth initiative in Latin America
IUCN	<ul style="list-style-type: none"> • Water and nature initiative • Livelihoods and landscapes Programme

M-power	<ul style="list-style-type: none"> • Water governance in Mekong region
World Water Council	<ul style="list-style-type: none"> • Enhancing the learning and change potential of the World Water Forum
ECDPM	<ul style="list-style-type: none"> • Participatory policy and advocacy processes
UNDP	<ul style="list-style-type: none"> • Democratic dialogue initiatives

3.3 Action Areas

The Alliance will function around the principle of value adding to the existing initiatives and work of its partners. This value-adding will occur through the launching of activities in a number of key action areas (see schematic overview below).



In brief: the Alliance intends to launch a first set of action inquiries initiatives as soon as possible in and around current activities of the participating partner organisations. These action learning inquiries, most of which will be regionally based and theme specific, will be coupled to a set of innovation dialogues that will focus on related themes and on more strategic issues, gathering together practitioners, academics and policy makers and documenting the results of the inquiries and related research.

Drawing on the action inquiries and the dialogues the Alliance will use the results to engage strategically in key development processes and debates. This would include initiating and hosting strategic level forums, presenting at key events and conference and responding to specific requests to support or engage in policy processes. The strategic engagement would be focused on broadening the circle of influence beyond the actively participating Alliance partners to ensure a wider impact on development policy, practice and leadership.

3.4 Process for Establishing the Alliance

Given the level of interest in the Alliance seed funding has been provided by ICCO. This is now enabling a more detailed level of engagement with potential partners and broadening of the Alliance, in particular to include more regionally based organisations.

Late 2009 there will be a launch event for those organisations interested in being core partners and in particular those interested in establishing an action learning initiative. This launch event will establish a collective learning agenda for the Alliance and identify knowledge and capacity development support needs. This event will be coupled with a bilateral scoping process with partners that will enable preparation prior to the event and subsequent follow-up.

The scope and scale of what the Alliance can achieve, in a particular time-frame, is dependent on funding raised. Alliance partners are currently exploring interest from a range of funding sources.

The evolution of the Alliance will to a significant extent follow complexity principles. This means being open and responsive to opportunities as they emerge and not assuming that what the Alliance can achieve can be all predetermined and planned. Never-the-less success of the Alliance will also depend on an appropriate and effective level of planning and result management.

4 Relevance for Development Policy

The Alliance and this proposal is relevant to development policy for the following key reasons:

1. Stakeholder engagement is central to the ownership and partnership approach that underlies much policy and that is recently reiterated in the Accra Agenda for Action. Effectiveness of stakeholder processes, at sub-national, national and international scales, is key to the desired policy outcomes.
2. Improving governance in the broad sense is a key element of the policy with a strong focus balancing the roles of government, civil society and the private sector.
3. Understanding the implications of complexity economics and the role of stakeholder processes in the evolution of pro-poor market institutions is core to the growth and equity agenda.
4. Policy is more explicitly recognising that development is a political process. This implies recognising and working with the complexity of political and advocacy processes that do not lend themselves to be planned in more technical and structured ways.
5. Policy recognises that while there must be a focus on aid results and accountability, the traditional linear and project orientated models are often not effective in delivering either. Stakeholder processes and complexity thinking offer alternative models and principles.
6. Value adding to existing aid investments in helping to further practical alternatives to outmoded, inefficient and often counter-productive development models.
7. Direct participation development agencies in the Alliance activities will allow for action inquiry initiatives directly relevant to their needs, resulting in direct quality improvement of the activities undertaken, in an increased learning dynamic - including a strengthened knowledge basis supporting policy formulation and high level strategic engagements.

5 Action Areas in Detail

Members of the Change Alliance are committed to looking critically at their own successes and failures with multi-stakeholder processes. They also seek to gain access to a wider network of expertise and support by linking with other organisations to explore the challenges they face. The program of the Alliance aims to deliver practical support on both these fronts to those who participate and to others involved in multi-stakeholder processes. This support will be through two main mechanisms: action inquiry initiatives and the global learning platform.

5.1 Action Sites

The **Action Sites** are new or established multi-stakeholder processes in which the Alliance partner organisations are involved. For example: improving food production and marketing systems in Ethiopia; overcoming youth violence in Central America; a multi-stakeholder approach to local service delivery around Lake Victoria in Eastern Africa; territorial development in south America; improving water Governance in the Mekong; or enhancing global level dialogue on water issues. Through access to expertise and knowledge, financial support and a practitioner network, the Alliance can strengthen and improve such initiatives and enable them to be developed, implemented and reflected upon with a depth and quality otherwise not possible. The contribution from the Alliance may include:

- Linking those involved in the initiative with others who have relevant experience and expertise
- Providing access to a pool of experienced process experts and facilitators who could offer practical guidance and support on process design and facilitation and any emerging problems
- Assisting with capacity development and training support
- Assisting with setting up and supporting an ongoing process of reflection and learning within the initiative
- Access to web-based knowledge resources
- Access to a process management "help-desk"
- Linking the initiatives into a wider learning processes with the Alliance partners

5.2 Global Learning Platform

The **Global Learning Platform** will provide both face to face and virtual spaces that enable learning, innovation and sharing across Alliance partners and initiatives. It will also ensure that the work of the Alliance has reach and impact beyond the Alliance itself. The platform will enable practitioners, who would otherwise remain isolated, to come together with academic experts and experienced process leaders to: work on practical challenges; capture and share lessons; enhance capacities and establish a joint programme of research, learning and quality improvement. The Learning Platform will focus on adding value to the work of the individual members of the Alliance and share its lessons learned with a wide audience. It will provide research, learning, knowledge management and capacity development functions that only become feasible and cost effective when supporting a wide network of partners. Activities of the learning platform include:

- Learning and coaching workshops for members of the action inquiry initiatives
- Establishing and implementing collaborative research activities on challenges and constraints to effective multi-stakeholder engagement
- Providing web-based and interactive resource portals
- Hosting regional and global learning and innovation workshops

- Collaborative capacity development and training programmes with regional educational institutions
- Documenting, communication and promoting the work of the Alliance
- Working with political, government, civil society and business leaders on how to create the enabling conditions for effective multi-stakeholder processes and on how to apply complexity thinking to policymaking in international cooperation.

5.3 Strategic Engagement

Strategic engagement activities with public, private and social sector agents will be undertaken to engender stronger commitment for institutional transformation processes on specific themes or in specific contexts. These engagements will take shape as the opportunities present themselves.

To enable the above-mentioned activities and to establish and kick start the Change Alliance itself, actions will be undertaken and resources will be needed to develop and implement a web-based platform to make available to and share cutting-edge thinking and methodology amongst development practitioners, business people and policy makers. Resources are furthermore needed to enable operational and strategic management (including the setting up of a secretariat), peer reviews and other forms of quality assurance, financial accountability, and communication with funding agencies and alliance members.

6 Organisational setup

A simple and efficient governance mechanism will be developed to ensure the conceptual and intellectual quality of the Alliance's work and to enable good organisational and logistical support for activities.

The intention is to pursue a networked, distributed model of management in which control is an emergent property of interactions, i.e. working on the basis of distributed cognition rather than centralised management. Rather than seeking hierarchical, expert-driven management through committees, a network model will be established. The governance of this initiative will, in itself, form an example that will be experimented with and studied to understand the potential of more networked, evolutionary forms of collaboration.

A generic notion for how the Alliance will be governed is outlined below. The final nature of this governance structure will be determined by the level and nature of funding and any specific requirements of funding agencies.

A *foundational group* will bring together six to eight committed individuals in various organisations currently including: IDS, UK; Wageningen International, ICCO, SNV the Netherlands; the Generative Change Community; and Learning by Design, the Netherlands. This group will take on responsibility for pulling together an overarching concept note, making contact with donors, developing focused proposals and putting in place the initiative. They may or may not be involved in the other management mechanisms described below. *This group is a transitional management structure and will disband once a Secretariat and the Steering Group is in place.*

A *Secretariat* will be established consisting of one senior and one or two junior staff. The Secretariat will be responsible for the implementation of the overall strategic approach of this initiative (including organising support for action inquiries and the global learning dynamics), for ensuring proper administrative management and oversight of funds, and for relationships with funders and other partners. Wageningen International is prepared to host the Secretariat and provide for the necessary administrative support.

The Emergent Network is the emerging, dynamic set of partners who would be implementing, commenting on, drawing on, and working with various activities and outputs of the Global Initiative. Two degrees of engagement are envisaged. An inner core set of partners would be engaged in multiple aspects of the Alliance and also co-fund such work. A more dynamic outer core of partners who are more incidentally involved in specific activities will also emerge. The Network would include the individuals and institutions directly engaged in action inquiries, theoretical research efforts, capacity development activities, and so forth. Through thematic or regional coordinating teams, the network would support initiatives that become action learning sites, foster rigorous learning processes, synthesise learning across sites, produce resource materials and disseminate learning throughout the extended networks.

The Network will elect a Steering Group amongst its members – a permanent structure with rotating membership. The steering group will bring together six to eight committed individuals from various member organisations that take on the responsibility for the overall strategic approach of the initiative, assure guidance to the secretariat, and regularly review relevance, effectiveness and efficiency of the activities undertaken by the Alliance. The Steering Group will approve the annual budget of the Alliance and specific funding proposals for action inquiries and global (learning) events (see below).

An Advisory Group would include up to a dozen people from academia, leaders from different sectors, and leading-edge practitioners, especially individuals who challenge mainstream perspectives. The Advisory Group would help maintain a critical eye on the overall strategy of the initiative, identifying new opportunities, spotting weaknesses.

7 Funding

The activities of the Change Alliance will be funded by combining the existing resources and initiatives of partners with raising additional resources from funding agencies and foundations. Additional funding will aim to link, support and add value to existing initiatives. An ambition has been set of an indicative investment in the Alliance of 5 million Euros over a 5 year period. This would include input from both Alliance partners and funders.

To launch and provide an initial foundation for the Change Alliance, it is estimated that some three million Euro would be needed over a three year period. The investment, while supporting the overall Alliance, would be focused on launching an initial set of action inquiry initiatives, dialogue and global learning events. The table below gives indicative amounts for the core activity areas of the Alliance.

Indicative Funding Allocations

		total	2009	2010	2011
Change Alliance Innovation Fund					
Action Inquiry Initiatives	Up to 15 action inquiry initiatives supported Supporting conceptual/research work Capacity development activities undertaken Learning dynamics supported Lessons learned & documented	1.800.000	300.000	750.000	750.000
Global Learning Platform	Syntheses of all action learning inquiries Cross disciplinary academic dialogues & syntheses Policy-practice dialogues & policy briefs produced Issue based dialogues & concluding papers	350.000	50.000	150.000	150.000
Strategic Engagements	Presentations at key events Leaders forums Learning events hosted On demand policy engagement	250.000		125.000	125.000
<i>Sub-total</i>		<i>2.400.000</i>	<i>350.000</i>	<i>1.025.000</i>	<i>1.025.000</i>
Change Alliance Support & Management					
Secretariat	Secretariat established (3 fte) Web-platform developed and maintained Change Alliance Launch Event unforeseen	400.000 45.000	80.000 15.000 50.000 20.000	160.000 15.000 40.000	160.000 15.000 40.000
<i>Sub-total</i>		<i>445.000</i>	<i>165.000</i>	<i>215.000</i>	<i>215.000</i>
Total		2.995.000	515.000	1.240.000	1.240.000

The budget for the Change Alliance comprises two main funding lines:

1. The Change Alliance Innovation Fund – to enable innovative proposals for action inquiry initiatives, global learning events and strategic engagements to be supported with both financial resources and expertise on a competitive basis. The fund will be managed by the Alliance Secretariat, proposals will be approved by the Alliance Steering Group. The elaboration of a set of criteria for bankable proposals and a fund management guideline will be amongst the first activities of the Secretariat. These will be approved by the Steering Group.
2. Resources for the Change Alliance Support and Management – to enable the launch of the Alliance and the establishment of the Secretariat and a web-based knowledge sharing and learning environment.

The planning of and reporting on budgets and activities will be amongst the tasks of the Secretariat and follow a regular annual cycle. Approval is assured by the Steering Group.

Attachments

1 List of Potential Alliance Partners

The list below includes organisations and individual who have expressed a strong interested to engage with the idea of the Alliance. However no formal agreements or arrangements have yet been made.

CD&IC (Wageningen International – Wageningen University and Research Centre)

CDRA (Community Development Resource Association)

CGIAR - ILAC (Institutional Learning and Change Group)

Cordaid

DGIS (Netherlands Ministry of Foreign Affairs – Development Cooperation)

ECDPM (European Centre for Development Policy Management)

EcoAgriculture Partners

EMPOWERS Partnership (Euro-Med Participatory Water Resources Scenarios)

GCC (Generative Change Community)

ICCO (Interchurch Organisation for Development Co-operation)

ICRA (International Centre for Development-oriented Research in Agriculture)

IDH (Sustainable Trade Initiative)

IDS (Institute for Development Studies)

IRC International Water and Sanitation Centre)

iScale

ISS (Institute of Social Studies)

IUCN (International Unit for Conservation of Nature)

IUCN: REWARD programme

IUCN: WANI programme

Khanya

MeTA (Medicine Transparency Alliance)

M-POWER (Mekong Program on Water Environment and Resilience)

Oxfam Great Britain

Oxfam-Novib

PicoTeam

PRIA (Society for Participatory Research in Asia)

PSO (CDRA-link)

RIMISP (Latin American Center for Rural Development)

SNV (Netherlands Development Organisation)

UNDP Democratic Dialogue

WESSA (Wildlife and Environment Society of South Africa)

World Water Council

2 Key Literature

(Preliminary indicative list)

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