

The Inspiring Change Event

Hosted by the Change Alliance



Held in Nairobi, Kenya on 1st - 3rd Dec 2010

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THE INSPIRING CHANGE EVENT

The *Inspiring Change Event* was held on 1st – 3rd December 2010 in Nairobi, Kenya and was organized by the Change Alliance in partnership with the SNV. It brought together 30 persons from different countries in Africa who work in the development sector. The meeting was convened with the need to share and collate experiences and to identify ways of supporting and strengthening capacity for effective facilitation of multi-actor processes. This synthesis report is brief by choice. More detailed documentation of some of the cases used will be available on the Ning of the Change Alliance. Annex 1 shows a full overview of the agenda.

A main reason for organising this event is that there is an enormous growth and interest in various forms of multi-stakeholder engagement, but that the practice of such change strategies doesn't live up to the expectations created so far. There is a huge need to develop knowledge, capacity and political support for multi-stakeholder engagement – not only in Africa but also in other parts of the world. In order for this to happen the Change Alliance offers a platform to learn from one another and advance the field. This event in Africa is a first of its kind and will be followed by similar face-to-face events in Asia, Europe and the Americas.

What is the Change Alliance?

The Change Alliance is an emerging global network that aspires to increase the effectiveness of multi-stakeholder processes (MSPs) working for transformational social change, particularly in complex settings. The aim is to forge links between business leaders, government, NGOs, donors, research institutes and MSP practitioners in order to learn about, develop and strengthen the capacity to achieve systemic change. The Change Alliance's founding organizations include ICCO, Wageningen UR – CDI, SNV, IDS, PRIA, and the Generative Change Community. See www.changealliance.org or check the Capacity.org feature article.

OBJECTIVES OF THE INSPIRING CHANGE EVENT

The objectives of the event were as follows:

- i. Share experiences and lessons from participants' practice
- ii. Capture and document experiences for wider use in promoting stakeholder change processes
- iii. Identify networking and capacity development needs and opportunities
- iv. Explore the potential of the Change Alliance for African change process facilitators/practitioners
- v. Agree on possible next steps

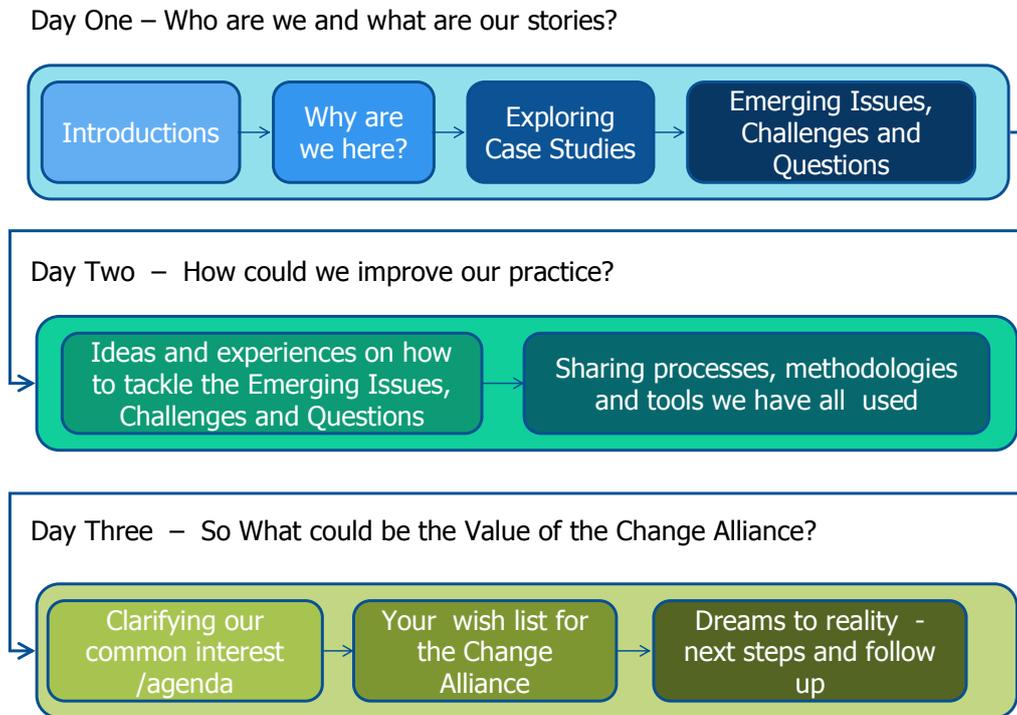
INSPIRATIONS & EXPECTATIONS

Development processes are very challenging and working with MSPs is no exception to this. Therefore it is important to have opportunities to meet, to share and learn about various experiences. Participants shared their individual inspirations and group expectations towards the meeting. The following were their individual inspirations:

- ✚ Source of inspiration by interacting with like minds
- ✚ To learn and share experiences and lessons learnt on multi-stakeholder engagement
- ✚ Learn how to bring about effective change
- ✚ To test the idea of Change Alliance with experienced African facilitators
- ✚ Document change processes
- ✚ Examine the inter-connectedness of numerous initiatives for sustainable development
- ✚ Create a network for African facilitators and start a learning community

THE AGENDA OF THE EVENT

During the three days there was ample time to jointly discover the issues African practitioners faced around the facilitation of MSPs. These issues were explored and an attempt was made to come up with possible ways forward. To ensure the achievement of the objectives, the flow of the event was structured as follows:



This programme was broken into interactive and enjoyable activities aimed at ensuring that every participant shared their experiences and partook in the discussions. There were reflection sessions that ensured that each participant related the various topics of discussion with their work experiences. There was also the use of rich picturing which saw every participant indicate through drawing their perceptions on key issues regarding a particular case. Much attention was paid to sessions which aimed to harvest collective insights and bring these back to overseeable proportions.

Enabling factors that encouraged the sharing of practices and in-depth exploration of issues, included interactive introduction exercises, tables and chair set-up specifically for conversations, in addition to time before, between and after scheduled sessions for participants to explore opportunities for themselves.

"The innovative use of a mix of approaches, cards and drawing both enable participation and enhanced ongoing analysis."
- *Joseph Ssuuna*

Exploring cases

The Inspiring Change event used cases of multi-stakeholder change processes (MSP's) as a basis for discussion and inquiry. All participants had submitted cases in advance. The reason why the event used cases, rather than plenary inputs, was to arrive at a grounded understanding of how multi-stakeholder change processes are currently being practiced by African organisations and facilitators. From there, the assumption was, it would make much more sense to arrive at a common understanding of the issues, and find entry points for the Change Alliance to start developing a network of change practitioners and policy makers.

The participants shared cases informed by their current projects in their communities. The process was captured through drawing a rich picture by all participating group members demonstrating the key issues, stakeholders, emerging issues, timelines and key challenges based on the presentation of the seven cases. These seven cases are portrayed in the following table.

Case	Case owner	Country
Strengthening the evaluation of Community Conversations (CCS) on Hiv/AIDS in Ethiopia	Ailish Byrne	Ethiopia
Institutionalising multi-stakeholder engagement in SADC: Making regional integration work for the poor	Thembinkosi Mhlongo – Southern Africa Trust	SADC region
Promoting community engagement in sustainable fisheries	Wilson James - EMEDO	Tanzania
Addressing land issues in Kenya	Jael Amati – GROOTS; Remy Sietchiping – UN Habitat	Kenya
Addressing rampant abuse of human rights in Western Kenya	Muswahili Evans - NOVOK	Kenya
Breaking tribal and social barriers for a united regional development spectrum, through regional leadership retreats	Julius Mwanga - KRC	Uganda
The Healthy Networks learning project: an intercontinental multi-country multi-stakeholder learning process	Eelke Wielinga & Joseph Ssuuna	global

THEMES

KEY THEMES DISCUSSED AT THE EVENT:

1. TYPES OF CHANGE

It is important for facilitators of change in MSPs to understand the different types and levels of change, and to create clarity among actors about which change is being or should be pursued. To assist this discussion, Steve Waddell shared a model which develops three types of change:

1. **Incremental:** this is the easiest of **changes** types. It follows identification of one or more models...often the product of pilot projects...and applying the knowledge developed from them on a much larger scale.
2. **Reform:** this is change of moderate difficulty. It follows recognition by stakeholders of the need for **change** and agreement upon some new ways of organizing. The reorganizing can be done within current power structures, but requires new rules and processes.
3. **Transformation:** this is the most difficult of the types of change. Stakeholders recognize that there is a need for significant **change** that involves basic shifts in values, beliefs, relationships, and power. But the stakeholders do not know what those shifts are, and undertake a process of exploration.

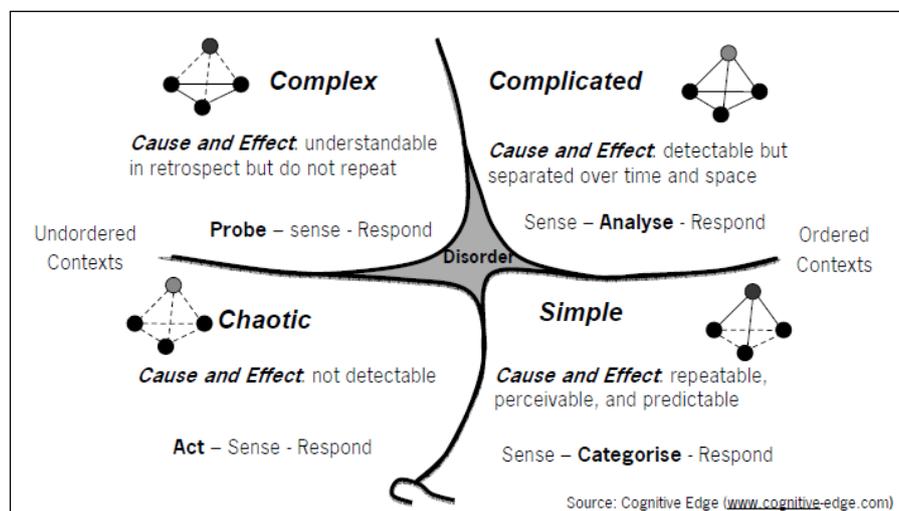
Identifying the type of change needed is critical to success, because different types of **change** require different methodologies, tools and strategies. For example, negotiating tools are important in scaling up and reform; however, **transformation** requires re-visioning methodologies.

While facilitating change in MSPs, there has to be a shared commitment, and hence personal interaction among the members is key. One should be able to appreciate and manage diversity within the stakeholder's interests. Change is about changing the relationships among different stakeholders; hence the process that delivers change should be changing in itself.

Learning is important for change to happen. The three types of change correspond roughly to the three types of learning of Agyris and Schon: Single loop learning- *which involves asking reflection questions such as are we doing things right?* Double loop – *What are the right things to do?* Triple loop- *How do we know what is best?*

2. COMPLEXITY IN MSP

Not all types of change require a systemic approach, or multi-actor initiatives. Participants agreed that especially change in complex domains requires a MSP approach. To unpack what is complex and what is not, the Cynefin framework was introduced by Jim Woodhill. This framework – originating from Dave Snowden - makes distinction between simple, complicated, complex and chaotic situations. It provides a typology of contexts that guides what sort of explanations and/or solutions may apply. Many multi-stakeholder change processes are complex by nature. The Cynefin framework (see figure below) clearly illustrates that many of the conventional professional solutions do not help much to address complexity, as they assume linearity and predictable situations – for which one can plan. In complex domains there is hardly a link between cause and effect, and instead of planning, one needs to rely more on probing.



3. FACILITATION OF MSP

There are different types of facilitators in multi-stakeholder processes. They can be

- One of the organization which is a partner, or
- An individual who is an expert in the process; this involves selling the idea to the other stakeholders.
- The different organizations rotating in leadership.

Participants were divided into rotational groups to discuss themes around managing MSPs that had been suggested the previous day. The following themes were discussed in a world-café style manner:

- How to deal with the political and legal context of MSPs?
- In what ways can facilitators best support MSPs?
- How can MSPs be legitimately funded?
- What needs to be considered at different phases in the evolution of a MSP?
- How can the energy and commitment for MSPs be sustained?
- How to engage the necessary actors? (It's all about politics)
- How can the different interests and conflicts between stakeholders be managed?

4. MULTI STAKEHOLDER COMPETENCIES

After having looked into the nature of change processes, and having debated key issues related to multi-stakeholder facilitation, participants looked into expertise and competencies required for supporting or managing multi-stakeholder engagement in a successful way. Three types of expertise can be identified:

1. Issues expertise – required to address the issue/problem at hand, such as livestock, climate change, market development. This expertise is usually the first to be called upon.
2. Tools expertise – required to deliver certain products along the way, such as a strategy to address an issue, or a monitoring tool.
3. Process expertise – this refers to knowledge and skill in bringing people together so they have effective exchanges and interactions to realize their distinct and shared goals. The lack of process expertise available is a main reason for starting the Change Alliance.

A common mistake in multi-stakeholder settings is to assume that you need similar competencies as organisations need. Steve Waddell lists 8 competencies which are critical for the effectiveness of networks: Leadership, Network Development, Measuring Impact, Dealing with Change and Conflict, Communications, Learning Systems, Policy Advocacy, and Resource Mobilization.

5. MSP TOOLS

Recognizing the richness of experience of participants, a 'MSP Tool Market' was held in which participants were free to showcase their project, tool or methodology. The following topics were shared:

Encouraging stakeholder participation in the National Forest Programme, Uganda – Joseph Ssuuna

To ensure maximum participation and output of stakeholders in the process, there are 5 objectives that should be put in place. The objectives are: *context, principles and theories, practice/experimentation, analytical reflection and contextual planning*. Also, a fish bowl exercise was demonstrated.

The Circle of Coherence - Eelke Wielinga

The Circle of Coherence shows patterns of interaction in a network, and offers options for intervention in order to stimulate vital space.

Market Led Conservation in Kenya – Nick Mati (HSHC)

The Help Self Help Center has a project in the Western part of the Mt. Kenya to produce oil from seeds. Valuable lessons in working cross-sectorally were shared.

Using the Power Cube (by John Gaventa, IDS) to analyse power in MSPs – Herman Brouwer

Gaventa's tool aids discussions on where power is located and identify what kind of power it is. It can be used to strategize for advocacy and lobby. Using the model of a cube, Gaventa classifies targeting power into three dimensions; *Spaces, places and types of power*.

Using five capabilities model for assessing SNV's value chains programmes – Julia Ekong

In the evaluation process of SNV's value chain projects, 5 key capabilities were introduced. These capabilities based on ECDPM's model, are: *Adapt and self renew, Act and commit, Relate, Coherence, Deliver on Development Objectives*

FROM DREAMS TO REALITY: NEXT STEPS & FOLLOW UP

After the three days of intense discussions on the above and other themes, the participants expressed their appreciation for being invited to be part of such an insightful workshop. They referred to some of their learnings, such as the use of the rich picture which acted as a powerful tool for description; the rich knowledge and different experience shared by the participants; the need for documenting such processes for posterity; different tools that can be used and finally, learning that change need not be a revolution that is accompanied by negative effects but that it is a process that should be embraced.

Participants viewed the Change Alliance as a means to bring people together to learn, share and build their capacity and to build networks for change. Four groups gave compelling stories on the need for a Change Alliance in Africa which were recorded and further gave their recommendations towards improving the effectiveness of the Change Alliance. It was apparent that they had recognized the relevance of Change Alliance in the African Context. They acknowledged the importance of MSPs in development issues and in realizing change. The Change Alliance, which seeks to strengthen MSPs, is therefore apt in creation of global networks to realize change. There is therefore a need to increase documentation, communication and skills in MSPs among various development groups in Africa. There is also the need to professionalize facilitation; create standards for process facilitation and emphasize less on workshop facilitation methods. All ideas and questions were brought together in a mindmap which is included as Annex 2.

It was therefore with ease that participants gave suggestions on more potential partners that need to be included for the Change Alliance to take root in Africa. They did this by writing names first of potential partners and later of potential funders, on stickies and placing them on the floor for everyone to gather around to get a sense of the potential.

Other MSP/Systemic Change initiatives in Africa that we know about:

The Nile Basin Initiative
 Community of Practice UNEP
 Ruaf Mpap programme ETC Marielle
 GTZ TFT course
 COOPI UPA Project Marco Serena
 International Land Coalition John Taylor
 FFS Global Network
 Twaweza Hivos Tanzania Rakesh Rajani Participatory Ecological Land Use Management Network PELLUM John Wilson Harare
 Kenya Network of Grassroot Organisation KENGO ICCO Alliance The Tallberg Foundation Sweden Carl Mossefeldt
 Regional Programming Ruwenzori Region Uganda IDRC Community Platform on Disaster and Risk Reduction
 Switch Learning Alliance German Agro Action UPA Project Liberia Andre Open Society Institute Noel Salegzi
 EMEDO Mwanza Tanzania IRC Alliance for a Green Revolution in Africa AGRA Africa
 Mkwecon National Organic Movements in East SNV/IFAD/K Trust
 Copanet Learning Network WorldBank

Possible donor agencies interested in what we do:

DFID Mr Kinuthia GTZ Doris Popp Girum Bari
 European Union SIDA Torsten Andersson CDTFIDRC World Bank
 Hivos AusAID Steve Hogg PACT Kenya Amkeni WaKenya UNDP Civil Society Democratic Governance Facility
 DGIS Maarten Brouwer CIDA ACBF Harare USAID DANIDA CORDAID
 Broaddelin Frans DFID IUCN JICA ICCO FAO NEPAD
 SNV

On improving the efficiency and efficacy of the Change Alliance, the participants recommended the following:

RECOMMENDATIONS TO THE CHANGE ALLIANCE

- 1 Facilitate the process for building capacity
- 2 Profiling of MSP institutions and individuals involved in the process

- 3 Develop a road map for the next one year
- 4 Creation of share point e.g. networking through blogs
- 5 Continuous articulation of our theory of change
- 6 Development of MSP guidelines and documentation of best practices
- 7 Advocacy for MSP processes and mobilize for resources
- 8 Development of competencies of MSP facilitators
- 9 Appointment of a steward who will on a permanent basis direct the process
- 10 Knowledge development on MSPs- this will include action research, documentation of the adaptive practices, engaging knowledge developers such as universities, research, institutes
- 11 Develop material to help to Explain what MSPs are all about, Prove MSPs distinct value, Convince people that the current status of MSPs' capacity/ knowledge is still wanting
- 12 Activities grounded on research, scientific evidence that practitioners are engaged in
- 13 A platform for champions of change sharing their experiences- and link this to academics
- 14 A team contributing to the development agenda through MSP tools/ manuals – Building internal capacity to run the process
- 15 Attaining professional recognition for MSP facilitators- Identify other stakeholders doing similar work
- 16 Create linkages for resource mobilization - Engagement with the donor community
- 17 A pool of actors/ knowledge platform for exchange
 - a) Need to identify a steward for the African Change Alliance to provide support for processing the activities
 - b) Support for a pool of individuals to lobby donors

WHAT PARTICIPANTS SAY

"As chair of the Global Water Partnership process in Kenya, we have tried to bring stakeholders together for the last 10 years. WE have participation from government, community organisations, and private sector who all have a stake in how they want to use water. Using integrated water resources management, we are trying to think through how to balance our interests and how each of the stakeholders can play a role in maintaining sustainable water resources.

I came to this event because I wanted to exchange experiences on MPS's, and have benefited very much. For example, the Rich Picture is a powerful tool to draw with stakeholders how they perceive a situation. It brings out the strengths, weaknesses, and passion of stakeholders, wich helps to come to a transformative arrangement."

- Dr Munguti Katua Katui, Global Water Partnership (Kenya)

"I wanted to come to this event because it can help us in an issue we struggle with: how to sustain energy among groups of people, and how to ensure they have a collective agenda over a long time that they believe in strongly. It gives me confidence to know there are others in the Change Alliance that share this struggle, and can help to improve my practice"

- Esther Mwaura-Muiru, GROOTS Kenya

"We came here to share expeirnces on MSP's: different ideas, solutions, applications. But we identified the gap: how to harness these experiences and practices and create a body of knowledge that will inform development processes using an MSP approach.

The Change Alliance is an entity that enables us to coordinate and harness all these expeirnces all over the world, to package it into a body of knowledge that everybody else can learn from. So that it can change the way how policy makers, donors, and other advocates think about MSPs."

- Dr Thembinkosi Mhlongo, Southern Africa Trust (South Africa)

Five Ways to learn more about this Event and the Change Alliance

1. Become member of the Change Alliance Ning:
<http://changealliance.ning.com>. Here you will find this report, selected case studies from the Nairobi event, as well as a couple of video interviews with participants.
2. Browse the event blog, hosted by The Broker:
<http://www.thebrokeronline.eu/en/Online-discussions/Blogs/Engaging-stakeholders-for-change>
3. Read the December 2010 edition of Capacity.org, devoted to 'multi-actor engagement' and featuring the Change Alliance:
<http://www.capacity.org/capacity/opencms/en/journal/issues/facilitating-multi-actor-change.html> (80% of articles written by Change Alliance members)
4. Watch the video's made during the event at
<http://changealliance.blip.tv/posts?view=archive&nsfw=dc>
5. Write or speak to us: You can contact the Change Alliance secretariat at Wageningen UR Centre for Development Innovation,
info@changealliance.org, Tel: +31 317 486 800 or register on the website.
www.changealliance.org; <http://thechangealliance.ning.com>

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- PSO
- ICCO

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Caroline Kogi – for documenting the event

This report was edited by:

Linda Wamalwa, Caroline Kogi, Herman Brouwer, Emmanuel Dennis (2011)

Annex 1: Agenda

INSPIRING CHANGE AGENDA

A Change Alliance Event

...a global learning community on multi-stakeholder processes for systemic change

Dec. 1-3, 2010 Nairobi, Kenya

Overview

The meeting aims to:

- to share and collate state-of-the-art experiences, and
- identify ways of supporting and strengthening capacity for effective facilitation of multi-actor processes.

NOTE: although the agenda *appears* precise, the intention is to be VERY flexible to respond to what emerges as the meeting continues.

WEDNESDAY, DEC. 1, 2010 DAY 1

9:00 – 9:10 WELCOME REMARKS BY SNV REGIONAL DIRECTOR WORKU BEHONGNE

9:10 – 9:45 INTRODUCTIONS THROUGH ISSUES AND EXPERIENCES

Format: Reflections of participants individually with the whole group using cards.

Purpose: Check-in, introductions, initial view of priorities

9:45 – 10:10 PURPOSE AND BACKGROUND TO THE CHANGE ALLIANCE

Purpose: Set the stage as a CA co-hosted regional event

10:30 – 12:45 CASES ASSIGNMENTS 1 - 4

Purpose:

- To deepen understanding of multi-stakeholder change processes;
- To identify some key issues/challenges/approaches of common interest arising from MSPs.

Key question:

What are the 3-5 key current or past challenges that this case is facing in its implementation? Use a *rich picture* to explain.

2:00 – 3:30 REFLECTION

Format: Review key issues, Reflection on case discussion process, Buzz group reflections in key insights

3:30 – 4:45 CASES ASSIGNMENTS 4 - 7

Purposes:

- To deepen understanding about MSPs,
- To identify some key issues/challenges/approaches of common interest.

Activity: Discussing the cases in a format similar to the morning.

4:45 – 5:15 INITIAL LESSONS

Resources: Records from case discussions.

Purpose: To get initial thoughts about key insights and points that deserve further attention to inform the next day

Activity: Report back from small groups discussions to the whole group.

5:15 – 5:30 THOUGHTS ABOUT DAY 1 PROCESS, AND FOR THE NEXT DAY

THURSDAY, DEC. 2, 2010 DAY 2

9:00 – 9:30 REFLECTIONS

Purpose:

- to harvest thoughts that have arisen since the previous day's close
- to provide further input for the day's structure and the next session's topics

Activity: Sharing reflections from the previous day.

9:30 – 10:30 IMPEDIMENTS TO SUCCESS

Format: Plenary, world café, plenary

Resources:

- Steve - Core competencies diagram; Types of change; Characteristics of MSPs
- Jim – Systems thinking and complexity

Purpose:

- to identify a regional perspective about Impediments.

9:30 – 10:30 FURTHER CASE DISCUSSIONS

Format: Small group discussions.

Purpose:

- to harvest thoughts that have arisen since the previous day's close
- to provide further input for the day's structure and the next session's topics

Activity: Participants are invited to host discussions around cases not discussed the previous day.

10:50 – 12:00 INVESTIGATION OF ISSUES ARISING

Format: Open space.

Purpose:

- to tap expertise in the room;
- to identify and further investigate common issues

Activity: Case owners identify themselves and their case, and people investigate the cases.

12:00 – 12:30 DEBRIEF AND AGENDA-SETTING

Purpose: To begin to understand who in the financial system is in our reach and who we need to reach.

Activity: Report back from small groups discussions to the whole group. Discussion about priorities for the afternoon.

2:00 – 3:30 EXPLORING MULTI-STAKEHOLDER PROCESS POTENTIAL

Purpose:

- to introduce the concept of "development stages"
- to develop awareness about some tools for exploring.

Activity: Investigate exploring experiences and how to strengthen them.

3:45 – 5:00 INITIATING MULTI-STAKEHOLDER PROCESSES

Purpose:

- to further develop the concept of “development stages”
- to develop awareness about some tools for initiating.

Activity: Investigate exploring experiences and how to strengthen them.

5:00 – 5:30 AGENDA REFINEMENT

Purpose:

- to get initial thoughts about key insights and points that deserve further attention to inform the next day

FRIDAY, DEC. 3, 2010 DAY 3

9:15 – 10:00 REFLECTIONS

Resource: Sharing of MSP facilitation experiences; poem by .

Purpose:

- to share the best and worst experiences that participants have had in the field
- to point out similarities and how to overcome obstacles in the process

10:30 – 12:30 SHARING OF METHODOLOGIES

Purpose:

- to point out best practices in the facilitation of MSPs

Activity: Small group discussion about the question: What are some of the processes/methodologies you have used in the field and have brought positive results?

2:00 – 3:30 NEXT STEPS

Purpose: To identify synergies that will support participants to move ahead the (part of) the agenda to develop the field that they want to focus on.

Activity: The groups will report back with specific suggestions and requests. The group will reflect on whether there is an agenda that should continue with all or parts of the meeting participants.

1. *What do you want to focus on, and what assistance do you need?*
2. *What synergies might there be between the small groups?*
3. *Which organizations are potential partners*

4:30 – 5:00 DEBRIEF AND CLOSING

Purpose:

- To summarize next steps that have emerged
- To get feedback on what has worked
- To reinforce a sense of community and collective support.

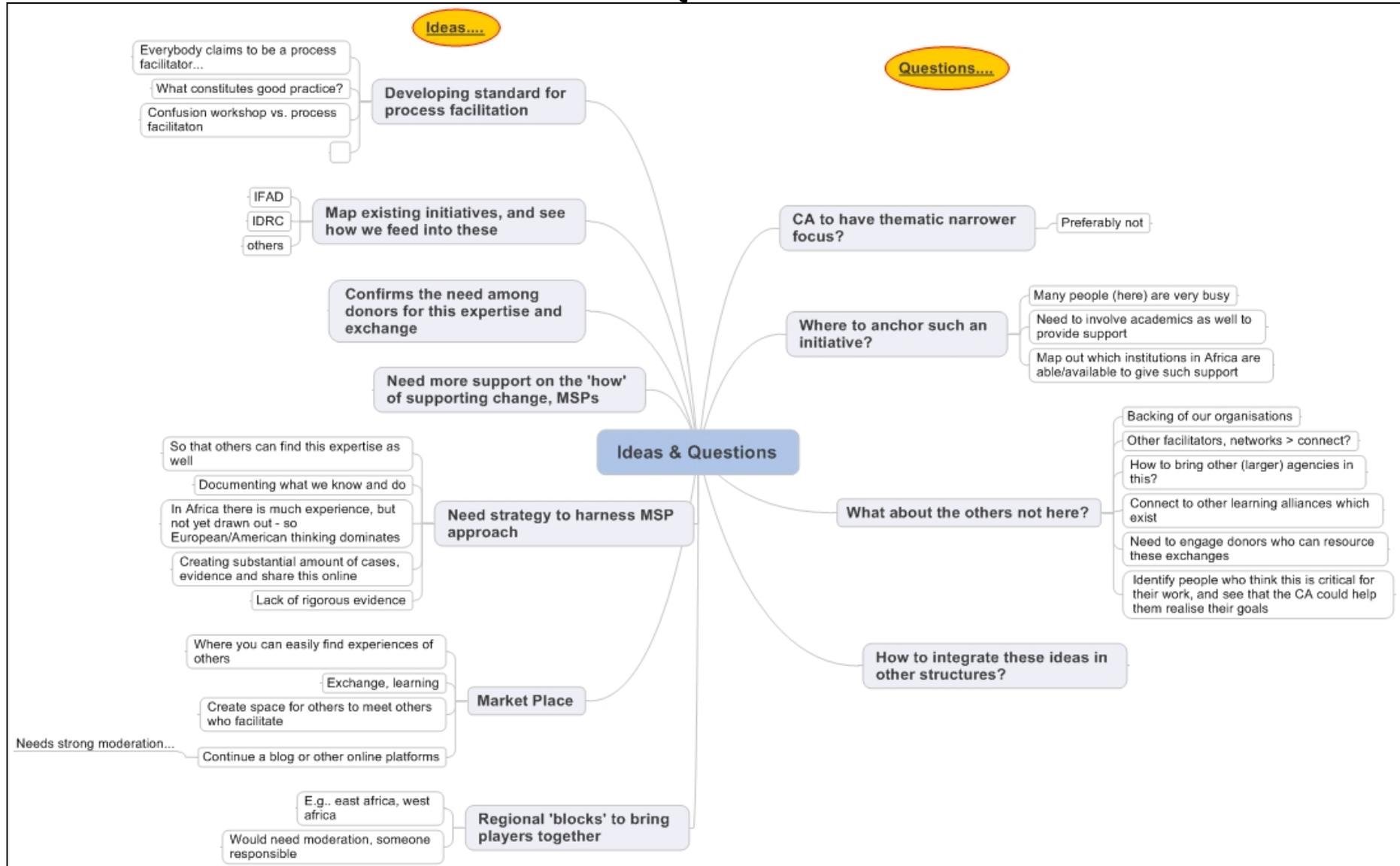
Activity:

10 minutes: summary of next steps

10 minutes: discussion of what worked and how the meeting could have been improved

25 minutes: Closing circle

Annex 2: How to move forward? A brainstorm of Ideas and Questions



Annex 3: List of Participants

No.	Name	Organization	Telephone contacts	Email Address
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