Global Action Networks (GANs) Track at MOPAN

July 1-4, 2012 Wageningen, The Netherlands

Introduction

Today a new organizational type is addressing global challenges by creating global, multi-stakeholder network change strategies called Global Action Networks (GANs). These networks face unique development challenges, including: making them robust with lively connections, measuring their effectiveness, ensuring legitimacy with diverse stakeholders, and developing learning strategies to ensure their own capacity for success. The 19th Annual Conference on Multi-Organisational Partnerships, Alliances and Networks (MOPAN) is sponsoring a Track on Global Action Networks (GANs) as part of its meeting. Details about this Track follow. This track is designed for people working with such networks, and academics studying them. For more information contact Steve Waddell (swaddell@networkingaction.net) or Pieter Glasbergen (p.glasbergen@geo.uu.nl).

Objectives

The meetings will:

- 1. Further develop participants' knowledge about GANs and their capacity to further develop GANs, by sharing their knowledge;
- 2. Address specific requests people have made for advice;
- 3. Create a space for practitioners working in GANs and researchers developing knowledge about them to influence each other's work for mutual benefit; and
- 4. Provide the opportunity to arise for on-going learning and development of participants and others working in, and researching, GANs.

Format

This meeting brings together practitioners in global multi-stakeholder networks and researchers addressing questions about the networks. The over-arching format is dialogue around core questions; people are encouraged to bring in their challenges, with the expectation that they will leave with insights how to address their practice and research.

GANs Represented

The list of people attending is still being developed. However, the GANs represented by participants and researchers include:

1. The <u>Global Water Partnership</u> (GWP): GWP's vision is for a water secure world. Its mission is to support the sustainable development and management of water resources at all levels.



- 2. Internet Corporation for Assigned Names and Numbers (ICANN): To reach another person on the Internet you have to type an address into your computer a name or a number. ICANN coordinates these unique identifiers across the world. ICANN's inclusive approach treats the public sector, the private sector, and technical experts as peers. ICANN provides the arena where all advocates can discuss Internet policy issues. Almost anyone can join most of ICANN's volunteer Working Groups, assuring broad representation of the world's perspectives.
- 3. The <u>Kimberley Process (KP)</u> is a joint governments, industry and civil society initiative to stem the flow of conflict diamonds rough diamonds used by rebel movements to finance wars against legitimate governments. The trade in these illicit stones has fuelled decades of devastating conflicts in countries such as Angola, Cote d'Ivoire, the Democratic Republic of the Congo and Sierra Leone.



4. The <u>Global Network for Disaster Reduction</u> (GNDR) is a Global Network of Civil Society Organisations committed to working together to improve disaster risk reduction policy and practice at every decision-making level. Our strength lies in the commitment, diversity of skills and experience and extensive reach of our membership, particularly at the local level across virtually every region of the world.



- 5. <u>SUSTAIN Global Partnership</u> stands for "Supply Strategies: Aid Innovation. Network" summarizing its core principles and competencies. SUSTAIN GP is an organization dedicated to providing a supply-chain platform that is being developed to serve the aid/development community by aggregating procurement and logistic functions. By using standardized supply chain practices, systems, and technology, SUSTAIN GP provides access to a network that greatly increases efficiency, reduces costs, and enhances system reporting.
- 6. The <u>Global Partnership for the Prevention of Armed Conflict</u> (GPPAC) is a global civil society-led network which seeks a new international consensus on moving from reaction to prevention of violent conflict. GPPAC works to strengthen civil society networks for peace and security, and to link local, national, regional, and global levels of action.



- 7. **Metropolitan Food Clusters: Governance for an integrated, sustainable food system:** This is a GAN at the concept development stage. It is based in the perspective that realizing sustainable, integrated food system solutions is not only a technical problem, but especially a governance problem. 'Eighty percent of the necessary production increases would come from increases in yields and cropping intensity, but good governance can be a major obstacle' (FAO, 2008). The realisation of Metropolitan Food Clusters (MFC) may be the system innovation that meets many of the challenges. The MFC aim to shift from vertically and spatially specialized agrifood industries, towards multiple vertically and horizontally integrated, spatially (semi-) clustered value chains.
- 8. **Oxfam's multi-stakeholder initiatives portfolio**. An analysis looks into five multi-stakeholder initiatives (MSI) in which Oxfam has participated and evaluates their potential for enforcing human rights, in order to answer the following question: To what extent can NGOs regard multi-stakeholder initiatives as effective vehicles for the enforcement of a rights-based approach to development?
- 9. The International Land Coalition ILC is a global alliance of civil society and intergovernmental organisations working together to promote secure and equitable access to and control over land for poor women and men through advocacy, dialogue, knowledge sharing and capacity building. Our vision is secure and equitable access to and control over land reduces poverty and contributes to identity, dignity and inclusion. ILC is currently composed of a coalition of 116 members and its secretariat is hosted by IFAD in Rome.

Track Facilitators and Hosts

Steve Waddell - Principal, NetworkingAction

Responding to the 21st century's enormous global challenges and realizing its unsurpassed opportunities requires new ways of acting and organizing. For the past 30 years Steve has been supporting this organizational, network, and societal change and development, through consultation, education, research, and personal leadership. For the last 10 years he has focused largely on Global Action Networks, including the Global Water Partnership, Transparency International, the Global Reporting Initiative, the International Land Coalition, the Forest Stewardship Council, and the Global Fund to Fight AIDS, Tuberculosis and Malaria. He is author of numerous publications including the book *Global Action Networks: Creating our future together (2011)*. Steve sees GANs as critical to creating a harmonious and flourishing global future.

Pieter Glasbergen - Honorary Professor, Maastricht University (International Centre for Integrated assessment and Sustainable development ICIS); and *Emeritus Professor of Environmental Studies, Policy and Management*, Utrecht University and the Dutch Open Universiteit; *Chair*, the Utrecht-Nijmegen Programme on Partnerships.

Pieter's main expertise is in governance, planning and policy issues related to sustainable development. He has participated in previous CoP meetings. Significant publications include co-editor of the book Partnerships, Governance, and Sustainable Development: Reflections on Theory and Practice (2007). Among his recent publications are: Global action networks: Agents for collective action (2010); Understanding partnerships for sustainable development analytically; and The Ladder of Partnership Activity as a methodological tool.

Elad Levinson - Vice President, Organizational Effectiveness, ICANN (Internet Corporation for Assigned Names and **Numbers**)

Elad has 35 years in leadership roles in private and public companies, not for profits in senior HR and Organizational effectiveness and strategic planning accountibilities. He now is responsible for ICANN's staff development, training and effectiveness initiatives throughout the organization. He has 35 years in leadership roles in private and public companies, not for profits in senior HR and Organizational effectiveness and strategic planning accountabilities. He is also Founder of Noble Purpose Consulting, a private organizational development firm setting the standard for integrating Innovation, employee engagement, stakeholder involvement, collaboration and increased investor value; Founder of Pounds for Poverty reversing the disease crisis in obesity through Mindfulness and Altruism based health improvement and weight loss. He also held several learning and development senior management positions most recently at Agilent. Client population are Executives, leaders, managers and employees.

Logistics

Conference fee and Registration

The conference fee includes participation in the conference sessions, lunch (Mon-Tue-Wed), dinner at the conference center on Monday, and the excursion and conference dinner on Tuesday afternoon.

Early bird fee: € 295,00 Regular fee: € 345,00

See the conference web-site: http://www.mopan2012.wur.nl/UK/Registration/

NOTE: If you wish to participate in this GAN Track, register at the site AND confirm that you are registering with

Steve Waddell (swaddell@netowrkingaction.net)

Location and Accommodation

The MOPAN conference takes place at the Conference Centre Hof van Wageningen.

Hof van Wageningen Lawickse allee 9 6701 AN Wageningen T: +31 317 490133 F: +31 317 426243

E: info@hofvanwageningen.nl

W: www.hofvanwageningen.nl

Rooms have been reserved at Hof van Wageningen and can only be booked directly via e-mail (info@hofvanwageningen.nl). It is not possible to book rooms at the conference rate through the hotel's website.

Mention MOPAN 2012 in your reservation to get the special conference rate:

- € 75 for single rooms (35 rooms reserved until May 15)
- € 93.50 for double rooms (55 rooms reserved until May 15) (both fees incl. breakfast and tax)

Detailed Agenda

July 1 (Sunday)

6:00 - 7:15pm Welcome and Introductions

Participants will meet each other and get an overview of the Track on GANs and the MOPAN Conference in general.

7:30pm A no-host group dinner.

July 2 (Monday) Day 1

8:30 - 9:15 **Registration**

9:15 - 10:00 Introduction to the MOPAN conference

10:00 - 10:45 Keynote 1 - Barbara Gray

Dr. Barbara Gray became a recognized leader in the field of multistakeholder strategies with the publication of Collaborating: Finding common ground for multiparty problems (Jossey-Bass, 1989). She currently focuses on interorganizational relations, multiparty collaborative alliances, organizational and environmental conflict, team dynamics and sensemaking. She is a Professor of Organizational Behavior and Director, Center for Research in Conflict and Negotiation, at The Pennsylvania State University.

10:45 - 11:00 Break

11:00 - 12:30 Practitioners meeting scientists and vice-versa: Action Research

The Topic: "Action research" is a strategy to close the practitioner-researcher divide, so practitioners become more acute analysts of their experiences and researchers gain greater access to practitioners' experiences; together they can produce mutually valued outcomes as their roles overlap. This session will be an inquiry into what practitioners can learn from researchers and vice versa? What are our collective blind spots that we want the other to know about and help us with?"

Format: Short presentations to introduce "action research" and how the conference interactions can be an in-situ example.

The Leads: Pieter Glasbergen (facilitator) with Barbara Gray, Steve Waddell, and Luli Pesqueira. **The Work:** Pieter will lead a discussion about how AR "fits" with a network learning strategy. **Core Questions:** What and how can practitioners learn from researchers and vice versa?" "What are our collective blindspots that we want the other to know about and help us with?

13:30 - 15:00 GANs and Robustness

Topic Description: Successful GANs can be described as vigorous, strong, with impactful outcomes and participants feeling engaged and happy. How can they achieve this state of affairs? This session on robustness raises the issue to understand it with respect to participants' own experiences. The Track will return to this topic at its conclusion.

Format: Presentation to introduce "robustness" and "Harmonic Vibrancy" and discussion around scores from participants who filled in the HV survey. What is the possible inquiry that may be on participant's minds regarding the subject?

Purpose: (1) Further introduce the group through the survey results, and (2) introduce the concepts of "Robustness," and "Harmonic Vibrancy".

The Leads: Steve Waddell (facilitator), Christoph Hinske, Analisa Maura, and John Metzger.

The Work: Steve will introduce the concept of "robustness", with particular reference to Annalisa and John who have raised their issues with requests; Christoph will introduce Harmonic Vibrancy, review the survey results.

15:30 - 17:30 Legitimacy: A critical GAN Asset

The Topic: A core attribute of GANs is legitimacy. However, to realize its value – rather than be stymied by the challenges it causes – requires new strategies. What are some of them?

Format: Paper presentations to introduce "legitimacy" and discussion around how participants experience and address legitimacy and how it could be improved. How do we legitimize diversity in our speaking, listening and acting?

Purpose: (1) Identify importance of legitimacy and (2) strategies to develop it.

The Leads: Elad Levinson (facilitator), Brad Henderson, Pieter Glasbergen, Steve Waddell, Charlotte Crockett and Annalisa Mauro.

The Work: Paper presentations (15 minutes) by:

- Pieter Glasbergen, on legitimacy problems and the mechanisms to handle them.
- Franziska Bieri, on trust, legitimacy and the rise and fall of the Kimberley Process.
- Charlotte and Annalisa will give 5-7 minute presentations, identifying each a key question with an explanation about why it is important.

17:45 - 18:30 MOPAN Plenary

18:30 Conference dinner

July 3 (Tuesday) Day 2

8:30 - 8:45 Reflections from the previous day.

8:45 - 10:30 Network Development

The Topic: Networks go through stages of development and particular challenges and opportunities arise with different stages. There are different tools and strategies to meet them. We'll draw from two presentations and participants' work to high-light some of these.

Format: Three paper presentations followed by participants presenting their offers related to the topic. The questions are: Can we come together and see if there are commonalities in the map/phases/challenges and resolutions?

Purpose: Deepen our understanding of development stage challenges, opportunities and responses in networks.

The Leads: Steve Waddell (facilitator), Luli Pesqueira, Emiel Wubben, Terry Gibson and John Metzger. **The Work:** Paper presentations (15 minutes) by:

- Luli Pesqueira, Potential of private governance arrangements
- Emiel Wubben, Metropolitan food clusters
- Terry and John will give 5-7 minute presentations, identifying a key question with an explanation about why it is important. They will investigate how their case/questions relate to others.

11.00 - 12.30 Measurement & Evaluation

The Topic: Traditional input – output measurement and evaluation methods have a role for GANs, but are very inadequate given the complex type of work GANs are doing. What are ways of assessing progress and achievement, and communicating it to others?

Format: An initial short (10 minutes) discussion about what participants are doing with the M&E issue, followed by some specific examples.

Purpose: Deepen understanding of range of options and need to connect right might to needs.

The Leads: Pieter Glasbergen (facilitator) Steve Waddell (presenting an assessment case) with John Metzger and Paul Kosterink.

The Work: Leads will give 5-7 minute presentations, identifying each a key question with an explanation about why it is important. They will each lead a discussion to further investigate how their case/questions relate to others; there will be a five-minute report out.

12:30 - 1:30 Lunch

13:30 - 14:15 Keynote - Rob van Tulder

Rob is Professor of International Business- Society Management at Rotterdam School of Management, Erasmus University. He also is co-founder of the Department of Business- Society Management that is leading in the world on sustainability issues with a sizable staff and a successful master program in the area; c o-founder of Ecsad, the interuniversity collaborative expert centre on sustainable business and development cooperation; and Founder of Scope, the expert centre of Erasmus University in International Business and Sustainable Development. Since 1996, the Scope centre together with UNCTAD compiles the well- published lists of the largest Transnational Corporations in the world from developed and developing countries.

14:15 – 15:00 Keynote – Steve Waddell See: Track hosts and facilitators.

15:00 - 16:00 Plenary Discussion

16:00 - 16:16 Break

16:15 – 18:15 Excursion to Blauwe Kamer. A Rhine conservation initiative.

18:15 - Reception and dinner

July 4 (Wednesday) Day 3

9:00 - 10:00 A Learning and Research Strategy

The Topic: GANs are a new organizational form and must be expert at learning and developing new strategies that take advantage of their unique potential, rather than simply repeat what others do. But how can this be done?

Format: An initial short (10 minutes) discussion about the competencies, coming back to "learning" as the critical one.

Purpose: Spur thinking about what the group can do as individuals and as a group to be innovative and continue their development.

The Leads: Elad Levinson (facilitator) and Steve Waddell. (presenting the competencies) and Elad Levinson to talk about learning strategies for networks.

The Work: Leads will give 5-7 minute presentations to help frame the conversation from their perspectives.

Core Questions: What are the critical questions that we may wish to focus upon in our development as a community? What might we want to commit to learn together based upon what we have heard, felt and experienced so far? What obstructs our ability to learn from each other? What might we want to do with that to diminish its impact and influence?

10:30 - 11:30 Continue of a learning and research Strategy: What would be a future agenda?

The Topic: What is your own learning/research plan?

Format: Individual reflections, small group work and large group discussion.

Purpose: Build on the earlier session to identify any ways to continue learning/capacity development.

The Leads: Elad Levinson (facilitator)

Core Questions:

What does this lead you to think as priorities for your own network or research agenda

What would you like to do, as a group

Would you like to meet again at MOPAN (or elsewhere)?

11:30 - 11:45 Break

11:45 - 12:30 MOPAN Plenary

12:30 - 13:30 Lunch and Departure