

**Linking to Learn &
Learn from Linking**

*Report on DPRN's closing event
18 February 2011*

Colophon

This document reports on the Development Policy Review Network (DPRN) closing event 'Linking to Learn & Learn from Linking' that was held on 18 February 2011 in the Ottonekerk in Utrecht. The event was organised to mark the conclusion of DPRN as of 1 March 2011, after eight years of stimulating informed debate between development experts from science, policy, practice and business. For more information see www.DPRN.nl and www.global-connections.nl.

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DPRN closing event 'Linking to Learn & Learn from Linking. Exchanging experiences with the Development Policy Review Network's activities.' – 18 February 2011, Ottonekerk, Utrecht

Report compiled by: Koen Kusters (Wereld in Woorden), Mirjam Ros and Kim de Vries (DPRN).

Introduction

The Development Policy Review Network (DPRN) was established in 2002 to stimulate informed debate and enhance cooperation and synergy between scientists, policymakers, NGO staff and business people. Set up as a temporary network, DPRN formally ends in March 2011. To reflect on the network's experiences during its eight years of existence, more than a hundred people gathered in the Ottonekerk in Utrecht on 18 February 2011 (see Appendix 1 for a list of participants). Below is a summary of the presentations and discussions that took place.

DPRN and a changing knowledge infrastructure for development (Ton Dietz)

After a short welcome, DPRN Chair Jan Donner (Royal Tropical Institute) invited Ton Dietz (DPRN Task Force member and Director of the African Studies Centre) to present his views on the Dutch development knowledge infrastructure. According to Dietz, the Dutch community of development-oriented scholars, policymakers and practitioners were standing with their backs to each other at the time DPRN was founded. There was a scattered knowledge landscape with very limited tools to cross the institutional divides. Moreover, there were opposing views on the role and future of Dutch knowledge for development. According to some, there was no need to support Netherlands-based knowledge, arguing that all knowledge would already be available elsewhere. Others added the argument that the whole development budget would need to be spent in 'the South'. At the same time, there were those who looked enviously at the situation in the United Kingdom, where the Department for International Development (DFID), Oxfam, the Institute of Development

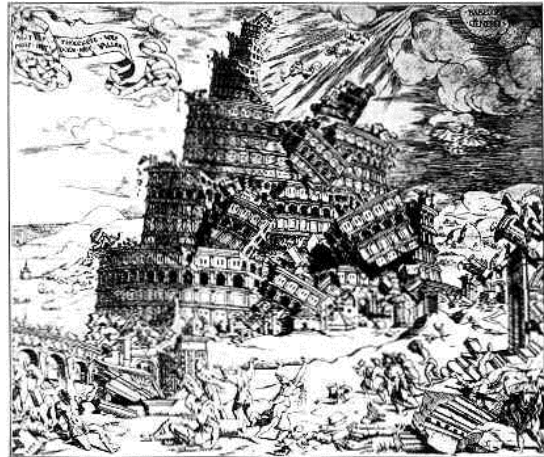
Studies (IDS) and the Overseas Development Institute (ODI) had become powerhouses of well-informed policy-oriented debate and global leaders in development thinking.

DPRN was founded in 2002 as a network of concerned scientists, policymakers and practitioners, with the aim being to review Dutch development policies. Around the same time



people embracing the DPRN philosophy initiated related activities, notably the Round Table of Worldconnectors (RTW) and The Broker magazine. In addition, NWO–WOTRO was undergoing a considerable rethinking of its approach, gradually embracing the concept of transdisciplinarity. Since then there have been a number of additional attempts to connect different worlds of knowledge, notably by the Ministry of Foreign Affairs, which appointed people to be knowledge ambassadors, and started the so-called IS Academies and ‘*Kenniskringen*’ (Knowledge Platforms). Moreover, the Scientific Council For Government Policy, the WRR, stated that at least 6% of the budget for international relations would be needed to support a dedicated knowledge strategy and policy theory.

Although all this sounds nice, Dietz is not very optimistic. “To those who look behind the scenes it appears to be complete chaos, a tower of Babel, built on quicksand,” he said. “And for a few months now, in ever more threatening political circumstances, this ‘third-worldish’ architecture has started to fall apart. In a year from now it could all have crumbled and disappeared.”



Dietz continued by presenting the necessary steps he thinks need to be taken. First, the various ministry departments, NGOs, companies and scientific organisations need to develop a human resources policy in which knowledge and knowledge development acquires more attention and greater prestige.

Second, the major departments in each of the organisations of practitioners and policymakers need to connect with a limited number of experts outside their own organisation. This would be a renewed system of IS Academies, around the major policy issues.

Third, independent knowledge platforms are needed in relation to the four focus areas for development policy – food security, water, fragile states and reproductive health – and possibly some additional themes like biodiversity, energy, climate change, poverty alleviation and civil society development. These platforms would connect everyone who matters, and would need to be managed by an independent agency connecting NWO–WOTRO, the Royal Tropical Institute (KIT) and NCDO. The agency should monitor synergy, coherence, and coordination of longitudinal learning, and could link up with global and Southern expertise. This ‘Dutch ODI’ may also gradually take over tasks of the evaluation unit of the Ministry, manage the sensitive procedures of all government research and evaluation funds linked to international issues, and support The Broker magazine, DPRN-like activities, the Worldconnectors and SID.

Fourth, for each focus country, the relevant regional studies institute in the Netherlands should link up with the area unit in the Ministry of Foreign Affairs that deals with that country and the Netherlands Embassy in the focus country itself. This would allow country-specific learning strategies to be developed. The process of coordinating country-specific

information flows and knowledge development could also be brought under the Dutch equivalent of ODI.

Finally, there is a need to maintain the existing independent knowledge institutes that the Netherlands has built up over many years. However, the Ministry of Education, Culture and Science should have financial responsibility for these institutes and for funding excellent research, storage and dissemination.

The full text and PowerPoint of Ton Dietz' presentation can be found in Appendix 2.

Successes and dilemmas: Lessons from DPRN (Mirjam Ros)

Mirjam Ros, DPRN coordinator, reflected on eight years of DPRN (see Appendix 3 for the PowerPoint presentation). She presented ten lessons based on the experiences of the DPRN team, two external evaluations, process reports and the DPRN Task Force. These lessons were described by the DPRN Team in a booklet entitled 'Linking to Learn & Learning from Linking' that was made for this meeting.¹



1. Many different **methods** were used for the numerous meetings and debates organised under the DPRN banner. A clear focus, convener skills, rapid reporting, and interaction between participants to enhance active involvement all proved important. Moreover, it became clear that a participant list that goes beyond the usual suspects and stimulates 'out-of-the-box thinking'.
2. Finding a balance between **in-depth expert discussions and broader public debates** turned out to be a challenge time and time again. This balance can be found by combining broad public debates with expert meetings in smaller groups. For broad policy debates it is particularly important to keep focussed and to avoid jargon. In general, extra attention needs to be paid to aligning with the private sector, policymakers *and* politicians. There may, however, be a tension between political discussions and discussions about 'factual' developments.
3. Closing the **research-policy gap** requires a focus on current policy discussions, responding to policy opportunities, and the engagement of policymakers from the start. It

¹ The booklet is available at: <http://www.dprn.nl/publications/dprn-booklet>.

is useful to monitor whether knowledge needs are being met, with room being left for adjustments. In addition, account should be taken of the fact that policymakers cannot participate freely in debates that are politically sensitive. In some of the DPRN processes it was found that a focus at EU level may be more effective when it comes to the active involvement of policymakers, rather than a focus on national government. In general, stereotypes of policymakers, business people, researchers and practitioners are still all too common. By connecting these groups the DPRN processes proved helpful as regards tackling these persistent stereotypes.

4. Active facilitators and interpreters are needed to align with ongoing policy processes, and **brokers** therefore played a crucial role in many of the DPRN processes. Brokers are typically people with an open mind, an empathic attitude and extended networks. Independent organisations, networks and steering committees can also function as brokers, connecting various sectors, especially on issues in which stakeholders hold opposing views.
5. The **involvement of scientists** in DPRN-like processes presented particular challenges, as most academic institutions do not reward participation in debates. DPRN tried to facilitate inter and transdisciplinary research. In some DPRN processes, scientists successfully combined 'academic performance' with their involvement in a debate with non-academics. These were all multi-annual processes, as the development of synergy between the work of academics and non-academics requires time. Related to this, maintaining communication between non-academics and academics turned out to be a challenge, not least because researchers may, at a certain point, withdraw from ongoing debates in order to reflect and analyse the matter according to scientific standards.
6. Many DPRN processes tried to **involve actors from the private sector**. This required an open attitude and 'concreteness', as private sector actors were generally not interested in 'endless rounds of discussions'. For a business person to get involved in a DPRN-like process, he or she needs to have a clear idea of what can be gained from participation. After all, time is money. The reasons for the private sector to participate may not only be related to aspects of mutual learning, but could also include very practical motivations, such as networking and image building. It is good to be clear about this. To get businesses involved it is important to target the right person within the company – again, brokers can play a crucial role in this.
7. In its second phase, DPRN made a deliberate effort to **connect Dutch and Flemish organisations**, as the first phase had made clear that they do not find each other easily. Several processes successfully linked Dutch and Flemish partners and the cross-fertilisation was much appreciated. In Belgium there are now initiatives to connect the various sectors active in international development, inspired by the example of DPRN.
8. DPRN invested in **online information services**. Although some processes started online debates, it became clear that these only work when intensively moderated. Organisers and participants tend to have limited time and are not entirely willing to express opinions online. DPRN also developed two internet portals – one with a database of experts (Global-Connections), and one with development-related publications (Search4Dev). The

idea was to link the two databases, so as to link experts and organisations to publications, but the DPRN team had too little staff time and resources to do this. Depending on the financial means available, the Royal Tropical Institute may take up this challenge and make a connection with existing social media such as Facebook and LinkedIn. Clearly, maintaining online information services requires a sound financial basis, as well as active promotion and facilitation. However, when in place, much can be achieved with relatively little funding.

9. DPRN was more than a low-threshold subsidy window. The DPRN team actively promoted it as a network, and made an effort to facilitate cross-fertilisation between the various processes. Moreover, the team was keen on maintaining a certain quality standard and proper communication of the results. Hence **network steering** took place on the interface of process and content management.

10. Regarding the **way forward**, one of DPRN's external evaluators noted that the continuation of a DPRN-like subsidy window would be welcome. Moreover, the need for an independent agency for knowledge synergy remains, and it seems that NWO-WOTRO is the most suitable organisation to carry on these tasks. In addition, organisations such as NCDO, SID, Worldconnectors, KIT, ISS and ASC are well suited to organising broad policy debates.

Mirjam Ros handed over the booklet entitled 'Linking to learn and learn from linking - Lessons from eight years of DPRN' to Henk Molenaar, executive director of NWO-WOTRO. Henk Molenaar said he was positive about the work of DPRN and hopes that funds provide WOTRO with the means to continue DPRN as part of WOTRO's new strategy in 2011.



World Café and plenary feedback



Participants broke up into small groups to attend the World Café to discuss topics and build on the lessons that Mirjam Ros had presented. DPRN chose for the World Café method because it is an innovative yet simple way of hosting conversations about 'questions that matter'. In two rounds of 30 minutes each, participants joined two different discussion tables. At each table a table host remained at the table in order to guarantee that the first discussion round fed into the second one. One person was invited beforehand to start off the first round with a kick-off statement ('a

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provocative and powerful question that matters’) At the end of the two rounds the table hosts generated three bullet points which were presented at the plenary feedback session that followed the break. At a total of 12 tables, participants held lively discussions about the following topics.

1. Stimulating informed debates – What methods work?

Table host: Peggy van Schijndel (NCDO)

Topic: DPRN’s aim was to stimulate informed debate and stimulate cooperation and synergy between development experts from different sectors. In addition to conventional seminar formulas, different innovative methods have been employed to that end, such as speed dating, Open Space Technology, fishbowl discussions and World Cafés. What works and what does not and why?

Results: Peggy van Schijndel mentioned at the plenary session that for an in-depth exchange of knowledge between participants from various backgrounds, it is necessary to:

- Acknowledge the different roles and identities of participants; getting to know each other in order to understand the background of each other’s contribution to the debate, and accepting that participants have various sources of knowledge, different needs and expectations.
- Search for a common question; the participants at this table identified the search for a common question as a key step in any dialogue. Concentrating a debate around a common question brings the necessary focus. In processes that aim to bring different worlds together this quest can take some time. However, the journey itself is interesting and insightful.
- The essence of innovation is serendipity; a good process finds a balance between structure and focus on the one hand, and room for the unexpected on the other. Especially during cross-sectoral journeys, interesting new ideas are not always found where participants expect to find them. These insights, that were not searched for, are sources of true innovation.

2. Bridging science/policy gaps – Where is the crossing?

Table host: Maarten Brouwer (Ministry of Foreign Affairs)

Kick-off: Gert de Bruijne (WASTE)

Topic: DPRN was created to bridge the science–policy gap. However, organisers of DPRN processes did not always find it easy to get policymakers involved, and the policymakers involved did not always find the connection with scientists. What can researchers do to get policymakers involved in debates with scientists and vice versa? Is there an overlap and, if so, where is it and how should it be used?

Results: Maarten Brouwer gave the following overview of the discussion:

- There is no gap, but chaos: rather than speaking of a gap between the worlds of scientists and policymakers, we are in a situation of fragmentation, in which there is a need for mechanisms that coordinate communication between the two sectors.
- There are more players than scientists and policymakers (politicians, media...). Whether policy is based on research outcomes is determined by more actors than scientists and policymakers alone.
- Science informing political decision making has changed into 'scientific' argument on demand. While, in the past, research was used as a basis for policymaking, now it is used to underpin policies that have already been made.



3. Crossing knowledge divides – The need for brokers

Table host: Bernike Pasveer (Knowledge Travels)

Kick-off: Josine Stremmelaar (Hivos, Knowledge Management for Development)

Topic: Bridging knowledge divides asks for brokers capable of crossing boundaries between sectors. What are characteristics of good brokers, and what do they need to do to succeed?

Results: Bernike Pasveer brought up one dilemma and two lessons that resulted from the discussion about brokering:

- Is there a tension between a broker's independence and his/her engagement in the content of what is being brokered?
- It is important to distinguish between brokering in between stakeholders; brokering inside an organisation; and brokering as an organisation.
 - We need more knowledge about what needs to be brokered.



4. What's in it for academia? Serving two masters

Table host: Bert Helmsink (ISS)

Kick-off: Anouka van Eerdewijk (CIDIN)

Topic: Stimulating societal debate and linking up with policymakers, practitioners or business people do not feature among a scientist's core tasks. Publishing is what counts. Several DPRN processes have shown that the two can meet (e.g. Value Chain Governance, Gender Mainstreaming, Agrofuels), but that communication with non-academics needs specific attention. Does operating on multiple playing fields at the same time help or hinder the simultaneous achievement of academic and outreach goals?



Results: Bert Helmsing described the three main topics of the discussion as follows:

- There is an asymmetry: there is a pressure on researchers to carry out research that is socially relevant and that is why they enter into contact with policymakers. However, policymakers do not feel pressure or a need to take decisions that

are scientifically sound. Policy dictates and politics tend to be more influential in the work of policymakers than scientific results. As a result, there is no automatic dialogue unless there is pressure on the policymaker to design informed policies.

- There is a paradox of interconnectedness and fragmentation. In spite of increased opportunities to connect through internet and social media, the field of development-related studies is still fragmented, both institutionally and between disciplines and research areas. That is a paradox.
- Creating cooperation and synergy between different sectors requires active facilitation.

5. What's in it for academia? Feeding the research agenda

Table host: Henk Molenaar (NWO-WOTRO)

Kick-offs: Arjan de Haan (ISS) / Wijnand van Ijssel (Ministry of Foreign Affairs)

Topic: Most DPRN processes aimed to influence the policy agenda with research results. With a few exceptions (e.g. the Singing a New Policy Tune) DPRN processes were not used by policymakers and practitioners to influence the research agenda. What should policymakers and practitioners (including business) do, or not do, to feed the research agenda with questions raised in policy or practice and what can trigger scientists to address these questions?

Results: Wijnand van Ijssel summarised the discussion about the different approaches of scientists and policymakers as follows:

- Financial and invective structures in policy



and science differ to an extent that the two will never become part of each other's primary processes. The question is whether we need to repair the interface or address the root causes.

- Policymakers' concerns are 'fuzzy issues' that require a long-term management process of negotiation and demand articulation between different stakeholder as well as knowledge synthesis.

6. Practice linking up with science

Table host: René Grotenhuis (Cordaid)

Topic: DPRN experience showed that NGOs increasingly collaborate with academic institutions to build knowledge for development. Working with scientists provides practitioners with the ability to systemise their experiences and determine whether they are on the right track with regard to their theories of change. Moreover, research gives substance to innovation. For scientists, collaboration provides the means to make their research more relevant and to enrich it with practical perspectives 'from the field'. Can we regard this as a win-win situation and what can be done to continue strengthening the relationships between academia and NGOs?



Results: René Grotenhuis made three general comments on how we should perceive knowledge building within the development sector:

- We & Them in knowledge (development cooperation & other sectors): the development sector is not linked enough with other sectors, despite the fact that they could actually learn a lot from each other.
- The focus is people: we should not forget that development concerns people.
- The future is not that gloomy: we should not be pessimistic about the future of development cooperation.

7. Practice going business

Table host: Martin de Graaf (Euroconsult/BMB Mott MacDonald)

Kick-off: Marian van Weert (ICCO/Kerk in Actie)

Topic: Values like return on investment, opportunities for innovation, employment creation and economic growth are becoming increasingly important in the 'development industry' and are terms which no longer taboo in the world of development NGOs. Fair economic development reflects the combination of a market-oriented and a more



traditional justice-oriented approach by NGOs. What are the experiences of bringing these worlds together and leading to innovative thinking in both domains?

Results: Martin de Graaf summarised the discussion as follows:

- Promoting 'fair economic' development in developing countries through/with the private sector requires a carrot

and stick approach: a carefully calibrated mix of incentives (e.g. market share, positive public relations, access to information, positive cooperation with local institutions) and sanctions (e.g. negative publicity, regulatory restrictions, consumers' boycott, trade union pressures).

- International and international NGOs and knowledge institution' role in this process is to gain a better understanding of local physical, environmental and socio-economic conditions, explore new marketing and production opportunities, cooperate with producers in shaping products and production processes, and so on. The question arises as to whether NGOs are really equipped to do this.
- The challenges of fair economic development remain, and therefore so does a role for public agencies to put checks and balances in place to deal with harsh commercial practices that are detrimental to people and the environment.
- Expertise, specific information, networks, lobbying capacity and political clout now provided by international development organisations should be developed and anchored locally within the countries concerned. This requires capacity building among local NGOs, local university and research institutions, consumers associations and trade unions.

8. Talking business – Profit for development?

Table host: Pieter van Stuijvenberg (Euroconsult/BMB Mott MacDonald)

Kick-off: Herman Mulder (independent advisor on sustainable development)

Topic: As the WRR report has noted, development-relevant knowledge is key not only for scientific researchers, ministry staff or NGOs. The authors and the government argue that the corporate sector should be more involved in development cooperation. A lot is already happening in practice, but dialogue between conventional development actors and engaged business people is still scarce. What is



needed to bring them together?

Results: Pieter van Stuijvenberg described why the private sector is an essential partner for development:

- There is no sustainability without the private sector.
- Private financing for development should always be governed by appropriate public sector policies (e.g. fit within 'local' Poverty Reduction Strategies).
- The appropriateness of activities such as Herman Mulder's cook stoves therefore rests on a proper identification of target groups, as well as relevant transaction mechanisms and involvement of stakeholders, also as regards assessing the scope for up-scaling later on.

9. Expert meetings versus public debate

Table host: Lau Schulpen (CIDIN-RU)

Kick-off: Ton Dietz (ASC/UvA)

Topic: There is a general need for improved underpinning of development policy, e.g. by developing policy theories. At the same time, there is a need for a breath of fresh air and innovative ideas to escape compartmentalisation and create general support ('draagvlak'). The latter require broad debates, whereas the first requires expert discussions. How can a balance between the two be created?

Results: Lau Schulpen mentioned three preconditions for successful public policy debates:

- Be clear about the objective of public debates (with open invitation).
- Public debates serve no purpose in policy development.
- In public debates the role of communication expertise is crucial (not only with respect to content but also with respect to form).



10. Netherlands and Flanders – Speaking the same policy language?

Table host: Ivet Pieper (Context, International cooperation)

Kick-off: Pol De Greve (Broederlijk delen)

Topic: Despite the fact that they speak the same language, there is little cooperation and synergy between the Netherlands and Flanders as far as development cooperation is concerned. Both in terms of regional focus and the way development cooperation is institutionally organised, the Netherlands and Flanders differ considerably. What did DPRN do to bridge this gap and what did the countries learn from each other?

Results: Ivet Pieper summarised the discussion as follows:

- The DPRN activities were relatively unknown among the Flemish participants in the discussion, as there is no DPRN-like organization in Belgium. Yet the experiences with DPRN processes in which Flemish partners were involved are very positive and the topics raised a lot of interesting exchanges.
- There is a fundamental difference between NGOs in the Netherlands, where consensus-oriented negotiations (*'Polderen'*) prevails and the nature of Belgian NGOs with a more defiant stance. DPRN's set up resembles *'polderen'* and the discussants wonder whether this format could succeed in Belgium.



- Make it personal: participants were interested to learn about similarities and differences between the two countries, based on their personal interests more than prompted by externally driven processes. Themes of interest were the solidarity movement that feeds into the Belgian development sector and the option of jointly lobbying the EU.

11. Linking & Learning 2.0

Table host: Jos Damen (ASC library)

Kick-off: Harry Heemskerk (KIT Library & information services)

DPRN aimed to support its mission of stimulating dialogue and creating synergy between development experts from different sectors by creating an expert database, repositories for non-academic publications and stimulating online discussions. What are the potentials and what the pitfalls and dead ends?

Results: Harry Heemskerk outlined the required follow-up of the DPRN initiatives Search4Dev and Global Connections:

- Use existing platforms for knowledge sharing.
- The online database for publications of development organisations (Search4Dev) should be continued.
- There is an obligation to share and use lessons learned.



12. Connect and catalyse – aligning with other processes

Table host: Dieneke de Groot (ICCO)

Kick-off: Karen Witsenburg (Both Ends)

Several DPRN processes became successful because they aligned with related initiatives (e.g. the phosphorous depletion process with the Technology Assessment Steering Group



of the former Ministry of Agriculture, Nature and Fisheries; the Gender Mainstreaming process with the PSO gender learning programme as well as the Gender and sexual and reproductive rights Knowledge Platform (*'Kenniskring'*)); Agrofuels with the Interdepartmental Programme Bio-based Economy). This may act as a catalyst and result in larger outreach than is possible within a DPRN context alone. How can

alignment with related initiatives be fostered and what are the lessons learned?

Results: Dieneke de Groot mentioned three factors that are helpful in aligning knowledge processes with other initiatives:

- A common negotiated goal (underpinned by a good mapping of stakeholders and interests) is a driving force to connect, align and catalyse within and between different processes.
- As regards optimising process alignment you need people who have the mental freedom to question and think beyond their own paradigms and mind-set.
- The exchange of staff and ideas is a prerequisite for stakeholders to gain fresh impulses and to start thinking differently or could help facilitate this.

Market

During the break there was an opportunity to gather more information about the processes and discuss with the organisers at the 'market stalls'. All the process reports and other publications were presented at the stalls. In addition, an infosheet was presented for each process. The DPRN Team had made these infosheets to provide an overview of the themes addressed in each process, the partners involved, and activities and output realised, as well as to provide an insight into follow-up initiatives. The links to the infosheets can be found in Appendix 4.

Panel discussion

DPRN's final event ended with a panel discussion, led by Jan Donner. The panel included Bob van der Bijl (Netherlands African Business Council), Maarten Brouwer (Ministry of Foreign Affairs), Ton Dietz (African Studies Centre), Henk Molenaar (NWO-WOTRO) and Manuala Monteiro (Hivos).

How does policy evolve?

Maarten Brouwer noted that, ideally, policy evolves through a process of learning and experimentation: see what works and what does not work, and then make decisions about future policies. In practice, however, it seems that information is often used to provide reasoning after decisions have already been made. Ton Dietz agreed and noted that scientists are sometimes invited to contribute to policymaking, but that this usually means them being asked to frame decisions that have already been taken. Manuela Monteiro added that, besides basing policies on unbiased research, it would also be important to base policymaking on experiences from practitioners.

The audience reacted. Arjan de Haan (ISS), for example, stated that scientists and practitioners should not expect to be invited to help make those policies. ‘Scientists and practitioners have to take their own responsibility!’ Jos van Gennip (Socires) also expressed his worry, ‘Politicians are part of our constituency, with whom we need to get involved in a critical dialogue. If it is really true that politicians are using research to frame their own decisions, then it is the duty of researchers to counter this type of instrumentalisation.’ Reacting to these points, Ton Dietz argued that there is a need for two strains of research. On the one hand there is a need for ‘negotiated research’, lining up with NGOs, policymakers and businesses. On the other hand there is a need for researchers who stay further away and become engaged in critical analysis. Henk Molenaar noted that the latter role is also important for Southern research centres which are often confronted by a lack of critical and independent research capacity, partly because Western institutions hire their critical researchers as consultants.



Maarten Brouwer emphasised that researchers and politicians speak different languages, and work with different time frames. Still, there are important opportunities for cooperation. According to Brouwer, research should reflect on policies during the process of policy implementation. This implies that policies need to be designed with a build-in element of ‘experimentation’; it should be possible to adjust a policy based on reflective research findings. In this way, the role of research would become clear, and there would be less tension between the timeframes of policymaking and research.

Has DPRN been successful?

All panel members agreed that the distance between various sectors has decreased over the last years, and that DPRN has played an important role in this. The ‘traditional’ development sector is slowly but surely opening up and more constituencies are brought in. Although Manuela Monteiro applauds this trend, she also warned against the idea that everyone has the knowledge and skills to get engaged in development cooperation. Hence, the ‘traditional’ development sector should remain conscious of its own added value and expertise in the

field of development cooperation. In relation to this, Henk Molenaar noted that, although the increased involvement of the private sector is extremely welcome, this should not be about turning development cooperation into a completely private domain. Instead, it should be about building new bridges.

According to Maarten Brouwer, there is more openness and eagerness to exchange with other sectors at the Ministry of Foreign Affairs. 'We got to know each other again - now we need a new structure to organise better cooperation'. Jan Donner warned that there is a new government, with new people, who might not have been part of this experience and might not be aware of the progress made in recent years.

More partners, new roles?

One of the most obvious changes over the last years is the increased involvement of – and emphasis on – the private sector in development cooperation. Bob van der Bijl noted that many people think that the private sector is entering the scene with large numbers of specialists and loads of money. According to him this is far from a reality as even the largest multinationals only have a handful of staff who deal with business in Africa or sustainability. Van der Bijl therefore underlined the importance of collaboration with NGOs and knowledge institutions. He also argued that the increased role of the private sector requires a changing role for NGOs. Northern NGOs, for example, are becoming increasingly important for the triggering of changes in consumer preferences, while Southern NGOs can play a crucial role in relation to the introduction of new, more efficient and sustainable production techniques.

Regarding the role of Southern partners in relation to the Dutch knowledge infrastructure, Maarten Brouwer highlighted the need for Southern experience and expertise in order to build up a stock of knowledge on development issues. In addition, Southern partners are crucial in efforts to manage the flow of knowledge, ensuring it is accessible and applicable. In response to this, Ton Dietz noted that the majority of current PhD students in the Netherlands who are studying topics that concern the South actually come from the South themselves. The challenge is to translate all this knowledge into Dutch policy and business decisions.

The future?

According to Henk Molenaar, the current societal trends towards increased xenophobia, both inside and outside the Netherlands, makes it even more urgent to establish new partnerships, and to broaden the development agenda to encompass global issues. In this context, Manuela Monteiro made a strong plea for continued efforts to develop a broad coalition of organisations, with a common global agenda.

Ton Dietz referred to the broader picture – a world that is currently undergoing major geopolitical shifts, with Asia in an increasingly leading role, and Africa playing an increasingly important role. How relevant will the Netherlands be for these new players? What does the Netherlands have to offer? Dietz stated that in the Netherlands there is a tendency to look only at what is happening within our own country. Instead of this, we need to connect the discussions here to what is happening in Europe and globally. Henk Molenaar also stressed the need to think from the outside inwards, rather than the other way around.

The agendas of the various constituencies need to be aligned and focus beyond short-term economic gain. All panel members agreed that development today refers to a broad global transition. Poverty reduction is not just related to state interventions or to economic growth, but is part of broad and multi-sectoral processes. There is a need to continue in the spirit of DPRN, to work together on solutions for the global challenges.

Closing

Jan Donner wrapped up the day, thanked everyone, and particularly Mirjam Ros and Kim de Vries, who were invaluable for the success of DPRN. Jan Donner concluded that DPRN has accomplished what it had set out to do, but that it does not mean the fight is over. The constituencies should continue working together and building bridges, hopefully within an ongoing programme at NWO-WOTRO.



Appendix 1 – List of participants

	First name	Surname	Organisation	Email	Sector
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Appendix 2 – Presentation by Ton Dietz

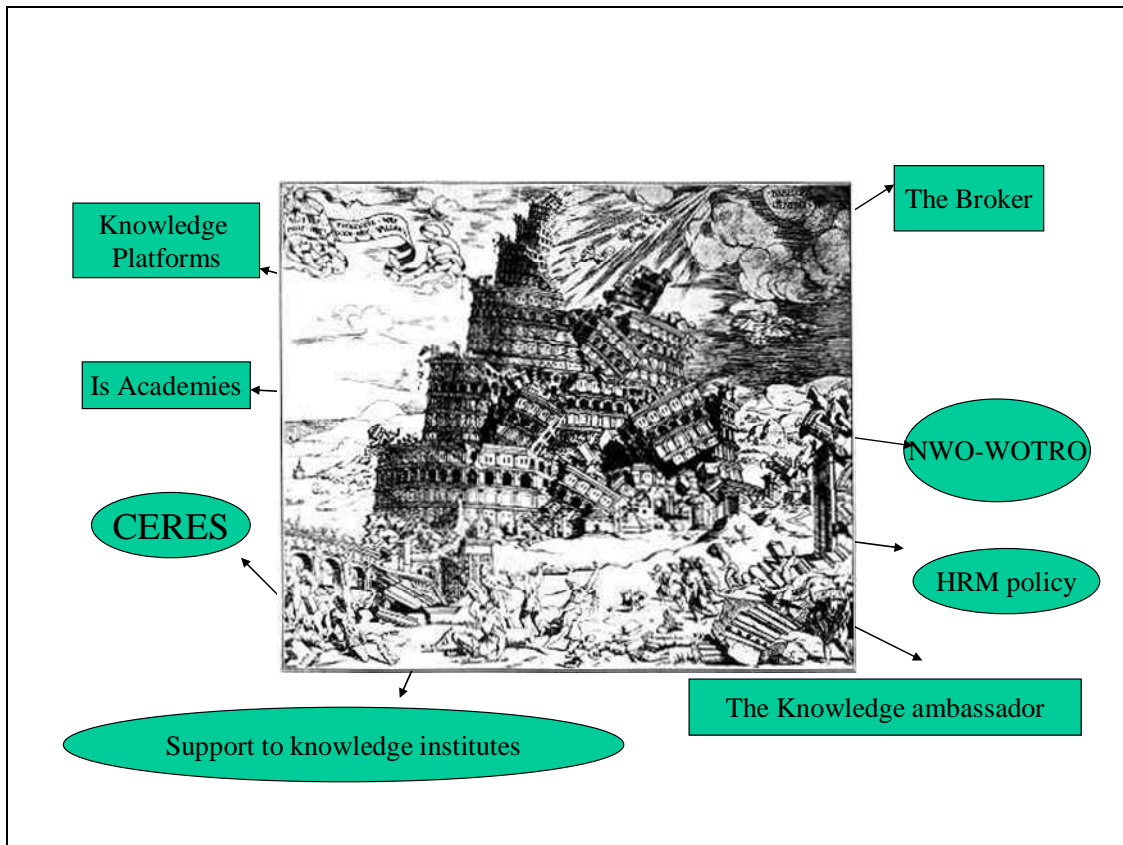
DPRN and a changing knowledge infrastructure for development –Ton Dietz

Speech for the DPRN Closing Event: Linking to Learn and Learn from Linking. – Utrecht, February 18, 2011.



History writing is an awkward and risky activity. Any attempt to create a so-called true picture of how things were in the past is often influenced by our current views and knowledge when judging ideas or states of affairs in the past. Even if the past is only eight years old, as is the DPRN initiative, views on the knowledge infrastructure for development in those years differ greatly. Many people who have been engaged in DPRN would agree, I think, with a description which includes concepts like 'isolation' and 'avoidance', or concepts like 'lack of dialogue', 'arrogance', and 'lack of quality'. Some would recall former Minister Herfkens' words at an infamous CERES summer school meeting: 'we don't need Dutch scientists; if at all we need knowledge, we can get it at the World Bank; Dutch scientists only come to the Ministry to be fed'. Others will remember policymakers who stated that there sufficient knowledge about development was already available and that it was just a matter of harvesting it and applying it. At the time the problem was that some of these policymakers were the ones who had to decide about a new round of funding for WOTRO. On the other hand there were policymakers who were convinced that not a single penny of the development budget should be spent on knowledge activities in the Netherlands (or for our Flemish guests; in Belgium) and that all of it should be spent in the so-called South, if

possible, isolated from greedy Dutch or Flemish researchers-cum-consultants. At the time, some looked on with envy at the situation in the United Kingdom, where DFID, Oxfam, IDS and ODI had become powerhouses of well-informed policy-oriented debate and global leaders in development thinking.



All in all, the dominant opinion nowadays is, that in 2002 the Dutch community of development-oriented scholars, policymakers and practitioners were standing with their backs to each other, in an extremely scattered knowledge landscape, and with very limited tools to cross the institutional divides. On the other hand, the international image of the Netherlands was one of a leading country in terms of development funding, in general and certainly with regard to support for non-governmental organisations. At the time, a formerly extremely scattered scientific landscape had more or less united under the banners of the research school CERES and in WOTRO, and a major successful attempt was being made to improve the scientific quality of the Dutch PhD training in relation to research work in developing countries. However, this success was very much restricted to academia, with few linkages to the worlds of NGOs and the worlds of development policy, let alone other ministries and the Dutch business community.

When Rob van den Berg, then head of the evaluation section of the Ministry of Foreign Affairs, attended one of the CERES summer schools in his capacity of the external member of the CERES Board, he lamented this state of affairs and, in a discussion in the glorious Nijmegen sun, he, Henk Molenaar - who also worked at the Ministry back then, in the section dealing with knowledge for development - Paul Hoebink and I decided that enough was enough. We decided that a dedicated effort needed to be made to review Dutch development

policies and that this should be done in the form of a network of concerned scientists, policymakers and practitioners. That was the start of the Development Policy Review Network. At the same time WOTRO was undertaking a considerable rethinking of its approach, and was gradually embracing the concept of transdisciplinarity and experimenting with what that would mean. Both DPRN and WOTRO were generously funded by the Minister for Development Cooperation, but were not yet linked organisationally. The Worldconnectors initiative was started as a related activity, with DPRN as one of the three founding organisations. People who embraced the DPRN philosophy were also responsible for initiating the Broker. In a second phase of DPRN, both DPRN and the Broker were funded via WOTRO, while the Worldconnectors were linked to NCDO.

There have been many attempts to connect different worlds of knowledge: scientists, policymakers, NGO practitioners and business practitioners. The Netherlands and Belgium. The North and the South. Development believers and development sceptics. Politically left wing and politically right wing. Even various types of Globalists and various strands of anti-globalists. Alongside, and partly connected to, this the Ministry of Foreign Affairs called in special people to fulfil the role of ambassadors, and started the so-called IS Academies and a few Knowledge Platforms more recently. Development NGOs were supposed to develop knowledge strategies. The Dutch business community and its platforms also embraced knowledge. The Scientific Council for Government Policy, the WRR, presented its outline for a New Development Policy and stated that at least 6% of the budget for international relations, including development assistance, would be needed to support a dedicated knowledge strategy and policy theory. It all sounds great, but to those who look behind the scenes it appears to be complete chaos, a tower of Babel, built on quicksand. And for a few months now, in ever more threatening political circumstances, this third-worldish architecture has started to fall apart. In a year from now it could all have crumbled and disappear.

So let me try to outline where we are now, and what the challenges are.

I think it is useful to talk about knowledge circles, with their own logic, but also with a need to be connected.

A coherent knowledge architecture for global issues

- Five elements:

1

- Knowledge-oriented **HRM** strategies for each of the working units in knowledge-intensive organisations
- Reporting and learning connected
- Partly ritualised: peer reviews, PhDs, sabbaticals

First there is the need, in each of the relevant organisations – be they the various Ministry departments, NGOs, business companies, or the scientific organisations – to develop a human resources policy in which knowledge and knowledge development is paid more attention and assigned greater prestige. It would also be good to design a strategy in each of the major organisations to invest in better peer-reviewed reporting and better use of the available knowledge, while using the expertise of the many people who can be regarded as development experts. It would also be good to ritualise some of that reporting in the form of mid-career or end-of-career PhDs, and to create sabbatical leave arrangements to do so.

2d element

- ‘**IS Academies**’ new style
- connecting a knowledge-intensive unit with a small group of dedicated knowledge partners elsewhere
- With a knowledge broker in between

Second, it would be good to connect the major departments in each of the organisations of practitioners and policymakers with a limited number of experts outside their own organisation, but with his not necessarily being restricted to just one partner knowledge organisation elsewhere. This would be a renewed system of IS academies, oriented around the major policy issues. It would not only be a useful connecting strategy for departments in the Ministry of Foreign Affairs, but also for the major development NGOs and some of the knowledge-intensive business units, like FMO, NABC, or Rabobank.

3d element

- For core or focus areas of policy: **knowledge platforms**, connecting all agencies that matter, and the best knowledge available
- Coordinated by an independent agency in between NWO-WOTRO, KIT and NCDO: a Dutch ODI
- Integrating IOB
- And also funding knowledge generation (‘wotro style’), knowledge connection (‘dprn-style’) and knowledge dissemination (‘the broker’).


Third, knowledge platforms are needed to connect all the key players involved in the four focus areas for development policy of food security, water, security in fragile states and reproductive health. These four knowledge platforms need dedicated funding and independence, and would be best managed by an agency connecting NWO–WOTRO, the Royal Tropical Institute and NCDO. This agency can organise the necessary synergy in making inventories of expertise and experience of whatever funding originates from the Netherlands. It can link this with global and southern expertise, and organise the flow of what I would call longitudinal learning. Maybe this idea of separate knowledge platforms for leading policy themes can be widened to include topics like biodiversity management, tropical forests, energy, climate change, poverty alleviation, and civil society development. Such an independent agency coordinating these platforms could gradually take over the tasks of the Ministry’s Evaluation Unit. It could manage the sensitive procedures of all government research and evaluation funds linked to international issues. It could also continue funding for the Broker, for DPRN–like activities, and for activities such as the ones related to the World Connectors and SID. It can also monitor synergy, coherence, and coordination of learning. At last we will have our own ODI.

4th element


- For **focus countries**:
- Dedicated reporting and learning; integrating knowledge about past performance
- By independent area studies organisations in the Netherlands, connected to a partner organisations in the focus country, and linking with relevant knowledge-intensive agencies elsewhere, with the NI embassy and with the area unit in the MFA
- Co-ordinated (again) by the “Dutch ODI”


Fourth. The WRR report also advocated a major reduction in the number of recipient countries of Dutch development cooperation, and it seems that this advice is now being taken seriously. Which countries are to be affected will soon be known, and the Dutch embassies in those countries will then have to draw up new multi–year support plans, in cooperation with other donors and with the governments and other agencies in these selected countries. My advice is that we should eventually design a country–specific learning strategy in which a specialised regional studies institute in the Netherlands links up with a specialised institute in the focus country, with the Netherlands embassy, and with the area unit in the Ministry of Foreign Affairs that deals with that country. Once again, to do a good job there should be some form of intellectual independence and long–term commitment. Ideally this process of coordinating country–specific information flows and knowledge development could also be accommodated under that Dutch equivalent of ODI.


Appendix 3 – Presentation by Mirjam Ros




LINKING TO LEARN & LEARNING FROM LINKING
Lessons from eight years of DPRN


Development Policy  Review Network

Development Policy  Review Network



DPRN was created in 2003 to bridge the gap between development experts from science, policy and practice


Development Policy  Review Network




And to stimulate:


- Informed debate
- Cooperation & synergy

What have we learned since?

Development Policy  Review Network


Lesson one: you never learn alone




Development Policy  Review Network

Lessons regarding methods

- Interactive methods enhance active involvement
- Focused debates generate better results
- A good convenor is key to success
- Rapid reporting → 'feeling heard'
- Balance between expert discussions & public debates
- Go beyond the usual suspects



Development Policy  Review Network

How to solve dilemmas in broad policy debates

- Keep focus
- Seek for common language / avoid jargon
- Include unconventional actors
- Politicised discussions & need for factual evidence
- Give each sector an appropriate role
- Combine expert meetings with public debate
- Create a sense of ownership
- Align with politicians as well as policymakers

Development Policy  Review Network

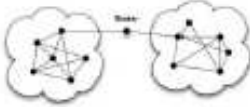
Closing the research-policy gap


- Focus on current policy problems
- Engage policymakers from the start
- Monitor whether knowledge needs are met
- Respond to policy opportunities
- Be aware of 'boundedness'
- Realise that EU level is sometimes more effective
- Tackle stereotypes

Development Policy  Review Network

The need for brokers

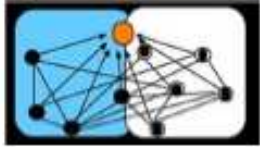
- Strong brokering skills are needed for DPRN processes
- Needed: open mind, empathic attitude, extended network, brokering skills
- Independent organisation / network / Steering Committee
- Align with on-going policy processes
- Active facilitators and 'interpreters'



Development Policy  Review Network

Combining informed debate and academic performance

- Multi-annual processes
- Ongoing and inclusive communication with non-academics
- Facilitation of trans and interdisciplinary research



Development Policy  Review Network

Talking business

- Open attitude to diverse perspectives
- Be concrete and to the point
- Avoid 'endless' rounds of discussions
- Be clear that there is 'business' in participating
- Target the right person
- Have people involved with a 'leg' in two worlds
- Involve brokers
- Realise that 'time is money'



Development Policy  Review Network

NL and Flanders

- Bringing NL & Flanders together requires targeted effort
- Cross-fertilisation is well appreciated
- DPRN experience: hothouse for thinking about similar initiatives in Belgium



Development Policy  Review Network

Learning & Linking 2.0

- Interactive ICT facilities are 'a must'
- Online debates work only if intensively moderated
- Expert & publications databases require promotion
- A database needs to be attractive (user-friendly, informative, link with publications, link with social media)
- Information services need few investments in relation to their added value, but sustainable maintenance requires a sound financial basis



Appendix 4 – Infosheets

The DPRN team made infosheets for 14 DPRN processes², which were presented at the market during the closing event. The infosheets can be accessed on <http://www.dprn.nl/phase-ii-publications>.

Structure follows strategy
The organisation of Dutch development and international cooperation

Development cooperation
The Dutch government invests a lot of time, money and energy in development cooperation. However, the effectiveness of these efforts is limited by a lack of coordination, weak policies, a fragmented government apparatus, and limited connectivity on political, policy and managerial terms. In 2008, the DPRN Task Force initiated a three-year process to discuss alternatives to the fragmented structure of Dutch development cooperation. The idea behind this initiative is that development cooperation should be more effective when based on a clear and comprehensive vision, to be followed by the necessary strategy.

The Netherlands is an international powerhouse in the field of development cooperation and widely praised for its role as a donor, both in quantitative and qualitative terms. However, there is a growing independent sentiment – both within and outside the country – that the organisation of development cooperation should be improved in order to raise its effectiveness. The activities of the Netherlands Dutch civil society organisation take place at several different levels and in highly coordinated ways. In principle, the Netherlands has a clear vision of its role in development cooperation, but the Netherlands is not always clear on its role, including what it does for the future.

Process organization
The 'Structure follows strategy' process was organized by DPRN.

In Dutch politics, each new Minister of Development Cooperation is expected to set the agenda, goals and priorities and this results in a lack of continuity. Moreover, during the last few months, three political leaders have paid relatively scant attention to the organization of development aid. Until now, the Netherlands has not had a professional organization, so also in many neighbouring countries like SIDS in the island group CARICOM, CTA in Germany and Oxfam in Denmark.

Conclusions of the task force
The DPRN Task Force followed a specific approach to address the issues of development cooperation. It focused on taking the issues of ongoing work on an issue paper which set out the major themes for the future.

Development Cooperation requires an effective infrastructure. However, in order to create such an infrastructure, the Netherlands has to define its role in development cooperation, what its strategy should be and what it is intended to do (policy goals).

1. The Netherlands should define its role in development cooperation, what its strategy should be and what it is intended to do (policy goals).
2. How can we achieve this (strategy)?
3. What international institutions, bilateral and multilateral, are needed to achieve the goals and other conditions have to be in place? (structure)
4. What is needed to achieve the change from the existing to the desired infrastructure?

Infosheet DPRN process 'Structure follows strategy' - 1
<http://www.dprn.nl/structurestrategy.pdf>

Structure follows strategy: the organisation of Dutch development and international cooperation.

A three-year process aimed at discussing new strategies and structures for Dutch international and development cooperation (IC/DC) in order to identify alternatives to the fragmented nature of Dutch IC/DC. The process included the organisation of several expert and public meetings, and the publication of two issue paper.

<http://www.dprn.nl/phase-ii-publications>

Understanding development better
Do we truly understand the how and relates to development?

Different perspectives
Over the last 60 years, many different development paradigms have been defined. In the 1950s, modernisation and industrialisation were considered essential, and aimed at achieving a high standard of living. In the 1960s, self-reliance and self-help were considered essential, and aimed at achieving a high standard of living. In the 1970s, basic needs were considered essential, and aimed at achieving a high standard of living. In the 1980s, humanistic approaches to development were considered essential, and aimed at achieving a high standard of living. In the 1990s, the role of the state was considered essential, and aimed at achieving a high standard of living. In the 2000s, the role of the market was considered essential, and aimed at achieving a high standard of living.

Process organization
The 'Understanding development better' process was organized within the framework of the Dutch Development Policy (DPRN) by:
• MDP (Ministry of Development Policy)
• VICE VERSA
• VICE VERSA
• VICE VERSA

Understanding development better
In 2008, MDP wanted to understand 'how' and 'why' development works. To this end, a three-day conference was organized to discuss the complexity of development theories and models. The conference was held in The Hague and was attended by a wide range of experts and practitioners. The conference was a success and led to the publication of this infosheet.

Infosheet DPRN process 'Understanding Development Better' - 1
<http://www.dprn.nl/understandingdevelopmentbetter.pdf>

Understanding development better

A one-year process aimed at discussing the complexity of development processes and ensuring that the issue of development theories and models was put back onto the Dutch debate agenda. The process included a three-day conference and the publication of a position paper.

<http://www.dprn.nl/phase-ii-publications>

Microfinance Stimulating Business Development
Stimulating business development: another side of microfinance?

Microfinance institutions and business development services
Microfinance institutions (MFIs) have achieved considerable success in helping entrepreneurs through the provision of credit. However, for poor people to become successful entrepreneurs, they not only need access to credit, but also require entrepreneurial development services.

Business development services (BDS)
Research and experience indicate that providing business development services (BDS) can enhance entrepreneurial performance, especially in the early stages of business development. BDS can help entrepreneurs to improve their business plans, access to finance, and marketing strategies. BDS can also help entrepreneurs to improve their financial literacy and to access to markets.

Microfinance institutions provided business development services during the 1970s and early 1980s, from the late 1980s onwards, the focus shifted to credit provision only. This change was motivated by a perceived lack of demand for BDS services from their borrowers, which led to a general shift to MFIs to become 'credit-only' and BDOs were seen as 'non-viable' and BDO were seen as 'non-viable'.

Process organization
The 'Stimulating business development' process was organized by:
• Triodos Bank
• Facet
• INHOLLAND
• MDP

Stimulating business development: another side of microfinance?
In 2008, Triodos Bank and InHolland University of Applied Sciences initiated a one-year process to explore the role of microfinance institutions in stimulating business development. The process included three interlinked seminars and the publication of a paper and synthesis report.

What role for microfinance institutions?
In 2008, Triodos Bank and InHolland University of Applied Sciences initiated a one-year process to explore the role of microfinance institutions in stimulating business development. The process included three interlinked seminars and the publication of a paper and synthesis report.

Infosheet DPRN process 'Stimulating business development: another side of microfinance?' - 1
<http://www.dprn.nl/microfinance.pdf>

Stimulating business development: another side of microfinance?

A one-year process aimed at investigating which role microfinance institutions can play in improving access of small entrepreneurs in developing countries to non-financial business services. The process included three interlinked seminars and the publication of a paper and synthesis report.

<http://www.dprn.nl/phase-ii-publications>

² The 'On track with gender' process was not yet completed at the time of this meeting, and since the organisers of this process intended to bring out a policy brief in March 2011, it was decided not to duplicate the efforts.

GM Soy Debate: creating common sense on genetically modified soy

How to manage risks and benefits of genetic modification in practices intended to improve the performance and practices of the soy sector?

Key messages:

- GM soy debate has created common sense on GM soy production. Supported by extensive research for regional producers and farmers, soy production has been expanding rapidly since the mid-1990s, particularly in North and South America. A large and increasing part of this production is genetically modified.
- Genetic modification is highly controversial. Opponents emphasize the unknown long-term environmental and health risks of GM crops. They also claim that GM soy hinders further expansion and other positive aspects of soy and that farmers are increasingly dependent on a handful of companies when it comes to obtaining seeds and crop protection. Proponents of GM crops argue that GM technology poses no threat to human or environmental wellbeing, instead they ensure that it reduces the need for pesticides and increases yields. Due to these other critical positions, there has been little constructive dialogue between proponents and opponents of GM soy.

Process organization:

The GM Soy Debate was carried out under the leadership of the Development Policy Centre (DPRN):

- Administration
- Plant research: International IPB - Wageningen University and Research Centre (WUR)
- Additional funding for the project came from Dutchaid, UNFPA/UNEP and the Dutch Ministry of Housing, Spatial Planning and the Environment.

The work involved by an independent Steering Committee, consisting of professionals from the field and South.

Additional funding for the project came from Dutchaid, UNFPA/UNEP and the Dutch Ministry of Housing, Spatial Planning and the Environment.

Partners:

- aidenvironment
- Solidaridad
- WFP

© Unpublished knowledge and constructive dialogue:

In 2006, Plant Research International (PRI) at Wageningen University and Research Centre (WUR) and AidEnvironment released the GM Soy Debate process and its findings as an open access publication on the web and some of GM soy production.

The first objective of the process was to perform research that creates a common and unbiased knowledge base on a response to key stakeholder concerns. This knowledge base

Infodivisió DPRN process 'GM Soy Debate' - 1
http://openaccess.globe.com/ocw/ocw/

GM Soy Debate: creating common sense on genetically modified soy

A one-year process aimed at initiating a constructive, informed and science-based debate on the benefits and drawbacks of GM soy in Latin America from an environmental and rural development perspective. The process included a stakeholder conference) and the publication of popular reports based on the study.

<http://www.dprn.nl/phase-ii-publications>

Value chain governance and endogenous growth: how can NGOs, firms and governments achieve social inclusion and poverty reduction?

Value chain governance and endogenous growth: how can NGOs, firms and governments achieve social inclusion and poverty reduction?

Key messages:

- International trade is increasingly being undertaken through integrated global value chains in which quality competition often is a central and quality competition is a key to success. This leads to a concentration of power in the hands of a few actors in the value chain, which may lead to a concentration of power in the hands of a few actors in the value chain, which may lead to a concentration of power in the hands of a few actors in the value chain.

Process organization:

The Value Chain Governance and Endogenous Growth project was led by the Development Policy Centre (DPRN) at Wageningen University and Research Centre (WUR) and AidEnvironment. The project was supported by Dutchaid, UNFPA/UNEP and the Dutch Ministry of Housing, Spatial Planning and the Environment.

Partners:

- aidenvironment
- Solidaridad
- WFP

© Unpublished knowledge and constructive dialogue:

The Value Chain Governance and Endogenous Growth project was led by the Development Policy Centre (DPRN) at Wageningen University and Research Centre (WUR) and AidEnvironment. The project was supported by Dutchaid, UNFPA/UNEP and the Dutch Ministry of Housing, Spatial Planning and the Environment.

Infodivisió DPRN process 'Value chain governance and endogenous growth' - 1
http://openaccess.globe.com/ocw/ocw/

Value chain governance and endogenous growth: how can NGOs, firms and governments achieve social inclusion and poverty reduction?

A 2.5-year process aimed at assessing how inclusive value chain governance can be established by systematically comparing, discussing and integrating diverse analytical and intervention frameworks used by firms, NGOs and governments. The process included a writeshop, several meetings and the writing up of research papers, to be published as a book.

<http://www.dprn.nl/phase-ii-publications>

POLICY BRIEF | 2010

GENDER MAINSTREAMING

ON TRACK WITH GENDER – TAKING STOCK PHASE

Key messages:

- Gender mainstreaming is a process that aims to bring gender equality into all policies and practices of development actors towards gender equality. The process included two conferences and the publication of research papers and policy briefs.

Partners:

- Radboud University Nijmegen
- Oxfam Novib
- Hivos

Infodivisió DPRN process 'On Track with Gender' - 1
http://openaccess.globe.com/ocw/ocw/

On track with gender

A three-year process aimed at rethinking and working towards transforming the current understanding and practice of gender mainstreaming in order to improve policies and practices of development actors towards gender equality. The process included two conferences and the publication of research papers and policy briefs.

<http://www.dprn.nl/phase-ii-publications>

Commercial Pressures on Land

How to enable secure and equitable access to land for the poor who are facing increased commercial demand for their land?

Key messages:

- Commercial pressures on land are increasing. This is due to a growing world population, changing consumption patterns and the development of new markets. This leads to a concentration of power in the hands of a few actors in the value chain, which may lead to a concentration of power in the hands of a few actors in the value chain.

Process organization:

The Commercial Pressures on Land project was led by the Development Policy Centre (DPRN) at Wageningen University and Research Centre (WUR) and AidEnvironment. The project was supported by Dutchaid, UNFPA/UNEP and the Dutch Ministry of Housing, Spatial Planning and the Environment.

Partners:

- aidenvironment
- Solidaridad
- WFP

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Infodivisió DPRN process 'Commercial Pressures on Land' - 1
http://openaccess.globe.com/ocw/ocw/

Commercial pressures on land: rethinking policies and practice for development

A one-year process aimed at providing an evidence base to influence policy processes that enable more secure and equitable access to land for the poor who face increased commercial demand for their land. The process included setting up an online interest group, paper publications and a one-day workshop.

<http://www.dprn.nl/phase-ii-publications>

Collaborating to Innovate
The role of university development cooperation in innovation

The knowledge triangle
The knowledge triangle – education, research and innovation – is central for development. It is widely felt that collaboration between business and business students and associations provides an avenue for greater innovation and should be improved. In 2010, Client University, University of the Western Cape, Department of Centre for Development Research, South and West Africa, in cooperation with the City of Cape Town-South Department of Economic Development, initiated a pilot project in which university development cooperation can lead to innovation.

It is generally accepted that science, technology and innovation are essential for economic growth. This is also true for developing countries in Africa. To create growth, the region has to harness science and technology in various sectors, integrate to global markets and harness to services in the face of globalization. Support the development of human resources and linked support for research and development. Africa also being out, various institutions are taken to provide incentives for innovation.

The Collaborating to Innovate process was carried out within the framework of the Development Plan for the Western Cape (DPRN) for:
• Client University
• University of the Western Cape
• Department of Economic Development
• Innovation
• STAD
• City of Cape Town-South Department of Economic Development

Published DPRN process 'Collaborating to Innovate - 1' <http://www.dprn.nl>

The knowledge triangle in developing countries: a missed opportunity in university development cooperation?

A one-year process aimed at raising awareness on the idea that science and technology are crucial for development and that the knowledge triangle – education, research and innovation – is important for a knowledge-based society. The process centred on an international workshop in South Africa. Following a call for papers, several presentations were held.

<http://www.dprn.nl/phase-ii-publications>

What does Civic Driven Change (CDC) imply for the policy and practice of international cooperation?

A state in the point of the development
Civic Driven Change (CDC) is about people changing social change through their own initiative to international cooperation. It includes beyond the classic power relations and beyond the state of the development sector. In 2010, a consortium of Dutch and Belgian organisations has been exploring the concept of CDC with a particular focus on the implications for development cooperation practice and policy.

The Civic Driven Change (CDC) concept refers to a set of their social theories through which it is not an established theory but rather an emerging approach. However, it is based on a social concept, as the main elements of CDC making sense from existing theories and practices in different contexts. However, initiatives of social change through CDC are being used for social change processes and lead to responses that are not yet fully defined.

Civic action requires close agency, which consists of the capacities, skills and imagination of people to change society. Social change requires joint actions, at the time, by people engaging in their own initiatives to change society.

Published DPRN process 'What does Civic Driven Change (CDC) imply for the policy and practice of international cooperation?' <http://www.dprn.nl>

Civic Driven Change: Implications for policymakers and practitioners

A one-year process aimed at stimulating dialogue and learning about what Civic Driven Change (CDC) implies for the policy and practice of international cooperation in the Netherlands and Belgium. The process included meetings about bringing CDC into practice in local politics and development policies. A synthesising workshop was organised to outline the strategies needed for the further promotion of the CDC concept.

<http://www.dprn.nl/phase-ii-publications>

Afghan-Central Asian water cooperation on the management of the Amu Darya river: connecting experts and policymakers in the lowlands

Transboundary management
The International Amu Darya Basin (IADB) is a multi-institutional of the Amu Darya basin in Central Asia and South West Asia. The IADB is a multi-institutional of the Amu Darya basin in Central Asia and South West Asia. The IADB is a multi-institutional of the Amu Darya basin in Central Asia and South West Asia.

Published DPRN process 'Afghan-Central Asian water cooperation on the management of the Amu Darya river: connecting experts and policymakers in the lowlands' <http://www.dprn.nl>

Afghan-Central Asian water cooperation on the management of the Amu Darya river: connecting experts and policymakers in the lowlands

A one-year process aimed at improving cross-border cooperation between Afghanistan, Tajikistan, Turkmenistan and Uzbekistan on the management of the Amu Darya basin's water resources. The process included connecting experts in 'The Amu Darya Basin Network' and an international conference.

<http://www.dprn.nl/phase-ii-publications>

Planning, monitoring and evaluation (PME) in complex social situations

Complexity in planning, monitoring and evaluation (PME)
Organisations that intend in development programmes are increasingly aware that the complexity of the social reality of their beneficiaries and many organisations are more and more complex. Planning, monitoring and evaluation (PME) is the combination of social development monitoring, resulting in the delivery of PME approaches, has been the response to meeting these demands.

Published DPRN process 'Planning, monitoring and evaluation in complex social situations' <http://www.dprn.nl>

Strengthening planning, monitoring and evaluation (PME) in development projects that deal with complex social contexts

A one-year process aimed at developing a better understanding of the effectiveness of outcome mapping as a PME tool in development projects that deal with complex social systems. The process included the publication of several documents on PME practices and policies. The results of these were discussed in a synthesising seminar.

<http://www.dprn.nl/phase-ii-publications>

Appendix 5 – wRapping up DPRN

Henk Gilhuis sent us his creative way of wRapping up DPRN.³ See also www.YouTube.com/watch?v=91Qg0EQCYec.

<p>Yoh Hey This is wrapping up Wrapping up DPRN Linking to learn & Learn from linking I like to learn Yeah Teach me something</p> <p>We started the afternoon With Sodom and Gomorra With Bable and the bridge Look at those pillars! The river running wild Quite a situation And the tower of Bable Is far from stable</p> <p>So let´s wrap it up And step it up Bridge the gap Practitioners and policymakers Researchers and caretakers Aces and jacks of all trades Wrapping up DPRN Rest in peace, rapquiem</p> <p>Bring in the brokers The business and the jokers The public debate It´s getting late on the barricade upscale the pilots the cookstove case To prevent food riots And win this race</p> <p><i>Put my name in the database</i></p>	<p><i>Search4dev and klaar is kees Have we learned from our mistakes? Do we use the lessons learned? Can I tap into your brain Do you need a little shake</i></p> <p>We need interconnectedness More or less serendipity So please, release The spirit from the fles But hey, doc! I don´t get credits for that To run a process Is a pain in the ass</p> <p>Don´t retreat into the polder Or climb on the barricades We need collaboration A win-win situation Think outside the box Make a thing that rocks And win this competition on your socks</p> <p><i>Put my name in the database Search4dev and klaar is kees Have we learned from our mistakes? Do we use the lessons learned? Can I tap into your brain Do you need a little shake?</i></p> <p>Why do we need this learning thing? To get our act together And keep up with Peking</p>
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³ Text based on notes from the opening and closing sessions. Contact: Henk Gilhuis, creative advocacy. Gilhuis.ens@ziggo.nl / 06-2654 6265.

