



# Together<sup>4</sup>Change

II

Management summary

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Against a background of a fast changing international political and development scenario of the last decades, a diverse group of Dutch and Southern organisations have joined hands to collaborate with the desire to respond to this changing environment for development cooperation. The collaboration stems from a shared ambition to contribute to an improved development practice and innovation within the development sector. In such a way that people including children become central and are empowered to drive social and economic change.

Together we have developed a proposal as a consortium for application to the Dutch Ministry of Foreign Affairs with regard to the Co-Financing System (MFS II). The consortium is known as Together 4 Change. The consortium consists of International Child Support (ICS), Wilde Ganzen (WG), Wereldkinderen (WK) and SOS Kinderdorpen. In the previous years, all four organisations have received subsidy from the Ministry of Development Cooperation. Whereas ICS and WG already have a longer collaborative relationship, WK and SOS Kinderdorpen are new relations in the context of this consortium. Each of the four organisations has a specific role in the consortium and brings specific expertise and experiences. The consortium is strengthened by a variety of Dutch and Southern organisations like the African Child Policy Forum (ACPF), Context, international cooperation, Stichting het Groene Woudt (SHGW), Aflatoun and a range of Southern NGOs and community organisations. The establishment of the consortium has been fuelled by the process of formulating this grant application for MFS II, but is grounded in a conviction of unexplored opportunities and added value of collaboration.

Our joint analysis of poverty and marginalisation and a shared vision on development cooperation reaffirms the continued importance of sustainable poverty alleviation. However, we acknowledge that business as usual does not suffice. There is a need for innovation and renewal acknowledging that poverty alleviation should be contextualised in the broader international community consisting of a variety of actors. The strategic objective of the consortium is to contribute to lasting change processes towards poverty reduction, inclusion and the wellbeing of children and young people driven by people and their organisations.

All four consortium members have a similar process of organisational development and change. Originally the four organisations were more or less focused around one specific issue, in which they were experienced and recognised for their capacity. SOS Kinderdorpen was focused on raising funds for the SOS Children's Villages; Wereldkinderen focused on intercountry adoption; Wilde Ganzen focused on fundraising for private initiatives and International Child Support focused on fundraising through a sponsorship programme. During the last five to ten years all four organisations have gone through considerable organisational and programmatic changes. A shift in core business and choice for strategies is characteristic of all four organisations. By means of this common background, mutual understanding is more easily achieved.

In the period 2007-2010 ICS is the lead party of the Change for Children consortium which receives MFS I subsidy. ICS has invested in its organisational development during MFS I to enable the organisation to properly manage the consortium. As the essence of the programme and consortium will not change dramatically, the new consortium can build on and gain from the existing capacity, experiences and lessons learnt.

The explorative, transparent and participative process, and the manner in which the consortium members have reached an agreement - both on organisation and programme issues as well as the added value - is illustrative of the core values which form the basis for the consortium: people and their organisations are put central, reciprocity, enterprising, transparency and accountability. The added value of the consortium illustrates why the partners have chosen to work together. We jointly identified and formulated our added value at strategic, programmatic and organisational level as well as for purposes of synergy, economies of scale, cross-fertilisation and joint learning.

Hence, it can be concluded that Together 4 Change is a capable consortium with capable members, an experienced lead party and with a jointly agreed added value and shared ambitions.

Civic Driven Change is the umbrella philosophy of the consortium. It is translated into approaches, strategies, programmes and focus areas and brings us together for exchange and joint learning. In addition, all consortium members acknowledge the importance of economic power of people for realising their own change. We consider economic empowerment and earning capacity as a crucial catalyst for breaking the poverty cycle. That is why it is an integral part of the proposal while ICS explores and translates the concept of social business and social venturing entrepreneurship into its programme. We share the importance we give to children and young people as civic actors and as drivers of change, both in the present as children and young people, and in the future as adults. A common issue for all consortium members and throughout the proposal is therefore the support to civic actions at family, community and national level for an improved wellbeing of children and young people. The proposal is in line with the change processes already set in motion by the consortium members in their own organisation. For in particular SOS Kinderdorpen, Wereldkinderen and ICS this includes: from child centred to family to community focus with a civic driven approach. We also have a joint concern about the high level of neglect, abuse and exploitation of children that prevent them from becoming or being active citizens.

The vision of our proposal is that people around the world are capable and willing to ensure the wellbeing of all children and to drive their own change.

Our mission is that, in collaboration with people and their organisations, we inspire co-creation of initiatives and ventures which enable long lasting social and economic change in order to ensure the wellbeing of all children and young people.

Our strategy is to invest in services and products to stimulate people's independent civic action towards economic and social equal positions in order to address issues of poverty, marginalisation and human/child rights, by way of:

- investing in civic driven social change in an economic viable manner;
- stimulating economic activity to invest in long lasting social and economic change; and
- investing in civic driven advocacy and civic actions for child rights and protection.

Our starting point is that change should be initiated by people. But we can contribute by initiating and organising an environment conducive for people to organise themselves. In case rights are absent or denied, establishing citizenship and equal social, economic and political power relations for poor and marginalised people is the real issue to be addressed. We enhance the capacities and empowerment of people, their local organisations and civic society at large while recognising and appreciating differences and diversity. We start from where they are and associate around issues of common concern.

The proposal is relevant to the policy focus and MFS II objectives of the Ministry in different ways. Our strategy coincides with the three strategies as reflected in MFS II with an equal focus on sustainable economic development and direct poverty reduction, civil society building and influencing policies. By way of a holistic approach, the proposal includes themes coinciding with the priority themes within the Dutch development policy: sustainable economic development, education, HIV/AIDS, (sexual and reproductive) health care, HIV/AIDS, human rights (in particular child rights), democratisation and water and sanitation. The proposal ties in with the Minister's two enhanced policy focuses: economic growth and equity; and equal rights and opportunities for women and girls, with a special focus on sexual and reproductive health and rights. The proposal also touches upon the enhanced policy focus of climate, sustainability and energy. The proposal has a geographical focus on Africa (77%) while 71% of the requested grant will be spent in partner countries of the Ministry in 2015 (as compared to 67% in 2011). The proposal covers a total of 14 countries of which half are partner countries of the Ministry and mostly fit the profile I countries; one country is a profile III partner country with which the Ministry has a broad-based relationship.

In these countries, the consortium brings together a broad network of organisations from diverse backgrounds, experiences and expertise, including: community based organisations, women’s groups, children’s clubs, Southern and Dutch NGOs, international (network) organisations, Dutch, Southern and international thematic networks, social enterprises and knowledge institutes. Southern partners in turn work together with an array of national, local and community groups and actors, from schools, community development committees to micro-credit institutions, local authorities and enterprises. This network provides a great opportunity and potential to learn from each other and address challenges together for a larger impact on shared concerns and values. To facilitate, coordinate and manage all these relations, the consortium has agreed and developed a joint partner policy, which explains how we aim at promoting ownership and a partnership as equals.

The vision, mission and strategy of the proposal are translated into three programmes:

- A. Investment for Social and Economic Change: this is the largest programme and includes a holistic and integrated programme at community level to contribute towards addressing root causes of poverty and marginalisation. We distinguish two elements: a) Civic Driven Change for Child Wellbeing and b) Social Business.
- B. Child Protection: focuses on strengthening child protection mechanisms for addressing abuse, neglect and exploitation of children, and ensuring that children can grow up in a safe and supportive family environment.
- C. Action for Children: initiates and strengthens local fundraising for local civic initiatives towards child wellbeing and citizenship in low and middle income countries.

All programmes build upon experiences with and lessons learnt from the programmes which have been implemented through the Change for Children consortium and previous programmes from the new consortium members. While the three programmes are different in scale, focus and methodologies they are closely interlinked and strengthen one another.

