

MOVING FORWARD WITH CIVIC DRIVEN CHANGE & SOCIAL BUSINESS

Learnings from and for the SOS Children's Villages community

December 2015

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**CONTEXT,
INTERNATIONAL COOPERATION**



**SOS CHILDREN'S
VILLAGES
INTERNATIONAL**

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The publication was written by staff members from Context, international cooperation in collaboration with staff members from SOS Children's Villages in Austria, the Netherlands, Ghana, Kenya and Nigeria.

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List of abbreviations

CBO	Community-Based Organisation
CDC	Civic Driven Change
CRC	Convention on the Rights of the Child
CSR	Corporate Social Responsibility
SOS CV	SOS Children's Villages
SB	Social Business
FSP	Family Strengthening Programme
ICS	Investing in Children and their Societies
ISS	Institute of Social Studies (The Hague, the Netherlands)
MFI	Microfinance Institution
MFS	Medefinancieringsstelsel (Co-Financing Subsidy Scheme of the Netherlands' Ministry of Foreign Affairs]
M&E	Monitoring and Evaluation
(I)NG(D)O	(International) Non-Governmental (Development) Organisation
ODA	Official Development Assistance
T4C	Together4Change
ToC	Theory of Change
MDG	Millennium Development Goal

The purpose of this learning guide

SOS Children's Villages (CV) has been experimenting with Civic Driven Change (CDC) and Social Business (SB) within their community participation activities under the scope of the MFS II grant of the Dutch Ministry of Foreign Affairs since 2009. These two novel approaches to pro-poor change processes are rooted in sustainability and community participation.

A look back over the past five years suggests that CDC and SB principles have begun to root themselves in the strategic approaches and programme activities of various SOS CV's countries.

The question we must now ask ourselves is:

What can be learnt from the past and how should we move forward with Civic Driven Change and Social Business?

This learning guide is the product of co-creation. The information presented represents a joint effort made by SOS CV staff and consultants of Context, international cooperation. The purpose of this learning guide is twofold. Firstly, it provides an accessible publication for internal reflection within SOS CV. Secondly, this learning guide aims to distil findings that may inform the future strategic planning and positioning of SOS CV.

"The main reason we turned to Civic Driven Change and Social Business was related to financial sustainability, programme quality and improving the relevance and effectiveness of our interventions."

David Katzlinger

“We want the community to see itself as a major driver of change rather than waiting for others to do something that can be realised with local resources. The central element is the sustainability of interventions. CDC allows the community and local actors to lead the process, and to organise so that a project is sustainable. With CDC we try to let the people run their programme and organise their means.”

Eghosa Erhumwunse

“It is clear that we will continue working with communities to have them identify and address development challenges especially in relation to child well-being. This is not always easy to achieve with the poorest who first struggle to survive. CDC is about not imposing our views and ideas in the process, but harnessing the community’s potential to drive its own development agenda.”

Annemarie Ojunga

Foreword

In 2009 the Dutch Ministry of Foreign Affairs launched an invitation to civil society organisations for large social innovation programmes, geared at serving the MDGs. One of the preconditions was that such programmes should be established through alliances between various NGOs. SOS CV the Netherlands joined forces with three other organisations: ICS (Investing in Children and their Societies), Wilde Ganzen (accompanying local initiatives in setting up support networks abroad) and Wereldkinderen (moving from international adoption to other forms of alternative care). All these organisations wanted to explore CDC as an approach to increase the effectiveness of development cooperation initiatives.

A CDC approach invites communities to define and carry the change they want to bring about for child well-being, thereby shifting the role of International Non-Governmental Development Organisations (INGDOs) from implementers to facilitators of the projects. This was of particular interest for SOS CV. SOS CV had started increasing its investments in preventive work with communities rather than curative work in their traditional intervention, i.e. the SOS Children’s Villages, through which they implemented the UN Guidelines for Alternative Care.

SOS CV International (encompassing operations in over 134 countries and territories worldwide) was the largest organisation ever to engage in piloting CDC through their systems. The MFS II programme represented approximately 3% of the annual turnover but demanded high flexibility in every dimension. Accommodating these requirements was a formidable challenge to the organisation and their operational practices. It also meant increasingly letting go of programmatic control, which included a shift in power from North to South. The management can only be congratulated for having allowed space for this experiment and the staff across all levels of the organisation. Their courage to engage their superiors beyond agreed work plans, strategies and habits in programme development must be acknowledged.

Much of the change we have seen in the past five years of experimenting with CDC has not been anticipated at the community level, the organisational level nor within organisational practices. Instead, change had emerged during the process of implementing the contract with the Dutch Ministry of Foreign Affairs. A stronger emergence of SB influence within SOS CV programmes can be observed, beyond the levels that were originally expected. The organisation today is ready to carry on the learnings of the past five years. This can be clearly seen in SOS CV’s latest strategic plans by which the contractual effects of the Dutch grant will be replicated throughout a federation of 134 countries and thus dramatically increase the impact initially agreed upon.

With this publication we wish to encourage those who feel they have a contribution to make in improving mission delivery in larger organisations to be persistent.

Change happens from within first as soon as we start remembering to take our rights and obligations equally seriously. Every company deserves their change agents to turn their decision makers into change makers.

Innsbruck, November 2015

David Katzlinger
Head of Department
Institutional Partnership Development
SOS Children's Villages International
International Office

What is Civic Driven Change?

Community child protection committees in Nigeria

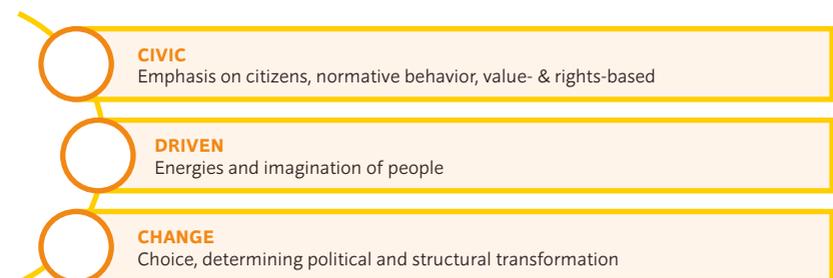
In Nigeria, SOS CV facilitated the establishment of community child protection committees. The community members were the ones to identify and appoint people of trust in a committee. The committees established networks and structures that helped them link to the State Child Protection bodies and other actors, like civil society organisations, the Judiciary, Social Welfare Department, the Police Force and others. Thanks to these linkages, cases are now taken on directly and independently by the committees, with good results.

Changing the way we see change: a *thinking that informs the doing*

CDC offers a novel lens to look at social change as the result of self-driven actions by citizens, rather than by states or markets. Development and social change are no longer perceived as linear processes that can be engineered from outside but rather as complex and universal phenomena that must emerge from within society.

A CDC approach emphasises the importance of co-creation by stakeholders and organising communities, rather than mobilising them. Consequently, it supports communities to develop into key change agents who drive their own processes of development, set their own goals and as much as possible rely on local resources as opposed to external resource provision. Furthermore, CDC helps to overcome the North – South dichotomy by promoting a more integrated concept of development, whereby social change is generated through civic energy operating across all sectors of society (state, market, family and civil society).

Figure 1. The key principles of a CDC approach



“Now we see that communities not only are involved and understand what we do but even more so play a key role in whatever aspect of our collaboration with them. Communities have truly taken on full responsibility.”

Mark Nwakaudu

Stopping youth migration in Ghana

The challenge in a community in Ghana lies in stopping the migration of youngsters to cities. We asked the community: “Why are they migrating? How can you solve the problem? How can we stop youth from moving to the cities?” We talked with the community and the leaders and they provided concrete answers and solutions. I wanted to demonstrate to my team the extent of knowledge and appreciation that communities have with respect to the problems they face and how to solve them.

Anthony Gyamfi

In using CDC the scope for aid agencies in fostering social change becomes more nuanced; they must ‘navigate complexity’ and deal with unpredictable developments. They can no longer steer development but instead must play a facilitating role.

What is Social Business?

‘A business that seeks, above all, to make a better world – a business for a common good’.

Lynch and Walls, 2009

SB is an increasingly popular approach to social change founded on the idea that social returns and value can be created through the adoption of business principles. By generating ‘blended value’ relevant for the community as a whole, the core objective of SB is to support social change, rather than profit making.

Blended Value is an emerging framework in which investments are evaluated, based not only on their financial performance, but also on their ability to generate other values such as social value, children’s rights, environmental value, economic value, political value, gender equality, et cetera.

MAJI SAFI – Safe Water Enterprise (SWE in Kisumu, Kenya)

The SWE SB concept provides an opportunity to support the community in providing social solutions through a sustainable business model. Three SWEs were established within peri-urban areas in the County of Kisumu, over a period of 18 months, with the aim of reducing incidences of waterborne diseases within the community and especially targeting children. The SWE programme was also designed to spur the development of entrepreneurial skills by adopting an SB model.

The results achieved include:

- Adequate record keeping;
- Good financial reporting;
- Community engagement and proper management of the water points;
- Many partners providing technical, training, mobilisation and managerial services;
- SOS CV played a key role in community organisation and facilitating multi-stakeholder processes;
- Government lined up for sustainability;
- Co-funding obtained from impact investors (Siemens Stiftung and SkyJuice Foundation).

In the development sector, SB has gained substantial momentum as an approach used to offer solutions to local problems and livelihood challenges, while simultaneously creating income-generating opportunities and strengthening the local economic fabric. SB has the potential to reduce communities’ dependency on external resources, thus enhancing both long-term financial sustainability and impact of development interventions. Moreover, in view of perceived reduction of public funding to development cooperation, an SB approach helps community-based organisations (CBOs) and (I)NGDOs in diversifying their financial base and reducing

their dependency on institutional aid agencies. In understanding the SB model, it is useful to place it next to other for-profit and non-profit models as depicted below.

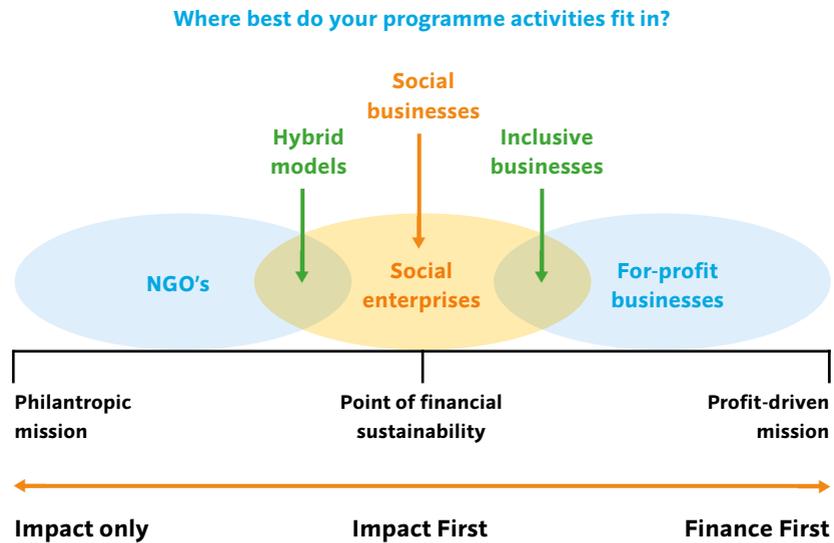


Figure 2. Where best do your programme activities fit?

“Some people were wondering if these SB activities are or should be part of the public fundraising or the corporate fundraising activities. Others say that it is a solution to social problems facing our beneficiaries, if so then SB becomes a programme issue. After the training that I followed, I realised that this is a complex issue and that at the management level there needs to be more clarity.”

Maria Dantcheva

An ‘ideal’ SB that operates in a developing country is recognised to have the following ten characteristics:

-  Its **primary purpose is social and political change.**
-  It **operates through the market.**
-  It is **financially sustainable.**
-  It operates in **multi-actor environments.**
-  It is run by **a social entrepreneur.**
-  It operates on the basis of **social capital**, provided by **social investors.**
-  It is **accountable for social and financial returns.**
-  It has an **active citizen involvement.**
-  It engages in **innovation.**
-  It engages in **lobby and advocacy.**

Figure 3. The Context model of social business

The maize and rice mill in Kaduna, Ghana

The business follows a commercial market-based SB model providing milling services to the community. The mill was constructed in 2014 and has been operational for about 18 months. Commercial operations are satisfactory so far, with maize milling already reaching a level of turnover projected for the third year of operations. Rice milling results are still modest. Initial performance targets are still in reach but require some technical adaptations (to process the supply of non-parboiled rice) and strong managerial efforts to be achieved. Community engagement is realised through ownership by the CBO. Social return is realised from offering employment opportunities for community members, offering access to affordable milling services for households, improving access to quality staple food (maize meal) and improving nutrition & dietary diversity at household level. Potential profit will be reinvested in the community.

Why CDC & SB can be relevant for SOS CV?

"The emphasis shifted from mobilising communities towards organising communities. This was an important paradigm shift. Organising people means bringing people together, helping them to organise collaboration and making sure that once together they are able to create a community structure. This then constitutes a foundation for them to start looking at and addressing other issues that they themselves identify. The difference from before was that it became an inclusive process, i.e. the entire community was brought in and participated."

Mark Nwakaudu

Local communities are increasingly engaged as **drivers of their own change**. Consequently, results are more embedded in the social context and participants own the results achieved.

It renews a focus on citizens and their capabilities. Which translates into a more **agency-oriented** approach and in **improved community participation**.

It fosters **unity** and strength in communities as **resources are shared** and the stronger will help the weaker.

Managing conflict of interests, managing social convergence and bringing about negotiated order is one of the potential value additions

It emphasises the local level, through an approach firmly **grounded in reality** and **reliant on existing resources**.

It creates **opportunities for youth** to become active citizens and economic agents.

It stimulates **role transformation**, suggesting organisations to take the role of facilitators and enablers of community processes (rather than resource providers and drivers of development).

It **enhances multi-stakeholder engagement**, by encouraging dialogue, collaboration and synchronisation with actors from different sectors and at different institutional levels.

It creates **blended social and economic values** leading to both tangible and intangible results that impact on individuals, families, communities and society as a whole.

The **impact** resonates above and beyond the organisations' reach and 'stays alive' past the programme's lifecycle.

It offers **new, non-traditional, inroads for resource mobilisation** among impact investors other than the Official Development Assistance (ODA) agencies.

It **improves the financial sustainability** of organisations by diversifying their funding base and independent (local) revenue generation.

The path to piloting CDC & SB in SOS CV

The Together4Change (T4C) / MFS II programme within SOS CV dedicated 7,5% of the entire programme budget to Capacity Development activities of the SOS CV federal secretariat and their shared services. This included theoretical and practical workshops on CDC/SB all through the grant period and has resulted in preparing the ground for replication of contracted social improvement effects far beyond the span of the MFS II funded programme. Only in the years to come will it become clear what has been achieved through the T4C Alliance in SOS CV global operations. Only through time will the real impact of the investment made by the Dutch tax payers be made visible.

SB is a practice-oriented approach that obviates CDC's limited focus on economic development and especially livelihood. CDC reminds us that community and citizens should be involved in every step of the development of a social venture as producers, consumers or guardians of the natural environment. Since 2009, various trainings, workshops and support services have been developed and implemented by SOS CV in collaboration with the T4C Alliance members and Context, international cooperation. The aim was to explore the feasibility and viability of a 'CDC-ish' approach and SB principles within the specific programme activities of SOS CV in three countries: Ghana, Nigeria and Kenya. A bird's eye view of significant activities is provided below:

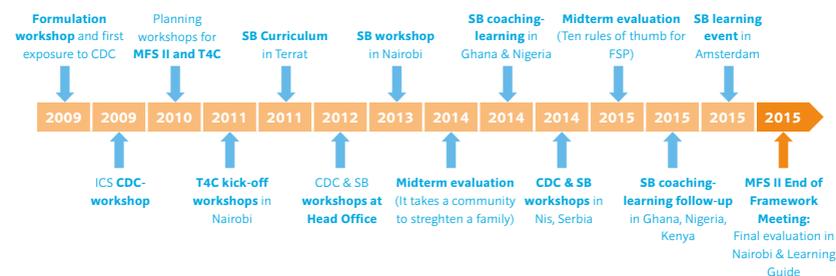


Figure 4. Timeline of significant activities in the CDC / SB trajectory in SOS CV

Implications for mainstreaming CDC & SB

During the reflective research process that shaped the outcomes of this learning trajectory, it became apparent that the introduction of CDC and SB inevitably impacts on the way in which an NGDO like SOS CV designs and implements its programmes. The question thus must be raised:

What are the major implications with regard to organisational change for organisations that wish to embed CDC and SB within their activities?

The section below presents some of the overarching learnings that may support organisations such as SOS CV in furthering a dialogue around CDC and SB approaches to change.

1 Strategic clarity and its direction

When an organisation opts for innovating the approach that sustains its mission, it is essential to take the time to reflect on the reasons why such a change is desirable and what (new) direction the organisation would like to take in terms of vision, mission and strategy. A change process is not necessarily one that strives to be radical, but may find more foothold as one that works to complement existing structures, systems and processes.

“CDC and SB are good concepts but then you need to be clear on what it exactly means. You need to understand the context really well and make choices in what direction you want to go and what you don't want to do.”

Jerica van Niekerk

To achieve a successful organisational change there needs to be clarity not only with respect to the overall direction but as well with regard to strategic choices such as CDC and SB and their implications. Through reflection SOS CV should be able to answer questions such as “*What can we achieve using CDC and SB? And why?*”. Only once these questions have been answered is it possible to integrate the necessary approaches into the organisational framework. It may be useful to construct a Theory

of Change to better understand how principles of CDC and SB can enrich the pathways of change that an organisation would like to follow in pursuit of its desired programme results and impact. The application of CDC and SB goes beyond the acquisition of certain capacities, as it is important to experiment and learn from experience.

“Go ahead, dare to experiment, be prepared for failures and learn from it.”

Tome Were

A Theory of Change offers

- A **change map** that links your strategic actions to process results that we aspire to happen.
- A **process tool** that helps us to monitor consciously and critically our way of thinking and acting.
- A **multi-stakeholder collaborative learning exercise** that helps us to analyse complex social change processes.
- A **creative visualization exercise** that enables us to focus on specific future realities which are not only desirable, but also possible.
- A **thinking-action approach** that helps us to identify milestones and conditions on the path towards the change that we want to see happening.

Adapted from Eguren, Iñigo Retolaza. (2011) Theory of Change. A thinking and action approach to navigate in the complexity of social change processes. UNDP & HIVOS

2 Mind-set change

CDC corresponds to a set of ideas and thinking that informs an approach to social change. CDC does not relate to a specific programme type or sector, but rather to a broad attitude, which influences all decisions and actions taken by the organisation in an effort to pursue its mission.

SB, as a vehicle for social change, is grounded within a CDC approach. Consequently, SB may be considered a (not the only, but one of many) forms within which a CDC approach can be realised. For these reasons, the adoption of a CDC and SB approach may require a great cultural change, whereby certain beliefs and practices are revisited. Shifting from a mind-set within which the organisation's main function revolved around the transfer of resources and its role as a mobiliser, to one in which it explores a new role of facilitator and enabler for social change and capacity development will take time and may need a conscious and systematic organisational change process.

“A sign of change in mind-set is that now we work with the communities as partners. As such we see everybody as being able to contribute to the programme and that is why we adopted the term ‘programme participant’ and not the traditional ‘programme beneficiary’ which is stigmatising and in my view creates a dependency factor.”

Mark Nwakaudu

3 Contextualisation

Once it is recognised why CDC and SB are relevant, it is important to reflect on how these approaches can be brought to the practice of programme design and implementation. Programmes need to be adapted to the realities in which they are embedded. In some communities, civic agency might be stronger than in others, or livelihood security might be more challenging. In any case, programmes based on CDC and SB will be contextualised. This will lead to diversity in programme approaches and interventions.

“MFS II gave flexibility, opportunities to try out, it was not restrictive and fostered innovation. The broad programme concept was there but we were asked to conceptualise ourselves. This was a positive feature that allowed the organisation to find its own way in a new environment”

Mark Nwakaudu

4 Fostering ownership from within

“I feel there is a certain gap between fundraisers and programme developers/implementers on the ground. Programmes develop faster on the ground obviously, and not all sectors of the federation are moving at the same pace. We should pay attention to be sure to take everyone along with a proper understanding. Also because if fundraisers present programmes that are highly different from the ones being implemented in the field it can be problematic. We have to learn how to better move along together.”

Valérie Jans

Institutional embedding concerns both internal change processes as well as the external linkages of an organisation with its environment. For a successful organisational transformation and integration process of CDC and SB in the broader programme framework, it is important to involve everyone within and outside of the organisation from the very beginning. All sectors and levels of SOS CV ought to be on board. Particularly, the engagement of high level management is paramount for the process of change to develop smoothly and positively.

“The countries that participated in the programme have evidently acquired capacities and have internalised this approach. National associations are now increasingly positioned in the driving seat of the process. They gained confidence in trying to find new ways to do things. The result of the programme was therefore also an empowerment within our own federation.”

Stefan van der Swaluw

5 Re-examining organisational culture and leadership

SOS CV may have to explore and understand the cultural implications for the organisation as a whole when adopting a CDC and SB approach. Moving from a

problem-driven approach to an opportunity-driven approach is no easy feat. Many interviewees suggested that enthusiasm for CDC and SB within the organisation must be nurtured. The challenge is that due to the novelty of the approach and the lack of in-house experience, application of CDC and especially SB may lead to a certain degree of scepticism. Moreover, it was indicated that risk-taking and contributing to innovative thought processes is not the prevalent norm in SOS. Some foothold in addressing this challenge may be found in examining the role of leadership in the CDC and SB approach.¹

An SB approach to leadership

Within an SB approach to leadership, one is tasked with blending commercial value creation with social value creation. This challenge of driving forward a commercial business whilst actively creating social impact brings about unique leadership and management challenges. To better understand the challenge of SB, one may break leadership down into three roles (Van der Spek, Schreven & Van der Velden, 2013).



Figure 5. The three roles of leadership in social business

6 A multi-model approach to development

It is observed that SOS CV currently uses various approaches to development within its activities. This multitrack strategy, although an excellent example of how multiple approaches can be adopted within one organisation, may also cause some confusion.

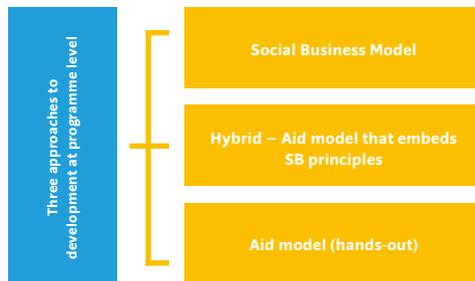


Figure 6. A multi-model approach to development

with regard to the results attainable and the roadmap of differing programme activities. At the simplest level it may be suggested that there are three main approaches within programme activities.

“It is an issue of satisfying urgent needs in the community versus letting go and taking a slow facilitation approach. It is a dilemma and contradiction with which we struggle, especially when being confronted with the hardship of people on the ground.”

Valérie Jans

“I do think that SB is interesting, but we should realise that perhaps for one member association it is relevant and for another it is not. There is also the issue of national legislation. How are SBs regulated in different countries? Maybe in some countries, SOS CV itself would not be able to do SB because of the legal limitations.”

Maria Dantcheva

7 The degree of facilitation may vary

Country contexts, as well as the needs of communities and people differ, as is reflected in the broad range of SOS CV's activities worldwide. During the research process it became apparent that this was similarly observed in the organisation's various CDC and SB activities: some programmes were more successful than others in applying CDC and SB principles and approaches. This diversity in approach is characteristic of and encouraged within both approaches. Contextualisation goes hand in hand with a need for flexibility in the nature and intensity of coaching, facilitating and organising community-based initiatives depending on the needs and capabilities of the community and its members. This flexibility is paramount to CDC and indispensable in SB development.

8 Ensuring the right competencies are in place

The research process indicated that the workshops and field support offered by external consultants was beneficial to developing a CDC and SB approach. That being said, there is a clear demand for more support and follow-up trainings at both the individual programme level and the organisational level to bring about a more unified front with regard to the organisation's future SB activities.

Competence, Capability & Capacity of an organisation:

Competence (personal level) is the quality or state of being functionally adequate or having sufficient knowledge, strength and skill.

Collective capability (team level) is a feature, faculty or process that can be developed or improved.

Capacity (organisation level) is the power to hold, receive or accommodate. Capacity is really about 'amount' or 'volume'.

(Baser and Morgen, 2008)

More specifically with regard to the individual programme level, interviewees lamented that staff on the ground, who typically have a social workers background, sometimes were ill-equipped to tackle and facilitate the development of a successful

business case. This is not to say that staff members on the ground are not capable of facilitating such a process, but rather that sufficient attention ought to be paid to build the necessary competencies including personal SB leadership, business management and societal leadership. Furthermore, it was suggested that although external consultants may play an invaluable role in such a process, eventually SOS CV would need to include internal resource persons with the right levels of business acumen to drive the SB activities forward and/or collaborate with competent partners and entrepreneurs.

“The link between SOS CV and the business side is not yet well established for many countries. To take a business approach as an NGO is sometimes difficult. If you want something to be commercially sustainable you may need a social entrepreneur rather than a social worker to run the programme. We need the right partners on board. This is a challenge.”

Jerica van Niekerk

9 Explore and use local resources

Even though SOS CV was already involved in community development through its Family Strengthening Programme even before the MFS II programme came in place, interviewees suggested that the embedding of CDC principles within the DNA of programmes has allowed SOS CV to transition from community mobilisation to community organisation.

Mobilising and organising

As his contribution to the debate, the American scholar and civic activist Harry Boyte makes an important distinction between a ‘mobilising’ and ‘organising’ tradition in awareness raising programmes, which may be relevant in the present context as well (Boyte, in Fowler and Biekart (eds.) 2008). Both traditions – mobilising and organising – have strong normative dimensions in the sense that they are infused with values of inclusion, diversity, equality, cooperation, productive effort, and the dignity of the individual.

However, the organising approach begins, in the tradition of Paulo Freire, with ‘where people are’, in organisers’ language, not where organisers or popular educators think people should be. The approach supports people to define and discover their own development process in a process that often is slowly ‘unfolding’ and encourages self-organisation. The mobilising tradition is generally more top-down and the parameters and contents of the process are to a large degree defined by outside parties i.e. an NGDO, political party.

Boyte calls this the difference between a scripted (mobilising) versus unscripted (organising) approach. Organising and popular education aim to develop concepts, methods, practices, and learning environments (‘free spaces’) in which people develop a broader, more inclusive understanding of themselves and ‘the people’ in general, as they develop civic confidence, civic skills, and a rich civic intellectual life (see also Boyte 2008a).

This process of having the community in the driver’s seat as change maker has had an immensely positive impact on SOS CV’s engagement with communities and surrounding stakeholders as well as at the level of community participation within programme activities. That being said, it is vital that any CDC approach builds on what is there; that SOS CV does not assume a lack of resources but explores the local context and stimulates the inclusion of local resources (networks, stakeholder groups, people knowledge and skills, existing businesses, etc.).

10 Reconsidering communication and M&E systems

The reflective research process highlighted the challenge of streamlining existing fundraising and Monitoring and Evaluation (M&E) systems with aspirations to further embed CDC and SB as key elements in the programmes.

When adopting CDC and SB, an organisation like SOS CV will be faced with different funding models. It no longer relies solely on gifts by sponsors and institutional grants. What comes in place is a hybrid model; a combination of local resources of people, social investment capital and possibly still gifts and grants. This change requires different accountability approaches, methods and tools.

“An appropriate monitoring system to go with this programme is crucial. Because it is quite undeniable: we need funding, otherwise these programmes do not happen, and we need people to be excited about what we do so that they want to fundraise, enthusiastically.”

Valérie Jans

Furthermore, M&E systems need to appreciate that the impact of CDC is a longer and on-going process that is characterised by non-predetermined results. M&E should capture what is actually happening and not what one (the donor for instance) wishes to see happen. In view of the innovative character of SB it is important to have good feedback loops in place; M&E and transparent communication systems are instruments to do so.

“Social impact assessment needs to be explored much better. The pitfall is that we should not be too quick in judging but allow time for impact to be realised. But often donors are not very patient and expect quick results.”

Anthony Gyamfi

Social impact assessment is used to assess the social returns that a CDC-inspired and/or SB programme delivers for its stakeholders. Many acknowledge that assessing your impact allows for clearer results-based communication to all stakeholders (notably including the communities); for adequate upward and downward accountability; and for improved internal learning from successes (and failures). The latter is crucial in informing future strategy development and programme design.

11 Accessing social investment capital for SB development

SB investments often require access to (social) capital over and beyond the resources that a community can mobilise themselves. Working with marginalised communities inevitably means that the possibility of local resource mobilisation is limited, especially in terms of raising monetary resources for initial business investments. Good design and planning of business investment for commercial sustainability is a major challenge for SOS CV as the internal expertise and capacities in this field are or used to be rather limited.

Quite some discussion is taking place in the pilot countries on the role that SOS CV ought to play in this respect. Is it a social impact investor on its own account or rather a broker who ‘markets’ SB propositions to potential investors? What about repayment of initial SB investments? And can social return be an argument for lower or even negative financial returns, especially in SBs that offer public service delivery like water or public toilets?

“It is important that a management decision is made with regard to SB, so that resources can be allocated or provided accordingly. It cannot simply be expected that with our current resources we implement new things.”

Maria Dantcheva

It was suggested that corporate social responsibility (CSR) and the new (private) impact investors are potential sources for social investment but need to be approached with good proposals, written in the language of these new investors and offering clear insights in expected financial and social returns.

12 Reflecting on change in structures, systems & processes

In order to effectively institutionalise CDC and SB within SOS CV's core programmes, SOS CV may want to revisit its mission and social mandate by asking the question:

How can we further integrate SB within our existing structures, systems and processes and what change is required to embed this change process at the strategic level?

The process of analysing the existing CDC and SB activities undertaken by SOS CV since 2009 has unearthed a number of learning points. These may be used as a source of inspiration to further embed CDC and SB within the structures, systems and processes of SOS CV as an organisation in a process of organisational change that may thus impact the direction in which the organisation is headed.

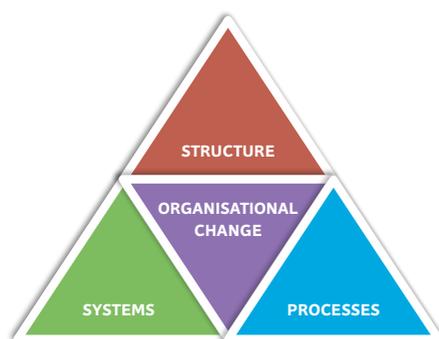


Figure 7. There is a need to further embed CDC and SB principles and learning with the organisation's foundation in terms of structure, systems and processes.

13 Packaging the transformation process

Reflective research suggests that among external stakeholders and networks, SOS CV is often not associated with CDC or SB-like approaches. Instead, the organisation is often still regarded as a service provider rather than as a facilitator of change. More effort may need to be made to inform and communicate with (internal and) external stakeholders about the desired changes in this respect as well as on progress achieved so far (system change). This will help agents of change at different levels to learn from experiences and to clarify the organisational shift that is taking place (process change).

“A positive point is the context-specific approach that is followed. FSP has not imposed standardised processes and procedures but leaves space for countries to adopt approaches so that they fit the actual environment in which they are implemented.”

Tom Were

To embed CDC and SB principles further within the structures, systems and processes of SOS CV (both at organisational and programme level), a roadmap may be helpful in guiding the transformation process. Such a transformation process may need to be accompanied by on-the-job support, coaching of staff members and organising peer support. It would benefit from a tailored M&E of the process and in-built learning loops.

14 Considering SOS CV's role in lobby and advocacy

As much as SBs may address localised constraints and offer social and livelihood opportunities for specific communities, even a thousand SBs cannot address the systemic causes of poverty and/or violations of child rights. That can only be achieved by addressing the root causes of these problems at policy level. Lobby and advocacy have not received much attention in SOS CV's CDC and SB programme approaches and respective implementation till date. Nevertheless, interviewees acknowledged the fact that lobby and advocacy are relevant aspects for NGOs supporting SB development.

“A weaker side is the little investment that was done in policy influencing within the programme.”

Tom Were

15 Change takes time

Perhaps it appears to be an obvious statement in hindsight, but it is important to remember that change takes time. Time as a resource is not only required in terms of implementing CDC or SB principles within programme activities, but also to undergo a change process as a unified organisation. Furthermore, the highly contextualised nature of a CDC approach, means that processes are often only limitedly replicable.

“My main learning is that with SB and CDC you just have to be patient with the implementation, because you are not in control of everything in the beginning. When we started we did not do so well, there was a lot of money to spend and donor pressure to do so. But what we really needed was to take time to build the foundations of everything.”

Eghosa Erhumwunse

Particularly CDC is not an approach that requires intensive financial investments at the beginning of a programme. On the contrary there is first a need for a change in mind-set in adopting a CDC approach. Concrete activities and more material investments are likely to take place later on in the process (2-3 year lead-time), less in the initial stages. As a result, donor patience must be demanded should SOS CV adopt CDC-like approaches at a broader scale. The research suggests that SOS CV may need to take its time to explore how it wants to further embed CDC and SB with the prevalent strategic choices of the organisation. This may be achieved through increased dialogue at and between various levels within the organisation as well as its stakeholders.

Knowledge brokering

A change process may be facilitated using a knowledge brokering approach that stimulates co-creation. Furthermore, dedicated time (as a resource) may need to be allocated to translating the conceptualisation of planned CDC and SB activities to implementation.

Knowledge brokering

The key objective of knowledge brokering is to facilitate a knowledge exchange and consequent knowledge transfer between individuals around a specific subject matter. This process is managed and executed by an external knowledge broker who is able to facilitate and capture the exchange of knowledge and extract insights that will shape the transformation process. In the case of SOS CV, a hypothetical knowledge brokering process may include individuals at various levels of the organisation as well as relevant stakeholders.

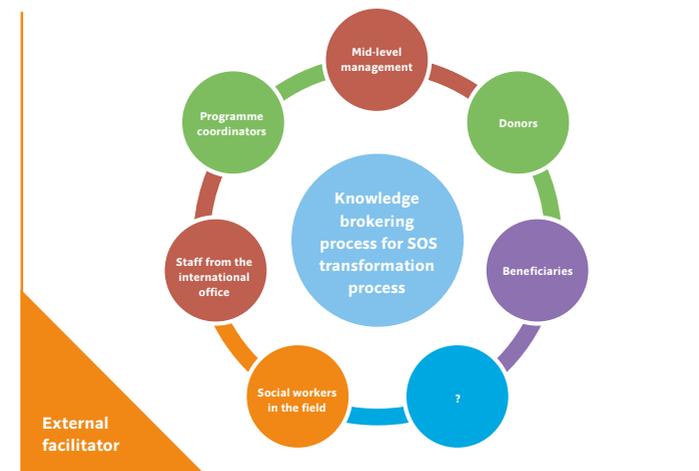


Figure 8. A knowledge brokering process within SOS CV

Co-creation

Co-creation is a key component of SB as it involves people in creating a shared vision. Instead of telling people what to do, social entrepreneurs foster 'a sense of purpose that binds people together and propels them to fulfil their deepest aspirations' (Senge, 1994).

Epilogue

In the preceding chapters of this publication, some of the innovation activities of SOS Children's Villages (CV) are described. These innovation activities are part of a bigger global movement to update approaches, methods and tools for enhancement of child and family well-being and pro-poor change processes in general.

Part of this drive to innovate stems from the fact that - after half a century of international development cooperation - it is now anyhow time to revisit and update policies and operational guidelines. Additionally it may be suggested that aided-development (international development cooperation) finds itself in an impasse. Many organisations are reflecting on their *raison d'être* by contemplating the question: what is our core business? Organisations are facing difficulties in fostering authentic partnerships between organisations of different parts of the globe and often find it difficult to demonstrate value for money or communicate about results in a balanced manner. The moral authority and legitimacy of many development organisations across the globe is at present low as a direct result of the decreasing budgets for Official Development Assistance (ODA).

At the same time new actors (such as corporates, parastatals and civil society organisations) enter the domain of international cooperation, new media are used and all kinds of innovative, creative new forms of international solidarity emerge across the globe.

It is against this background that – as one of the many responses to the impasse in development policy - the Civic Driven Change (CDC) discourse emerged in 2008. Initially this discourse occurred in the Netherlands and was later on followed up in many other countries around the world. The process was initiated by the Institute of Social Studies (ISS), The Hague, the Netherlands (Prof Dr Alan Fowler, Dr Kees Biekart) and facilitated by Context, international cooperation (Fons van der Velden).

The starting point of the CDC Initiative was (and still is), that there is a need for a paradigm shift: the aid sector does not have to 'develop', 'transform', and 'advise' the 'other' ('beneficiary', 'target community' et cetera). The CDC Initiative is one attempt to contribute to changes in the development paradigm at normative, conceptual and practical level.

The CDC dialogue that emerged was informed by leading authors, such as Robert Chambers, who argue that people are knowledgeable, have their own history, rationality, indigenous knowledge systems and traditions, which need to be respected and valued not only for its validity and usefulness but because it is part of the power

of the poor. That human and social capital does exist and should not be 'created' but 'nurtured'. People's history and rationality are generally strong on knowledge of local diversity and complexity, precisely where outsiders' knowledge is weak.

One of the major contributions of the American scholar Harry C. Boyte in the CDC Initiative was that one has to look at the world through a different lens, which means a move from seeing most citizens as voters, volunteers, clients, consumers, or aggrieved and powerless outsiders to seeing all people as potential problem solvers and co-creators of public goods. It involves a shift in the role of professionals from being providers of services and expert solutions to being partners, educators.

The main argument of the CDC discourse is that civic action is action based on a civic ideal to change power equations (at various levels varying from micro to global level) and that civic action happens within and across government, market, civil society and family.



Figure 9. Civic-driven change compass (Fowler & Biekart (eds), 2008)

In the domain of child well-being and rights such an approach implies, in the terminology of the Convention on the Rights of the Child (CRC) of the United Nations, finding a proper balance between 'protection', 'provision' and 'participation' of children. It implies strengthening especially the agency (the ability to take responsibility for themselves and the society at large) of children, their parents, family and community. The fact that within the CDC approach the important role of family is

being recognised, forms the bridge to the Family Strengthening Programme of SOS.

The CDC discourse is guided by the philosophy that change agents and development practitioners are 'searchers' rather than 'planners'. William Easterly states: "A searcher admits he does not know the answers in advance; he believes that poverty is a complicated tangle of political, social, historical, institutional and technological factors." The exploration, the journey that SOS CV has undertaken within the framework of the MFS II grant that has been made available by the Dutch Ministry of Foreign Affairs, should be positioned within this broader philosophy.

While Together4Change (T4C) Alliance partners were working with the CDC approach in the day-to-day practice, slowly but steadily it was recognised that the economic dimension of child and family well-being and change processes in general were being underrepresented in the discourse both at conceptual and operational level: livelihood, access to productive assets, employment and income had not received sufficient attention. This is how interest in a social business approach to change processes emerged: it was starting to be recognised that in fact all organisations have the potential to generate a blend of economic, social and environmental value. Most for-profit corporations, however, have historically under-performed socially and environmentally and most non-profit organisations have under-performed economically.

Over time, it was more and more realised that – in the words of Nobel Prize laureate Mohammad Yunus – "The future of the world lies in the hands of these market-based social entrepreneurs. We cannot combat poverty within the orthodoxy of capitalism practiced today. Economic theory has not provided us with any alternative to this familiar model but I argue that we can create a powerful alternative: a social-consciousness-driven private sector, created by social entrepreneurs."

Practitioners such as SOS CV staff members in Ghana, Kenya, Nigeria and at the SOS CV Head Quarters, staff members of other T4C Alliance members (especially ICS), consultants, academics and policy makers engaged in a process of co-creation. Among them, the notion emerged that there is no need to 'think outside the box' - there is a need to 'shape a new box'. These practitioners realised that CDC is actually a crosscutting issue that needs to be integrated and mainstreamed in other approaches to change processes, i.e. SB, and that social entrepreneurship may be one of these new approaches to international solidarity.

As has been indicated in this publication, such an approach is distinctly different from 'traditional', 'dominant' approaches in terms of putting people first. It forces practitioners to acknowledge that change processes are complex, non-linear affairs and that the traditional North – South dichotomy is not any longer helpful. We live in

a highly interconnected 'One World' (Isaac Singer). The world can only become a better place through processes of co-creation; and home-grown solutions are most probably the best.

It speaks for itself that such an approach has radical implications not only for the 'doing' (programmes) of organisations that have the ambition to contribute to pro-poor change processes, but as well for the 'being', organisational characteristics (shared values, strategy, systems, structure, style and leadership) of organisations. Further exploration of this topic falls outside the scope of the present publication, but it is an interesting and challenging prospect.

Village Savings and Loans Associations (VSLA) – Kenya / Nigeria

Poor households organising themselves in savings and loan groups not only allow access to saving and loan services but inherently empower the poor and also serve to address social needs (social funds). VSLAs can serve as breeding ground for individual or group-based income generation activities (SB-ish models). They fill in a gap as formal MFIs are often focussing on urban and peri-urban markets; less on (remote) rural areas. The service most needed in rural areas is indeed savings (loans come second). The capital is (initially) coming only from members' savings. Groups have 15 – 30 members. There is no complex record-keeping but systems are based on witness of transactions. It runs at very low operating costs therefore are inherently sustainable (smallest income quickly covers all costs). Demands on management are low as the whole process is strongly community-driven.

List of people interviewed

No.	Interviewee	Date
1.	Christophe Cuny	16 October 2015
2.	Maria Dantcheva	5 October 2015
3.	Pol De Greve	16 October 2015
4.	Erhumwunse Egosha	9 October 2015
5.	Anthony Gyamfi	14 October 2015
6.	Valérie Jans	14 October 2015
7.	Anthony Kammerhofer	30 September 2015
8.	David Katzlinger	16 October 2015
9.	Jerica van Niekerk	19 October 2015
10.	Mark Nwakaudu	7 October 2015
11.	Annemarie Ojunga	4 September 2015
12.	Stefan van der Swaluw	7 October 2015
13.	Fons van der Velden	14 October 2015
14.	Tom Were	31 August 2015

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