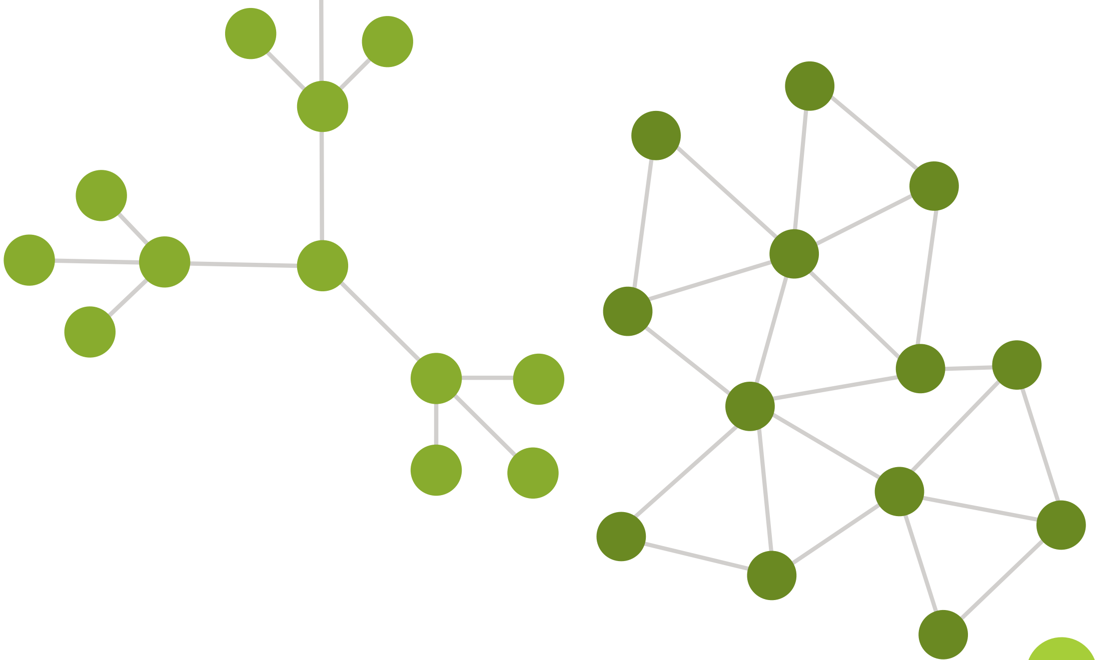
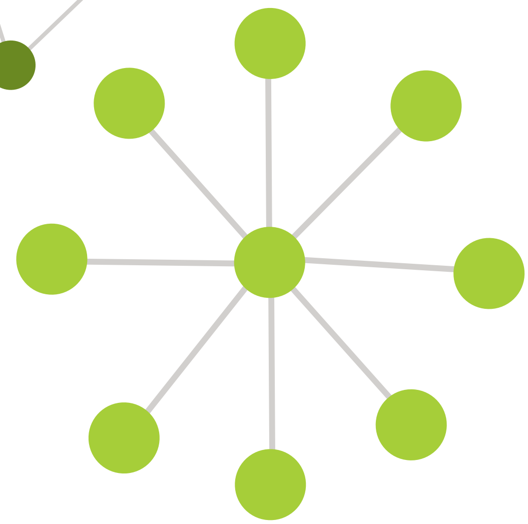
NETWORK STRENGTHENING TOOLKIT

MODULE 2
network analysis

pact

CONTENTS





ACKNOWLEDGMENTS

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Contributors
Thank you for the invaluable contributions and inputs from Meg Kinghorn, Olga Yakimakho, Matt Reeves, and Rachel DuBois who laid the foundation for this toolkit and its modules. This toolkit was developed out of more than 10 years of Pact's field experience in strengthening networks across 30+ countries.

The toolkit also was developed in consultation with and with rigorous review by Pact's Capacity Development team.

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WHAT IS THE NETWORK STRENGTHENING TOOLKIT?

The Network Strengthening Toolkit is a set of educational publications developed by Pact's Capacity Development team that explores the theories, approaches, and step-by-step techniques of analyzing and strengthening networks. The toolkit includes four modules that can be read for information on their own or that can be facilitated to a group to help them strengthen their network.

Module 1: Network Basics

Module 2: Network Analysis Part 1

Module 3: Network Analysis Part 2

Module 4: Network Strengthening

WHY DID PACT DEVELOP THE TOOLKIT?

Networks have become increasingly important elements of capacity development over the past decade. In that time, Pact has nurtured and harnessed our understanding of groups of stakeholders. This toolkit is a product of this insight and provides a comprehensive methodology for strengthening these networks.

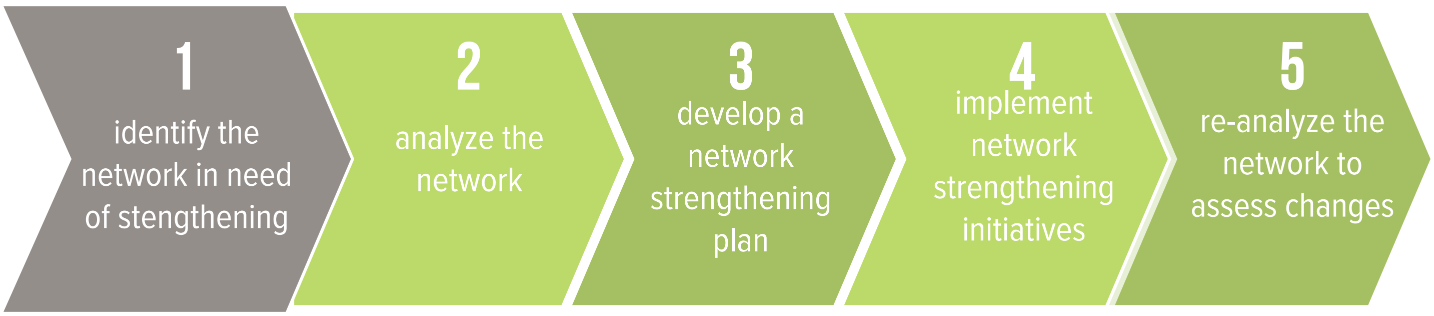
WHO IS THE TOOLKIT DESIGNED FOR?

This toolkit is designed for all levels of practitioners who want to understand, analyze, and improve various types of networks, including individuals or organizations. The toolkit promotes a graduated approach to network analysis and strengthening techniques and methodologies.

INTRODUCTION

Module 1 explained what networks are and introduced Pact's network strengthening approach. In Module 2, we build on this introductory knowledge by focusing on Phases 1 and 2 of the approach. Specifically, we will introduce various tools and approaches you can use to identify and analyze networks.

PHASE 1:
IDENTIFY THE NETWORK IN NEED OF STRENGTHENING



Before network analysis can take place, we first need to scan the environment and identify the key actors that are affected by the identified systemic challenge. Once the network has been identified, you will need to identify members in the networks that are engaged in the systemic problem.

In individual ***formal networks***, there is usually an established membership, so the network should have a database of registered members or a list of represented organizations that are part of the network. This will help you identify the organizations or individuals you will need to include in your analysis.

In ***informal or semi-formal networks***, it may not be easy to identify who is included in the network because it lacks a formal structure.

Mapping tools, used with initially identified and known key network members, can help you further identify network members and better understand their roles and relationships to others in the network.

MAPPING TOOLS

Mapping tools can be facilitated to further identify actors in a network or system. They also can help:

- Improve our knowledge of current actors and their roles in the network
- Identify opportunities to strengthen and develop new relationships within a network
- Identify potential leverage points between key actors
- Develop strategic recommendations and raise further questions around the network that could be incorporated in further analysis

Actor mapping and stakeholder mapping, explained below, are two useful types of mapping tools that employ participatory processes. Both approaches help identify key network members, but stakeholder mapping focuses on identifying actors' ***influence*** on an identified systemic challenge, while actor mapping focuses on identifying opportunities to ***improve*** key areas overall within a network.

ACTOR MAPPING

Actor mapping is facilitated with identified key actors in the network, using their local contextual knowledge, experiences, and insights to further identify. There are four steps in FSG's actor mapping process:

1. FEASIBILITY ASSESSMENT: Before you begin mapping, determine if actor mapping is appropriate for your project. If you determine it is, identify the resources you will need to facilitate all steps.

2. PREPARATION: Identify a topic and set boundaries, create a system framework, identify a set of key actors and their roles in the system, populate the map, and share the draft map with stakeholders.

3. FACILITATION: Review the draft map with stakeholders and accept feedback; with stakeholders, map the type of relationship, level of engagement, and connections of all actors; identify momentum, blockages, and opportunities using the map as a visual aid; discuss implications; and, with stakeholders, outline next steps.

4. REFINE AND REVISE ACTORS MAP: Using information that emerges throughout your project, continuously update the actors map.

Please refer to FSG's System Mapping: A Guide to Developing Actor Maps.

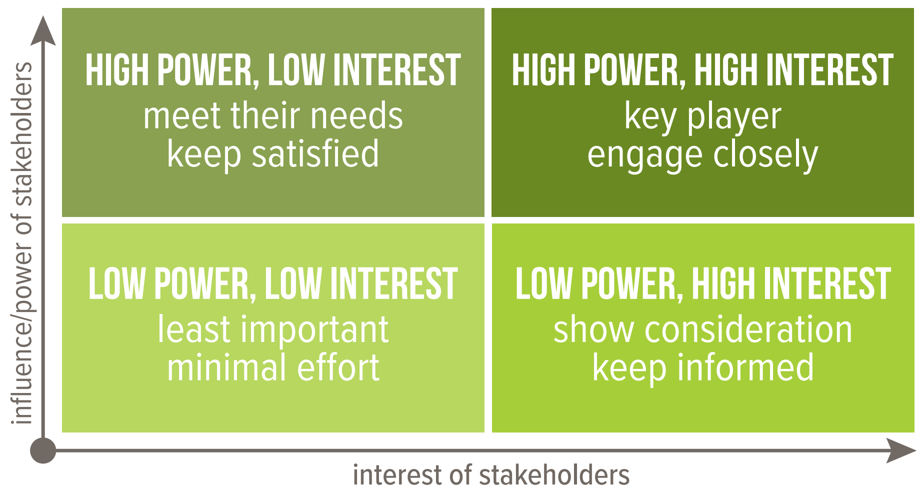
STAKEHOLDER MAPPING

Through stakeholder mapping we can learn who key stakeholders are and who has power and influence within the network. With this information, you will better understand who you may want to target your interventions to. Some stakeholders are more influential than others, but all need to be considered.

There are generally four steps in a stakeholder mapping exercise:

1. IDENTIFICATION: Brainstorm all the organizations or individuals who could either contribute to the network or be affected by its work. Network stakeholders include existing members and extend to potential members, beneficiaries or clients, officials, and any potential opposition.

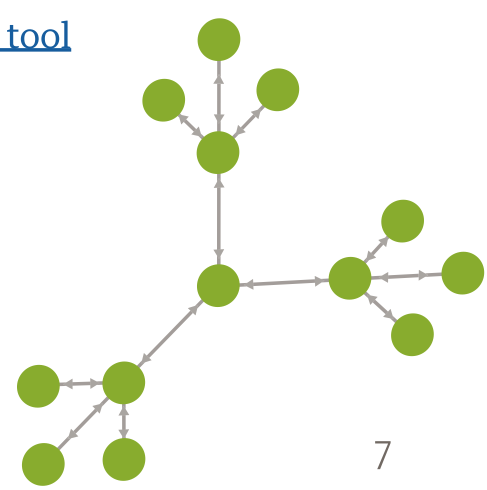
2. ANALYSIS: Identify both the roles and expectations of each stakeholder or stakeholder group identified in the first step. An interest/influence matrix, like the one at right, can help categorize stakeholders and determine patterns in their motivation and the stakeholder environment for the network overall.



3. PRIORITIZATION: Categorize stakeholders' identified needs and the actions needed to meet those needs. They may need direct engagement, for example through service delivery or access to funding, or merely to be kept informed of your project activities.

4. ENGAGEMENT: Develop a plan to engage the priority stakeholders to gain their support and understanding. Consider what actions are needed to keep lower priority stakeholders informed.

For more information see [MindTools's stakeholder management tool]() or [BetterEvaluation's stakeholder mapping and analysis]().



PHASE 2:
ANALYZE THE NETWORK

Once network members have been clearly identified, various analysis tools can be used to understand the network structures, member interests, and interactions that identify strengths and weaknesses in the given networks.

This module focuses on three tools:

- Network Capacity Assessments
- Network Member Surveys
- Network Scorecards

Pact's Social Network Analysis tool and methodology can be implemented alongside these tools; please see Module 3.

RECOMMENDED READING

Please refer to Pact's Organizational Capacity Assessment Handbook and the OCA Blended Learning Video Series (contact a Pact staff member for access) for detailed facilitation instructions for Pact's OCA.

NETWORK CAPACITY ASSESSMENT (NECA)

The NECA analyzes a network's strengths and weaknesses and develops a consensus from network members on key actions to improve their performance to meet their mandate.

It brings together both internal and external network stakeholders to self-assess the capacity of the network through a facilitated participatory process that is similar to Pact's Organizational Capacity Assessment (OCA) tool, but instead focuses on the network secretariat or coordinating body. NECA is best suited to formalized networks, but can be adapted to more nascent networks that aspire to become formalized.

The NECA tool addresses five key components in a network:

key component	*addressing the networks capacity…*
network purpose	For a shared understanding of and agreement on the purpose of the network and the member's collective involvement in developing the network mandate and operational plans that align with the network purpose
network value	To create value for its members and their constituents and to determine their perceived value of the network
network operations	To effectively and efficiently meet strategic goals and objectives
network sustainability	To be able to ensure resources are available to sustain activities; includes membership feedback and learnings that are used to adapt programming and ensure the network is providing relevant and valuable services
network sustainability	To be able to ensure resources are available to sustain activities; includes membership feedback and learnings that are used to adapt programming and ensure the network is providing relevant and valuable services
network sustainability	To establish relationships and collaborate with external actors that can advance the network's goals and objectives, such as government or international NGOs

NECAs are implemented in a three-step process, as discussed in further detail below:

Step 1: NECA Orientation and Buy-In
Step 2: External Stakeholder Information Gathering
Step 3: Conduct NECA Workshop

The NECA can be conducted one of two ways.

Traditional NECA: All network representatives come together for a two-day facilitated NECA workshop. This is the ideal method and is highly encouraged, but not always possible. This method is best suited for small local networks or networks that have the capacity and resources to bring members together frequently.

Rapid NECA: The NECA tool is sent out by the network coordinating body to be completed by all network representatives, then sent back. A one-day workshop to analyze results takes place, bringing together the most active members and key coordinating body members. NECA results and identified key actions from the workshop are shared with all network members, who vote on their top priorities.

This method is best suited for networks that encompass a large geographical area or where most members are too remote and lack the resources for face-to-face meetings. This method is more cost effective, but can take longer to complete.

STEP 1: NECA ORIENTATION AND BUY-IN

It's essential that network members buy into the process and see the value of the NECA to ensure they are willing to coordinate and collaborate on new activities derived from the process.

STEP 1A: IDENTIFY NETWORK LEADERSHIP

Identify the influential leaders in the network who can act as local champions and mobilize members to participate in the NECA process. Network leadership could include members from the network secretariat or coordinating body and individuals from influential organizations who have decision-making abilities within the network. You can use tools such as actor mapping or stakeholder mapping or information gathered from a Political Economy Analysis, if applicable.

STEP 1B: CONDUCT NECA ORIENTATION MEETING FOR NETWORK LEADERSHIP

Once you have identified network leadership, bring them together for an in-person meeting to orient them on the benefits of conducting a NECA, explain the NECA process, adapt the tool to meet the network's needs, identify champions among the group who will encourage buy-in from other members, and draft a plan for implementing the NECA across the network. The meeting agenda should address the following topics.

topic	*activities*
1. Share examples of network successes and challenges	Invite members to share examples of how the network has helped them and others achieve their goals and challenges they face in the work that the network supports.
2. Introduce the NECA and its benefits	Introduce the NECA tool, explaining what it is and how the NECA process can be used to further improve the network based on their discussed strengths and challenges. Share NECA benefits, such as that it: • Identifies the network's strengths and challenges • Builds consensus and cooperation among network members on key priorities

topic	*activities*
	• Is a fully participatory process, owned by network members that leads to a clear action plan • Develops solutions that improve network performance
3. Explain the NECA process	Explain in detail the process itself, including the length of time, roles and responsibilities between Pact and the network, and key deliverables. Based on the network's size and location, determine with members if you will conduct a traditional or rapid NECA.
4. Adapt the NECA tool	Go over the NECA tool and identify statements in each of the five components that may need to be adapted or removed based on their applicability to the current network. Make sure all members agree on the changes.
5. Recruit NECA Champions	Invite members to be NECA Champions. Explain that for this process to be successful, you will need their support and abilities as leaders to clearly explain the process to their fellow members and get their commitment to the process.
6. Identify the NECA Planning Team	Some members will need to be part of the NECA Planning Team, which will develop a clear plan to implement the NECA tool. Make sure to identify individuals who can lead this process during this meeting and schedule a meeting shortly afterward to develop and implement a NECA implementation plan.

STEP 1C: DEVELOP NECA IMPLEMENTATION PLANS

In consultation with the NECA Planning Team, identify the main actions, responsible parties, time frame, and necessary inputs to ensure all network members are involved in the process and are clear on their roles and responsibilities. You can create this plan in a simple table, such as in the one below.

action	timeframe	inputs	network member responsible

STEP 2: EXTERNAL STAKEHOLDER INFORMATION GATHERING

Pact staff will gather information about the network from external stakeholders who are directly affected or who are identified beneficiaries of the network. During the NECA, Pact staff will share external stakeholders' views of the network's perceived strengths and weaknesses to support understanding of the network's relationships with its external stakeholders, to identify unknown areas of strengths and weaknesses, and to help prioritize actions that improve the network's capacity to generate impact for those they support.

This phase should be short, but the information gathered is vital in informing the network on how it externally is perceived.

STEP 2A: IDENTIFY KEY EXTERNAL STAKEHOLDERS TO INTERVIEW

Identify key stakeholders that directly interact with the network or actively participate in it, including government, civil society, and private sector stakeholders. Make sure to define the relationship between each of the key external stakeholders and the identified network.

STEP 2B: DETERMINE RELEVANT NECA SECTIONS FOR EACH STAKEHOLDER

Based on the type of stakeholder, determine which NECA sections would be most applicable to have them complete on the identified network. Make sure to choose sections that are most relevant based on the type of relationship to the network.

STEP 2C: CONDUCT ONE-ON-ONE DISCUSSIONS

During a one-on-one discussion with each external stakeholders, have the stakeholder complete relevant NECA sections, then discuss its thoughts while identifying the demonstrated network strengths and areas that need further improvement.

Document each discussion, particularly the strengths and areas for improvement mentioned, and analyze the information by looking for any similarities and key differences in responses based on the type of stakeholder. Once completed, create a NECA report using Pact's Capacity Solutions Platform (CSP) and share with the network during the NECA workshop.

STEP 3: CONDUCT NECA WORKSHOP

Pact staff will help coordinate with network members to facilitate a NECA workshop with network secretariat staff and representative members. Please refer to Appendix A for the NECA tool.

For a traditional NECA: If you are conducting a traditional NECA, prepare logistics necessary for the workshop and ensure you have all network member representatives in attendance for the two-day workshop. Below is the two-day workshop agenda.

Two-Day NECA Workshop Agenda

day 1	day 2
morning	
INTRODUCING THE NECA TOOL Explain the NECA tool, each of the five relevant components, and the statements of excellence until all participants are clear.	**DISCUSS NECA RESULTS** Facilitate discussions using the results generated in the CSP and identify strengths and weaknesses for each of the five components. **DISCUSS EXTERNAL STAKEHOLDER RESULTS** Facilitate discussions on key strengths and weaknesses as perceived by external stakeholders.
afternoon	
CONDUCT THE NECA Conduct the NECA process, using a participatory approach for activities and discussions.	**DEVELOP NETWORK STRENGTHENING PLAN** Network members develop key actions that are then prioritized by urgency, importance, and root causes. The priority areas needing attention are then put together in an action plan format with actions, timelines, responsibilities, and resources attached to them. This step may require additional meeting time.
evening	
DEVELOP THE NECA RESULTS Develop NECA results on CSP, export NECA reports, form the CSP, and share them with participants for Day 2.	

After the workshop, the assessment report is compiled by the NECA workshop facilitator and sent to the network for its feedback, based on which the NECA workshop facilitator produces a final report is produced and provided to the network and to Pact. In the meantime, the network finalizes the network strengthening plan and submits it to Pact.

For a rapid NECA: Pact staff coordinate with the network coordinating body to communicate all NECA-related information and ensure NECA forms are sent out and returned completed by each network representative. Once forms have been returned, Pact staff finalize the results in the CSP and prepare the NECA reports in advance the one-day NECA workshop. Please note that one-day workshops follow only Day 2 activities from the two-day NECA workshop.

MEMBERSHIP SURVEY

A membership survey collects feedback from network members in order to:
- Understand which benefits and services members value
- Identify member needs
- Determine the network's strengths and weaknesses
- Understand members' satisfaction and views on how the network performs
- Develop key recommendations to improve network performance

This tool is particularly useful in formal networks and can be used regularly to give members an outlet for voicing opinions and ideas that they might not otherwise say (responses can be submitted anonymously). More importantly, these surveys offer an organized way to analyze data and use the feedback to make improvements within the network.

STEP 1: IDENTIFY NECESSARY DATA TO COLLECT FROM NETWORK MEMBERS

We recommend collecting information on your network in three key areas.

1. DEMOGRAPHIC/PERSONAL INFORMATION

Understanding your network members and their motivations for participating in the network are vital. To be able to attract and keep members, you need to find ways to express what is important to them, which demographics/personal data helps with.

Every network is different, so the types of information you collect will vary, but information could include:
- Demographics (age, gender, size of organization, geographical area of
- operation)
- Other networks members belong to
- Access to and familiarity with technology
- Number of events attended
- Length of membership in the network

2. Perceived Network Value

Understanding how members perceive the value of the network will help you determine what resources people are willing to spend or use to support specific services or products generated from the network.

Some recommended survey questions are:

- What do you believe is the primary function of our association/network?
- What are the advantages of belonging to our network?
- What do you like the most about being a member of this network?
- What would you like improved about this network?
- Why did you initially join this network?
- How often do you read our newsletter/visit our website/etc.?
- Rate each of our benefits/programs on a scale of 1 to 5, with 5 being the most valuable and 1 being the least valuable.
- What types of information and resources do you need to stay on top of industry trends?
- How satisfied are you with our level of services?
- What is your preferred source for information? (e.g., magazines, websites, social media)

3. Challenges and Needs

The network exists only to serve members' needs, so it's important to gain feedback from members on what challenges they face and to ensure that the network is offering the right services to members. Some survey questions in this area are:

- What are the top three challenges you face right now in regards to (specify topic)?
- Rank our services based on what you feel is most important. (List all services)
- Is there anything you would like to see added or improved in the services we offer?

Please refer to Appendix B for an example survey that can be adapted to your needs.

Step 2: Gather Member Data

Have all network members complete the survey. You can ask them to take it during a member's meeting or create an online survey they can complete in their own time. Explain the purpose of the survey and make sure members understand how it will be used.

Step 3: Analyze the Data

Use the results from the survey to determine key trends, areas of interest, most and least utilized services, and opportunities for improvement.

STEP 4: PRESENT THE RESULTS

Share the results and find an opportunity to present them for further discussion. Facilitate a meeting to work with network members to develop key recommendations for areas of improvement to ensure the network is meeting the needs of the members and their constituents.

STEP 5: DEVELOP ACTIONS

The last step is to act based on the results. Identify priority actions with input from all network members. Please see Network Strengthening Planning for further information on this step.

NETWORK PERFORMANCE SCORECARD (NPS)

An NPS is an information management tool that provides real-time information to decision-makers in one easy-to-read format. It allows decision-makers and network members to gauge how well the network is performing by providing a snapshot of performance.

Rather than presenting all monitoring information collected, the scorecard graphically presents the status and historical trends of key indicators from activities of the highest priority to members. Scorecards can be web-based so they can be updated regularly in real-time or through an offline database.

NPSs can include different information depending on the network's purpose and function and on the indicators used to measure success. For example:
An advocacy network might monitor the number of days before a bill will come up for a vote, the number of for/against/undecided votes that are likely, and mobilization coverage of critical segments of the electorate.

A learning network consider monitoring levels of member activity, main types of information shared, frequency of information shared, number of monthly events that took place, and number of attendees.

There are three stages in the Network Performance Scorecard process: NPS tool development, NPS tool implementation and facilitated discussion, and network strengthening action planning.

STAGE 1: NPS TOOL DEVELOPMENT

This stage is completed by network leadership independently or in collaboration with Pact staff. You will need to mobilize key network representatives and members to participate in developing the NPS tool from scratch to meet your needs.

The development process:

- Identifies key issues to monitor in the network

- Ensures you have full participation and buy-in from the network members
- Develops a work plan and list of necessary materials

The development process is conducted through five steps. An example NPS tool is in Appendix C.

STEP 1A: DETERMINE THE NETWORK'S PURPOSE AND FUNCTIONS

Is the purpose to share information and knowledge between members? To advocate for a specific issue? Have the members define the network's purpose, then you can determine the network's functions to establish what data will need to be collected.

STEP 1B: GENERATE AND PRIORITIZE ISSUES

Identify the key issues that affect the network's main functions. If, for instance, a main function of your learning network is to conduct multi-stakeholder forums, then an issue might be low attendance or lack of diverse stakeholders attending meetings.

STEP 1C: DEVELOP MEASURABLE INDICATORS

Determine 5-7 key indicators that you would like to measure to help track progress as you address issues. Also, make sure to choose data relevant to the appropriate audience, whether it be for the network leadership, network members, or donors. It is important to communicate where you will gather (e.g., through membership surveys, social network analysis, NECA) and how you will use this data.

STEP 1D: DEVELOP PERFORMANCE TARGET GOALS

Identify targets for each indicator to determine what success means to the network. Ensure that they are realistic and support the goals of the network.

STEP 1E: DETERMINE THE FREQUENCY OF UPDATING THE DATA

Do you need to monitor data on a monthly or quarterly basis to help make decisions? Ensure you communicate with network members and gain an agreement on how frequently you will collect and share the data.

STAGE 2: NPS TOOL IMPLEMENTATION AND FACILITATED DISCUSSION

This stage is completed by network leadership and staff, with facilitation support by Pact staff. Once the tool has been developed, the data will need to be collected. Ensure you have appointed staff who are responsible for updating the data and preparing the scorecard.

After data is gathered and complete, convene a joint meeting, with key decision-makers present to give instant feedback and to determine responsibilities in taking on key issues.

This NPS meeting, set in an agenda:

- Presents the indicators and compiled/completed data to network members, staff, and leadership
- Informs and updates network members on network issues
- Facilitates small group discussion on the indicators and ways to improve the network
- Identifies and facilitates collective agreement on areas for network improvement
- Provides opportunity for individuals to voice their suggestions and for open discussion
- Shapes member suggestions into network strengthening recommendations

STAGE 3: NETWORK STRENGTHENING ACTION PLANNING

This stage is completed by key network stakeholders with Pact staff support. After the discussion, the network members develop a Network Strengthening Action Plan. We explain this process in Module 3.

APPENDIX A

NETWORK CAPACITY ASSESSMENT (NECA) TOOL

Complete the following survey to help you diagnose your network's strengths and areas of growth. You can track your progress in key areas by regularly conducting this survey with your members, preferably on a quarterly or bi-annual basis.

Network Name: ______________________________

Assessment Date: ______________________________

Respondent Name: ______________________________

HOW TO USE THIS TOOL:

- Have each network member individually complete the statements below by checking the box that best describes their response to the statement.
- For each statement, score accordingly.

1	2	3	4	5
strongly disagree	disagree	neutral	agree	strongly agree

NETWORK PURPOSE

This section addresses the network's capacity to create a shared understanding of and agreement on the purpose of the network and the member's collective involvement in developing the network mandate and operational plans that align with the network purpose.

1. All members share a common understanding of the network's purpose.
2. All members have identified collectively the network's goals and objectives.
3. Operational planning and programming priorities are done in collaboration with members.
4. Operational plans reflect network goals.

NETWORK VALUE

This section addresses the network's capacity to create value for its members and their constituents and to determine their perceived value of the network.

1. Members frequently add value to each other's work.
2. Members regularly create new knowledge or insights together.
3. Members work together to advance network goals.
4. The network is creates value for the constituents it serves.
5. Members honor their commitments to the network.

6. Network activities are attuned to the comfort and energy levels of members.
7. All members are contributing time and resources to the network.
8. All members believe they are achieving more together than they could alone.

NETWORK OPERATIONS

1. This section addresses the network's capacity to effectively and efficiently meet strategic goals and objectives.
2. The network meets its strategic goals and objectives.
3. Network services are cost effective.
4. Members use shared measurement indicators to determine successful completion of targets and goals.
5. The network has a clear organizational structure adapted to the network's functions.
6. Members have clearly defined roles and responsibilities that complement the other members.
7. Decision-making processes are clear and documented.
8. Decision-making processes encourage members to contribute and collaborate.
9. The network has mechanisms in place to promote accountability among members (e.g., agreements, understandings).
10. Network members have an opportunity to provide feedback on network operations and activities.

NETWORK SUSTAINABILITY

This section addresses the network's capacity to be able to ensure resources are available to sustain activities; includes membership feedback and learnings that are used to adapt programming and ensure the network is providing relevant and valuable services.

1. The network anticipates and addresses conflict when it arises.
2. Members have mechanisms available (i.e., online platform, face to face forum events) that allow them to communicate, reflect, and share network experiences and learnings.
3. The network regularly collects feedback from members and utilize it to adjust network practices accordingly.
4. Within the network, members have the material resources needed to advance network goals.
5. Within the network, members have the skills and competencies needed to advance network goals (e.g., proposal writing, fundraising capacity).
6. The network has developed a resource diversification plan.
7. The network's financial resource base is diversified.
8. The network is able to attract additional financial resources, as needed.

NETWORK COMMUNICATIONS AND RELATIONS

This section addresses the network's capacity to establish relationships and collaborate with external actors that can advance the network's goals and objectives, such as government or international NGOs.

1. Network members know who all members in the network are.
2. The network's internal communications plan states what should be communicated, when, how, and to whom.
3. The network's internal communications plan consults members to ensure collective agreement on messaging.
4. Decisions and information are clearly and widely disseminated within the network.
5. The network uses media to inform the public about its work and/or to mount public education campaigns.
6. The network's communications with external stakeholders increases support for the network.
7. Within the network, members have the connections with decision-makers needed to advance network goals.
8. The network engages and partners with other organizations outside the civic sector, including regional and/or international networks, universities, research institutions, and the private sector.

APPENDIX B

[Name of network] always strives to improve its performance and the benefits for our valued members and their stakeholders. Therefore, your feedback is very important. Thank you for taking the time to respond to these questions. Your answers will help us learn about the effectiveness of [name of network] and ways to improve! This survey will take approximately 20 minutes.

We encourage your team members to work together to find the answers that best represent your network members' opinions about the network. Please note that we will keep your name and the name of your organization strictly confidential.

Contact Information

Name: ____

Name of your organization: ____

City/town/other: ____

Country: ____

Email: ____

Phone number: ____

Type of organization (please choose one only):

- ☐ Civil society organization (CSO)
- ☐ International non-governmental organization (INGO)
- ☐ Community-based initiative
- ☐ Other: ______________________
- ☐ Government institution
- ☐ Business
- ☐ Academic institution

Length of membership in network (please choose one only):

- ☐ Less than 1 year
- ☐ 1–2 years
- ☐ 3–5 years
- ☐ 6–10 years
- ☐ Over 10 years
- ☐ Not a member

Membership within the Network

1. What do you believe is the primary function of our network?

What should be the network's primary function, if different from the above?

2. What are the advantages of being a member of this network?

- ☐ Contacts and networking opportunities
- ☐ Professional growth (trainings, workshops, seminars, conferences)
- ☐ Financial resources
- ☐ Human resources
- ☐ Information-sharing/best practices
- ☐ Strengthened advocacy
- ☐ Other: ____________________

3. To what extent does your participation in the network meet your expectations?

Unsatisfactory	Below average	Average	Above average	Excellent
☐	☐	☐	☐	☐

4. Is the network's current size and membership adequate for fulfilling the network's purpose?

- [ ] Yes
- [ ] No

If No, what inadequacies have you noticed and what recommendation can you give the network to improve this situation?

5. What professional development opportunities has the network offered you or your organization? (Choose all that apply.)

- [ ] Trainings, seminars, workshops
- [ ] Conferences
- [ ] Study visits
- [ ] Exchange programs
- [ ] Mentoring
- [ ] Financial support
- [ ] Joint implementation with another organization
- [ ] Others: ________________________

6. How frequently do(es) you and/or your organization engage with other members of the network?

	Never	Rarely	Every now and then	Once per week	Once per month	Daily
Interact in person individually						
Meet at events						
Phone contact						
Email contact						
Share information via internet						
Receive information						

Other ways of interaction: ____

7. Please rate each of the network's benefits/programs on a scale of 1 to 5, with 5 being most valuable and 1 being least valuable.

Benefits/Programs	**Least Valuable**					**Most Valuable**
Annual learning conference	1	2	3	4	5	6
Resource library	1	2	3	4	5	6
Monthly meetings	1	2	3	4	5	6
Member database directory	1	2	3	4	5	6
Awards program	1	2	3	4	5	6
eNewsletter	1	2	3	4	5	6

8. How do you feel the key decisions that affect the network's constituency are made?

1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	N/A ☐
All decisions are made exclusively by the Secretariat	Most decisions are made by the Secretariat	Decisions are made by the Secretariat in consultation with the members	The decision-making process in very participatory	All decisions are made in a highly participatory manner	Don't know or do not have an opinion on this matter

9. To what extent do you participate in decision-making processes of the Network?

1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	N/A ☐
Do not participate	Participate rarely	Participate sometimes	Participate often	Participate in all key decisions	Not a member, or not interested in participating

10. Do you have any suggestions or comments on how to improve the quality of the relationships within the network?

APPENDIX C
NETWORK PERFORMANCE SCORECARD: TOOL DEVELOPMENT WORKSHEET

Determine the network's purpose
Why does your network exist? What do you plan to achieve?

Determine the network's main functions
Write down all the main functions and types of activities the network carries out that are aligned to its purpose.

Generate main issues that affect the network
Write down the issues that affect the main network functions you listed in step 2.

Prioritize main issues

Look back at the what you wrote in step 3 and determine the top 5–7 issues that are the most important to monitor to ensure your network is successful and meets its purpose. List them below.

Develop indicators

Using the prioritized issues from step 4, develop an indicator for each major issue. You should have no more than 1–2 indicators per issue. Indicators should be measurable based on data already being collected.

Example:

Issue	*Indicator*
Low participation at learning events Members do not attend learning events	Number of attendees per learning event
Members do not share updates regularly	Frequency of information shared

Issue	*Indicator*

Determine the data source and data collection frequency for each indicator
Identify where from and how you will gather the data for each indicator. Will it be from a membership survey, M&E data already gathered on provided services, or another data source? Determine how frequently you will need to collect data to update the scorecard.

Do you need to update data monthly, quarterly, or bi-annually? Determine how often data needs to be updated and enter it in below.

Indicator	*Data source*	*Data frequency*