



# Feedback Survey for Transnational Social Change Networks

COMPARATIVE SURVEY REPORT:

# A B C D

This is an anonymous report compiled from the actual findings of the iScale-Keystone survey of nine transnational social change networks in 2009-10

# Introduction

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This report presents what 77 constituents of the hypothetical “ABCD” Network say about the performance of the network and the value that they get from participating in it. The results are anonymised from actual findings and give a true representation of the results of each of the 9 transnational social change networks that participated in a comparative survey of all their constituents. The same survey instrument was simultaneously administered all over the world.

This survey is not an evaluation. Rather it holds up a mirror to show each network how their constituents see their performance. This anonymous example report provides “ABCD” with information that it can use to deliberate with its constituents in order to identify specific opportunities for improvement. Each participating network received a confidential report just like this one. Keystone will follow up with each network in 6 months time to catalogue what improvements and other changes the networks report stemming from their constituency deliberations on the findings. The process provides two ways to help interpret the data:

A comparative analysis, showing how ABCD performs relative to the other networks in the group. This makes it easier to identify areas of relatively strong and weak performance, and pinpoint potential areas for improvement.

ABCD may use the data to identify some priority areas where it wants to see improvement over the next 12 to 18 months and measure progress by repeating the survey in the future.

Constituents’ responses are grouped into six separate sections as shown in the table below:

Section	Feedback areas
Structure and function of the network	Network model, support or active agent function
Quality of relationships with the network’s bodies	Meeting constituents’ needs, quality of communications, responsiveness to feedback
Network vibrancy	New relationships established, their value, adequacy of network’s size and diversity, extent of participation in the network
Level of synergy within the network	Sharing of common interests and concerns, participation in network’s strategy and decision making
Value added for constituents	Network effectiveness, meeting of expectations
Network’s impact	Impact on constituents’ work, influence in the field

Constituents’ perceptions should be interpreted in light of each network’s unique strategy and priorities.

- The survey covers many areas in which constituents’ perceptions may be very important to a network.
- Low ratings in an area that is not central to a network’s strategy may not be a concern for a network.

At the end of this report we have included a series of conclusions and points for follow up.

Annex 1 includes the responses given to a set of customised questions where no comparison is made with the other networks in the group.

Annex 2 includes all the responses given to the open ended questions of the survey. These have been edited to protect the anonymity of respondents.

Annex 3 is the questionnaire that was used for the survey.

A network’s constituents are defined as all the organisations and individuals that consider themselves to be part of the network.

# Introduction

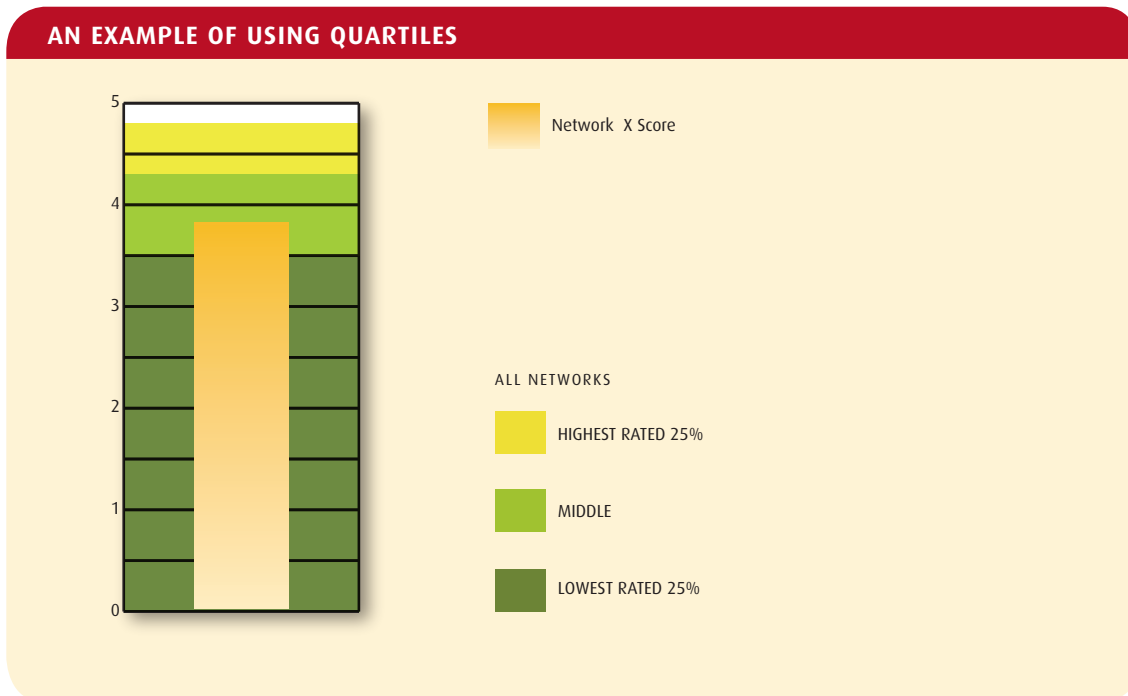
## CHARTS AND QUARTILES

We use a variety of charts to present the findings of the survey. Some are simple column graphs. Sometimes we summarise the performance of the whole group of networks by using quartiles.

A quartile is a sub-group of 25% (or a quarter) of the whole group of networks.

In these charts, a shaded background shows the performance of all networks using quartiles. The top quartile shows the performance of the highest-rated 25% of networks. It is shaded yellow. The lowest-rated 25% of networks fall in the bottom quartile, which is shaded dark green. The middle-performing group included two quartiles, or 50% of the whole group. It is shaded light green. When you compare ABCD's score to the shaded area, you are able to see whether you are among the top 25% of performers, the middle 50% of performers, or the lowest 25% of performers of the whole group.

Quartiles are well suited for comparing this type of perceptual data, which can often be subjective and not precisely accurate. Understanding which quartile you sit in gives a reasonably accurate basis for comparing performance against other networks.



This chart shows the average score given to “Network X” by its constituents in a specific area of performance (the yellow column) against a shaded background that shows the equivalent rating for all networks grouped into quartiles.

In this chart, the top quartile of networks is made up of those that are rated in average between 4.3 and 4.7 out of 5 by their constituents. These are the highest rated networks in the group.

The next 50% of networks are given an average rating between 3.5 and 4.3 out of 5. These are the middle performers across the whole group of networks.

The networks in the bottom quartile are given a maximum score of 3.5 out of 5. These are the lowest performing networks.

So, we can see that Network X, with an average rating of 3.8 out of 5, is placed within the middle performers of the group of 9 networks.

# Introduction

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## METHODOLOGY

In this survey, data were collected through an anonymous questionnaire independently administered by Keystone in October 2009.<sup>1</sup>

Each participating network was asked to supply the names and contact details of all their current constituents, defined as:

Organisations and individuals

- that consider themselves to be part of the network; and
- for which email contact details are available.

Respondents included: members, partners, grantees, donors and members of advisory boards.

The survey was conducted using an online tool. For respondents with a limited access to internet, the questionnaire was made available in an interactive pdf format that could be filled in offline and sent as an email attachment.

The survey questionnaire was designed in collaboration with an Advisory Group formed by one representative of each network's secretariat (or equivalent) and one representative of each network's constituency. It was also reviewed by a group of network evaluation experts.

Network	N° of invites	N° of invites delivered	N° of partial responses	N° of complete responses	Response rate
ABCD	XXX	XXX	14	63	XX%
All Networks	3748	3726	XXX	XXX	24%

The ABCD questionnaire was administered in 3 languages - English, French and Spanish - and it was received by XXX of its constituents. Of these, 77 returned either a completed or partially completed questionnaire, representing a response rate of XX%. About 62% of the responses were received in English, 25% in Spanish and 13% in French.

The total number of responses for all 9 participating networks was 885 and the total response rate was 24%.

Answers to open ended questions were coded and quantified when relevant.

Costs for the survey were met partly by the participating networks and partly by the International Development Research Centre and the Excelsior Fund.

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<sup>1</sup> The design and execution of this feedback survey follows Keystone's ethical framework for conducting feedback exercises, available here: <http://www.keystoneaccountability.org/sites/default/files/Keystone%20ethical%20framework%20Aug09%20web.pdf>

## PARTICIPATING NETWORKS

Nine transnational social change networks participated in this comparative survey. They are all international, involving actors from different countries; pursue goals within the broad social and environmental justice field; and they share the premise that by adopting a networked structure they will generate greater benefits for their field of work and their constituents. Yet, they all have different and unique characteristics. Not all aspects of the participating networks are comparable amongst them. However, we believe that comparisons across the different networks generate insights and highlight aspects that absolute data for each network are unable to show by themselves.

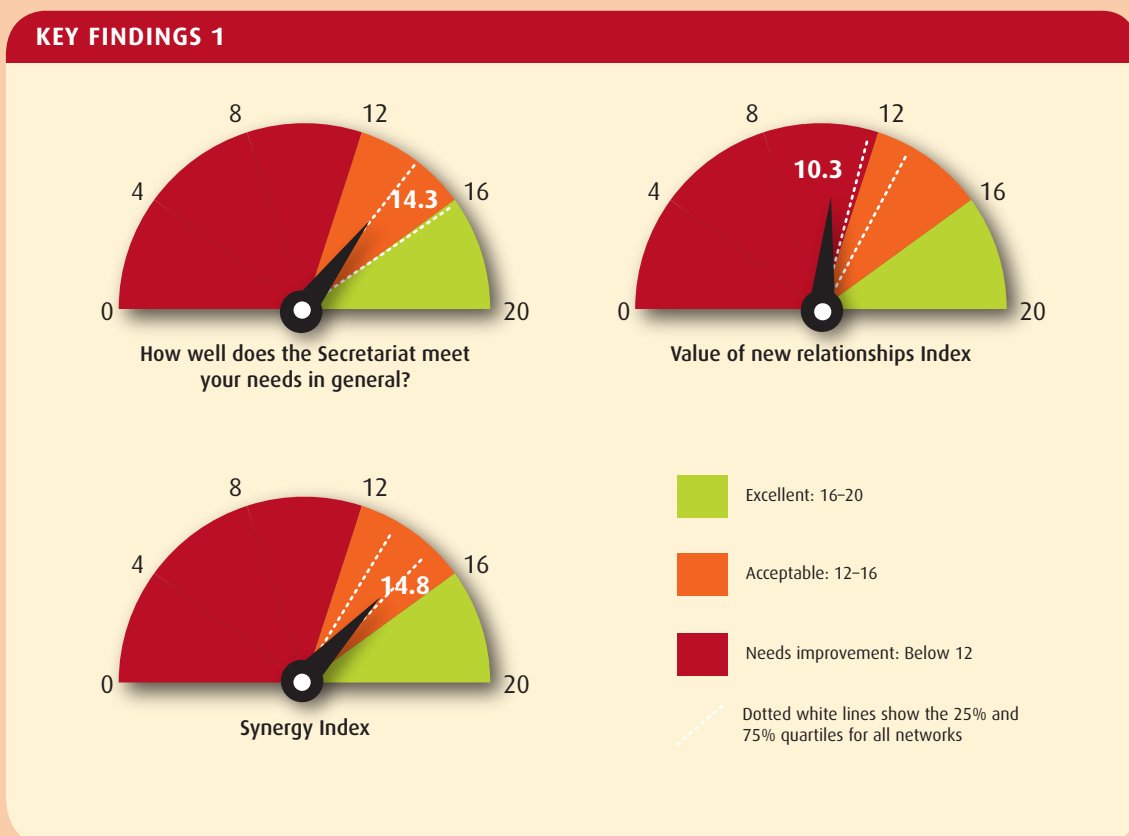
The following table summarises the characteristics of the networks that took part in this survey.<sup>2</sup> The 'size' column refers to the number of organisations and individuals<sup>3</sup> that consider themselves to be part of the network.

Name	Thematic focus	Area of work	Size	Sectors	Countries
Aflatoun	Children's rights, financial education	Programme replication, Technical assistance/ Capacity building, knowledge sharing, advocacy	92	CSOs, Government	22
CIVICUS	Civil society strengthening, human rights	Knowledge sharing, advocacy, research	450	CSOs, Private grantmaking organisations, Individuals	110
Countdown 2010	Environment	Advocacy, knowledge sharing	861	CSOs, Government, Corporate, Academia	61
Gender at Work	Gender	Capacity building, knowledge sharing	27	CSOs, International Organisations, Individuals	3
Health Care Without Harm	Health, Environment	Advocacy, knowledge sharing, research, capacity building	1050	CSOs, International Organisations, Hospitals and health care systems, Medical professionals, Government, Academia	52
International Land Coalition	People-centred development/ poverty alleviation, Human rights	Policy dialogue and advocacy, knowledge management and capacity building	84	CSOs, Inter-governmental organisations, research institutes	36
Red Mercosur	Development	Research, knowledge sharing	12	Academia	4
Poverty and Economic Policy (PEP) Research Network	Development/ poverty alleviation, gender, health, education	Research, capacity building, grantmaking, advocacy	105	Academia, Government	40
Renewable Energy and Energy Efficiency Partnership (REEEP)	Energy & Environment	Advocacy, knowledge sharing, grantmaking	309	CSOs, Corporate, Government, Academia	49

<sup>2</sup> Information for this table was contributed by the participating networks in June 2009

<sup>3</sup> Only when associated to the network in their individual (not institutional) capacity.

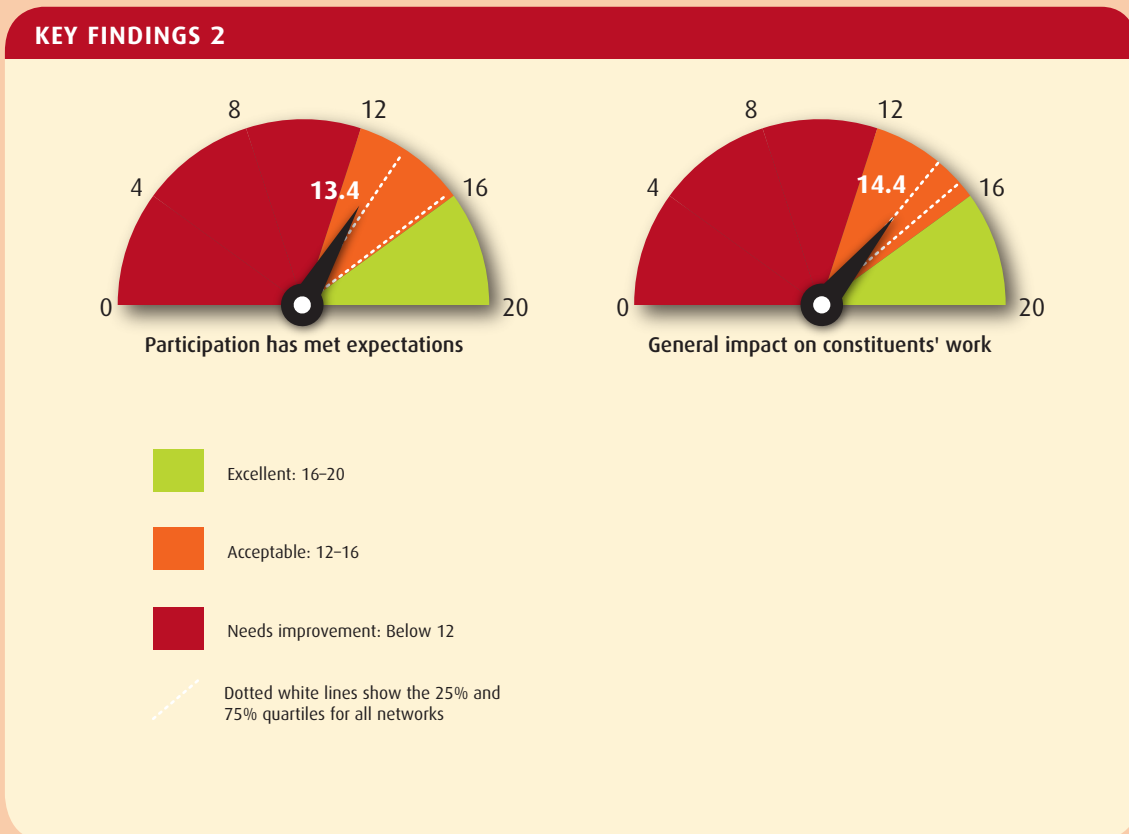
# Key findings



This *dashboard* shows constituents' satisfaction ratings for five key areas of network performance. Each one converts responses to a number of questions into a single rating of 0 to 20.

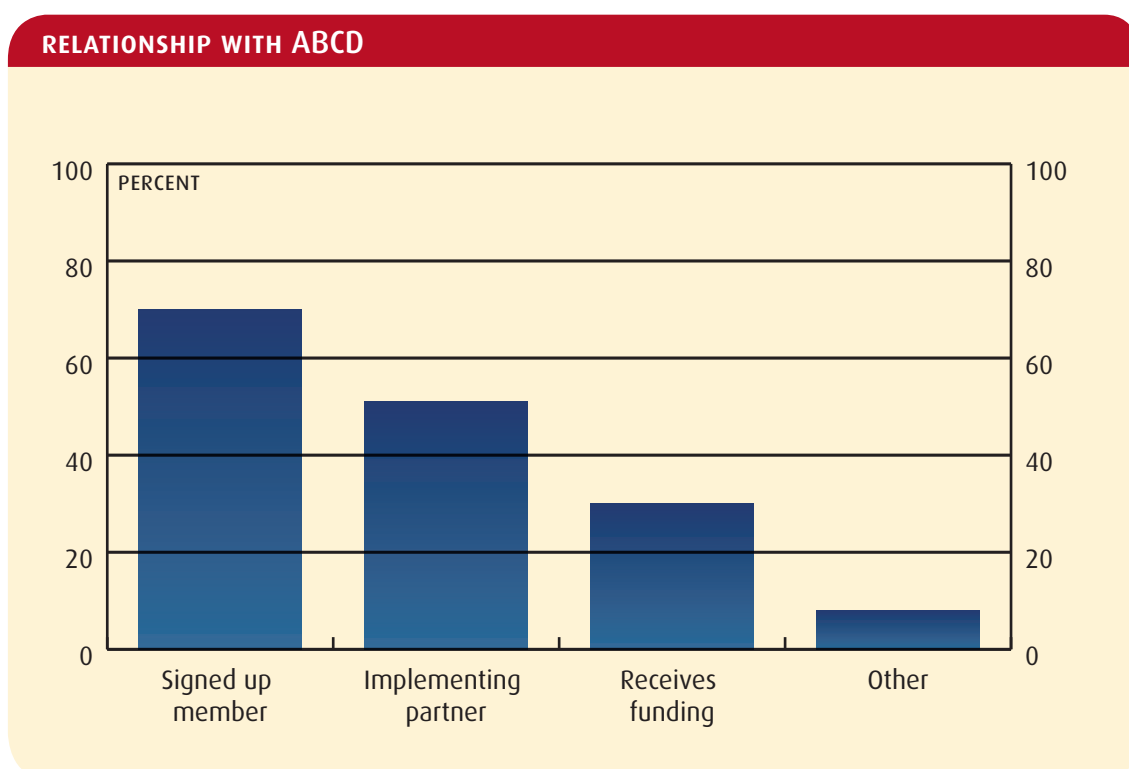
- On average, respondents give ABCD a rating of 14 out of 20 for how well the Secretariat meets their needs in general. This places ABCD at the highest end of the bottom 25% of networks in the group. *"The Secretariat is quite close to the partners and that is a great thing, but the relationship with the regional nodes needs streamlining and especially how members get to participate effectively"*.
- The overall value of relationships established as a result of participating in ABCD is rated 10 out of 20. This places ABCD among the lowest performing networks. *"There is a need to further define strategies in relation to networking and linking to various institutions. It should be noted that networking does not necessarily [mean] expanding the membership"*.
- The level of synergy (sharing of common interests, similar concerns and participating in the network's strategy) within the ABCD network is rated 14 out of 20. This places ABCD in the middle performing group of networks. *"Decisions come through the board where constituents are part of the decision making process"*.

# Key findings



- Respondents give a rating of 13 out of 20 on the extent to which their participation in the ABCD network has met their expectations. This places ABCD in the penultimate position in the group of the nine networks.
  - “Participation in ABCD has deepened our interest and involvement in [theme] related issues”.
  - “[..] I think ABCD should clearly state how NGOs can benefit from the network”.
- In terms of general impact on constituents’ work, respondents give ABCD a score of 14 out of 20, placing it seventh of the nine networks in the group. “Main impact is giving visibility to the [issue], and providing greater ‘legitimacy’ to local efforts, even if actual forms of direct support are limited”.
- In summary, ABCD’s constituents rate the value they get from ABCD as low compared to other networks, in four at of five major areas of satisfaction. ABCD is in most occasions rated by its members as falling in the bottom 25% of networks. This suggests that there is significant scope for ABCD to improve the value that members gain from their involvement in the network.

## Respondents' profile



- We asked respondents 5 questions on their profile (type of organisation, position in the organisation, type and length of relationship with ABCD and country of work).
- About three-quarters (76%) of respondents are in the civil society organisation category. Thirteen percent of respondents are at academic institutions/ research teams or think tanks. There are also 4% in the regional or international organisation category and 4% that are funders, grantmakers or foundations.
- More than half of respondents (54%) hold the position of Executive Director or similar in their organisation; about 23% are Managers or Team leaders and 23% are Officers or Researchers.
- As shown above, the majority of respondents (70%) are ABCD members; half (51%) are currently implementing or have in the past implemented a project/initiative with ABCD; and, about a third (30%) receives funding from ABCD. Another 8% is made up of organisations that provide funding to ABCD, have received training from ABCD or has had some other type of collaboration with the network.
- Almost half (46%) have been part of ABCD for three years or less, about 21% from 3 to 5 years and 33% for more than 5 years.
- The largest concentrations of respondents were in Africa (28%), Latin America and the Caribbean (22%), Europe (19%), South-Eastern Asia (15%) and South-Central Asia (12%)<sup>4</sup>.

<sup>4</sup> Countries were grouped following the UN macro regions categorisation: <http://www.un.org/depts/dhl/maplib/worldregions.htm>

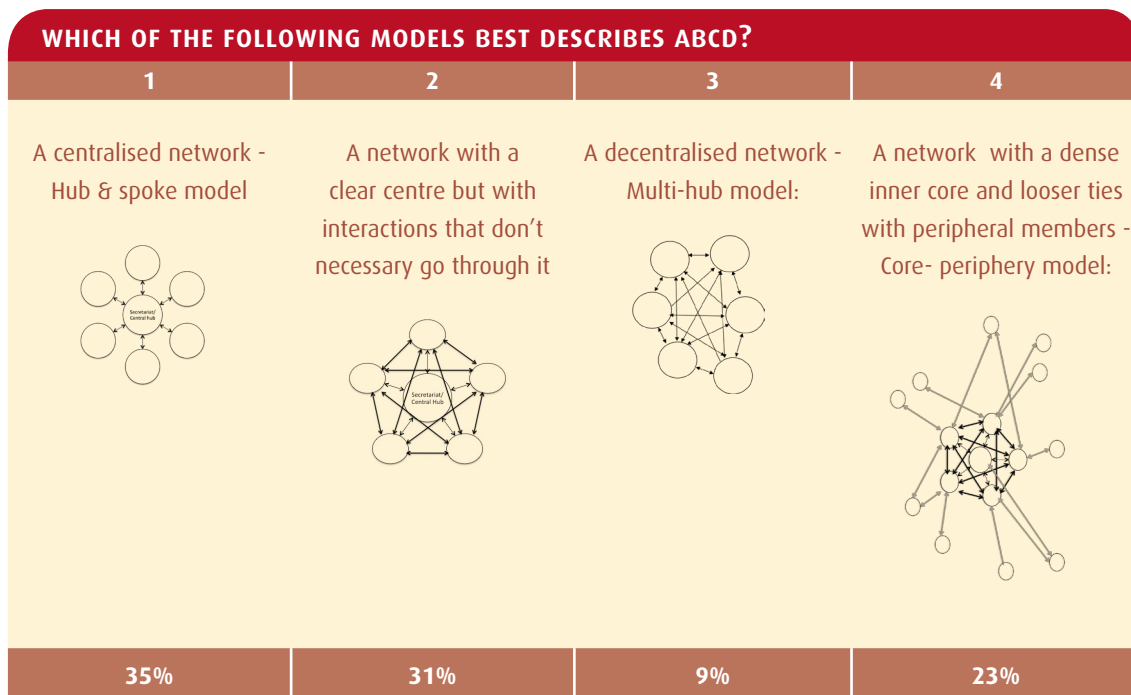


# Section 1

## Structure and function of the ABCD network

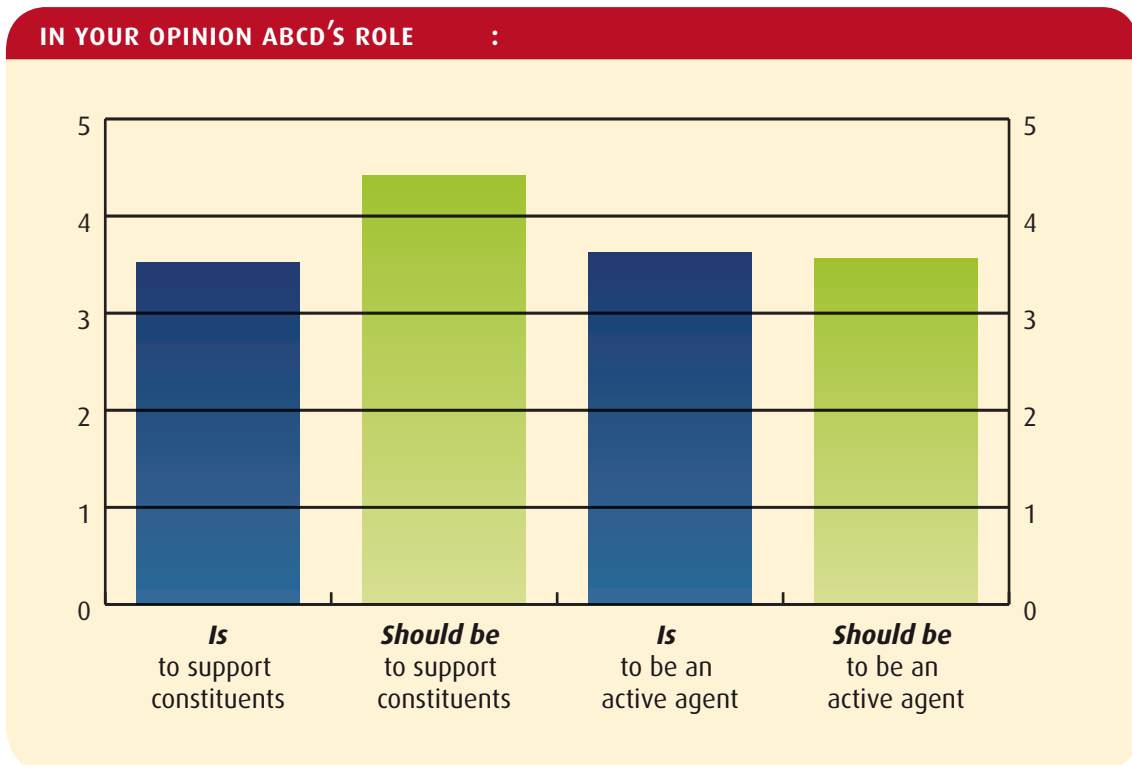
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# Structure and function of the ABCD network



- Respondents reported a wide variety of perceptions about the type of network that ABCD is. This was a common finding for most of the networks in the group, independently of their size. It could reflect that respondents do not think about the structure of the networks in these terms, or it could be a genuine diversity of views.
- 66% of respondents see ABCD as a network that has a single well defined centre (i.e. as 'hub & spoke' model or 'clear centre').

# Structure and function of the ABCD network



- On average, respondents rated their perception of how much ABCD's role is to support its constituents in performing certain activities at 3.5 out of 5. However, 83% of respondents feel that ABCD's role should be to support its constituents in performing activities (average rating of 4.4 out of 5).
- The rating given on whether its current role is to be an active agent undertaking activities on behalf of its members was 3.6 out of 5. Fifty five percent of respondents feel that ABCD's role should be to be an active agent on their behalf (average rating of 3.6 out of 5).
- The correlation between the perception of its current role and what this role should be suggests that ABCD isn't meeting its constituents' expectations in its support role. On the other hand, ABCD seems to be as an active agent as its constituents expect it to be.

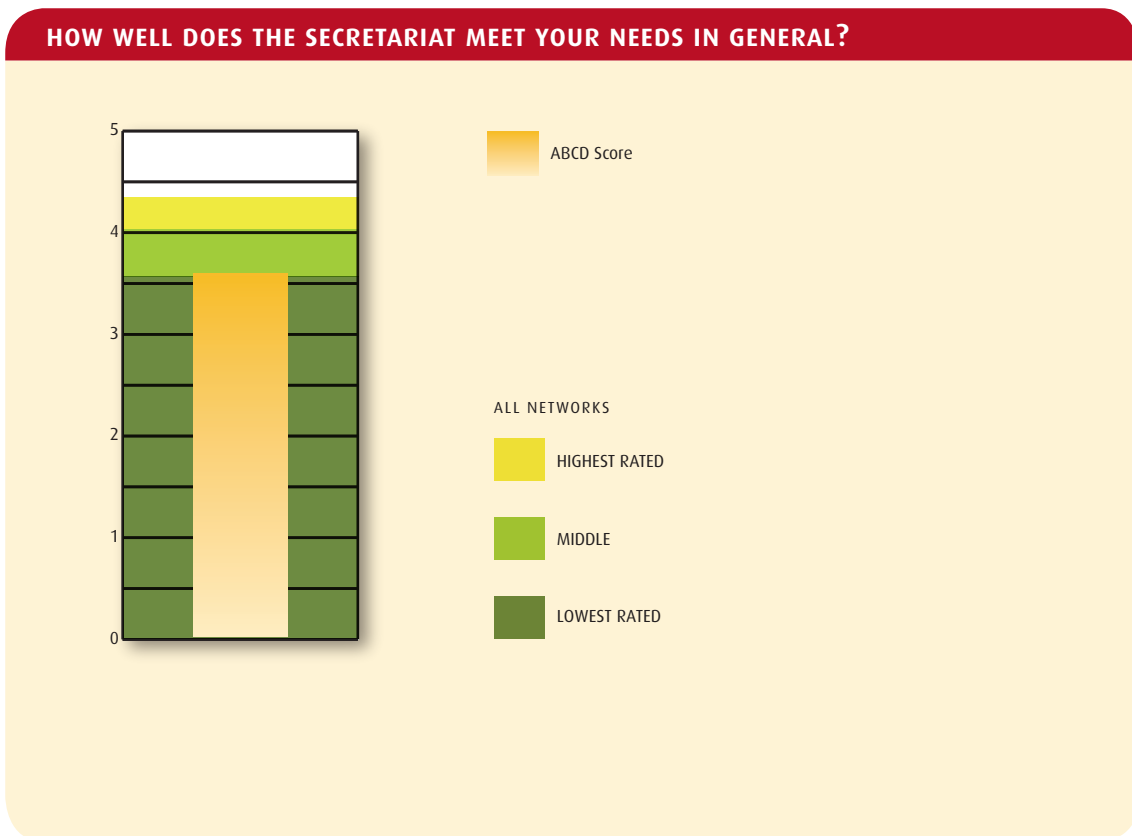


## Section 2

# Quality of relationships with ABCD's Secretariat

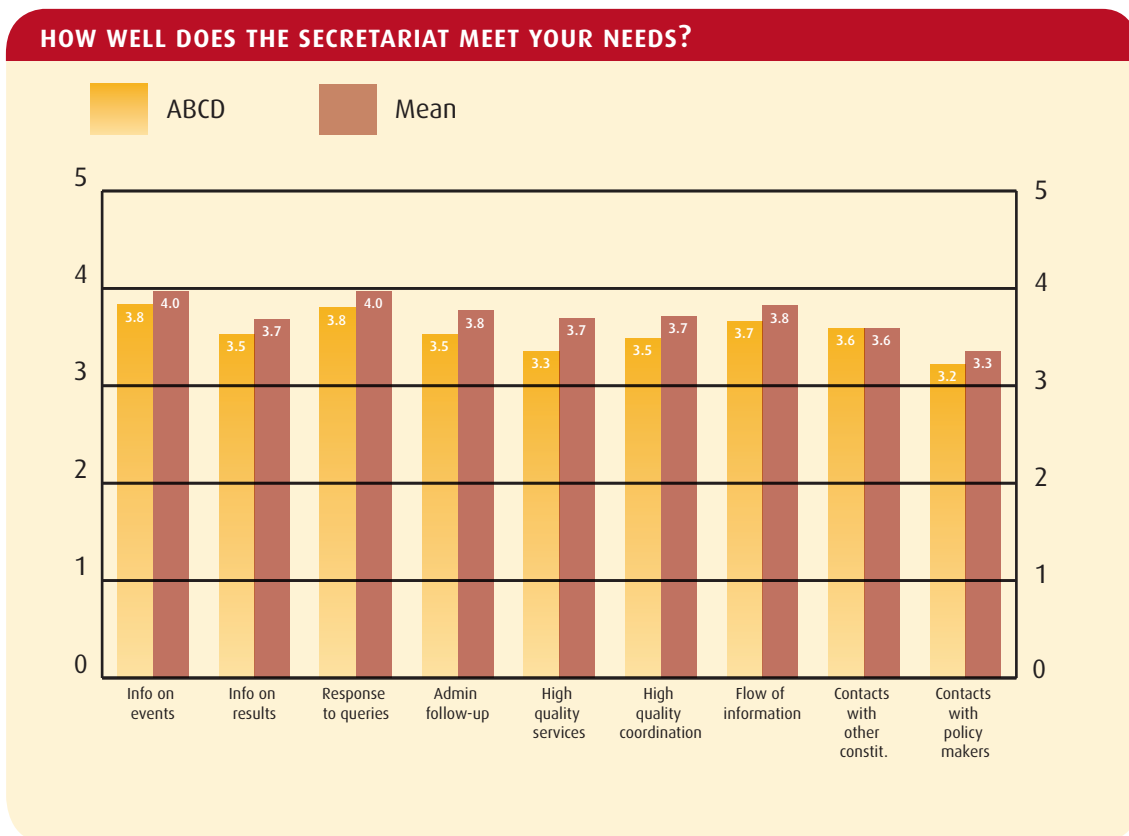
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# Quality of relationships with ABCD's Secretariat



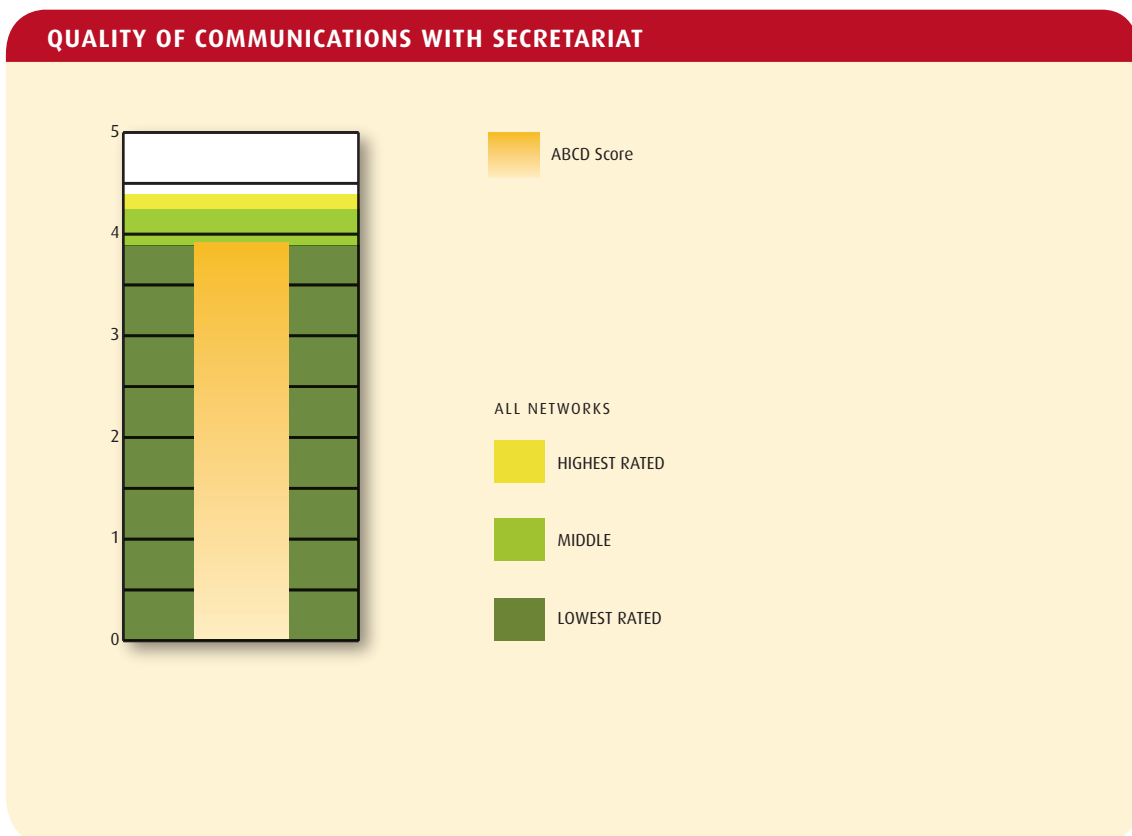
- On average, respondents give ABCD a rating of 3.6 out of 5 for how well the Secretariat meets their needs in general. This places ABCD at the top of the bottom 25% of networks in the group.
- The next chart analyses respondents' satisfaction with the Secretariat in more detail.

# Quality of relationships with ABCD's Secretariat



- In all areas ABCD is rated below the mean for the group of networks, with the exception of facilitating contacts with other constituents, where it sits next to the mean. The highest rated areas are the provision of timely information on network events and responding quickly to queries (both at 3.8 out of 5).
- The following percentages of respondents feel that ABCD's Secretariat meets these needs either "well" or "very well":
  - Timely information on network events by 69%
  - Timely information on the network's results by 54%
  - Quick response to queries by 61%
  - Administrative follow up by 49%
  - Provision of high quality, relevant services by 42%
  - Provision of high quality, relevant coordination by 49%
  - Enabling transparent and efficient flow of information by 63%
  - Facilitating contacts between constituents by 56%
  - Facilitating contacts with key allies or policy makers by 34%

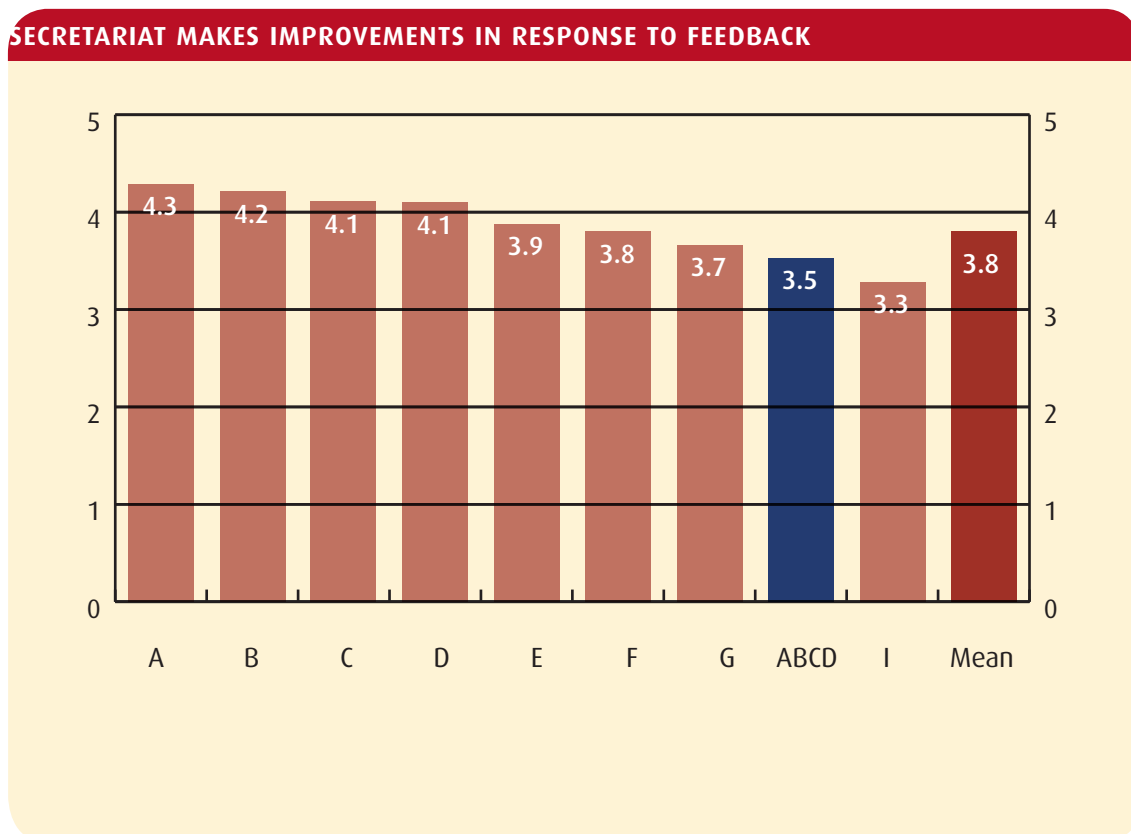
# Quality of relationships with ABCD's Secretariat



- Asked about the quality (i.e. timeliness, openness, relevance, accuracy) of communications that they have with the Secretariat, respondents give ABCD an average rating of 3.9 out of 5, placing it at the top of the lowest rated group.
- Sixty-nine percent of respondents give it a high or very high rating. The average for the group of networks is 62%.



# Quality of relationships with ABCD's Secretariat



- Respondents give the Secretariat a rating of 3.5 out of 5. This places ABCD next to last in the group of nine networks.
- We also asked questions about the quality of communications and improvement on the basis of feedback about other bodies within the network (governance boards, councils, committees and task/theme related workgroups or committees). On average 54% of respondents across all networks, and 47% for ABCD said that they didn't know. This suggests that constituents are not aware of these other bodies, and perhaps do not see them as being as important or relevant as the Secretariat.

About a third (32%) of comments made by respondents regarding the quality of their relationship with the Secretariat make suggestions for improvement and 16% are positive.<sup>5</sup> Illustrative examples include:

- "The Secretariat is quite close to the partners and that is a great thing, but the relationship with the regional nodes needs streamlining and especially how members get to participate effectively. Members do not have direct interaction with the council, which is quite understandable. All I know, as a member, is the Secretariat that I closely collaborate with."
- "ABCD might explore the use of communities of practice or other forums to disseminate a wide range of information and to enable constituents to discuss topics via means other than email".

<sup>5</sup> The quantitative analysis of comments provided by respondents is based on the coding of their responses. Hence, percentages presented here should not be seen as precise measurements but rather as providing a reliable general indication.

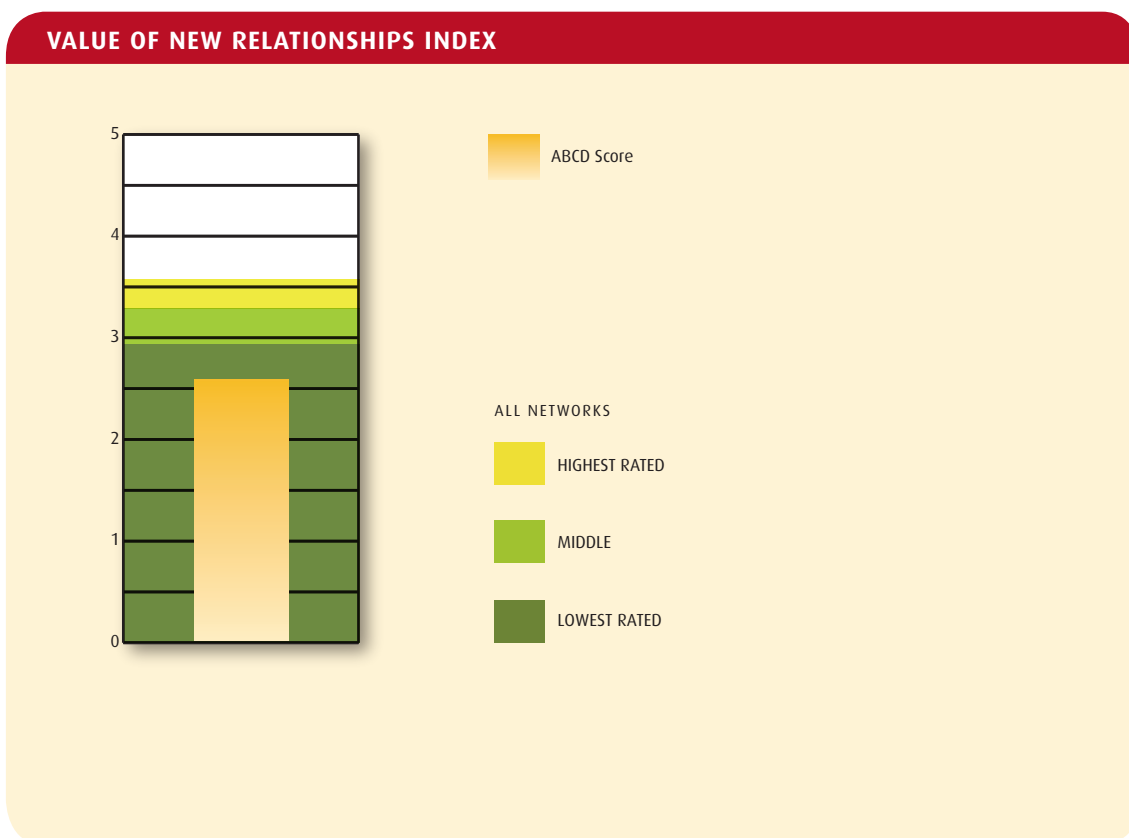


# Section 3

## Network vibrancy

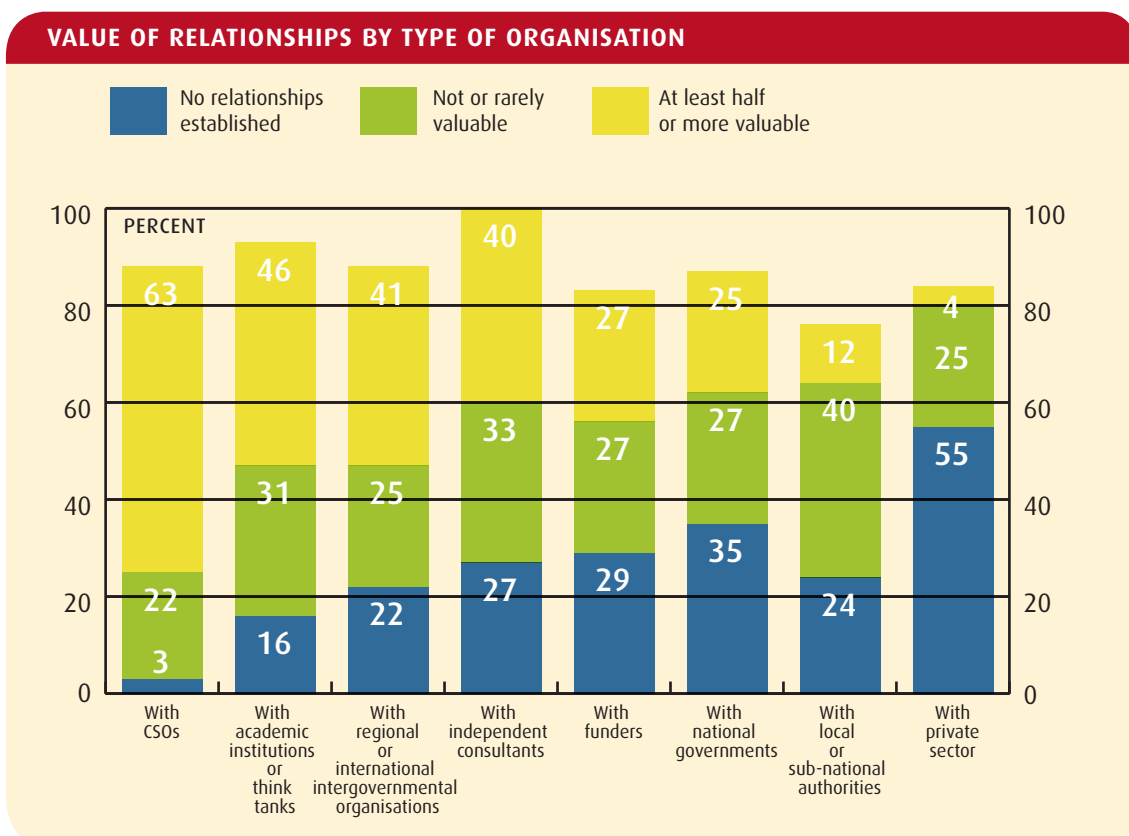
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# Network vibrancy



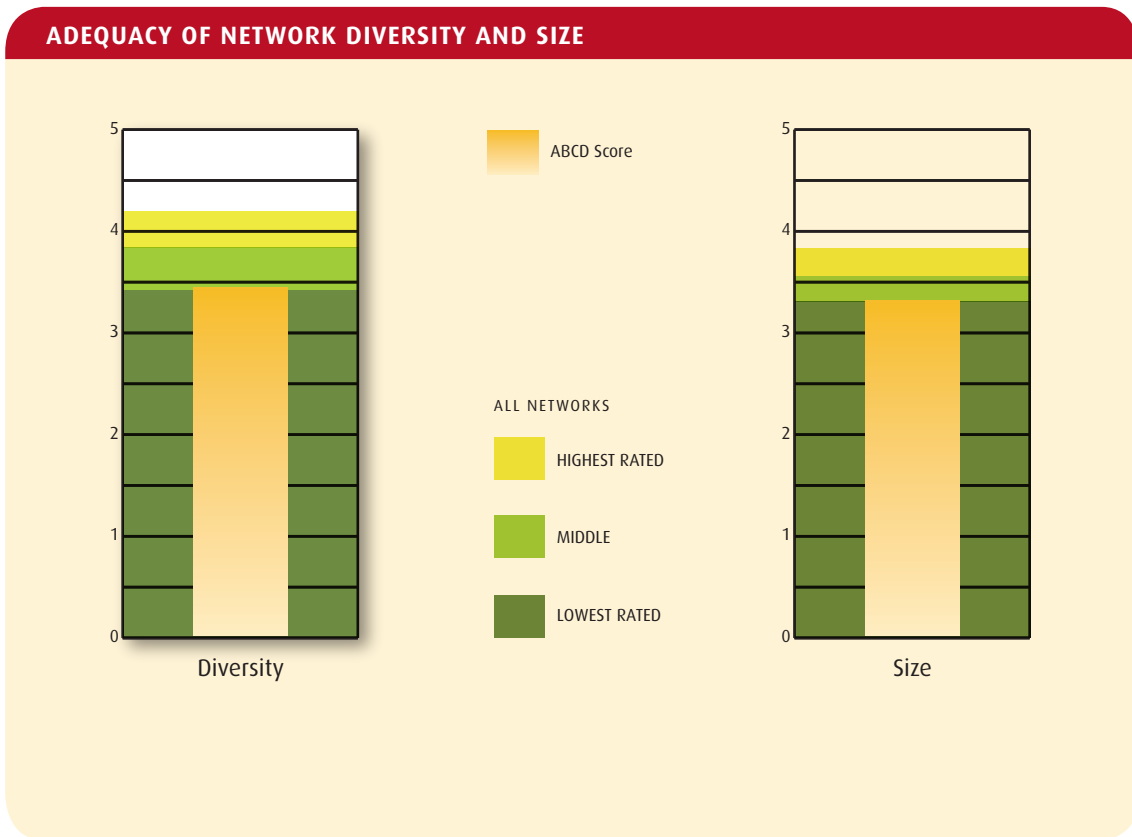
- The “Value of new relationships Index” summarises the value that respondents give to the new relationships that they have established with different kinds of actors as a result of participating in ABCD’s network .
- Respondents’ overall value of relationships established of 2.6 out of 5 places ABCD within the bottom performing group of networks for this measure.

# Network vibrancy



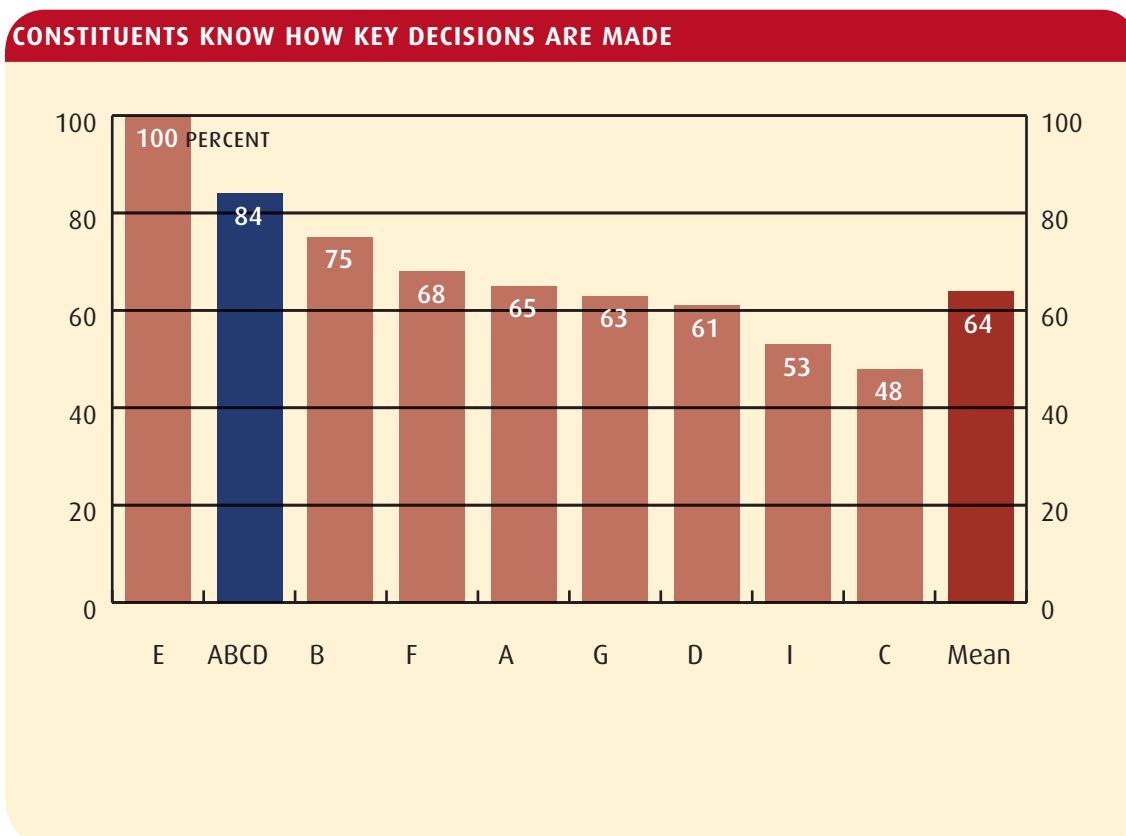
- As a result of their participation in the ABCD network, constituents most frequently establish relationships with Civil Society Organisations (CSOs, 85%) and find them largely valuable (63%).
- Respondents give an average rating of 3.3 out of 5 regarding the value of new relationships that they establish with CSOs and 2.9 regarding relationships with regional and international intergovernmental organisations. In both cases, this places ABCD next to last in the group of networks.
- Most commonly relationships were initiated by respondents meeting each other at an event organised by ABCD (average of 22%) and by being introduced to each other by the Secretariat (7%), while 21% stated that they knew each other before joining ABCD.
- On average 28% of respondents said not to have created relationships with the type of organisations listed in the questionnaire. Further analysis does not show any significant correlations between the type of organisation respondents are associated with and the value they assign to the relationships created with the different types of organisations. The only interesting finding is that none of the three intergovernmental organisations (IGOs) in the survey reports to have established any valuable relationships with other IGOs.

# Network vibrancy



- The adequacy of the diversity and the size of the ABCD network are rated 3.4 and 3.3 out of 5 respectively. This places ABCD for both aspects within the lowest rated group of networks.

## Level of synergy within the ABCD network

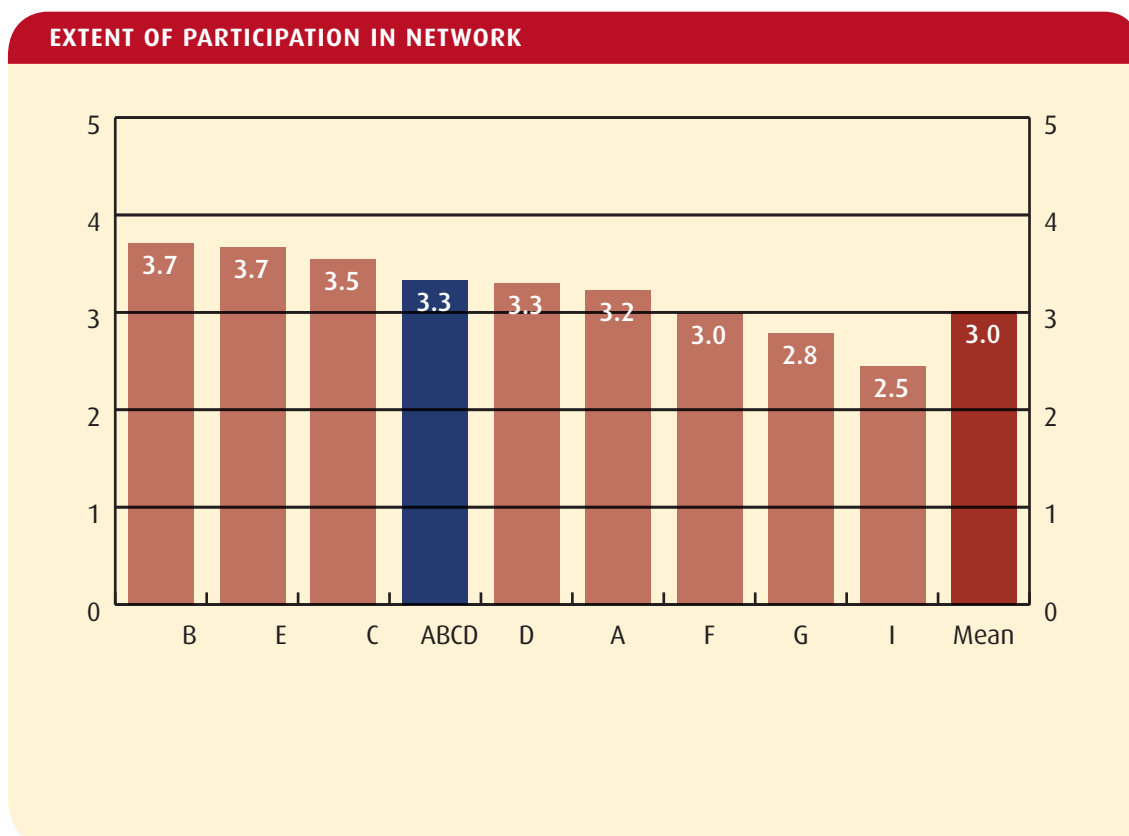


- Asked about how key decisions affecting constituents are made in ABCD, 16% say that they don't know. This takes ABCD out of the common trend among the group of networks, for which an average of 36% of respondents do not know how decisions affecting them are made. Comparatively, ABCD sits in second place regarding the percentage of constituents who express an opinion about how decisions are made. Further analysis shows that implementing partners and those receiving funds from ABCD tend to have a better idea about how decisions are made.
- Seventeen percent of respondents feel that either most or all key decisions are made by the Secretariat; another 28% that decisions are equally distributed between the Secretariat and being constituent driven and 40% that either most or all key decisions are constituent driven.

A fifth of the comments received in this section are positive, 27% make suggestions for improvement and 13% are negative. An illustrative example of comments is:

- "Decisions come through the board where constituents are part of the decision making process".
- "All members do not have the same level of information" (translation from French).

# Network vibrancy



- On average, respondents rate their participation in the ABCD network as 3.3 out of 5. This places ABCD as fourth in the group of networks and above average for the group. Comparisons between the networks in the group suggest that there may be an inverse correlation between the size of the network and the extent of participation in it; bigger networks tend to have less participation.

In this section, over a third (38%) of comments received are suggestions for improvement, 19% are positive and 13% are negative. There are a variety of comments ranging from the need to encourage more participation in the network, to ensuring a greater representation of Southern countries. Some illustrative examples of comments are:

- “There is a need to further define strategies in relation to networking and linking to various institutions. It should be noted that networking does not necessarily [mean] expanding the membership”.
- “Regional processes/nodes should be strengthened having clear linkages with the ABCD global strategic objectives so that more organisations at the regional level having common areas of interest can participate in ABCD initiatives and work together to make significant changes”.
- “Though very brief, [my participation] was very interesting, very challenging and has lots of potential to be actively nurtured and sustained. Very relevant to the policy work [our organisation] is working on at the international, regional and national levels”.

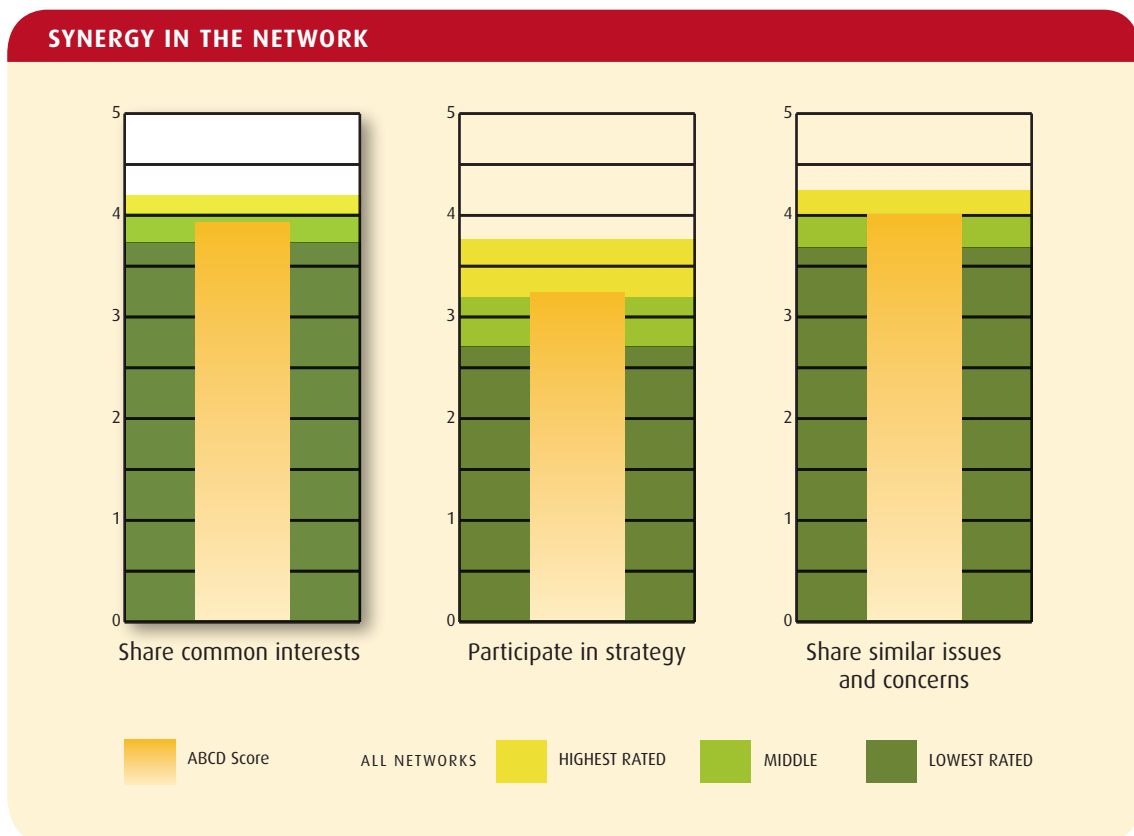


## Section 4

### Level of synergy within the ABCD network

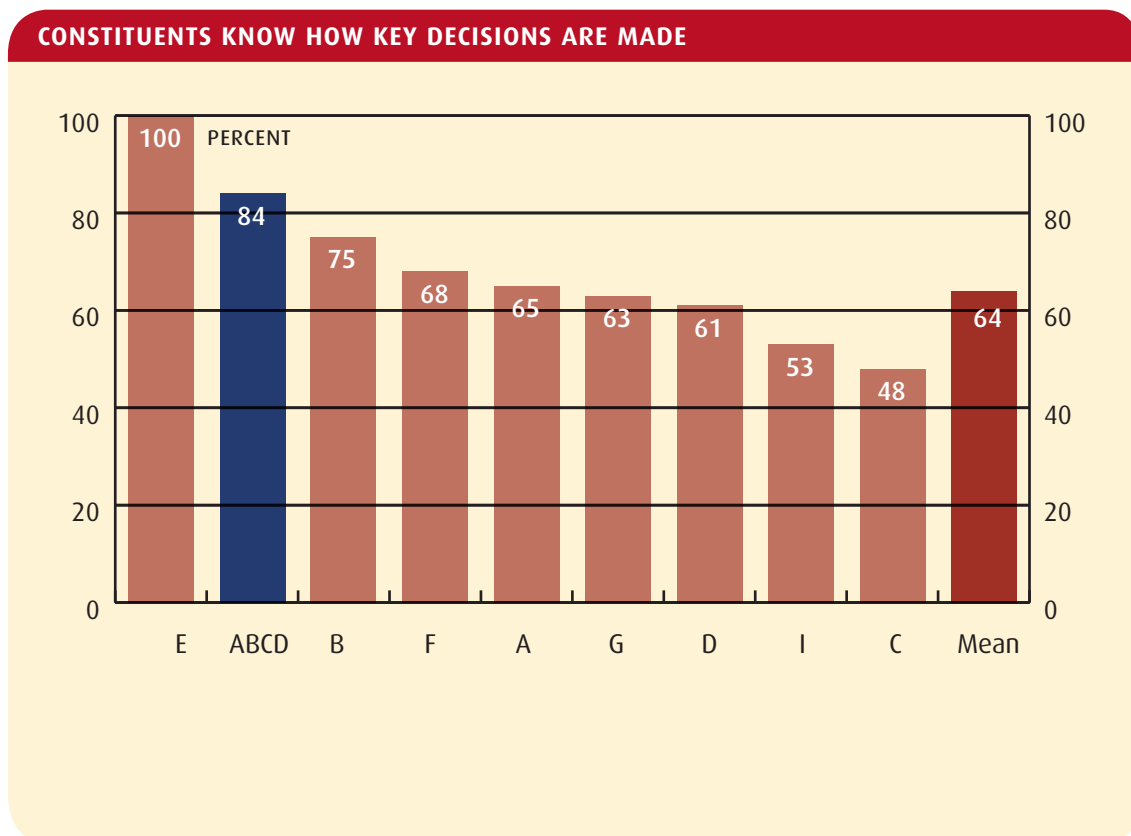
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# Level of synergy within the ABCD network



- In this section we asked ABCD’s constituents about the level of synergy in the network, and specifically about the extent to which constituents share common interests with the network, participate in its strategy and have similar issues and concerns with other participants. ABCD is rated 3.9, 3.2 and 4 in these three areas.
- Comparatively, ABCD, in all three areas, sits at the top of the middle group of networks.

# Level of synergy within the ABCD network



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- "Decisions come through the board where constituents are part of the decision making process".
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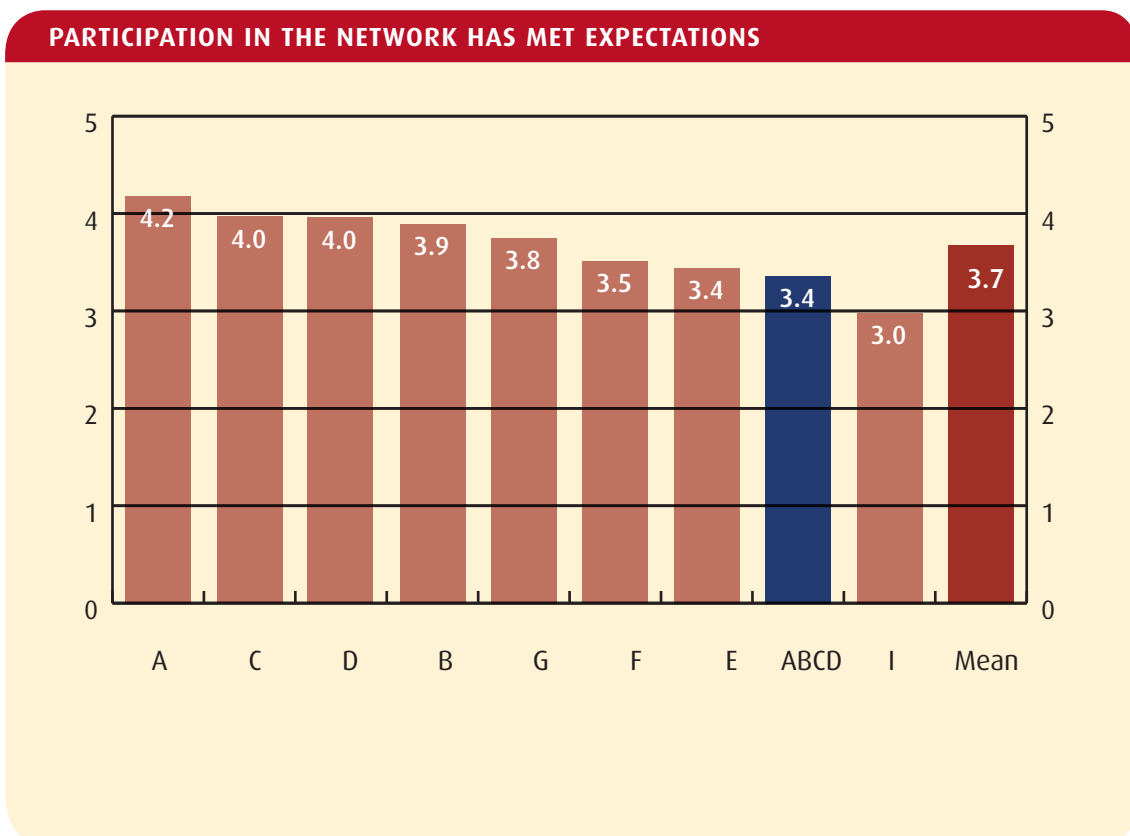


# Section 5

## Value added for constituents

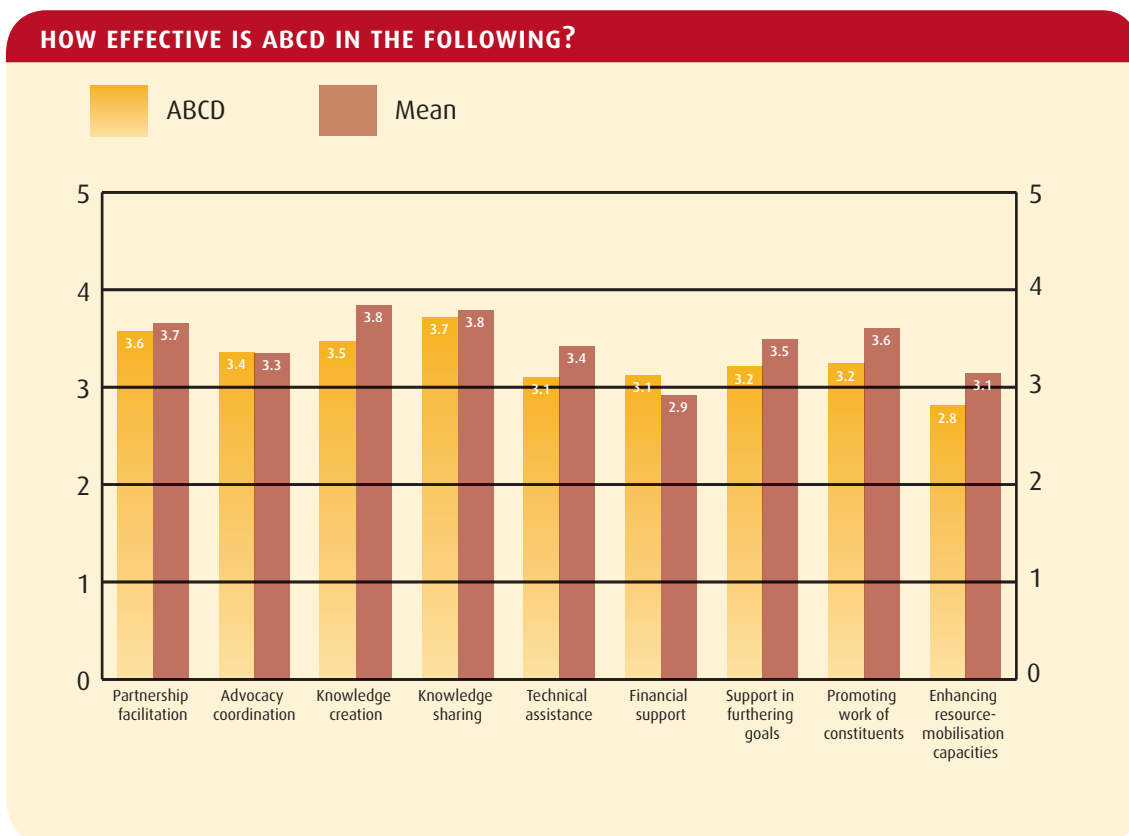
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## Value added for constituents



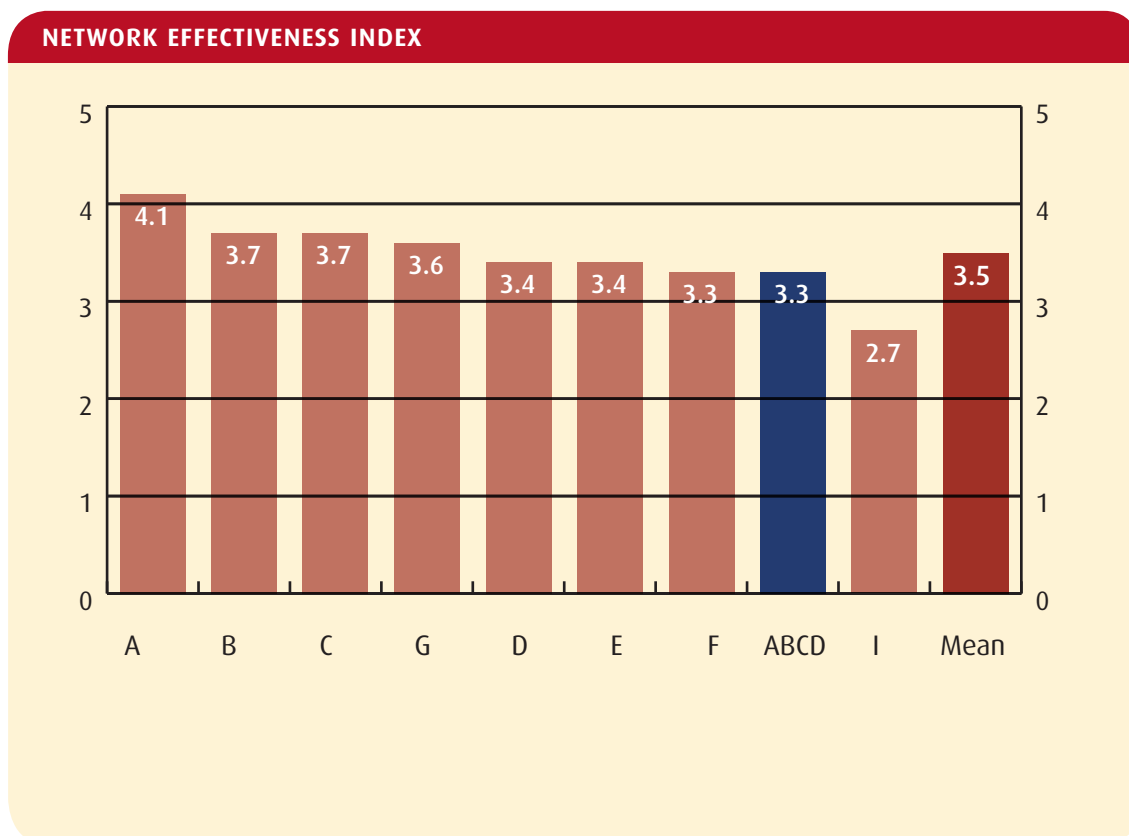
- Respondents give a rating of 3.4 out of 5 on the extent to which their participation in the ABCD network has met their expectations. This places ABCD next to last in the group of the 9 networks.
- Fifty percent of respondents say that ABCD met their expectations either very much or absolutely, 29% give a medium rating, while 20% say that it didn't meet their expectations.
- Further analysis shows that the groups mostly benefiting of their participation in the ABCD network are CSOs (57% of those responding to this question give it a high or very high rating) and those receiving funds from ABCD (68%). None of the 3 IGOs in the survey reports that their participation in ABCD has met their expectations.

# Value added for constituents



- The graph shows the average ratings given by respondents on ABCD’s performance in a series of areas in the relation to the mean for all the networks in the group.
- Respondents report that ABCD is either “very” or “extremely” effective in:
  - Facilitating networking and brokering partnerships between constituents by 50%
  - Coordinating advocacy actions by 43%
  - Creating new knowledge by 48%
  - Facilitating knowledge sharing between constituents by 61%
  - Providing technical assistance and capacity building to constituents by 25%
  - Providing financial support to constituents by 33%
  - Supporting its constituents in furthering their goals by 35%
  - Promoting the work of constituents by 40%
  - Enhancing constituents’ capacity to mobilise resources by 19%

## Value added for constituents



- In comparison to the other networks, ABCD's ratings in these areas (3.3 out of 5) are below average (3.5 out of 5) and place ABCD next to the lowest performer.
- The only areas in which ABCD scores above average are in coordinating advocacy actions and providing financial support (3.4 against a mean of 3.3 and 3.1 against 2.9 respectively).

In this section more than a third (38%) of the comments received are positive, 23% make suggestions for improvements and 23% express respondents' dissatisfaction. Illustrative examples of comments include:

- "Participation in ABCD has deepened our interest and involvement in [theme] and related issues".
- "At the moment it is only the funding that we got, but other than that, we do not see much value. I think ABCD should clearly state how NGOs can benefit from the network".
- "The relationship has been very disappointing and has added a great deal of stress to our organisation and to our coordinator".

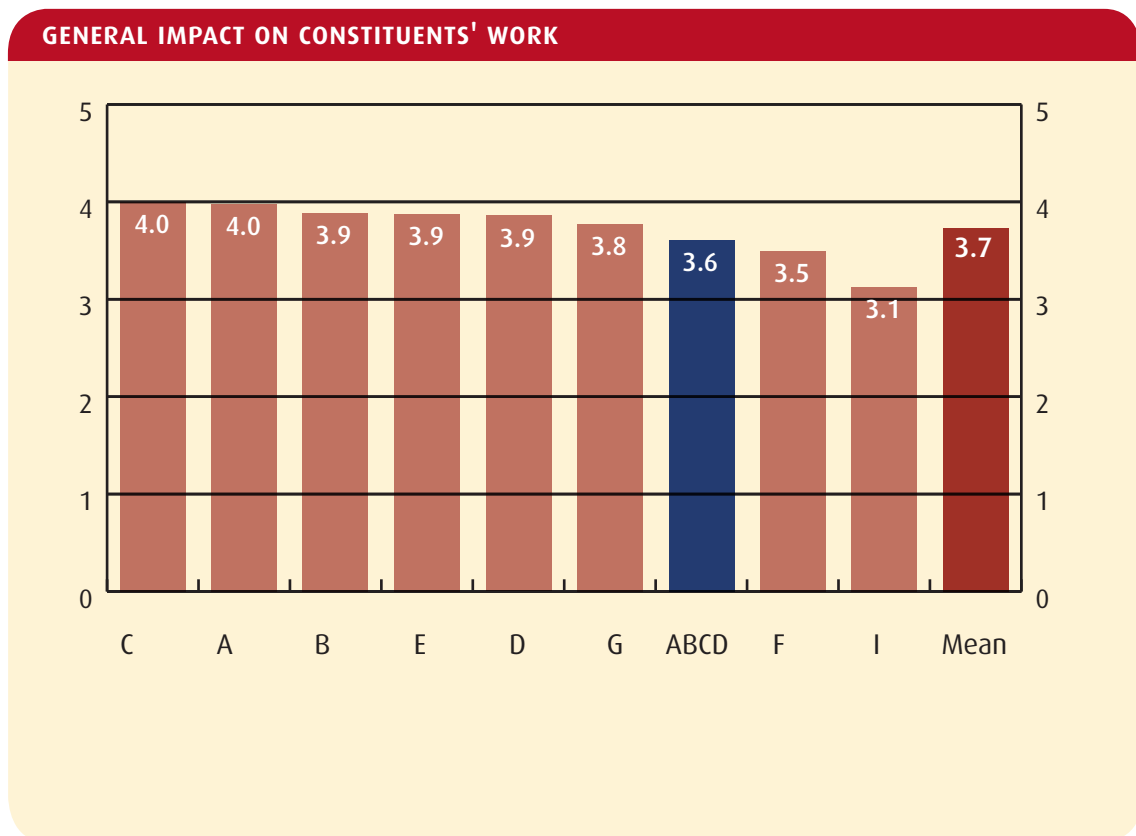


# Section 6

## The impact of the ABCD Network

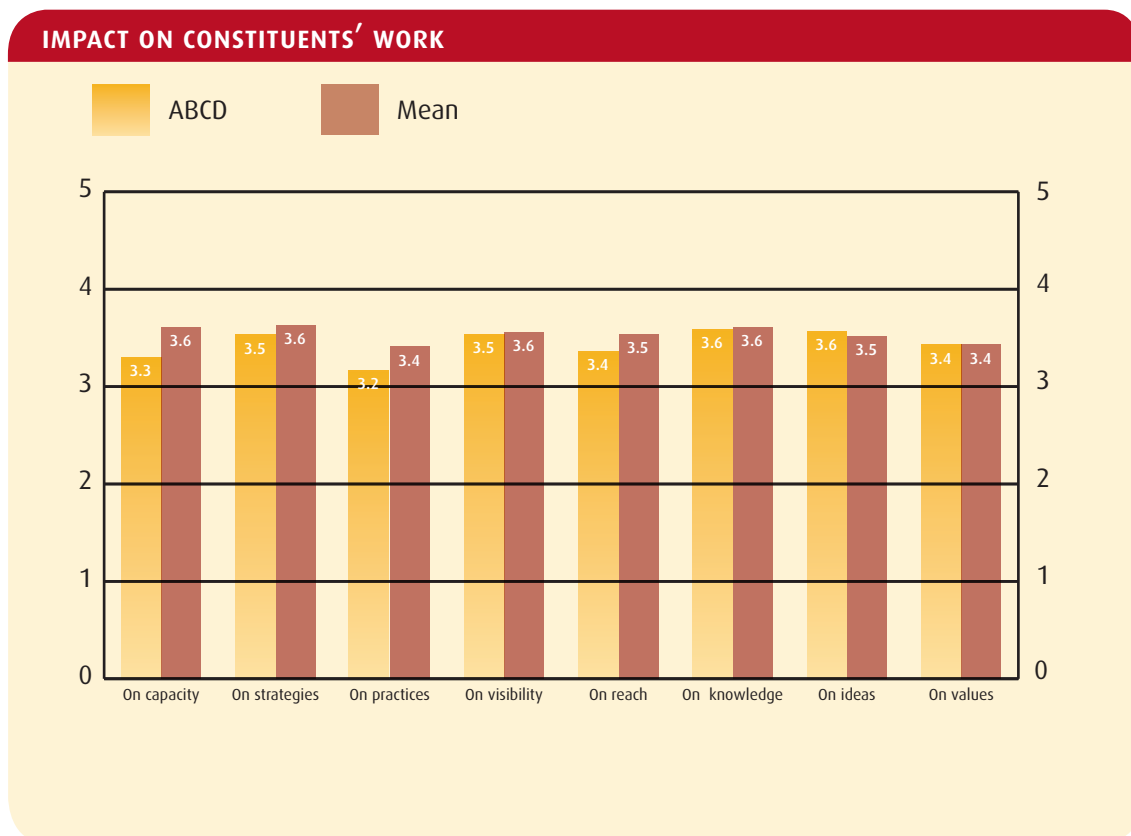
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# The impact of the ABCD Network



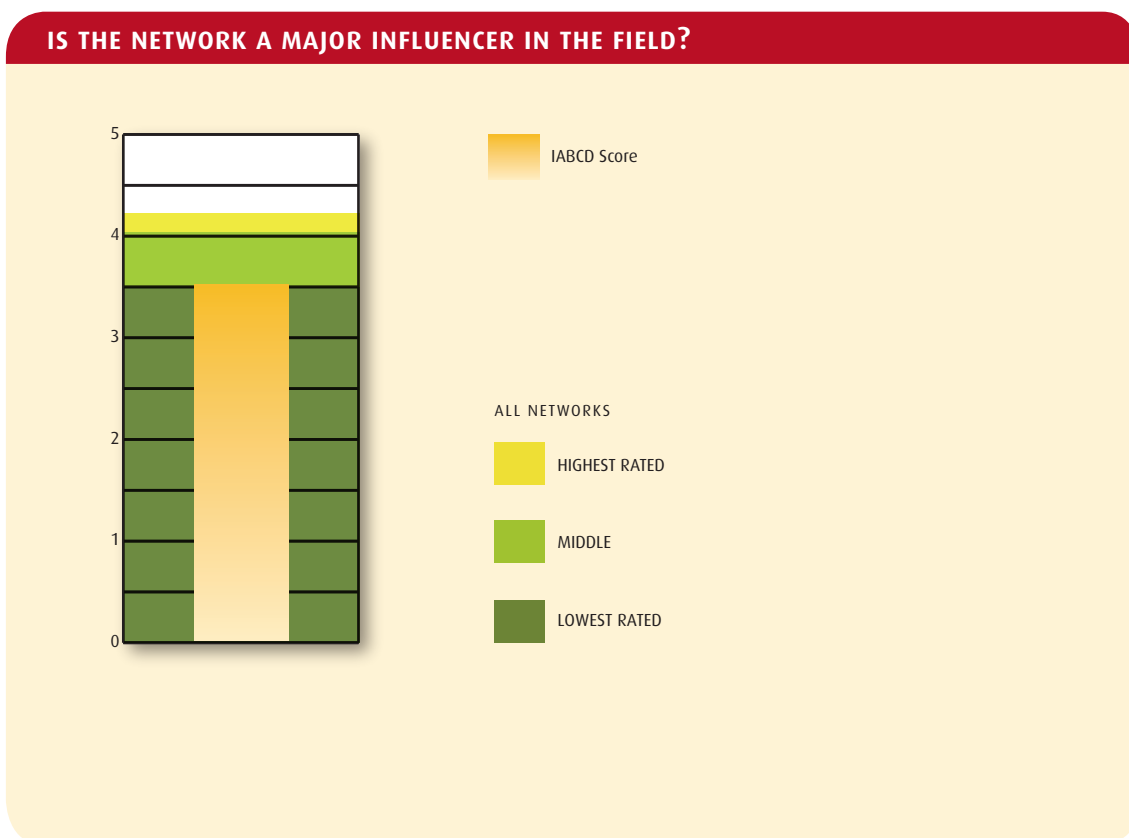
- In terms of general impact on constituents' work, respondents give ABCD a score of 3.6 out of 5, placing it seventh in the group of networks and below the mean of 3.7 out of 5.

# The impact of the ABCD Network



- The graph shows the average ratings given by respondents on ABCD's impact on a series of areas relative to the work of its constituents.
- The following percentages of respondents feel that ABCD has had either a “big” or “massive” positive impact:
  - On their capacity by 15%
  - On their strategies: by 22%
  - On the way they work and their practices by 17%
  - On the visibility of their work by 27%
  - On the reach of their work by 27%
  - On the sources of knowledge that they have available for their work by 34%
  - On their ideas and the way they communicate them by 33%
  - On their values and the way they apply them by 36%
  - Across all areas, an average of 17% of respondents said that their participation in ABCD has had “no positive or negative impact at all” on their work - very close to the average for all the networks (18%).

# The impact of the ABCD Network



- ABCD receives an average rating of 3.5 out of 5 in its perception by respondents as a major influencer in its area of work. This places ABCD at the top of the lowest performing group of networks.
- ABCD is seen as a major influencer in its area of work by 56% of respondents (19% give it a neutral rating in this area and 22% feel it isn't a major influencer).

In this section, more than a third (36%) of comments are positive, 14% are suggestions about improving the network's impact and 14% express respondents dissatisfaction with the impacts of the network. Some illustrative examples of comments are:

- "Main impact is giving visibility to the [theme] issue, and providing greater 'legitimacy' to local efforts, even if actual forms of direct support are limited".
- "The ABCD should come in support of a member's work in-country especially where international pressure would be required for example on issues of [theme] and [theme]"
- "Minor impacts for the moment" (translation from French).

# Conclusions

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The findings from this survey present independently gathered data about the value that ABCD's members and other constituents gain from participating in ABCD's network. They are a basis for deliberation and dialogue with constituents in views of driving improvements in the network. The feedback from this survey provides an opportunity for ABCD to discuss these issues with its constituents and consider how it can improve the value generated by its network.

Our analysis is based exclusively on the survey data and comparisons with the other networks in the group. Each network has its own specificities and particular context. ABCD staff and board may add to this analysis with insights from their experience and specialist knowledge of the field in which ABCD operates. Another way to deepen analysis is to explore the report in depth through open conversations with members and other constituents.

The findings from this survey suggest that there is significant scope for ABCD to increase the value that its members and other constituents gain from its network. There appear to be mis-matches between constituents' expectations and ABCD's performance.

## GENERAL RECOMMENDATIONS

We suggest that ABCD could:

- Report this survey's findings back to its constituents, along with initial responses to the feedback received. This could be done via its website, newsletter and/or at the next members' assembly
- Identify specific actions for improvements, guided by the highest priority findings in this report. We suggest this might include increasing discussion and clarity around the value that it offers to members.
- Monitor progress in the areas requiring improvement. This could be done by repeating this survey in 1 or 2 years' time. A public commitment to repeating the survey would create strong incentives for improvement and could increase credibility that ABCD is committed to improving
- Consider other ways for collecting feedback, triggered by specific events or interactions with constituents that would be useful for monitoring performance. For instance, ABCD could ask constituents a few short questions at the end of a meeting or through its newsletter. This sort of data collection - using a carefully designed mechanism ensuring independence and anonymity - would provide ABCD with actionable, real time data.

## RECOMMENDATIONS: STRUCTURE AND FUNCTION OF THE NETWORK

The ABCD network is seen by respondents as having mainly a centralised structure. Furthermore, there is a gap between the perception of its current role in supporting members' activities and what this role should be, suggesting that ABCD is not meeting its constituents' expectations in this area.

We suggest that ABCD could:

- Explore further if changes in its structure are needed. Options could include supporting regional sub-networks within ABCD.
- Explore constituents' expectations regarding its role in supporting their actions. Where is the overlap between the secretariat's view of ABCD's role and members' expectations? How can this be strengthened - for instance through targeted communication / dialogue?

# Conclusions

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## **RECOMMENDATIONS: QUALITY OF RELATIONSHIPS WITH THE NETWORK'S BODIES**

Constituents give low ratings to how the Secretariat meets their needs, the quality of communications and responsiveness by the Secretariat.

We suggest that ABCD could:

- Review the services provided to constituents by the Secretariat and identify improvements that need to take place (e.g. improved and more transparent flows of information).
- Review its communications strategy with its constituents.
- Explore new ways for communicating with constituents that move away from one-way emails.
- Establish processes for staff and board to effectively respond to feedback they receive from constituents.

## **RECOMMENDATIONS: NETWORK VIBRANCY**

ABCD respondents give a low rating to the value of the relationships that they establish as a result of being part of the network.

We suggest that ABCD could:

- Foster more contact between members within the network. Maybe consider holding more events, especially at the regional level, or other types of opportunities for constituents to network with each other. Events may be held at a distance, on-line, or together in person.
- Consider ways for improving the network's size and diversity by seeking to engage with organisations from different sectors and regions. Explore if particular attention should be given in engaging more the IGOs in the network.
- Consider other approaches to generate more 'buzz' and vibrancy across the networks, such as providing incentives to constituents for participating more actively in the network, or generating engagement around members' key concerns and hot topics.

## **RECOMMENDATIONS: LEVEL OF SYNERGY WITHIN THE NETWORK**

Respondents report a medium level of synergy within the ABCD network. It is up to ABCD to interpret what this means and gain clarity about the level of synergy that is desirable for its network.

We suggest that ABCD could:

- Create opportunities for constituents to debate the network's strategies and express their points of view.
- Review decision-making mechanisms to enable the effective participation of those constituents that wish to be involved.

## **RECOMMENDATIONS: VALUE ADDED FOR CONSTITUENTS**

Half of respondents affirm that their expectations from participating in the ABCD network are being met.

We suggest that ABCD could:

- Map the needs of its different constituencies and identify strategies to address them.

## **RECOMMENDATIONS: NETWORK'S IMPACT**

ABCD is rated below average by respondents in terms of the impacts that it is having on their work .

We suggest that ABCD could:

- Review, in light of the survey data, the areas of potential impact on constituents' work and identify key areas to focus on (e.g. capacity building or knowledge creation).



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