ANSA-EAP Network Model
Case of Conveners Groups

12 January 2012, Philippines
Dondon Parafina
Objectives

- Document the ANSA-EAP experience in starting the network groups in four countries.
- Generate lessons of conceptual and methodological value
Outline

• Evolution of Networking Strategy
• Model Framework
• Conveners groups (case studies)
• Cross-country events
• Summarizing Points
Phases

- Entry
- Consolidation
- Institutionalization

Layers of Operations

- Executive Committee
- Operations Team
  - Governance
  - Networking
  - Learning-in-Action
- Partnerships
  - Country/Sub-country: Conveners Groups
  - Thematic: Procurement, Extractive Industries, ICT
Early strategy for networking

- Action network powered by social networking: connection + productivity
- Networking of networks
- Community of practice (results framework)

Network of networks

- Taps existing networks
- Mainstreams concepts and practices in the ongoing programs of networks
- Synergizes efforts of various organizations
Network Formation Protocol

1. Mapping and identification of existing networks
2. Mission to study entry strategy
3. Feedback on and validation of feasibility of entry
4. Formation of Conveners Group
5. Test implementation of plans
6. Planning of country operations
7. Hiring of Network Fellow
8. Assignment of coordinating group
9. Review and assessment
10. Decision on feasibility of sustaining country operations
Country/sub-country operations

- define and advance SAC agenda in a particular locality or setting;
- serve as primary contact base of partners;
- serve as main channel of local operations and services.

Conveners Group

Serves as secretariat of the Conveners Group
Provides physical facilities to the Conveners Group
Provides legal personality
Conduit of funds

Coordinating Organization

Bridges the Conveners Group with the ANSA-EAP
Assists the Conveners Group in implementing its program and plan of action

Network Fellow
After phase 1...

- Compared to other ANSAs, why is EAP’s networking considered successful?
- What made the networking strategies work?
- How is the success reflected in the formation of the Conveners Groups?
Indicators of success

- Structure and mechanisms for network operations are clarified
- Identifiable members
- Sustained interest of members
  - Ownership
  - Affiliation
  - Partnership
Three-fold approach

- Home-grown $\rightarrow$ Decentralization
- Handholding $\rightarrow$ Subsidiarity
- Collaboration $\rightarrow$ Synergy
Analyzing network-group relations

- State of relations
  - Desired: satisfied interest
  - Ideal: best results
  - Tension/anomaly: too much or too little

- Observability
  - Tales: understanding
  - Tools: application
  - Techniques: adaptation

- Directionality
  - G → N: group to network
  - N → G: network to group
<table>
<thead>
<tr>
<th>Entry Stage</th>
<th>Decentralization (Homegrown)</th>
<th>Subsidiarity (Handholding)</th>
<th>Synergy (Collaboration)</th>
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<td>Network supports initiatives</td>
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CASE STUDIES

Cambodia: CASA
Philippines: NLCGG
Mongolia: PfSAN
Indonesia: JCG
Indonesia: EICG
Philippines: YMN
Cambodia

- One of first two ANSA-EAP priority countries
- Experience in authoritarian rule
- Low social and human development
- Dominantly Buddhist; Khmer language
- Few CSOs are involved in advocacy and governance monitoring
2007
Start of DFGG

2008
Launch of PECSA

2009
Formation of SASA
Scoping study

2010
SK signed agreement as CO; NF hired
ANSA-EAP support to selected initiatives

2011
CG expressed interest to register; proposal to TAF
Cambodian officials visit PH
Procurement Law drafted
Anti-Corruption Law passed; NGO Law drafted
CASA Strategic planning; procurement training; SAc 101 for youth
Formation of CASA
2nd DFGG grants c/o TAF
ANSA-EAP support to selected initiatives

ANSA-EAP, WB/PECSA and SK partnership
ANSA-EAP support to selected initiatives

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CASA and stakeholders

- CO: Star Kampuchea
- Buddhism and Society Development Association
- Cambodian Center for Independent Media
- Demand for Good Governance Project, Ministry of Interior
- IDEA
- Khmer Institute for National Development
- MEDICAM
- People Center for Development and Peace
- SILAKA
- YCC
- Youth Committee for Unity and Development
PECSA

- A capacity building program for CSOs
  - Social Accountability School
  - Mentoring, Coaching and Exposure Visit
- Partners: ASoG, PRIA and SILAKA
- Formation of SAS Alumni

Strategic initiatives complemented PECSA

- YCUD youth policy
- KIND monitoring of school facilities
- CCIM citizen journalist and radio program
- BSDA local governance and formation of NAMSA
- CISA procurement capacity
CO+NF before CG

- Preparatory work before forming CG
- Experiment with CO and NF setup
- SK was selected because of existing local partners
- NF was selected because of high interest in SAc developed through PECSA and ability to spread same interest through media
CG-CO-NF relationship

- NF drives CG
- CO is supportive
- CG members’ varying responses to NF
  - as a friend and ally
  - as a spokesperson and advocate
  - as a threat
- CG’s move to register is a test-case for evolving networking model of ANSA-EAP
CG milestones

- Radio program
- Vehicle tax monitoring
- Government champions
- Procurement advocacy
- TAF project
Summary

- Case of strong handholding
- ANSA-EAP used capacity building as a strategic entry point.
- Support to initiatives complemented capacity building.
- NF’s communication skill and CO support were key to CG’s sustained operations
Northern Luzon, Philippines

- One of first two priority countries
- “Vibrant” democracy; most recent development: a popular replacement of unpopular regime in 2010
- Dominantly Christian; various local languages
- High poverty incidence
- Thriving civil society efforts; best practice in Northern Luzon
**TIMELINE**

2007
- National Forum on SAC
- Launch of ANSA-EAP in Manila

2008
- Scoping study

2009
- TAN signed agreement as CO; NF hired
- ANSA-EAP support to selected initiatives
- Meeting with 2007 Conveners
- Support for knowledge products: CCAGG, G-Watch, BL
- ANSA-EAP held national SAC agenda setting
- Strategic planning; drafting of NLCGG’s 3-year plan
- Transfer of CO from CCAGG to CVM
- ANSA-EAP support to selected initiatives
- National elections
- Formation of CG; CCAGG signed agreement as CO; NF hired
- SAC 101 and first meeting with NLCGG

2010
- Various agency consultations on CSO participation
- EI consultation in coordination with NLCGG
- ANSA-EAP support to NLCGG local governance project
- Meeting with 2007 Conveners
- Support for knowledge products: CCAGG, G-Watch, BL
- ANSA-EAP support to selected initiatives
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2011
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- ANSA-EAP support to NLCGG local governance project
CG from within NLCGG stakeholders

- Community Volunteer Missionaries: coordinating organization (formerly CCAGG)
- Concerned Citizens of Abra for Good Government
- Diocesan Social Action Commission-Byombong
- Divine Word College of Bangued
- Kalinga Apayao Religious Sector Association
- Resposible Citizens Empowered Communities and Solidarity Towards Social Change
- Social Action Development Center Monitoring Team Vicariate of Bontoc-Lagawe
- Social Action Center of Diocese of Iligan
First two attempts

- 2007 Conveners Group
- TAN as country partner
  - CO+NF, no CG
  - Established CO vs. newly started network operations
  - Almost saturated governance advocacy at the national level
Decision to go local

- More effort, but more relevant
- Smaller in scope, but more grounded
- Local credibility matched with technical support
CG within a bigger group

- Same setup as TAN; CG members from NLCGG members
- How to avoid CO capture

NF as technical support to CG

- NF for embedded handholding
- NF sensitivity to CG culture
- Support for CG translates into support for the bigger coalition
CG milestones

- Reactivated coalition
- 3-year plan
- Local mark on SAc work
Summary

• Case of optimal decentralization or home-base advantage
• Local partner is knowledgeable, experienced, and actively engaged with stakeholders
• Support through Network Fellow was accepted and integrated in the CG work because of calibrated approach
Mongolia

- Final addition to priority countries
- Post-socialist; new to democracy
- Hot spot for extractive industries
- Civil society starting to find space
2009
First meeting of the PfSAN

Second mission to consult with CSOs (anchored by CCA), govt and WB

ANSA-EAP executive committee decided to cover Mongolia

PfSAN approved by-laws; DEMO signed agreement as CO; NF hired

2010

First meeting of the PfSAN

PfSAN’s scorecard project

ANSA-EAP conducted mentoring workshop

WB grants for SAc projects under SAcLAP

2011

ANSA-EAP selected for SAcLAP;
Start of SAcLAP

Procurement workshop; ANSA-EAP support for
maternity hospital monitoring

Strategic planning
Scoping study c/o IRIM
Videocon learning session hosted by ANSA-EAP
and WB Mongolia
PfSAN and stakeholders

- Democracy Education Center, coordinating organization
- Center for Citizens Alliance
- Center for Social Responsibility
- Chingeltei District Unit
- Independent Research Institute of Mongolia
- Infratest
- Mercy Corps Mongolia
- Responsible Mining Initiative for Sustainable Development
- Transparency Foundation
CG self-organized

- Mission as stimulus
- Succeeding meetings culminating in drafting of by-laws indicated high interest, high incentive

CG-CO-NF relations

- NF leadership drives CG
- Peculiar setup: NF is also head of CO
- Varying opinions within the group indicated emerging dynamism
SACLAP

- Capacity building on SAC as a joint ANSA-EAP and WB Mongolia program
- CG served as local partner through CO
- Improved version of PECSA
  - ToT
  - Workshop
  - Project mentoring
CG Milestones

- Active involvement in SAcLAP
- Procurement sub-group
- Health insurance scorecard
- Active engagement with government agencies
Summary

- Case of effective local group that had been receptive to strong handholding
- Aggressive and independent CG with timely network support
- Capacity building kept CG members and sustained their interest
- Government and donor created a supportive environment
- Understanding → application
JCG, Indonesia

- Third addition to ANSA-EAP priority countries
- Strengthening democracy
- Emerging civil society dynamism
- Dominantly Muslim; a big country
- Approach: sub-country operations
TIMELINE

2008
ANSA-EAP executive committee decided to cover Indonesia

2009
First mission to identify and tap CSOs
Mapping study
Formation of CG; PATTIRO signed agreement; NF hired
Transmittal of learning in-action proposal to WB
Second mission to establish CG in Java

2010
Experts meeting in Bandung
SAc 101 with KID; support for Democracy School
Strategic planning workshop
Procurement meeting in Bogor
Transfer of CO to IPC; new NF
Transmittal of education expenditure tracking proposal to WB

2011
Mission to assess JCG work; meet with donors
Transfer of CO to IPC; new NF
ANSA-EAP support to youth monitoring of education budget
Transmittal of education expenditure tracking proposal to WB
JCG stakeholders

- Indonesia Parliamentary Center, coordinating organization (formerly PATTIRO)
- Bandung Trust Advisory Group
- Bandung Institute for Governance Studies
- Indonesia Corruption Watch
- Lakpesdam Nu Jatim
- PATTIRO
- Sains Estetika dan Teknologi
- SEKNAS FITRA
- Transparency International Indonesia
- Yayasan Media
Strong partners, high interest

- Most members based in capital Jakarta
- Highly experienced and credible members indicated by familiarity with relevant tools
- High interest indicated by pursuit of clearer understanding of SAc
CO-NF-CG relations

- First NF was former head of CO and is still professionally associated with it.
- CG membership was not clarified, but responds to calls for participation in activities
- Second NF is also professionally associated with CO
- CG’s participation was at best reactive and did not achieve regularity
Search for relevance

- Workshops on understanding SAc: what really is it?
- Education advocacy (later with youth): we’ve been doing it
- FOI: this is what we need
- Group will be active if there’s a project big enough to bind it
“Wait and see”

- Group members needed more push
- Efforts at understanding SAc did not result in collective application
- Government and donor stakeholders expressed support, but did not deliver
Milestones

- CSO expanded accountability view from anti-corruption to SAc
- CSO link with WB
- Youth initiative
Summary

- Case of unutilized local strength and network support resulting in low synergy
- Interest has to be backed by incentives that match members’ expectation; supportive environment was not enough
- “Wait and see” signal should have triggered re-strategizing on ANSA-EAP part
EICG

- Second sub-country group in Indonesia
- Far from capital Jakarta
- Environment preoccupies group
- Strength in media
ANSA-EAP executive committee decided to cover Indonesia

First mission to identify and tap CSOs (limited to Java)

2009

First mission in Kendari City; roundtable discussion on CSO engagement for good governance

Initial communication with YASCITA

2010

Formation of EICG; selection of YASCITA as CO, but later changed to Jauh Sultra; NF hired

ANSA-EAP support to spatial planning advocacy

Strategic planning workshop

Online mentoring on role of media, spatial planning

Workshop on development of media program on SAc

2011

Meeting with donors

Mission to assess EICG work

SAc CLP workshop
EICG and stakeholders

- Jaringan Untuk Hutan, coordinating organization
- Aliansi Jurnalis Independen
- KPI Sultra
- Komnasdesa Sultra
- Perkumpulan Medikra
- Perkumpulan Telapak
- Perkumpulan Yascita
- Yayasan Pengembangan Study Hukum & Kebijakan
Far from capital

- Similar to NLCGG
  - More effort, but more relevant
  - Smaller in scope, but more grounded
- Regional networking presents new opportunity
Converting environment coalition into SAc CG

- Ongoing discussion re spatial planning
- ANSA-EAP offered technical assistance
- Group mission preceded formation of CG
NF as CG’s communication link to ANSA-EAP

- NF as embedded communication support
- NF is selected because of English proficiency
- NF is professionally connected in a member org as a program staff
Capacity building

- Addressing capacity gap
  - Core Learning Program
  - Workshops with media and CSOs
- Utilizing technology: SAc101.ning.com
CG-CO-NF relations

- Good mix of CG representations, esp. women
- CO depends on NF
- NF represents, but cannot drive CG activities
- CG members’ comment on weak coordination indicated need for stronger leadership
CG Milestones

- Appreciation of SAc work in environment sector
- Testing of various modes of learning and communication
Summary

- Case of appreciated local group work and network support
- Local work invites high interest, high incentive
- Embedded support will be effective if strategic, not only functional (e.g. communication)
YMN

- Sub-country operation in the Philippines for a survivor of the youth program
- Mindanao is associated with Muslim culture, which can be linked to Indonesia group
- Associated with conflict situation
- Existing youth groups, but weak capacity in governance-related advocacy
TIMELINE

2009
PH NF introduced Muslim interns of KDC to ANSA-EAP

2010
ANSA-EAP launches YC3
Drafting of concept note, "Muslim youth and SAC"

2011
Meeting with TAF, WB re CMP
Feature of CMP in SAC Fiesta
Consultation workshops in Cotabato, Marawi, Zamboanga
Meeting with OPPAP re PAMANA
Group Aid signs agreement as project secretariat; NF posts distributed to 3 people
Start of Check My Peace project
Brainstorming on Peace Map, later Check My Peace project
YMN group formation meeting and strategic planning;
MINSED as interim CO
Rapid assessment of Muslim youth groups in the Philippines
Muslim Youth Conference
SAC 101 and meeting with SIMMCARRD re Muslim Youth Conference
Drafting of concept note, "Muslim youth and SAC"
Meeting with OPPAP re PAMANA
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YMN and stakeholders

- Group Aid, coordinating organization
- Congressional Internship Program for Young Muslim Leaders - Western Mindanao Alumni Group
- Mindanao Sustainable Economic Development Foundation
- Young Moro Professionals Network
- Inspired Young Optimists Guild
- Ranao Council (informal)
- Ranao Young Leaders Council (informal)
Check My Peace project

- Misperception of situation + misused resources in Mindanao
- Online mapping and feedback
- Replication of Check My School
Mindanao- vs. Manila-based orgs

- Grounded operations require local group members
- High interest, local capacity
- ICT competence requirement of Check My Peace project determined coordination structure

Distributing positions to resolve conflict

- Chair
- Coordinating Organization = project host
- Network Fellow
  - Project Coordinator
  - Networker
  - Researcher
CG-CO-NF Relations

- CG members are loosely connected
- CO in Manila is perceived to be too far
- NF in Manila in potential conflict with NFs in Mindanao
- Chair serves as referee and unifying figure
Milestones of YMN

- Build up of Muslim youth group in SAC
- Check My Peace
- Growing support/link to government and donor
Summary

- Case of difficult decentralization but well-received network support
- Youth group is inherently weak in administrative capacity
- Terms of engagement can be adjusted to geographical or social challenges
- A concrete project idea can seal group identity and cooperation
Network support

- Cross-country events to facilitate interaction
- Thematic knowledge and learning
- CG members and other country partners were encouraged to take part
- Lessons should be cascaded down to group members
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<th>Event Description</th>
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<td>Preparatory work for setting up ANSA-EAP project</td>
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<td>Search for Executive Committee members: PH &amp; Cambodia</td>
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<td>ASPAP SAc Forum with HEIs, Philippines</td>
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Valuation of the strategy

**Decentralization/Homegrown**
- Optimal
- Functional
- Weak

**Subsidiarity/Handholding**
- Optimal
- Functional
- Weak

**Synergy/Collaboration**
- High
- Medium
- Low
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<td>T1</td>
<td>Tendency to detach; superiority complex</td>
<td>Lax; complacent; weak M&amp;E</td>
</tr>
<tr>
<td></td>
<td>T2</td>
<td>Tendency to detach; superiority complex</td>
<td>Lax; complacent; weak M&amp;E</td>
</tr>
<tr>
<td></td>
<td>T3</td>
<td>Tendency to detach; superiority complex</td>
<td>Lax; complacent; weak M&amp;E</td>
</tr>
</tbody>
</table>

Desired Relation: Satisfied interest re ownership and autonomy.
Ideal Relation: Group is empowered; sets own agenda; Network trusts and defers to group.
Tension/Anomaly: T1 - Tendency to detach; superiority complex; Lax; complacent; weak M&E; Over-dependence; Group becomes too demanding.

Ideal Relation: Group is equipped and experienced; Network supports initiatives; Shared practices; Network strengthens engagements and linkages; Flexible terms of engagements.
Tension/Anomaly: T2 - Patron status; group is beholden to network; Recycled to low innovation.

Ideal Relation: Group actively engages with stakeholders; Network strengthens engagements and linkages; Flexible terms of engagements.
Tension/Anomaly: T3 - Bypassed decisions; Silo (network level).

Ideal Relation: Open communication; Network inspires learning; Shared practices; Flexible terms of engagements.
Tension/Anomaly: T3 - Bypassed decisions; Silo (network level).
Focused reflections

- Link to thematic sectors
- Learning program
- Strategic support
- Performance and results
- Sustainability

- Why did it work in EAP?
- Will it only work in EAP?
Moving forward

- Improving relations
- Strengthening synergy points to next phase

- Ultimately, PEOPLE will be the legacy of the network!

Salamat po!