

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

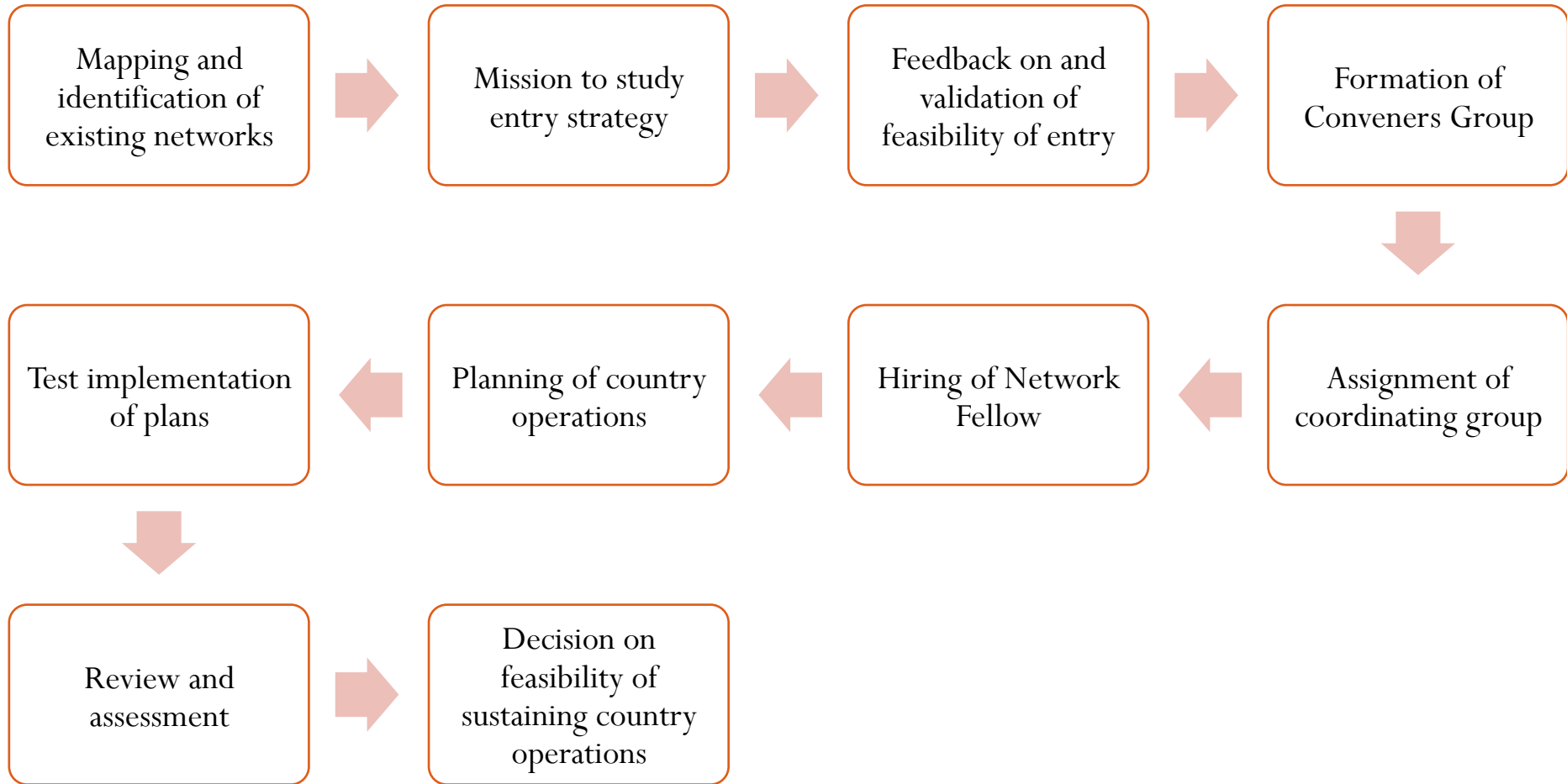
Early strategy for networking

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

Networking of networks

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

Network Formation Protocol



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 → Decentralization
- Handholding → Subsidiarity
- Collaboration → 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
 - $G \rightarrow N$: group to network
 - $N \rightarrow G$: network to group

ENTRY STAGE		Decentralization (<i>Homegrown</i>)						Subsidiarity (<i>Handholding</i>)						Synergy (<i>Collaboration</i>)											
		G → N			N → G			G → N			N → G			G → N			N → G								
		CG	CO	NF	GOV	NET	LIA	CG	CO	NF	GOV	NET	LIA	CG	CO	NF	GOV	NET	LIA						
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	T2																								
	T3																								
Ideal Relation	T1	Group is empowered; sets own agenda	Network trusts and defers to group				Group trusts and relies on network			Network inspires learning			Open communication												
	T2	Group is equipped and experienced																	Network supports initiatives						
	T3	Group actively engages with stakeholders																							Network strengthens engagements and linkages
Tension/ Anomaly	Too much	T1	Tendency to detach; superiority complex	Lax; complacent; weak M&E				Over-dependence; Group becomes too demanding			Tendency to indoctrinate			Dogmatic; group-think											
		T2																		Patron status; group is beholden to network					
		T3																							
	Too little	T1	Inferiority complex	Intrusive; imposing				Indifference; critical: where's network support?			Overestimates group capacity; over-delegation; tendency to detach			No shared language/ vocabulary											
		T2																		Credit-grabbing for innovation					
		T3												Silo (group level)											

CASE STUDIES

Cambodia: CASA

Philippines NLCGG

Mongolia: PfSAN

Indonesia: JCG

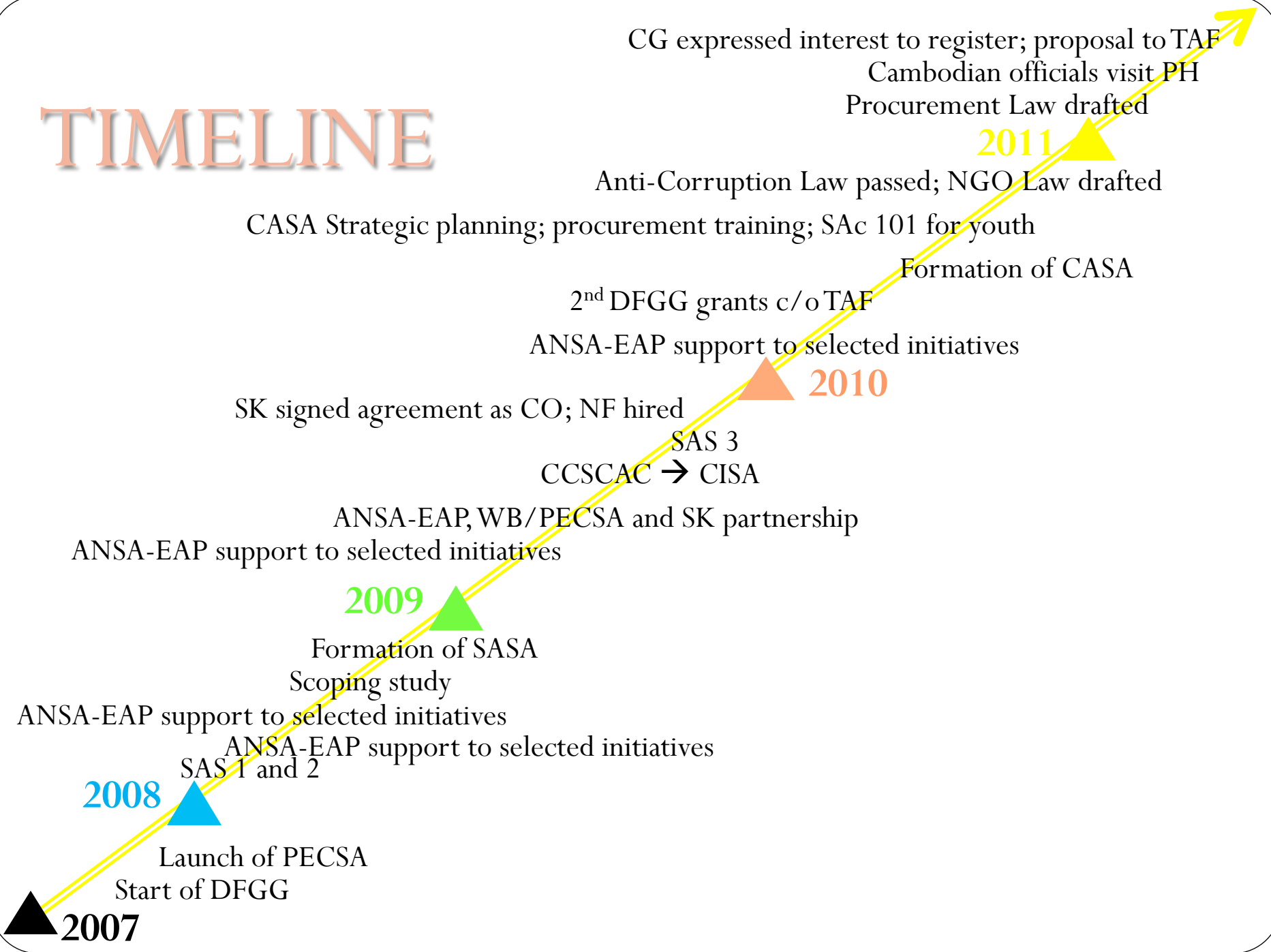
Indonesia: EICG

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

TIMELINE



CG expressed interest to register; proposal to TAF
Cambodian officials visit PH
Procurement Law drafted

2011

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

2010

SK signed agreement as CO; NF hired

SAS 3

CCSCAC → CISA

ANSA-EAP, WB/PECSA and SK partnership

ANSA-EAP support to selected initiatives

2009

Formation of SASA

Scoping study

ANSA-EAP support to selected initiatives

ANSA-EAP support to selected initiatives

SAS 1 and 2

2008

Launch of PECSA

Start of DFGG

2007

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

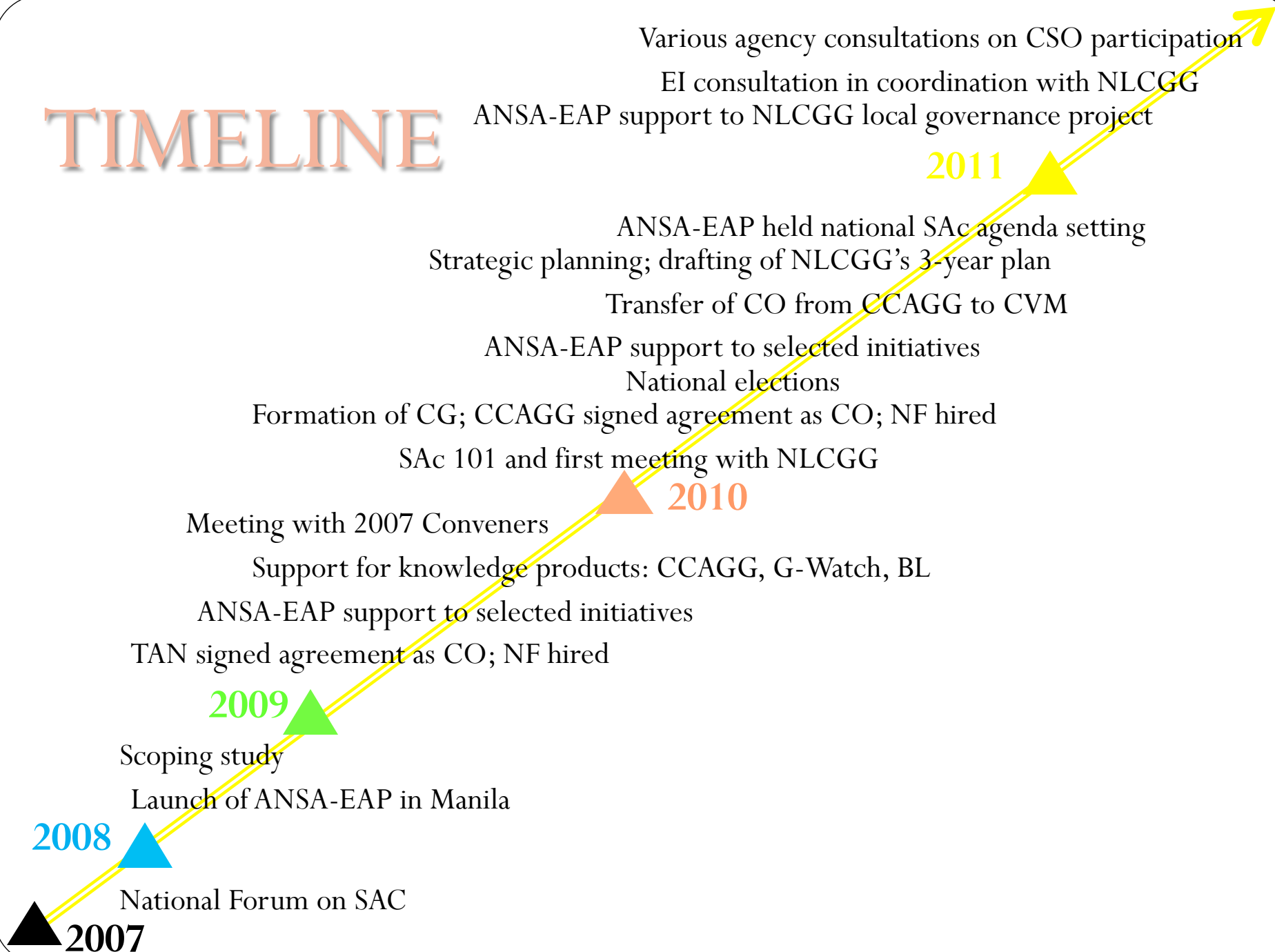
Summary

- 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 replaced unpopular regime in 2010
- Dominantly Christian; various local languages
- High poverty incidence
- Thriving civil society efforts; best practice in Northern Luzon

TIMELINE



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
- Responsible 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 NLCCG 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

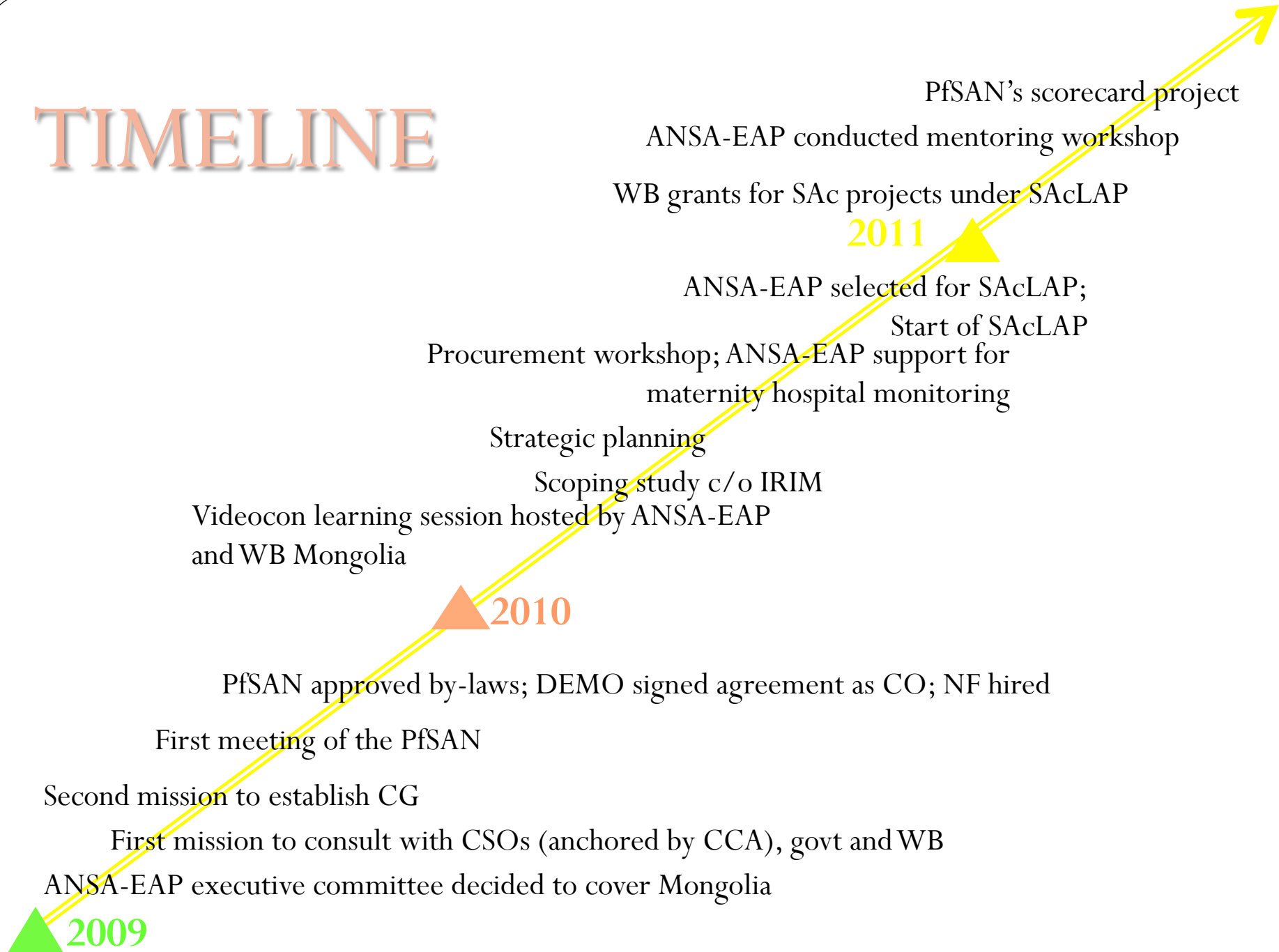
Summary

- 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

TIMELINE



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

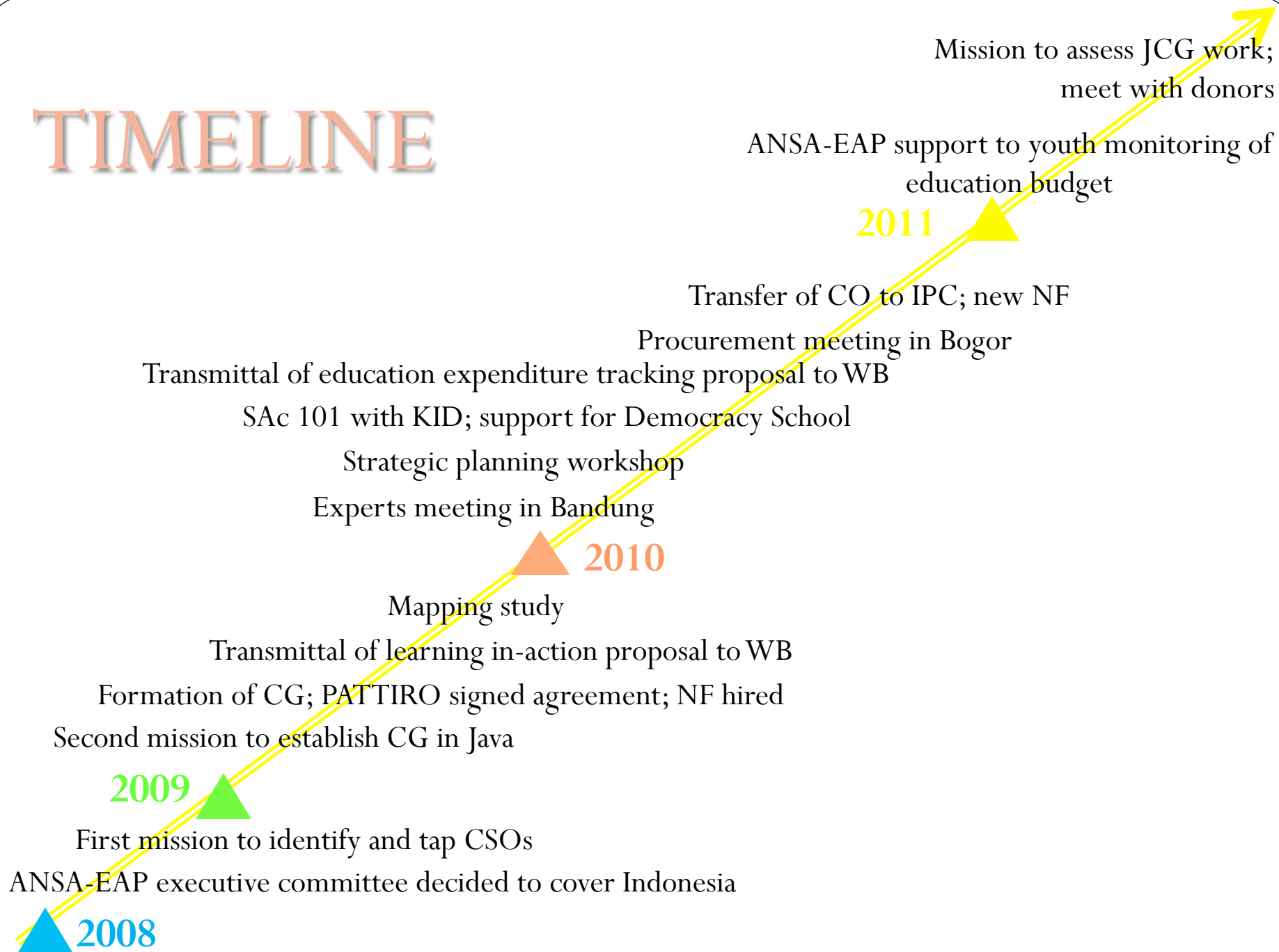
Summary

- 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



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

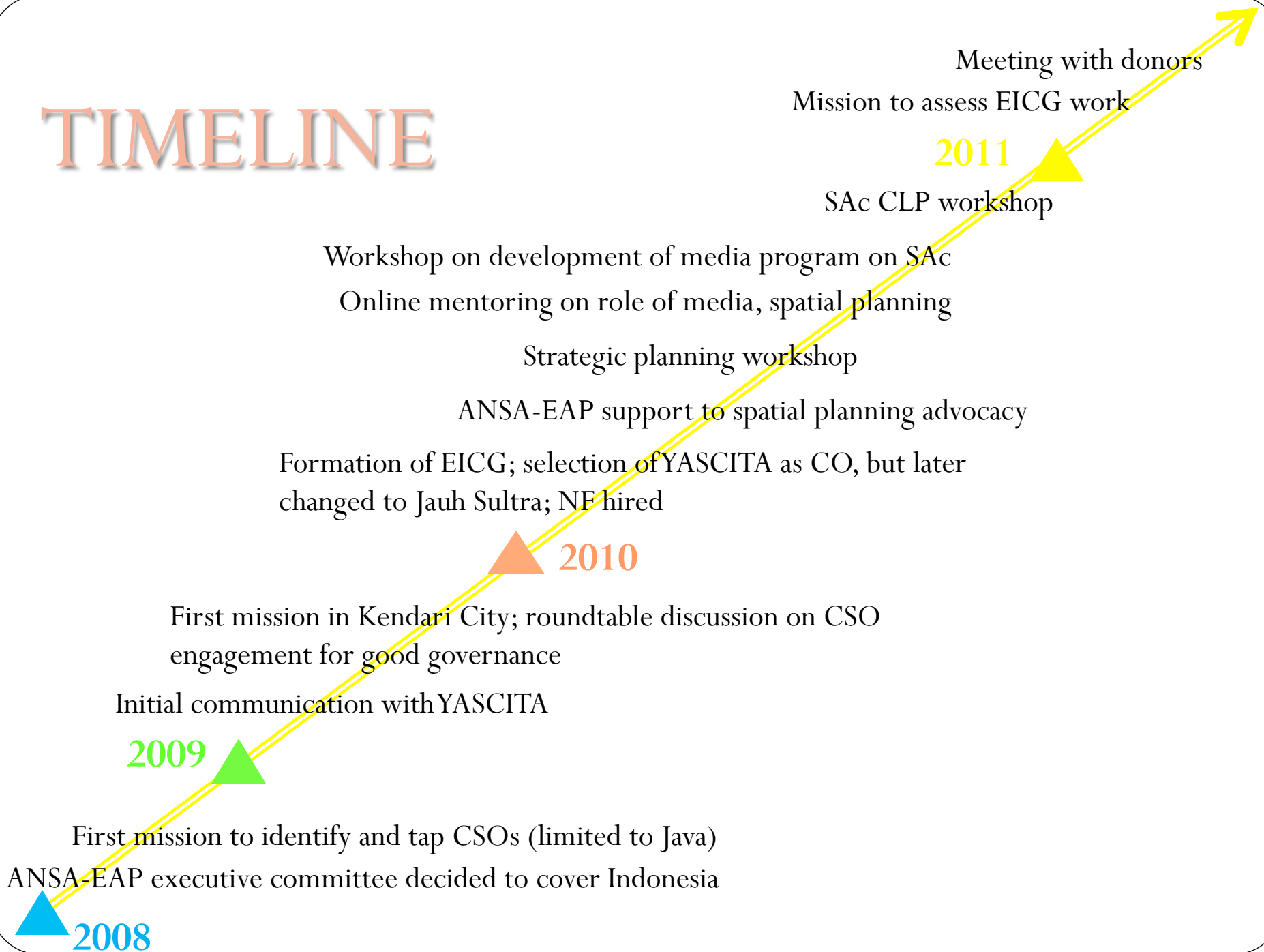
Summary

- 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

TIMELINE



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

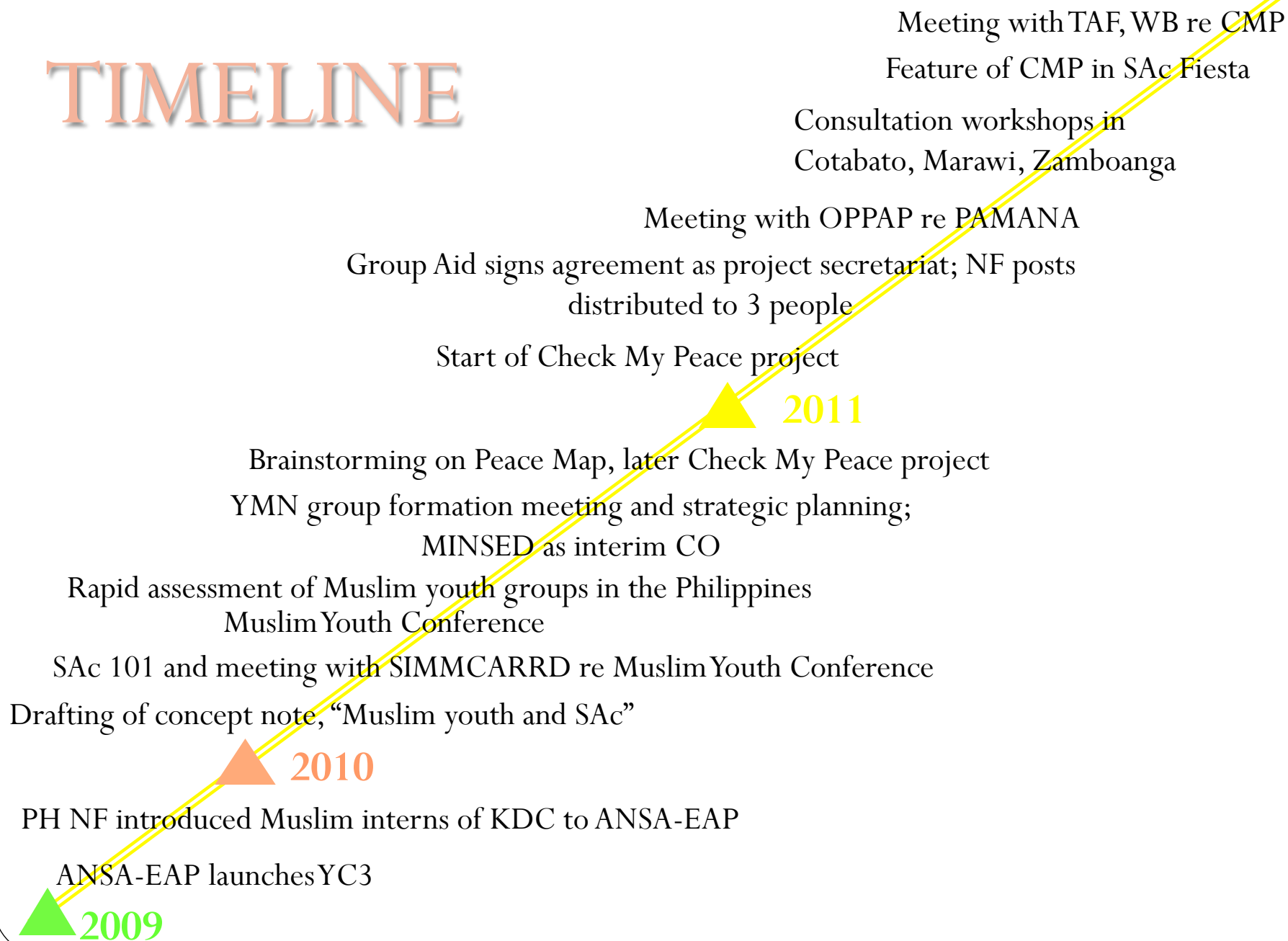
Summary

- 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



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

NETWORK EVENTS

Scorecard and Report Card Training, Thailand
Execom meeting, Philippines
One. ANSA, Philippines
Network Fellows' Meeting, Philippines

2011

Execom meeting, Indonesia

Network Fellows Mid-term Assessment, Cambodia

ASPAP SAc Forum with HEIs, Philippines

OGB Workshop; Participatory Planning Research Presentation, Cambodia

Training on Facilitation of SAc and CE, Thailand

Extractive Industries Consultation, Philippines

Coalition Building Workshop, ADB Philippines

Execom meeting, Philippines

Start of Network Fellows audio-conference

Gathering of Grantees

Network Fellows Learning Event

2010

YC3, multi-country via videoconference

SAc Module in Scouts Regional Jamboree, Philippines

Open Doors, Hongkong Execom meeting, Hongkong

Constructive Engagement Study Presentation, Thailand

2009 Execom meeting, Philippines

Execom meeting, Cambodia

Execom Meeting, Philippines

2008 Formal launch of ANSA-EAP in Manila

Search for Executive Committee members: PH & Cambodia

Preparatory work for setting up ANSA-EAP project

2007

Valuation of the strategy

Decentralization/ Homegrown

- Optimal
- Functional
- Weak

Subsidiarity/ Handholding

- Optimal
- Functional
- Weak

Synergy/ Collaboration

- High
- Medium
- Low

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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!