Networking Educational Institutions for Change: the Experience of ANAFE

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Contents

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Introduction

Networking may be defined as a strategy by stakeholders in a given area of interest to work together to achieve a common objective. The building blocks of a network are individuals or institutions/organizations. The stakeholders assume that working together is more beneficial and effective than working independently, and that it is necessary to go outside the organization to accomplish the network goals. Networking is linked to change, decision making and leadership processes. Through networking, participants build up their knowledge bases, understand the processes through which they can promote their values, and translate their understanding into action (Hosking 1990).

The origin of the networking idea is not well documented, but recently, there has been a rapid growth in the number of networks in practically every field of human endeavour. Boje and Wolfe (1989) say that complex problems require new organizational forms for their solution. Inter-organizational networks among public, private and grass root organizations have emerged to meet this need. The processes of mobilizing new networks, changing existing ones and reframing the collective definitions that bind networks are referred to in the context of trans-organizational development.

The African Network for Agroforestry Education (ANAFE) was established in April 1993 by African colleges and universities teaching agriculture and natural resource sciences. The over arching objective of ANAFE is to strengthen multi-disciplinary approaches to land-use education, especially by incorporating agroforestry into teaching programmes. ANAFE puts emphasis on linking institutions, rather than individuals. ANAFE members agreed to base the network coordination unit at the International Centre for Research in Agroforestry (ICRAF) to benefit from the latest advances in agroforestry research. Membership in the network is free.

The idea of establishing ANAFE was conceived by a group of university and college lecturers attending a training workshop at ICRAF. Agroforestry education development needed new organizational forms not commonly found in sector-oriented educational institutions. It required knowledge and skills from, and collaboration across disciplines and countries. Frustrated by the paucity of training capacity in

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agroforestry, the lack of training materials and barriers to institution-alization of agroforestry in university and college curricula, the group sought to address these issues through a common front.

This booklet presents some of the key aspects that make or break a network. It showcases ANAFE's experience, with a focus on key technical aspects of establishing and managing a network. ANAFE's objective is to share information and experience with the global community on the following elements that have been fundamental for the success of ANAFE, and have potential for application elsewhere:
- Initiating a network
- Building and sustaining interest and commitment of members
- Overcoming inter-institutional barriers to networking
- Strategic combination of networking with capacity building
- Sustaining the achievements of a network: influencing education policy and management changes

There are social, political and cultural factors that can influence the success or failure of networking. But these factors are beyond the scope of this booklet. Networking can be an important instrument for educational change, because of its potential:
- As a capacity enhancement strategy
- To collectivise the bargaining power of participants, and
- To overcome social, political, cultural, linguistic and organizational barriers to collaboration

Enhancing capacity

One of the key objectives of networking is to share knowledge and skills for development that would be hard to achieve through independent action by any of the individuals or institutions involved. In other words, the goals of a network are well beyond the scope of its individual members.

In the case of ANAFE, the network has been a mechanism for sharing knowledge and skills in curriculum development, training of teachers, and in the development of teaching materials. Through a staff exchange programme, ANAFE is able to pool available capacity into a critical mass of human resources that can be deployed where the greatest needs are. This approach can expand the horizons of the individuals involved and foster long-term collaboration.

Collectivizing the bargaining power and policy advocacy

A network is better placed than an individual institution to pool information, share it among stakeholders and mobilize its members to adopt a common position on some specific issues.

The strategy applied in ANAFE is to hold network meetings at colleges and universities where action is needed, and invite the decision makers to these meetings. ANAFE experience shows that many education policy makers and managers enjoy and benefit from direct discussions with educators on policy issues. This enables educators to get seriously involved in policy changes.

ANAFE's approach is to select an educational institution as a venue, and where possible, an area nearby that could be visited to demonstrate the importance of agroforestry. This approach is also effective in building up the knowledge of policy makers and securing their interest and commitment to make and support policy changes. This way,

It is important to secure the interest and support of policy makers in networks

potential stakeholders can also buy into a new idea or innovation. ANAFE provides excellent success stories in this area. First, the coming together of several institutions to form the network attracted donor support. Second, agroforestry was little known and much less understood by education policy makers and managers. Collective action by the network engendered peer pressure among institutions and even among departments within institutions to discuss the merits and demerits of agroforestry in their education systems. Third, as a result of ANAFE's efforts, agroforestry is finding a 'niche' in agricultural, forestry and natural resources education programmes in many countries and institutions. The long-term outcome is better integration of land use education.

Overcoming barriers to collaboration

Social, political, cultural and linguistic differences or organizational structures can become stumbling blocks to collaboration. For example, ANAFE discovered that there were barriers to staff and student exchanges between Anglophone and Francophone institutions. The key barriers were: ignorance concerning the academic standards (curricula and qualifications achieved) used by the different education systems; and criteria for appointment and promotion of academic staff.

ANAFE developed a document that helped to translate and compare agricultural and natural resource education in the two systems, with emphasis on these two key issues, among others. Using the document, educators and students were able to assess academic programmes at different levels of education and to take part in exchanges across the two education systems. Interestingly, language was not the key barrier.

Partitioning of stakes in a network

Networking offers an attractive way of bringing together stakeholders in a given area of interest. One of the reasons for the growing popularity of this mechanism is that in a networking mode, all participants are equal, at least in principle. They can choose to join or leave the network and they have a say in its management. This is perhaps one unique feature that distinguishes networking from other forms of partnership. The absence of contractual obligations that bind members to a pre-defined code of conduct is significant. Boje and Wolfe (1989) bring forward a theory of 'negotiating context' within which networks

operate. A negotiation process in which participants collectively define their problems and develop a mutual understanding of their common issues defines this context. Within this context, stakeholders 'carve out different domains which are composed of a range of self-interest issues'. Some of these domains overlap with those of other stakeholders, while others may not.

Defining collective stakes is a basic essential in networking. The stakes of network participants are also important. All stakes are dynamic and negotiable. Each participant experiences three interdependent forces that define their interest and continued participation in the network. These are illustrated in figure 1.
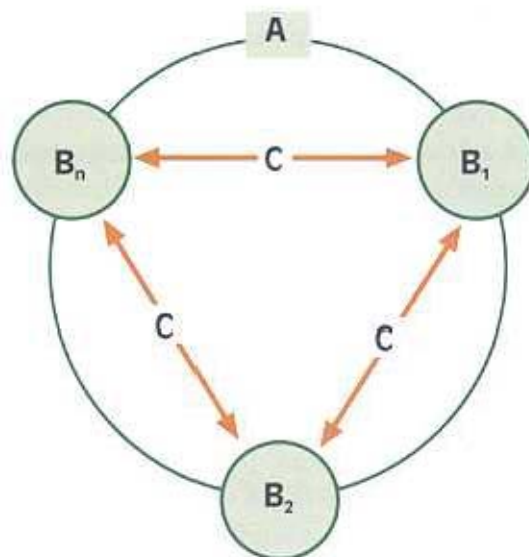
Figure 1. *Network definition, domains and exchange*

Circle A defines the boundary of the network's stakes. Each member is responsible for contributing towards the network's overall goals. These are collectively negotiated and agreed upon when the network is formed, but may be modified at an appropriate forum of the networkers. Circles B_1 B_2 up to B_n represent the stakes or domains of individual members of the network. These are the activities and benefits that are "home turf" for each member 1, 2, ...n. Note that some member activities can fall outside the boundary of the network. The arrows labeled C represent the sharing and exchange among members facilitated through the network. Boje and Wolfe (1989) refer to A, B and C as collective definition, domains and exchange respectively.

Establishing a network

Networks can collapse within a few years (if not months) if some of the basic elements that hold a network together are either ignored or overlooked. To establish a network, one needs to have:

- Interested stakeholders
- Jointly identified goals (purposes) of networking
- Clear strategies for achieving the goals of the network. Normally this translates into a network structure, modus operandi, prioritising activities, allocation of responsibilities and setting accountability requirements
- Good coordination capacity. A network coordinator is a key person who keeps members active. A self-driven, innovative and highly motivated person should be appointed
- Quality information—this is the lifeblood of a network. Without it, the network appears bankrupt. The information must be focused on the goals of the network, be regularly updated and shared regularly with members. ANAFE benefited from two main sources of information: First, members agreed to base the network at ICRAF, to tap on the scientists and the centre's established capacity to generate, organize and share scientific information in agroforestry. This ensured that the latest advances in agroforestry would be available to colleges and universities. Second, ANAFE agreed to organize periodic reviews on the status of agroforestry training and education at member institutions. This makes members confident that the network would address their needs. It also serves as an incentive for members to demonstrate their interest by taking actions to stay abreast of agroforestry education developments. Third, ANAFE established a newsletter, Agroforestry Education News that is produced and circulated every six months to inform members of network activities and links.
- A good balance between formal and informal communication. A highly formalized system tends to bring with it heavy bureaucracy and drudgery that delays action and makes meetings boring. This is true at all levels of communication, but it is especially important between members and the network coordination points or nodes. Highly formalized meetings and communication may also reinforce inequitability among members by intimidating weak ones.
- Resources. The need to have resources (human, time, material and financial) to enable rapid response to needs of members should never be underestimated. It is ideal for each member to

make a contribution (in kind and/or in cash) towards the management of the network. Such contributions secure members' stakes. If stakeholder contributions are not included right from the start, network sustainability is compromised.

Launching a network

An individual, institution or group of persons starts a networking idea, based on a perception that the solution to a given problem is more effectively achieved through trans-organizational measures. This idea is shared with the potential stakeholders or interested persons, either through some form of communication or at a meeting.

Once the idea is accepted, the stakeholders decide on key issues as spelled out in this section. Next is to announce the initiative to other interested individuals and institutions. Any communication medium can be used, but at some point a meeting would be necessary to draft the network's modus operandi and launch the network. In a members' network, all participants at such meetings are self-sponsored. However, if there is an institution supporting the establishment of the network, it may wish to support some or all the interested members. In the case of ANAFE, the Swedish International Development Cooperation Agency (Sida) and ICRAF supported the initiative with technical, material and financial resources.

Other types of support for ANAFE are technical and strategic links with the research and extension systems, and with the policy framework. Stakeholders, in particular policy and decision makers provide inputs needed in network activities, and can help advocate ANAFE's agenda, for instance by influencing national curricula.

The launching meeting

The basic agenda for the launching meeting should include the following steps:
* Identify main issues, objectives and key activities
* Agree on network membership
* Agree on the rights, roles and benefits of members
* Define the network structure, modus operandi and leadership
* Establish a system of monitoring progress
* Agree on elements of sustainability and ownership

Identifying main issues, objectives and key activities

At first, participants are not very clear on the main issues to be addressed and what their network can achieve. One good way of capturing the expectations of members is to adopt a participatory process such as the use of cards to collect ideas from each person. A diversity of opinions will emerge and it is healthy. There will also be many areas of common interest. These will form the core agenda of the network.

The expected outputs should be discussed thoroughly to bring out a common understanding of the likely problems or issues, and to build a consensus on basic objectives, activities and approaches. The use of cards can be repeated as many times as necessary. If possible, activities should also be prioritized. A small committee may be selected to streamline the ideas, and then present their output to the meeting for comment and endorsement. The use of cards is very effective in ensuring that each participant makes a contribution. At the end of this exercise, each person will have made up his/her mind concerning the usefulness of the network. The process also helps participants to buy

Applying participatory tools in network activities

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into the ideas developed. For each activity identified, it is helpful to also discuss how and by whom it will be funded and implemented.

Agreeing on network membership

It should be defined clearly who can become a member and the process to be followed. Even where membership is free it is recommended that prospective members fill application forms. This helps to ascertain interest and to maintain a complete roster and mailing addresses of members. Each successful applicant should get a letter confirming his or her acceptance in the network. A membership card may be issued where possible.

Agreeing on the rights, roles and benefits of members

Generally, network participants have the following rights: freedom to join and leave the network, right to elect or to be elected to leadership positions in the network, and participation in decision making processes in all network activities, provided they meet set out criteria. One must be careful here to ensure that what is spelled out as a right or benefit will indeed be possible to dispense. For instance, if members have a right to a free copy of the network newsletter, there must be assured resources to produce and mail it regularly. Another important aspect is equitability in the allocation of activities and resources. Non-observance of this could cause grudges and weaken the network.

Defining the network structure, modus operandi and leadership

A simple, flat organizational structure, free from bureaucracy is recommended. The chain of command must be short and effective. ANAFE adopted a three-layered operational structure, which is depicted in Figure 2. At general meetings, held once every four years, members elect the Steering Committee, and its members hold office for four years. They may be re-elected. To ensure continuity, half of the Steering Committee members are retained at every election.

An interesting feature here is that the coordinator is employed by ICRAF, and jointly paid by the network and ICRAF. Thus ICRAF counts this as a contribution to ANAFE.

One of the first problems that ANAFE faced was the rapid growth in membership, reaching well over 100 universities and colleges in 35 African countries. It became necessary to find a mechanism for ensur-

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ing effective participation of members in network activities. This was resolved by establishing four semi-autonomous Regional Agroforestry Training and Education Groups (RAFTs). These are closely linked to ICRAF's Agroforestry Research Networks for Africa (AFRENAs). Regional coordinators of the AFRENAs are ex-officio members of RAFTs. These arrangements ensure that members of ANAFE easily access agroforestry research and development activities in a given region.

Each RAFT plans, budgets and implements its own activities, provided it follows the basic principles set by the continental Steering Committee of ANAFE. One of the main functions of the coordinator is to guide RAFTs and to link them to agroforestry field research activities in the four AFRENAs: Eastern and Central Africa, Southern Africa, the Sahel and humid West Africa (Figure 2).

General meeting of members (GM)
Modus operandi, policy, long-term goals, election of Steering Committee

COORDINATOR

Steering Committee (SC)
Reports to GM. Meets twice a year. Strategic planning, annual plans, progress reports. The coordinator is secretary to SC and the key executive officer.

Regional Agroforestry Training and Education groups (RAFTs)
Reports to SC. Frequency of meetings as necessary, minimum biannual. Regional meetings of members (biennial) elect RAFT leadership. Regions choose focal institutions for ANAFE activities. Regional planning and activities are implemented at this level. Venues are at member colleges and universities.

| Eastern and Central Africa | Southern Africa | Semi-arid Lowlands of West Africa | Humid Lowlands of West Africa |

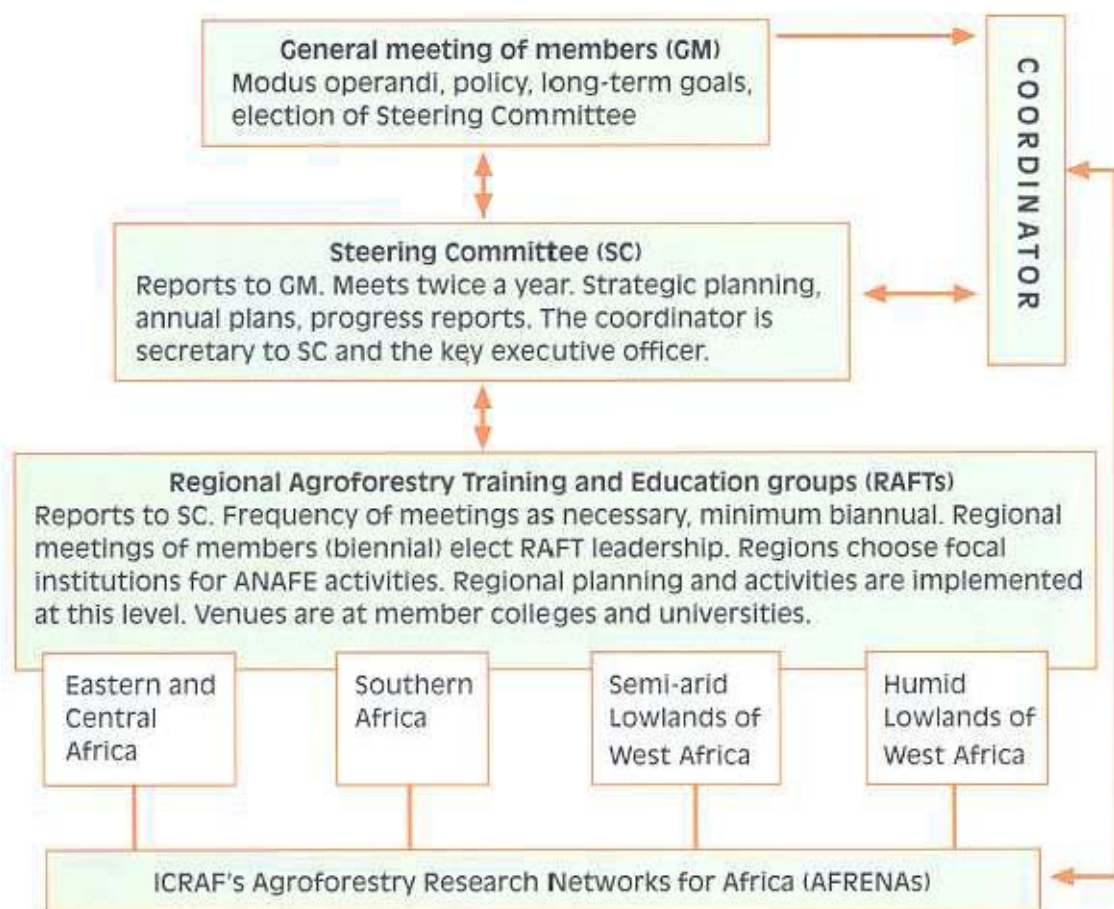**ICRAF's Agroforestry Research Networks for Africa (AFRENAs)**

Figure 2. Operational structure developed by ANAFE

In addition, within each RAFT, two focal institutions were identified and given the mandate to 'lead' agroforestry education and training for the region. The training capacity of focal institutions was strengthened first, mainly by training of the trainers, supplying training materials and establishing agroforestry demonstration plots.

Establishing a system of monitoring progress

A network must be able to undertake self-assessment to establish indicators of its successes and failures. Here are some actions that may be applied for such assessment:
- Participation index by members in meetings and in network activities. The index is taken as the ratio of actual versus expected participation. If the overall ratio is 0.3 or less, the network is not functioning well. This is a standard set by ANAFE.
- Monitoring volume and flow of information in the network. A system should be put in place to monitor the amount and direction of information flow (sharing) and utilization. A simple system is to have a questionnaire that gives feedback to the coordinator on a regular basis. Another one is to undertake periodic surveys.
- Production and circulation of a newsletter and periodic technical and financial reports. It is also very useful to produce a report at the end of each substantive activity. All meetings must have minutes that show clearly what was achieved and what follow-up actions are required and by whom.
- Asking members at meetings to evaluate the performance of the network. This should be done on anonymous basis and preferably be administered by a person who is not directly involved in the management of the network.
- Seeking external evaluation of the network. This must be done at least once every three years.

Agreeing on elements of sustainability and ownership

This is one item that is missed out in the establishment of many networks. It is deceptive to assume that as long as the objectives of the network have not been fully achieved the network will live on. Even with lots of resources, this may not be guaranteed. The basic elements for sustaining a network can be summarized by the following statement:

'A network must be owned and run by its members'

All network functionaries should take note of this statement. To own and run a network, the members must:

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- Meet regularly as stipulated in the network modus operandi. Skipping or postponing meetings gives the impression of bad organization, irresponsible leadership and sometimes outright unaccountability. A network coordinator must make very intensive consultations with members before taking any such action.
- Choose their leadership. If members have no say on who will lead them, their confidence is likely to be diminished. Members must also be able to remove incompetent leaders. Provisions for this should be made in the modus operandi.
- Decide on and prioritise activities and allocate resources to activities
- Generate own resources for network activities. Member contributions help to secure the stakes of members in the network.
- Access the network machinery. Members have a right to fully understand the way the network is managed and receive technical and financial reports.

One of the sensitive areas of network management is the sharing of information on how resources are spent. Some organizations find it difficult to reveal the actual expenditures, especially where interna-

A graduate student supported by ANAFE presents her work to networkers

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tional staff salaries may be included. The fear arises from the fact that such salaries are high and could constitute a significant proportion of network resources, triggering negative reaction from members. ANAFE's experience has shown that this is not necessarily true. ICRAF releases a full financial report to all members and ANAFE members have appreciated this level of transparency. This is partly because transparency was recognized as a virtue to be observed by all members right at the start of the network.

The evolving network structure

Eade (1998) identifies four types of networks by structure. They are
- *The bicycle wheel,* in which the hub is the coordination point and the spokes represent members
- *The family tree,* in which the source of information is the top and spreads downward with little communication among members and across generations
- *The spider's web,* in which a coordination point gives guidance but there are many links among members
- *The fishing net,* in which the coordination point can shift according to need, but there are many other nodes supporting communication.

Notably, all these structures are descriptions of where the coordination centre or centres are in relation to the members. Whether or not the members have linkages among themselves is not clear. First, it is important to realize that functionality is a reflection of the structure — formal as well as informal. The design of a network should focus primarily on functionality. Second, size matters. A network covering a large region and with many members must have several coordination points (or nodes) to be effective. Whether or not members communicate among themselves depends very much on the nature of activities of the network and access to communication resources and facilities. Again, these factors affect functionality and structure.

Over its seven-year existence, ANAFE itself has evolved and changed structure considerably, because of increasing membership and changing external environment. It has moved from a continental network with one coordination unit, towards a decentralized set-up with four sub-regional hubs — Regional Agroforestry Training and education Groups (RAFTs) — linked together by a continental monitoring mechanism.

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Experience from ANAFE shows that a network needs to be flexible enough to accommodate an evolution of its structure. There are a number of key factors and processes that define network structure and functionality (Figure 2).

Inputs/resources
Control of resources at 'lower' levels of the network

Possibilities to raise funds locally, regionally

Effective use of time, human resources and organizational skills

Process/management
Information: volume increase, mechanisms for enhanced sharing

Collaboration: enhanced exchange of skills, and building of consensus

Number and geographic spread of members: communication challenges, cost-efficiency in network management and in activities

Dynamic network structure and functionality

External influences

Goal setting and resetting
Ability to meet demands among members, groups of members and regions

Ability to accommodate a variety of goals across the network

Outputs
Perceived and forecasted return to resource inputs (financial, human, time) among:
Individuals: increased knowledge base, skills enhancement and attitudinal change and action

Institutions and society: Changes in policy, organization, strategies and resource allocation

Figure 2. Factors and processes affecting the network structure and functionality

Experiences from ANAFE show that these factors and processes are closely interlinked, and are subject to constant external influences exerted via a large number of stakeholders. The processes affect the setting and periodic re-setting of goals, the subsequent design of the network structure, and the strategy by which the network is carrying out its mission. Networkers are involved in all these processes, although the extent of participation may differ.

Success factors and assessing success

Key success factors

ANAFE experience shows that the following factors can influence success:

Building and nurturing group mind: Members should be assisted to maintain a common focus of interest. This can be achieved through a range of activities, policies or approaches, among them:

- Frequent meetings that keep the networkers informed and maintain interest
- Sensitivity to the interest of each member
- Participatory decision making mechanisms and implementation of activities
- Swift and non-bureaucratic decision making process
- Regular 're-charging' of the network with new ideas and challenges — New ideas are important in the life of a network. The network is operating in a changing environment, so it must learn to adapt itself to external and internal realities.
- Links — Networks thrive through appropriate links to the outside, including other networks, both in keeping abreast with current trends, and in the capturing of resources and information
- Pro-active identification and resolution of points of contention — This cannot be over-emphasized. Networkers are bound to disagree on some points. Swift detection and managing points of contention or conflict is one of the key jobs of the coordinator
- Recreational and creative approaches in handling activities — Members must enjoy what they are doing!

Any form of conflict or slackening of activities can cause the dispersion of members or dampen interest in the network. The coordinator must never drop guard on this.

Setting long-term goals: It is always useful to have short-term goals and outputs that can keep members motivated. However, the survival of a network depends on sustained interest in longer-term objectives.

Securing a resource base: At the early stages, networks are very fragile institutions. They are very prone to dispersion due to lack of or inadequate resources. Having a strong funding base for at least the first five years will allow enough time for members to settle down. One creative way of doing this is by instituting a member contribution system. Mem-

bers of a network should be able to contribute in cash and/or in kind towards network activities. This helps to demonstrate their interest and underpins sustainability.

Never promising more than the network can deliver: Very often, the networks are over-ambitious. They want to achieve too many things in a very short time. A modest target is a key to successful networking.

Limiting membership: networks with popular goals tend to attract too many members. This may stretch resources and communication systems beyond rationally acceptable levels, eventually leading to inefficiency and reducing the capacity of the network to deliver on its promises.

How to assess success

A good network should establish milestones that help to monitor its progress towards agreed goals. Then there should be internal as well as external systems for evaluating the performance. But for good monitoring it is necessary to establish baseline data on desired areas of improvement. For ANAFE, baseline data were collected on the status of agroforestry training and education in each participating institution. On the basis of this, it was easy to assess and monitor progress towards the establishment or better delivery of agroforestry training and education.

The success of the network should be gauged to assure impact of activities and to monitor how well the network is functioning. Indicators of successful networking include:

Number of members: Do not shy from this quantitative measure, but try to qualify it. For instance, you can classify members by their levels of participation in activities (for example, very active, moderate or passive). You can also present members in terms of their contributions to network initiatives. Remember that people or institutions belong to networks because they see benefits in doing so.

Participatory decision making and network management: The lower the level at which decisions are made and implemented, the better for a network. This must be matched with resource allocation, responsibility and accountability. Top-down oriented networks are very unlikely to succeed.

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Fair attribution of success: Very often the coordinator, or whoever is the chief executive of a network is praised when the network performs well. It is important to attribute such success to members, lest their work and successes appear to glorify an individual.

Risk avoidance and management: A good network should regularly monitor the key success factors as well as risks, and take remedial measures as necessary. For instance, ANAFE experienced the risk of misrepresentation of network agenda when decisions were devolved to lower levels. The steering committee had to step in and correct the situation.

Networking individuals *vis-a-vis* institutions

Networks can be placed in one of two basic categories—those that link individuals and those that link institutions. The first seek to enhance individual interest while the latter focus on institutional development. The paradox is that in both cases, one has to deal with individuals, either representing themselves or their organizations.

Networks focused on institutions have the following challenges:
- How to deal with political and organizational differences among member institutions.
- Changes in institutional representation in the network tend to slow down progress, as new representatives have to be updated on past developments, and they sometimes have completely different interests.
- Consensus building: It is sometimes not clear whether an idea is coming from an individual or if it represents a consensus of the institution that he or she represents. ANAFE encouraged member institutions to establish agroforestry committees to overcome this difficulty.
- It takes a lot more resources and time to network institutions than individuals. Institutions have to overcome their bureaucratic inertia (especially internal consultations) in every communication. It is important that at different stages the institutional commitment is gauged. The initial stage is the application for membership. Other stages may include development of institutional agendas, reports, and surveys or evaluation by network leaders.

Despite these challenges, successful networking with institutions is possible and can bring about major achievements in policy, organizational

structures and allocation of resources. Institutions also have a greater potential to contribute to networking expenses when they consider the network as their own.

Some risks and threats to successful networking with institutions

Networking with institutions involves some risks and threats that may not occur in networks of individuals:

- Poor external communication: institutions with poor or expensive access to communication facilities risk being marginalized in the network. For instance, the lack of email and Internet connectivity is a serious constraint, which ANAFE is addressing to enhance the communication and participation of weak institutions.
- Poor internal communication: Initially, a key contact person is elected to represent an institution. Efforts should be made to develop a team within the institution, so that in the absence of the designated contact person it is still possible to reach out to the institution.
- Early withdrawal of external resources: Sufficient time is needed for the network to reach maturity and to source its own funds from multiple sources.

The way forward

Changing realities require new approaches to development. This booklet argues that regional networking of institutions—universities and technical colleges—has proved to be an effective way of strengthening the integration of agroforestry into land use education programmes in Africa.

The future for ANAFE involves activities at two levels:

a) the institutional level:
- Mainstreaming agroforestry education and training into other land use programmes, for instance incorporating agroforestry into agriculture, forestry and environmental programmes
- Consolidating young agroforestry programmes (especially diploma, undergraduate and postgraduate). Some institutions have decided to establish stand-alone programmes in agroforestry. They will need further support to manage these programmes.
- Linking ANAFE's educational programmes with community development

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Ultimately, our aim is to make agroforestry products available to local communities

b) the network level:

- Broadening the funding base for network activities, particularly from regional and national sources
- Consolidating and intensifying the ability of the network to organize and manage training events at national and regional levels
- Consolidating the sub-regional networks (RAFTs). This should be synchronized with a progressive devolution of the coordination function from ICRAF.

Conclusion

Networking is a strategic tool to achieve some form of social organization among individuals or institutions. If applied well, it can create synergy and rationalize the allocation of human and other resources to mutually beneficial endeavours. Once created, networks can have a life of their own, with virtues and problems. It is necessary to have

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mechanisms in place to monitor and control network behaviour. There are no simple rules for establishing and sustaining networks — this leaves lots of space for creativity.

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1. Did you find the materials informative? YES/NO

2. Which three topics were of greatest interest to you, and why?

Topic	Reasons why it is interesting
i.	
ii.	
iii.	

3. Have you participated in any networking activities? YES/NO

4. If you answered YES in 3 above, please indicate the networks and their attributes as indicated. This may be your personal assessment. Indicate in the first column if the network was of individuals (indiv) or institutions (inst)

Name and location of network	Key objective	Key achievement
i.		
ii.		
iii.		

5. List three reasons for the successes

   a. ....

   b. ....

   c. ....

6. Basing on your experience, what three factors could lead to network failure?

   a. ....

   b. ....

   c. ....

7. What funding arrangements do you think would be fitting for a network, and why?

Source of support	Your ranking (A = best B = acceptable C = not so good)	Reasons
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ii. Donor/s plus government		
iii. (ii) above plus member contributions		
iv. Government		
v. Member contributions		

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