



Feedback Survey for Transnational Social Change Networks

COMPARATIVE SURVEY REPORT:
POVERTY AND ECONOMIC POLICY
RESEARCH NETWORK

Introduction

This report presents what 114 constituents of the Poverty and Economic Policy Research Network (PEP) say about the performance of its network and the value that they get from participating in it. The results are shown in comparison to 8 other transnational social change networks.

In 2009, a group of 9 transnational social change networks worked with iScale and Keystone to conduct a comparative survey of all their constituents. The same survey instrument was simultaneously administered to their constituents all over the world.

This survey is not an evaluation. Rather, it holds up a mirror to show PEP how its constituents see its performance. It provides PEP with information for deliberation and dialogue with constituents, in order to identify specific opportunities for improvement.

The process provides two ways to help interpret the data:

- A comparative analysis, showing how PEP 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.
- PEP 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

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

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.

Introduction

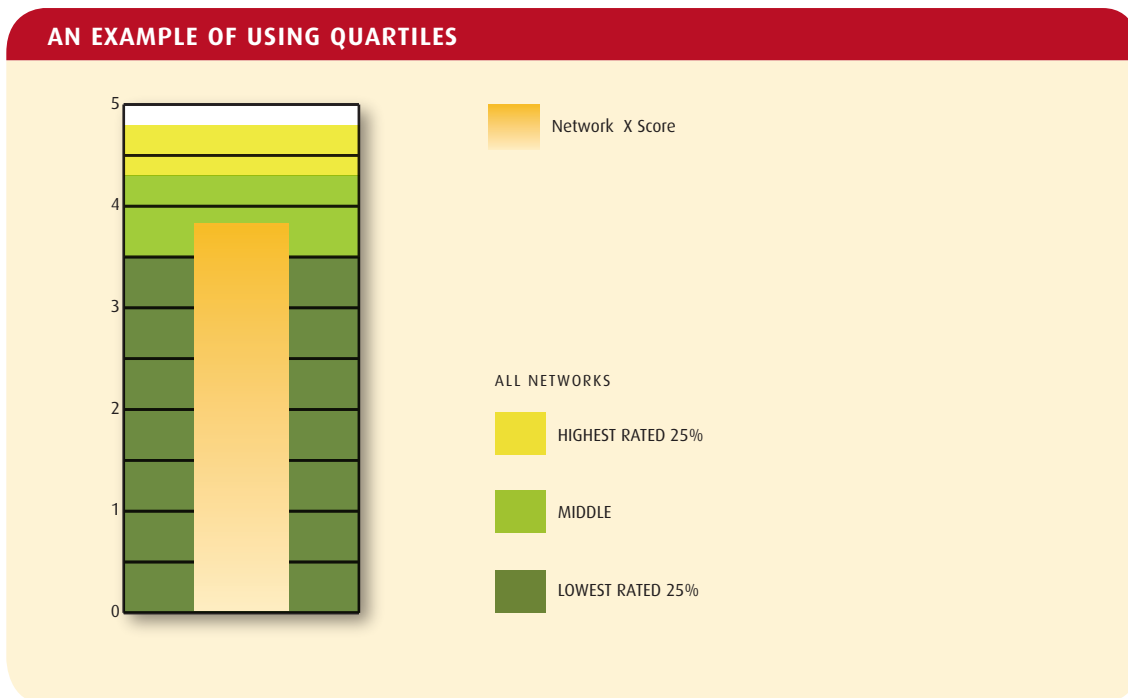
CHARTS AND QUARTILES

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 PEP’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

METHODOLOGY

In this survey, data was collected through an anonymous questionnaire independently administered by Keystone in October 2009.¹

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
PEP	349	349	36	78	33%
All Networks	3748	3726	240	645	24%

The PEP questionnaire was administered in 3 languages - English, French and Spanish - and it was received by 349 of its constituents. Of these, 114 returned either a completed or partially completed questionnaire, representing a response rate of 33%. Fifty-eight percent of the responses were received in English, 15% in Spanish and 27% 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.

¹ 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>

Introduction

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.

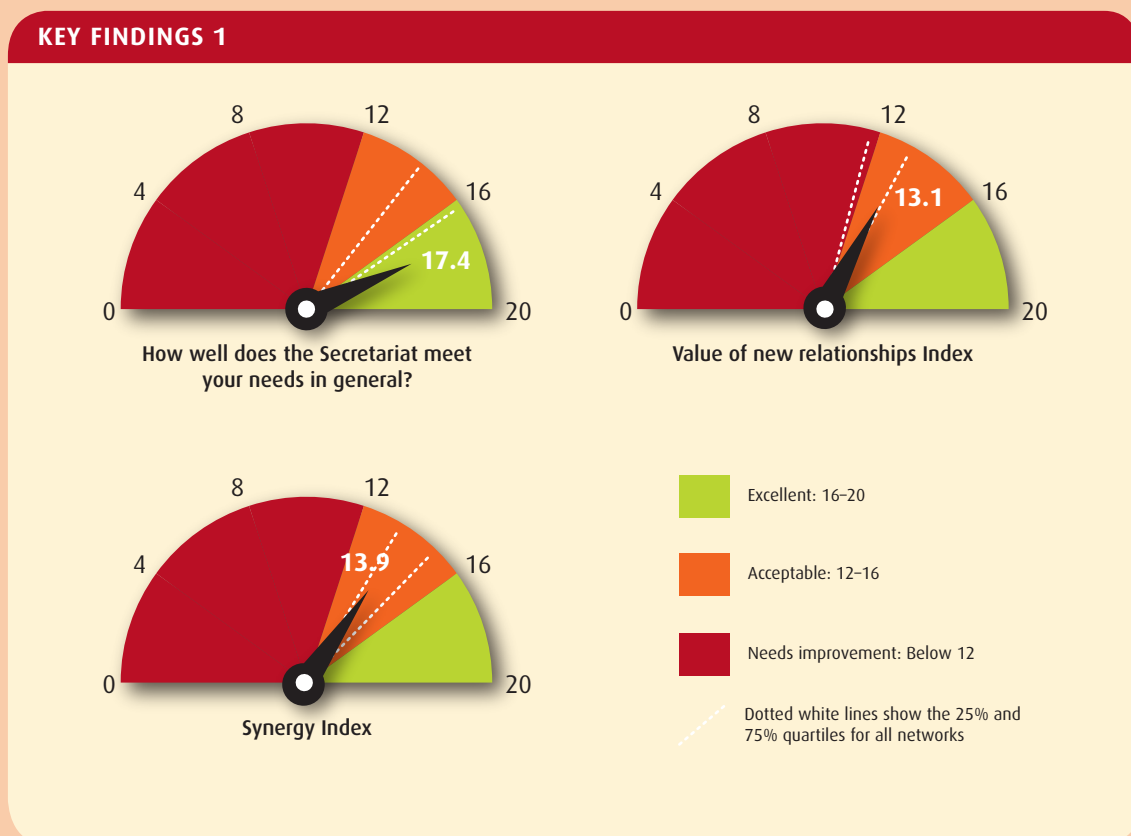
The following table summarises the characteristics of the networks that took part in this survey.² The 'size' column refers to the number of organisations and individuals³ that consider themselves to be part of the network.

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

² Information for this table was contributed by the participating networks in June 2009

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

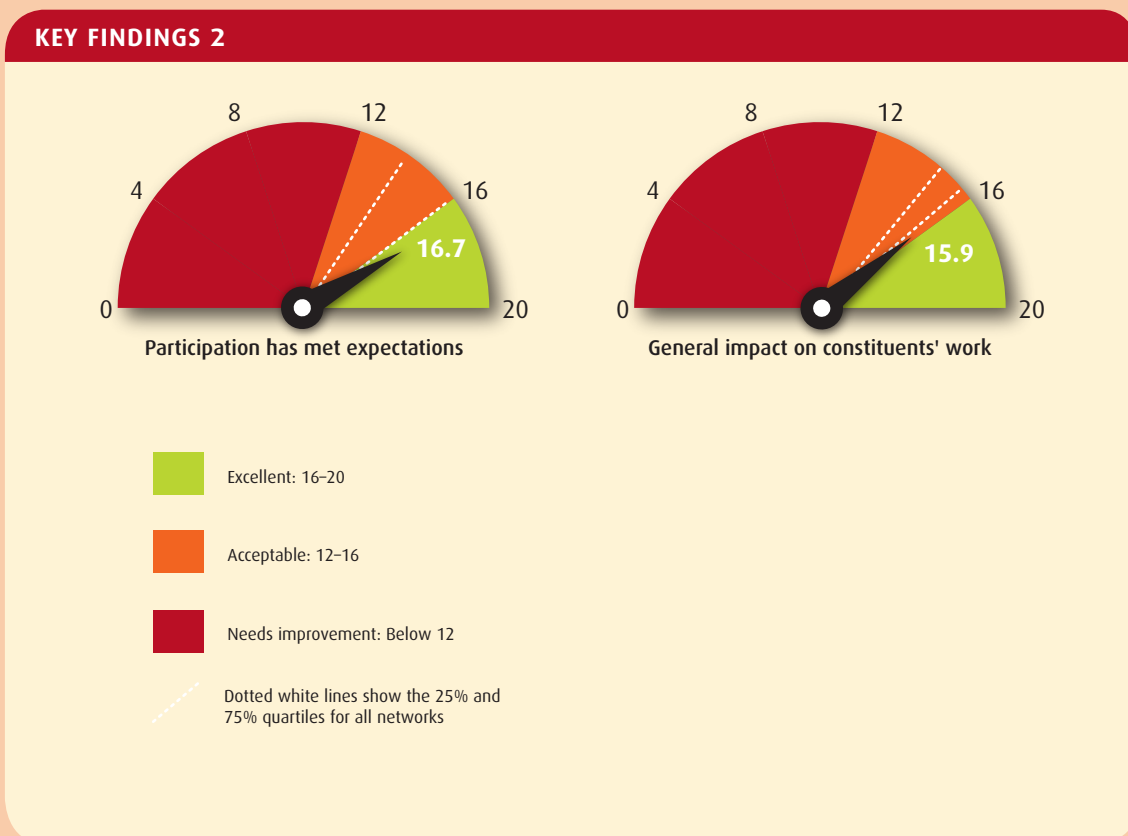
Key findings



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.

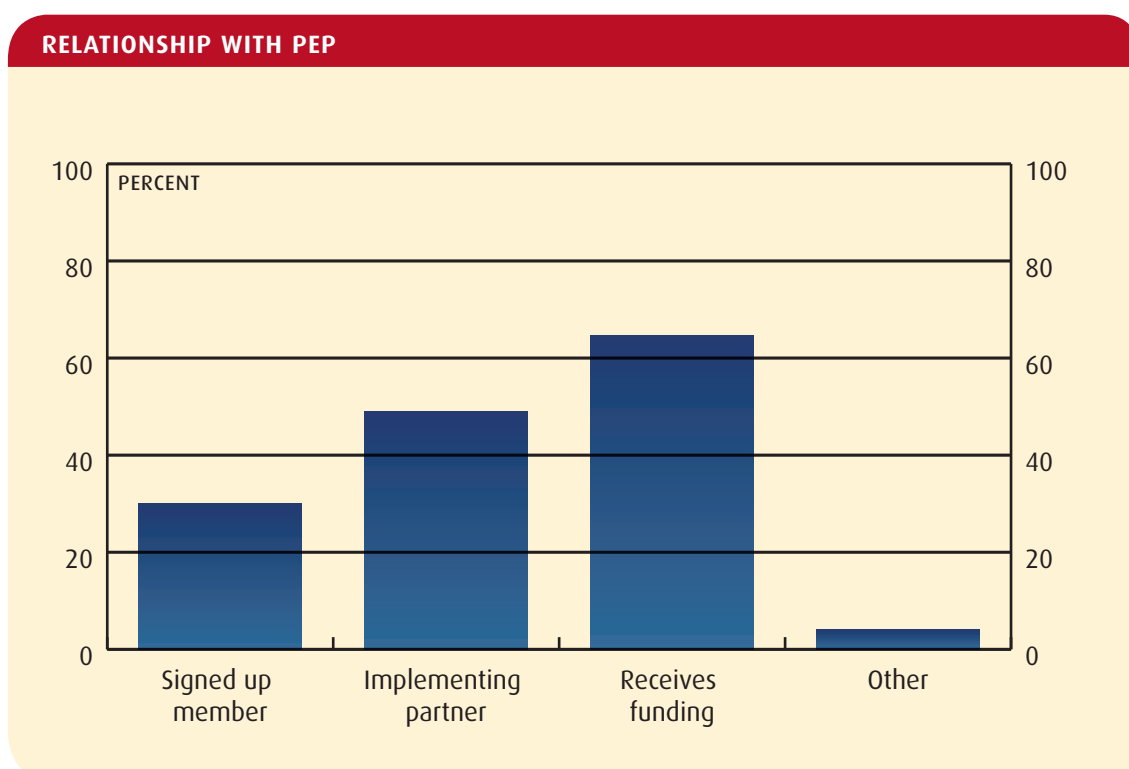
- On average, respondents give PEP a rating of 17 out of 20 for how well the Secretariat meets their needs in general. This places PEP as the best performing network in the group. *“Exchanges are direct and are generally channeled through a secretariat that is efficient and [operates] with great transparency”*.
- The overall value of relationships established as a result of participating in PEP is rated with 13 out of 20. This places PEP at the top end of the middle performing networks. *“It is a good experience to work with the PEP network member[s]”*.
- The level of synergy (sharing of common interests, similar concerns and participating in the network's strategy) within the PEP network is rated 14 out of 20. This places PEP within the 50% middle rated networks in the group. *“The synergy exists and should be strengthened through more workshops and other public forums”*.

Key findings



- Respondents give a rating of 17 out of 20 on the extent to which their participation in the PEP network has met their expectations. This places PEP as the best performing network in the group. *“It is through PEP that I gained my first international exposure in research on poverty”.*
- In terms of general impact on constituents’ work, respondents give PEP a score of 16 out of 20, placing it second of the nine networks in the group. *“The participation in the research support activities have made my work more visible, with an enhanced practical sense and improved communication capacity”.*
- In summary, PEP’s constituents rate the value they get from PEP as very high compared to other networks, in three major areas of satisfaction. PEP is often rated as the best or second best performing network in the group. This suggests that PEP is generally meeting its constituents’ expectations. There is still room for improvement, particularly in the areas where PEP is rated moderately.

Respondents' profile



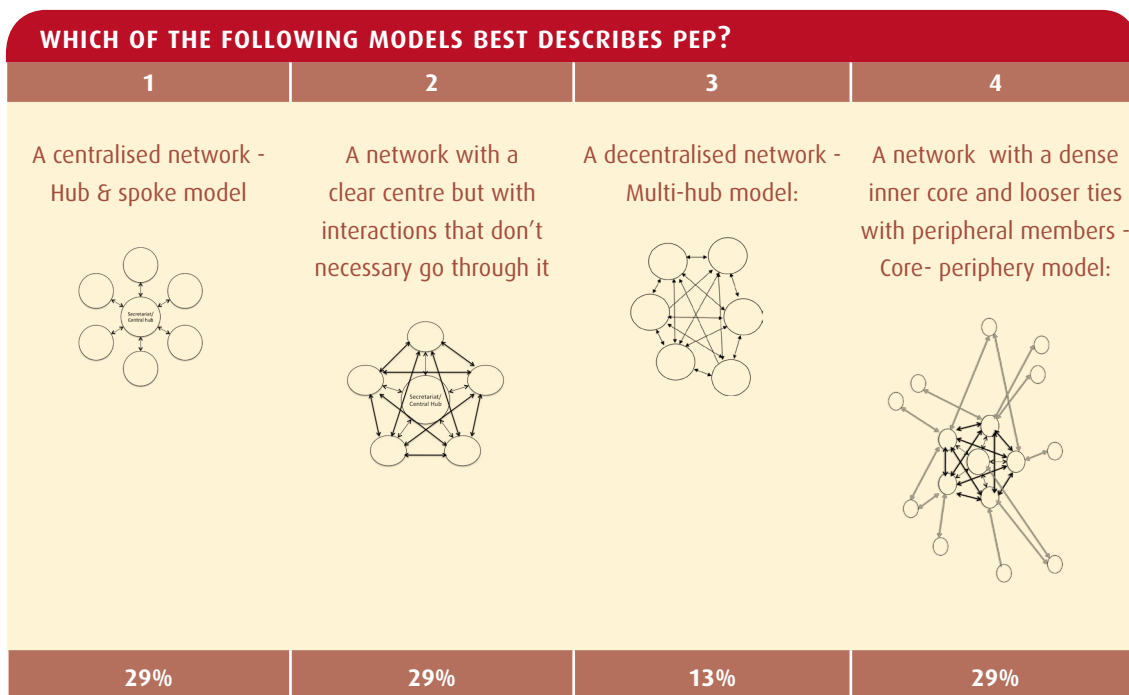
- We asked respondents 5 questions on their profile (type of organisation, position in the organisation, type and length of relationship with PEP and country of work).
- Respondents answered the questions on behalf of their organisations (17%) or in their individual capacity (70%) when associated with PEP as individuals.
- Almost three-quarters (72%) of respondents are in the academic institution/research team category, 8% are from national governments, 7% are independent consultants and 6% are from civil society organisations. There are also some representatives of international intergovernmental organisations and subnational institutions (3% in each category).
- Most respondents (60%) are researchers or students; 21% are Managers or Team leaders and 17% hold the position of Executive Director in their organisation.
- As shown above, the majority of respondents (65%) are PEP's grantees; about half (49%) are currently implementing or have in the past implemented a project/initiative with PEP; and, 30% identify themselves as signed up members of the PEP network. Two percent of respondents provide funds to PEP.
- More than half (56%) have been part of PEP for three years or less, 29% from 3 to 5 years and 15% for more than 5 years.
- The largest concentrations of respondents were in Africa (44%) and Latin America and the Caribbean (24%). There are also 9% in South-East Asia, 8% in Eastern Asia, 6% in South-Central Asia, 5% in North America and 3% in Oceania⁴.

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

Section 1

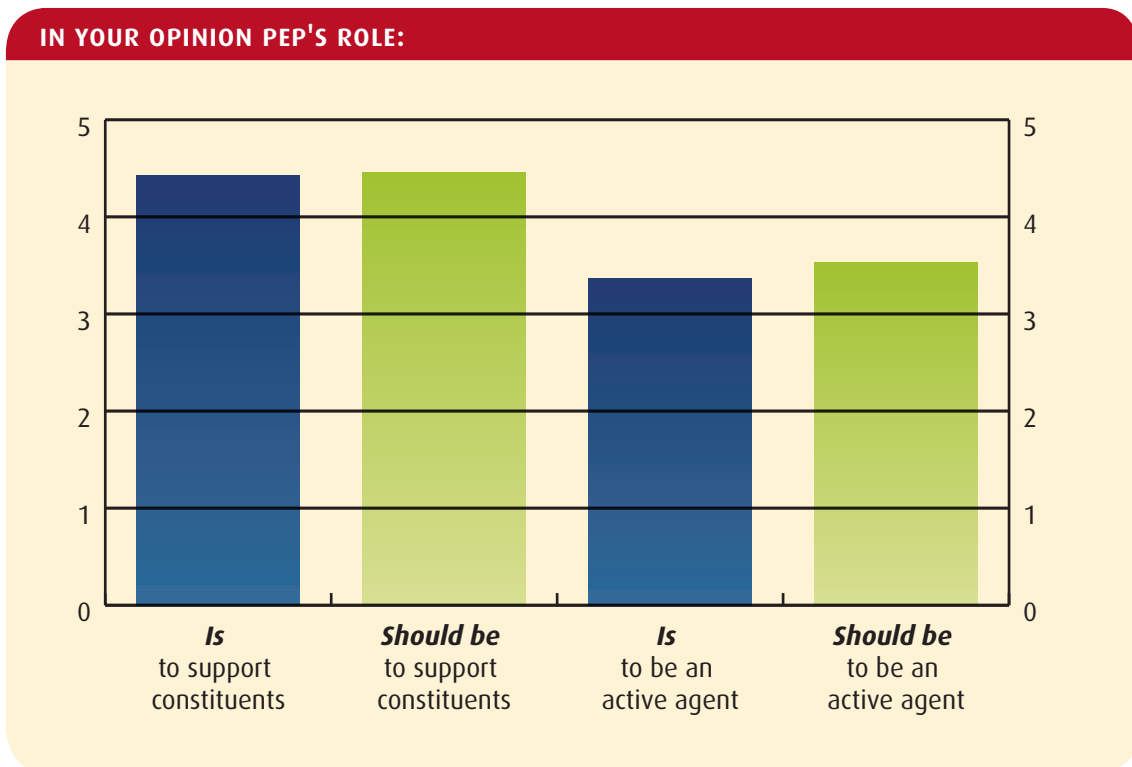
Structure and function of the PEP network

Structure and function of the PEP network



- Respondents reported a wide variety of perceptions about the type of network that PEP is. This is 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.
- Fifty-eight percent of respondents see PEP as a network that has a single well-defined centre (i.e. as 'hub & spoke' model or 'clear centre').

Structure and function of the PEP network

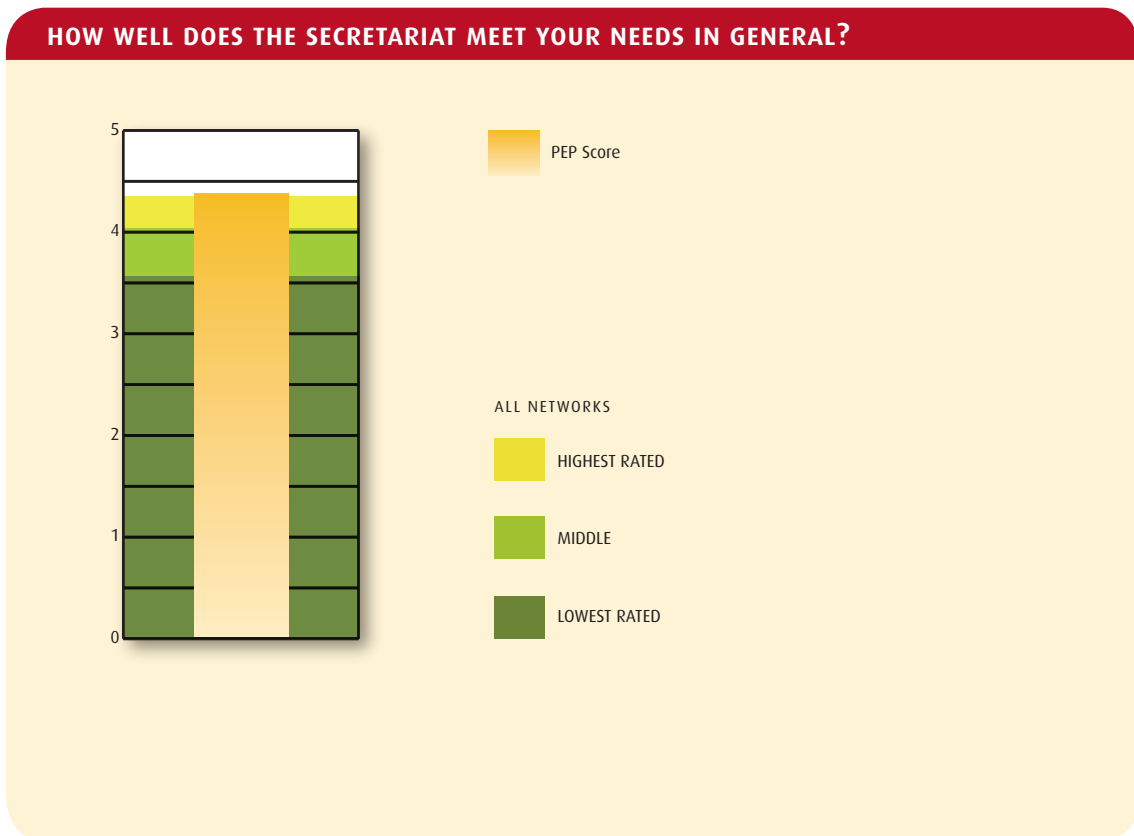


- On average, respondents rate their perception of how much PEP's role is to support its constituents in performing certain activities at 4.4 out of 5. Eighty-seven percent of respondents feel that PEP's role should be to support its constituents in performing activities (average rating of 4.5 out of 5).
- The rating given on whether its current role is to be an active agent undertaking activities on behalf of its members is 3.4 out of 5. Forty-nine percent of respondents feel that PEP's role should be to be an active agent on their behalf (average rating of 3.5 out of 5).
- The correlation between the perception of its current role and what this role should be suggests that PEP is meeting its constituents' expectations in this area. This is not the case for many of the networks in the group.

Section 2

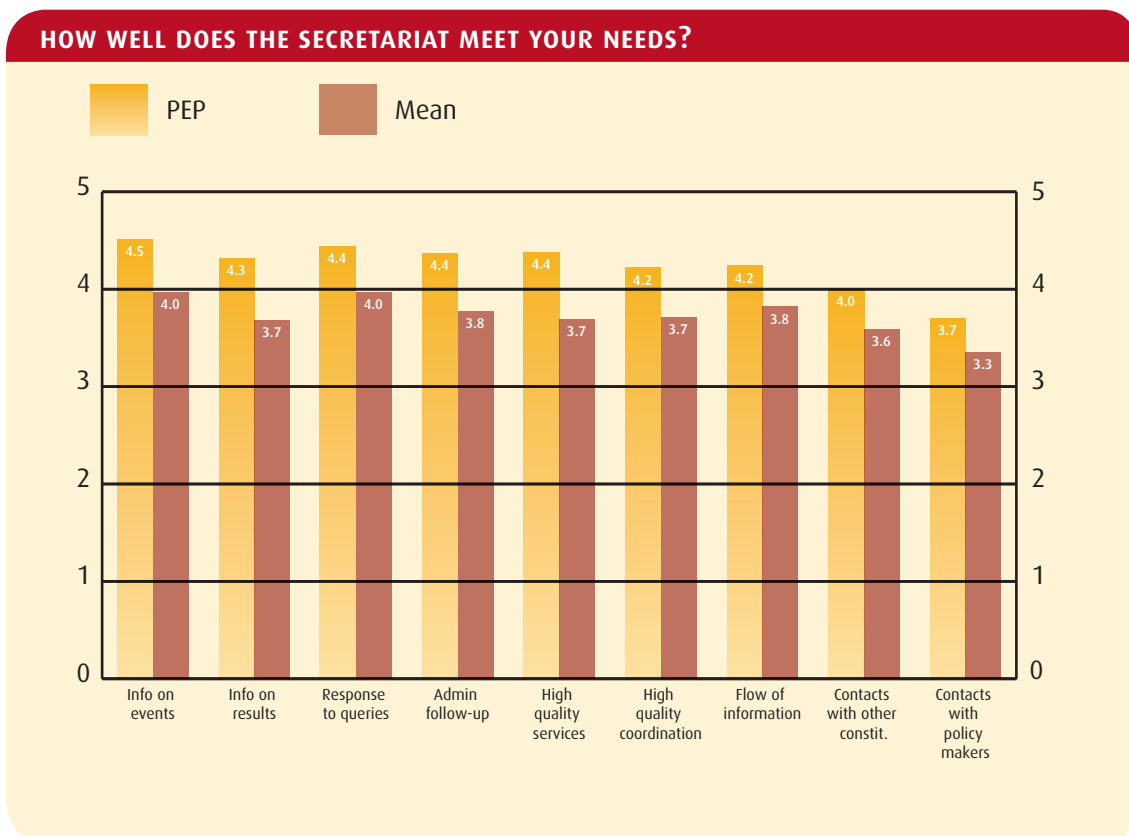
Quality of relationships with PEP's Secretariat

Quality of relationships with PEP's Secretariat



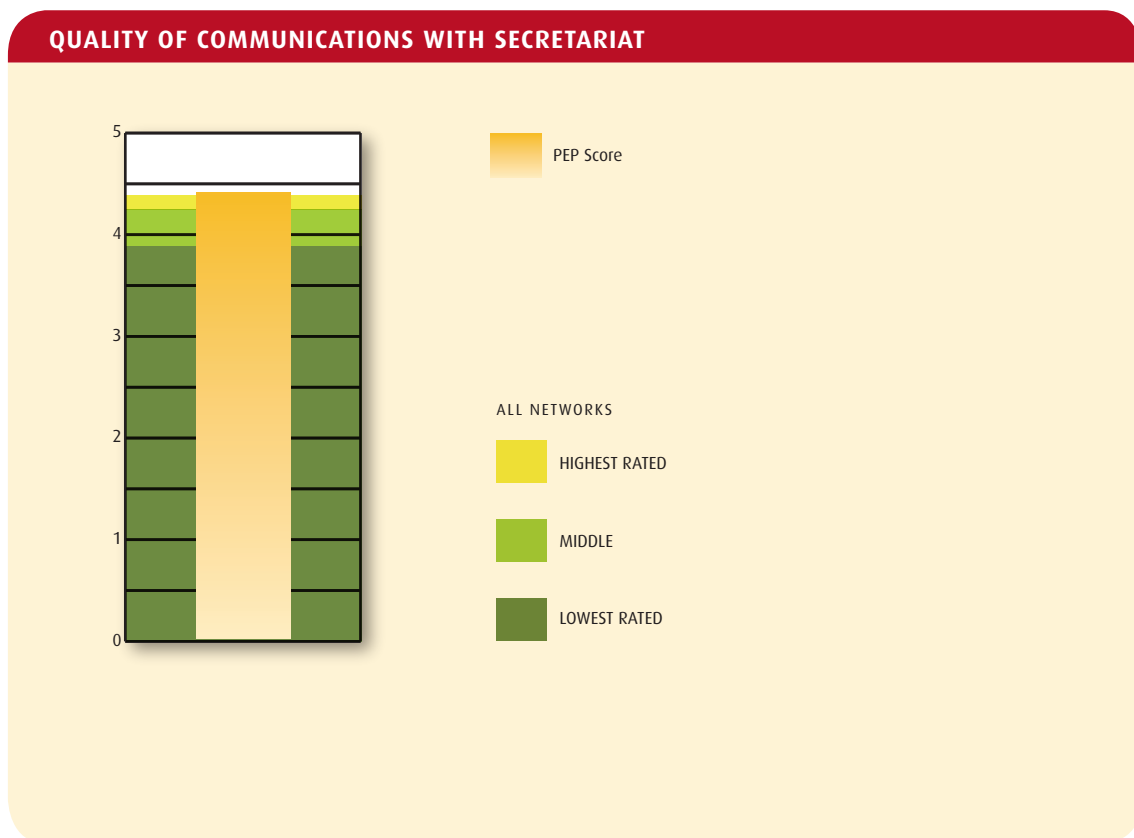
- On average, respondents give PEP a rating of 4.3 out of 5 for how well the Secretariat meets their needs in general. This places PEP as the best performing network in the group.
- The next chart analyses respondents' satisfaction with the Secretariat in more detail.

Quality of relationships with PEP's Secretariat



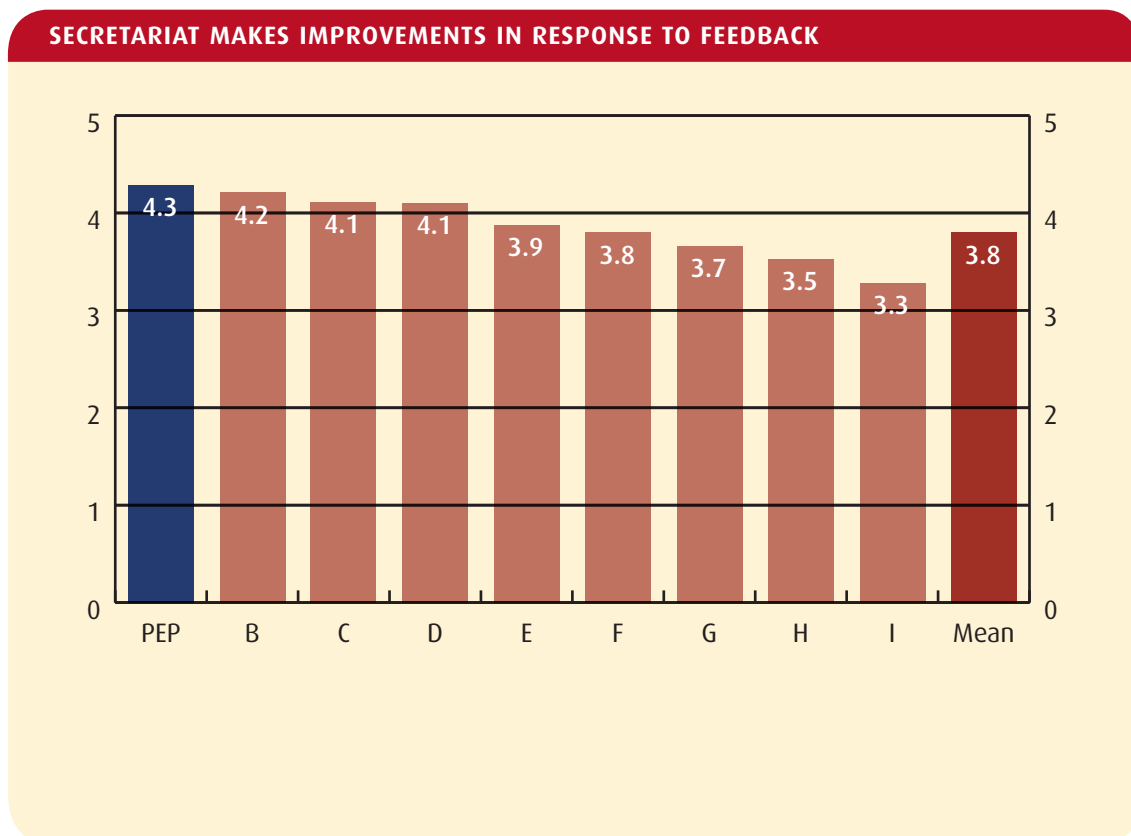
- In all areas PEP is rated above the mean for the group of networks. The highest rated areas are the provision of timely information on network events and responding quickly to queries (4.5 and 4.4 out of 5 respectively).
- The following percentages of respondents feel that PEP's Secretariat meets these needs either "well" or "very well":
 - Timely information on network events by 83%.
 - Timely information on the network's results by 81%.
 - Quick response to queries by 85%.
 - Administrative follow up by 79%.
 - Provision of high quality, relevant services by 82%.
 - Provision of high quality, relevant coordination by 76%.
 - Enabling transparent and efficient flow of information by 80%.
 - Facilitating contacts between constituents by 63%.
 - Facilitating contacts with key allies or policy makers by 49%.

Quality of relationships with PEP's Secretariat



- Asked about the quality (i.e. timeliness, openness, relevance, accuracy) of communications that they have with the Secretariat, respondents give PEP an average rating of 4.4 out of 5, placing it again at the top of the group of networks.
- Eighty-one percent of respondents give it a high or very high rating. The average for the group of networks is 62%.

Quality of relationships with PEP's Secretariat



- Respondents give the Secretariat a rating of 4.3 out of 5. This places PEP first 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 48% for PEP say 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 half (47%) of comments made by respondents regarding the quality of their relationship with the Secretariat are positive and a third (33%) make suggestions for improvement.⁵

Illustrative examples include:

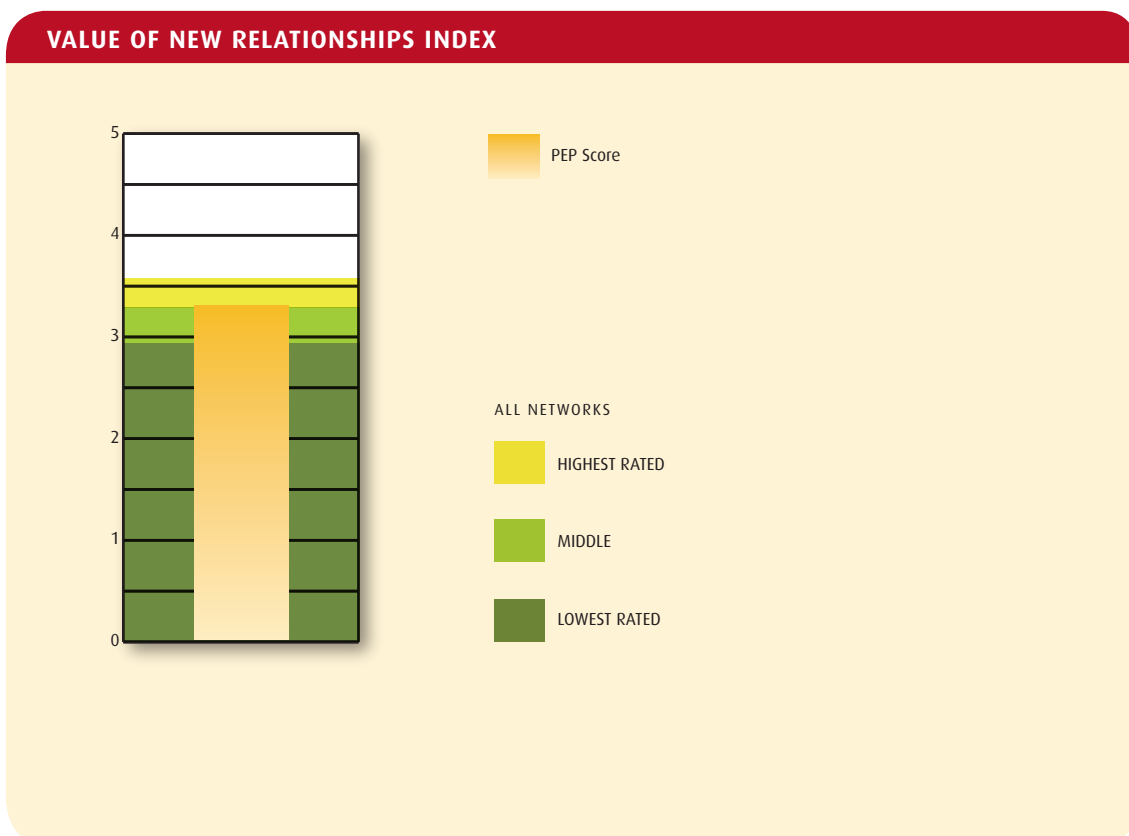
- "Exchanges are direct and are generally channeled through a secretariat that is efficient and [operates] with great transparency" (translation from French).
- "Generally, PEP has been efficient and I particularly like the dynamic and evolving PEP from the PEP I knew over 5 years ago. I think this dynamism and decentralization is key to enable an effective administration and running of an organization".
- "The African Secretariat still needs to improve in providing quick responses to the different queries coming from the members" (translation from French).

⁵ 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

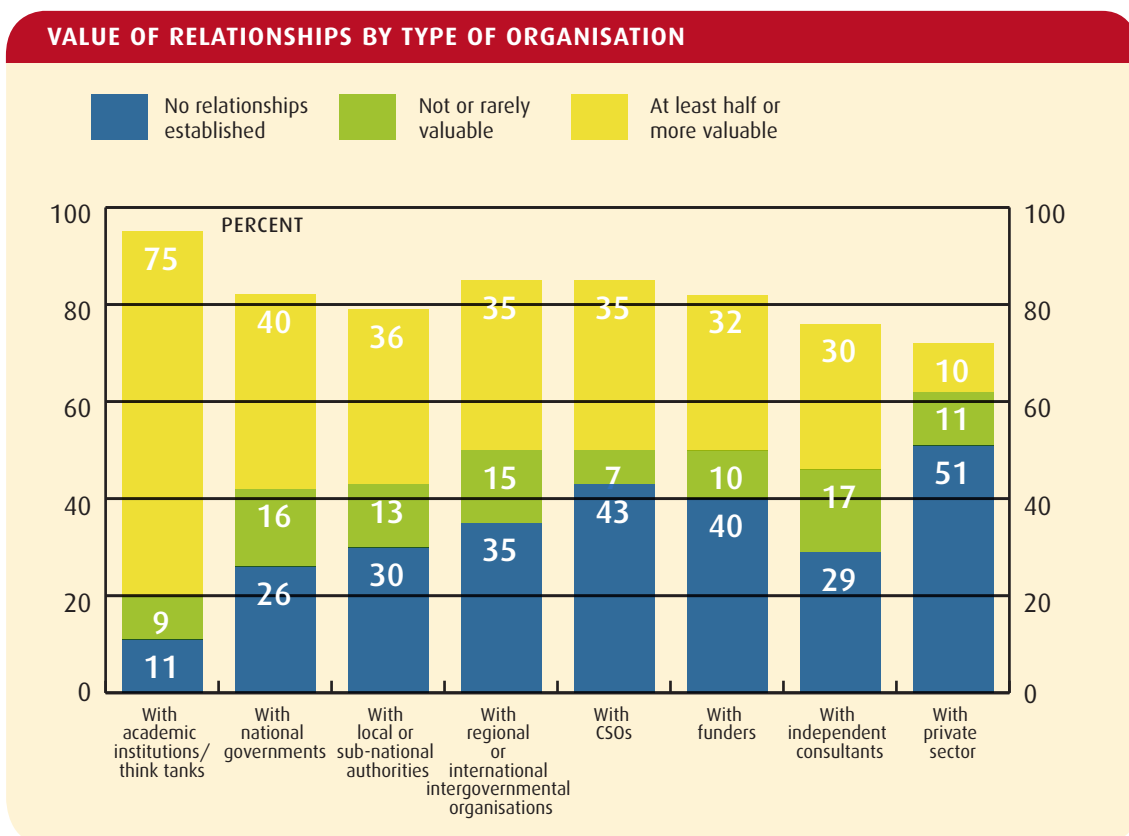
Network vibrancy

Network vibrancy



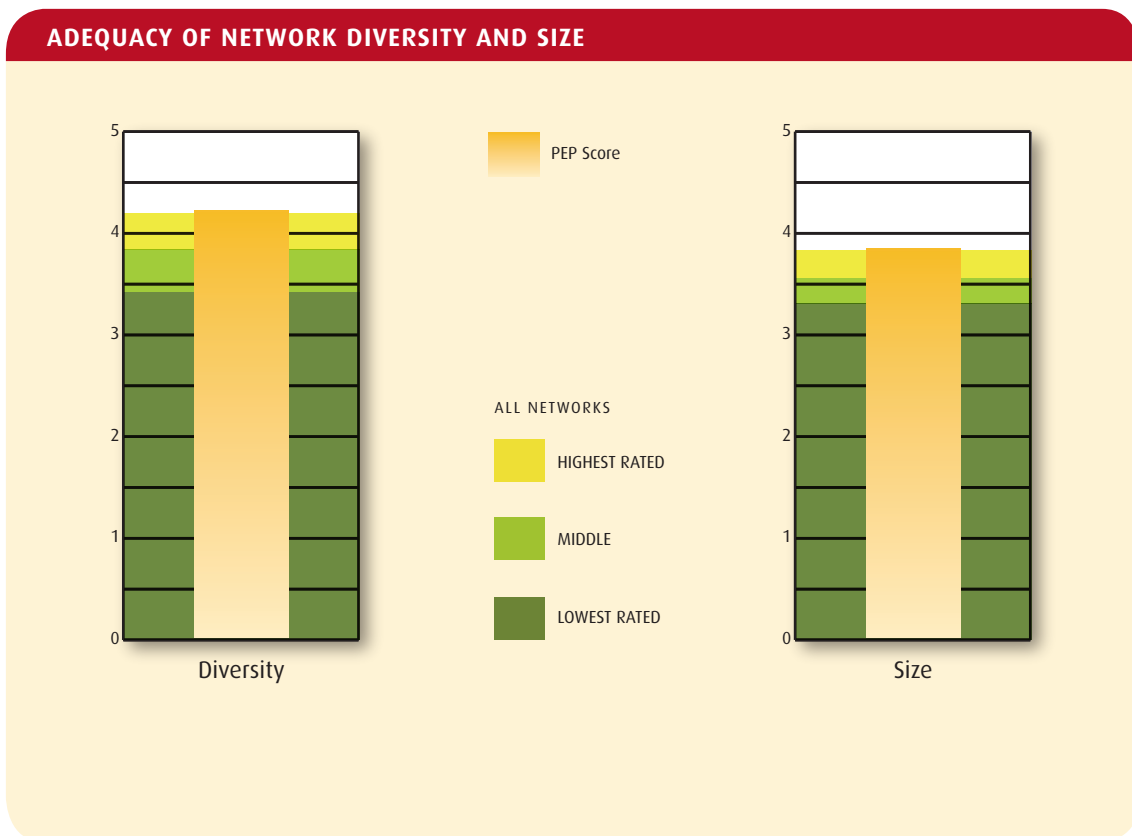
- The “Value of new relationships Index” summarises the value that respondents give to the new relationships that they have established with different kinds of actors as a result of participating in PEP’s network.
- Respondents’ overall value of relationships established of 3.3 out of 5 places PEP within the middle rated group of networks for this measure.

Network vibrancy



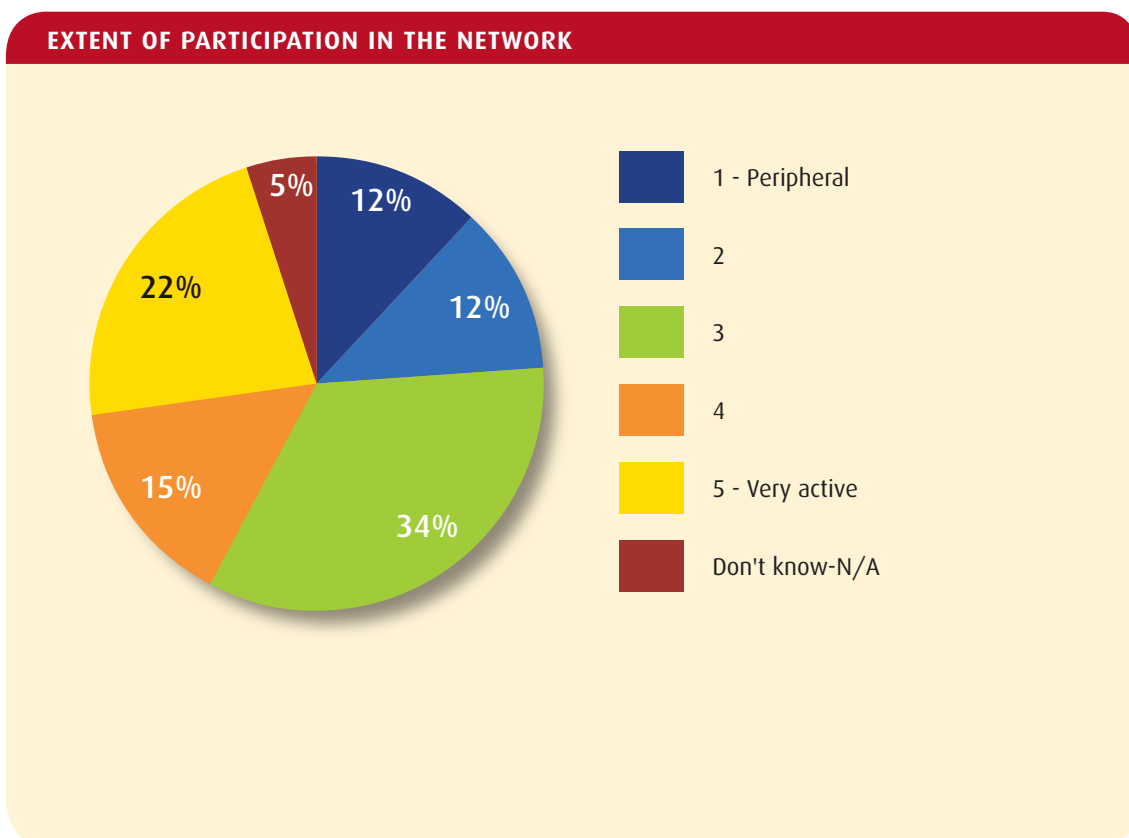
- As a result of their participation in the PEP network, constituents most frequently establish relationships with academic institutions/research institute/think tanks and other research teams (84%) and find them largely valuable (75%).
- Most commonly relationships were initiated by respondents meeting each other at an event organised by PEP (average of 17%) and by being introduced by another PEP constituent (7%). Twelve percent state that they knew each other before joining PEP.
- On average 36% of respondents say 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.

Network vibrancy



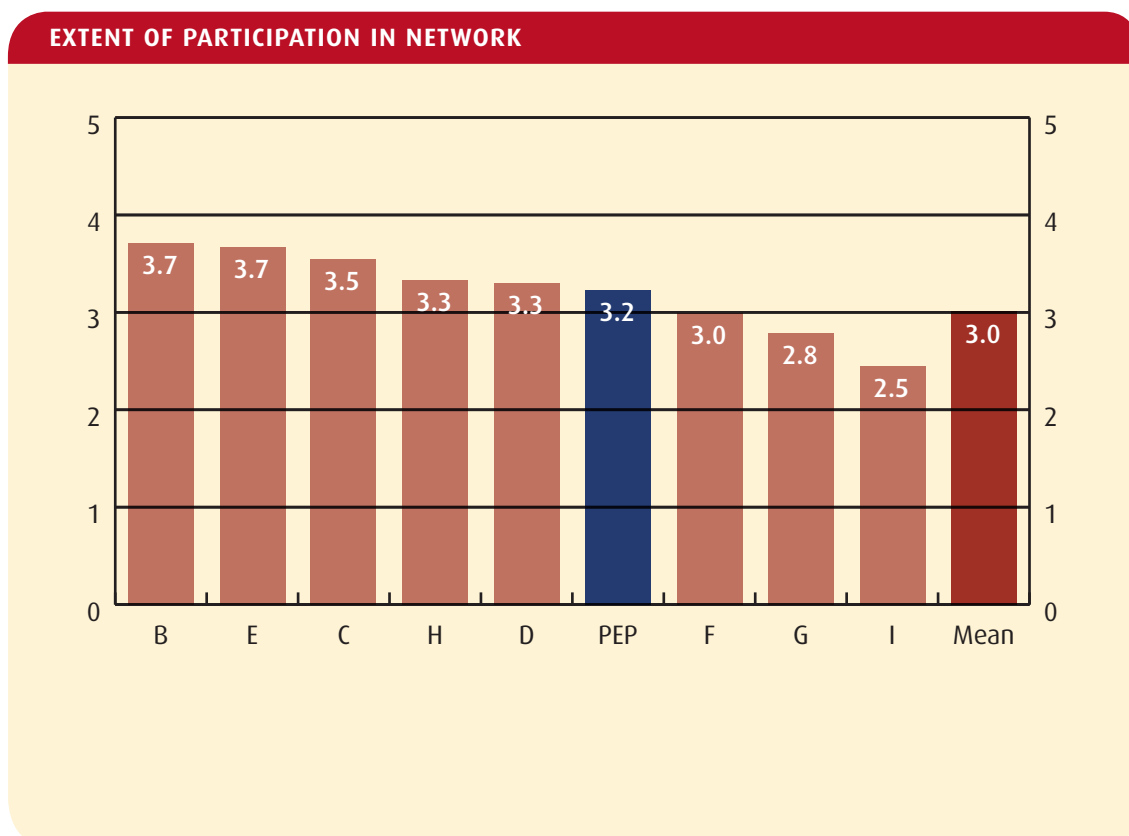
- The adequacy of the diversity and the size of the PEP network are rated 4.2 and 3.8 out of 5 respectively. This places PEP for both aspects as the highest rated network in the group.

Network vibrancy



- Thirty-seven percent of respondents consider themselves as being active or very active participants in the PEP network, while 24% see themselves as not or rarely active.
- There is significant variation on the extent of participation by constituents in the PEP network. Academics and researchers are the group of respondents that most see themselves as active or very active. Also 4 out of 8 respondents from national governments see themselves as active.

Network vibrancy



- On average, respondents rate their participation in the PEP network as 3.2 out of 5. This places PEP as sixth in the group of networks. Comparisons between the networks in the group suggest that there maybe 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 group of networks, PEP belongs to the medium-sized sub-group.

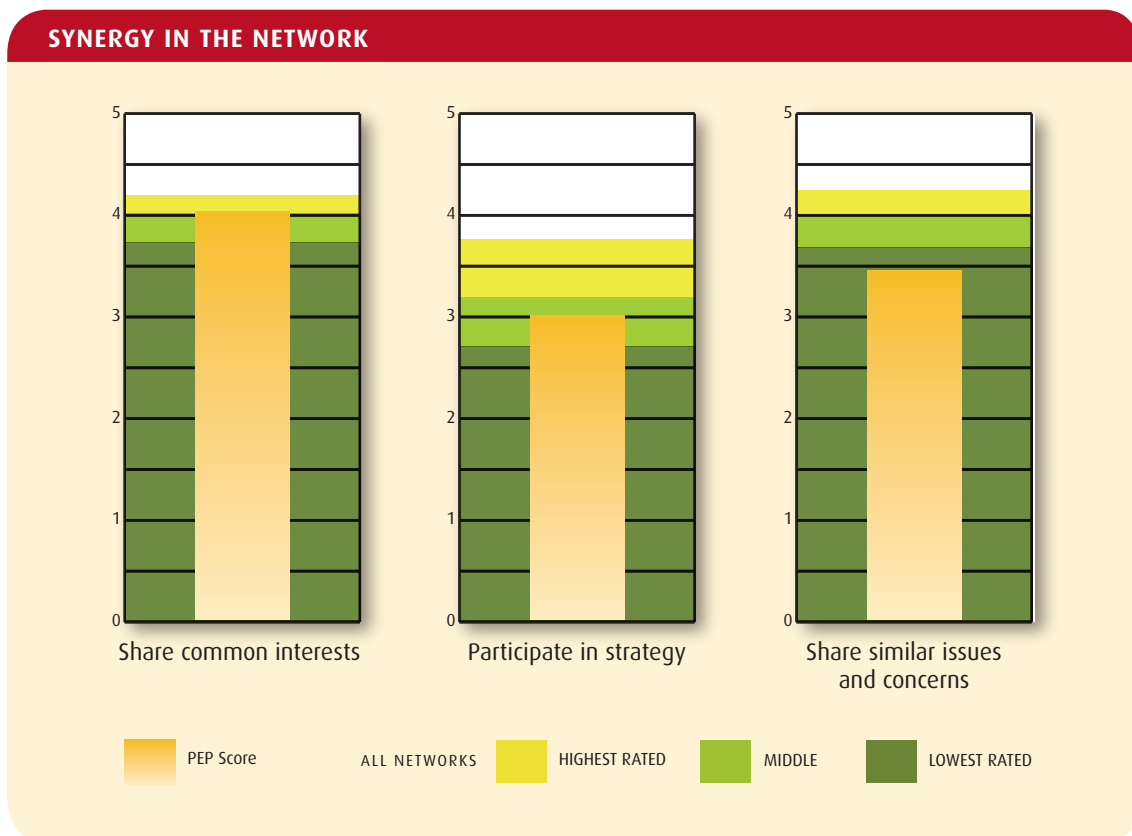
In this section, a third (36%) of comments received are positive and another third (29%) make suggestions for improvement. Some illustrative examples of comments are:

- “It is a good experience to work with the PEP network member[s]”.
- “Individually I did not initiate any relationship[s] with other organisations related to PEP. However, PEP can take some initiatives to introduce [...] such organizations to the members of PEP”.
- “Regional centres may improve coordination of events and common activities.”

Section 4

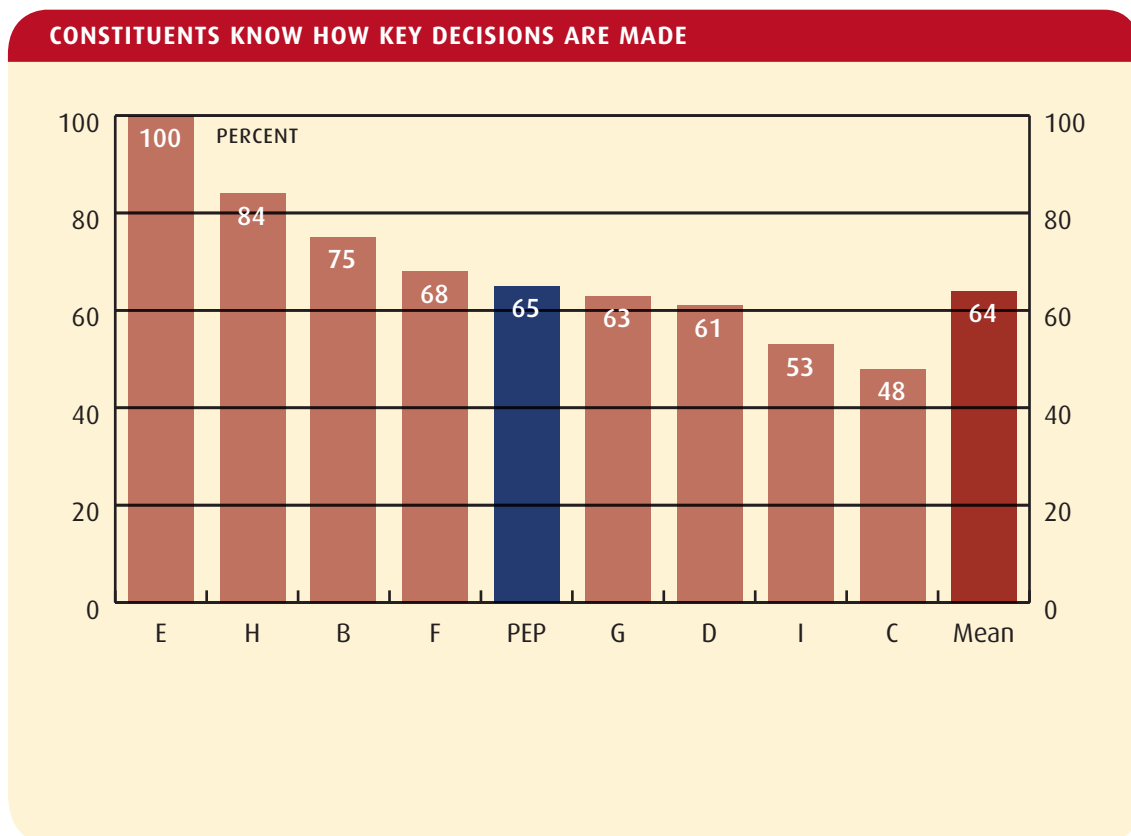
Level of synergy within the PEP network

Level of synergy within the PEP network



- In this section we asked PEP'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. PEP is rated 4, 3 and 3.4 in these three areas.
- Comparatively, in the first two areas, PEP sits within the middle group of networks. For the third area, it is situated within the lowest rated group.

Level of synergy within the PEP network



- Asked about how key decisions affecting constituents are made in PEP, about a third of respondents (35%) say that they don't know. This is a common trend among the group of networks. Comparatively, PEP sits in fifth place and just above average on the portion of its respondents expressing an opinion that they know how decisions are made in the network. Constituents that receive funding from the network seem to have a slightly better idea about how decisions are made in PEP.
- Opinions about how decisions are made in PEP are spread across the spectrum. Nineteen percent of respondents feel that either most or all key decisions are made by the Secretariat; another 15% that decisions are equally distributed between the Secretariat and being constituent driven and 30% that either most or all key decisions are constituent driven.

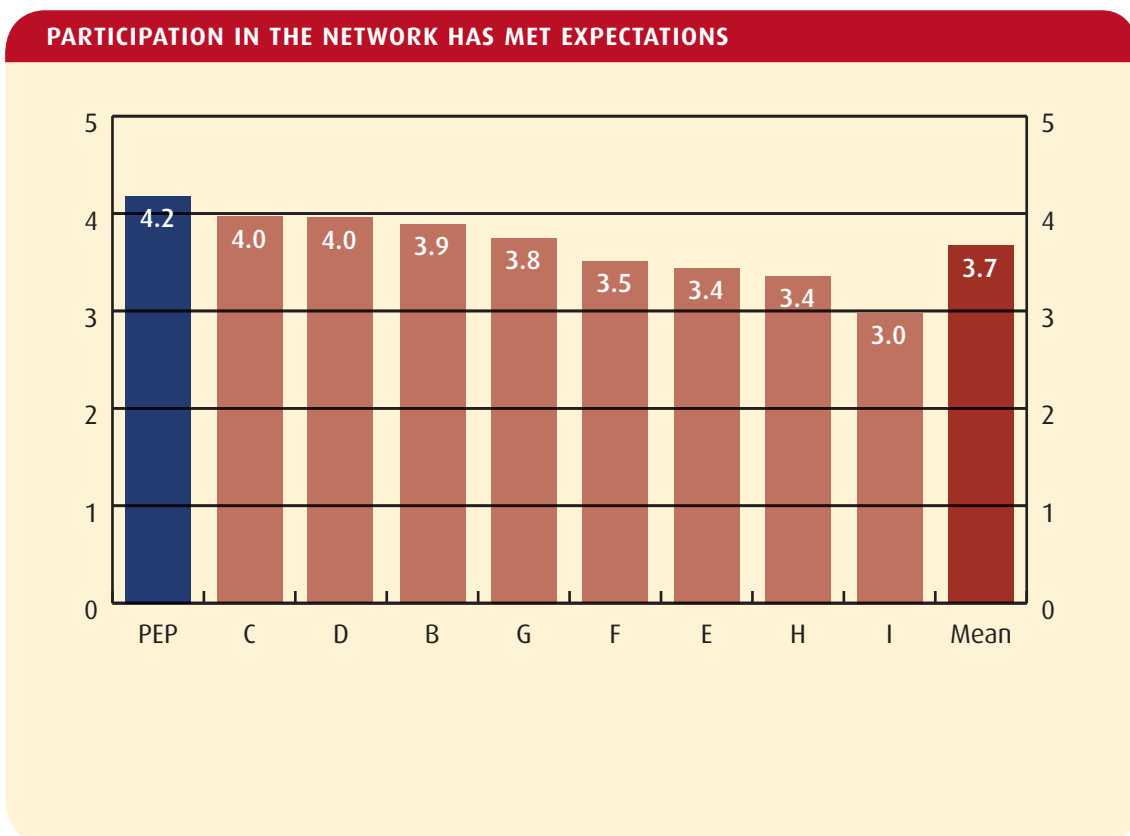
Out of 9 comments received in this section, half make suggestions for improvement and 2 are positive. Illustrative examples of comments include:

- "The synergy exists and should be strengthened through more workshops and other public forums".
- "It would be interesting to consider country project members in making decisions affecting constituents, design strategies in a participatory way."
- "PEP involves participants as much as possible in making decisions and driving change".

Section 5

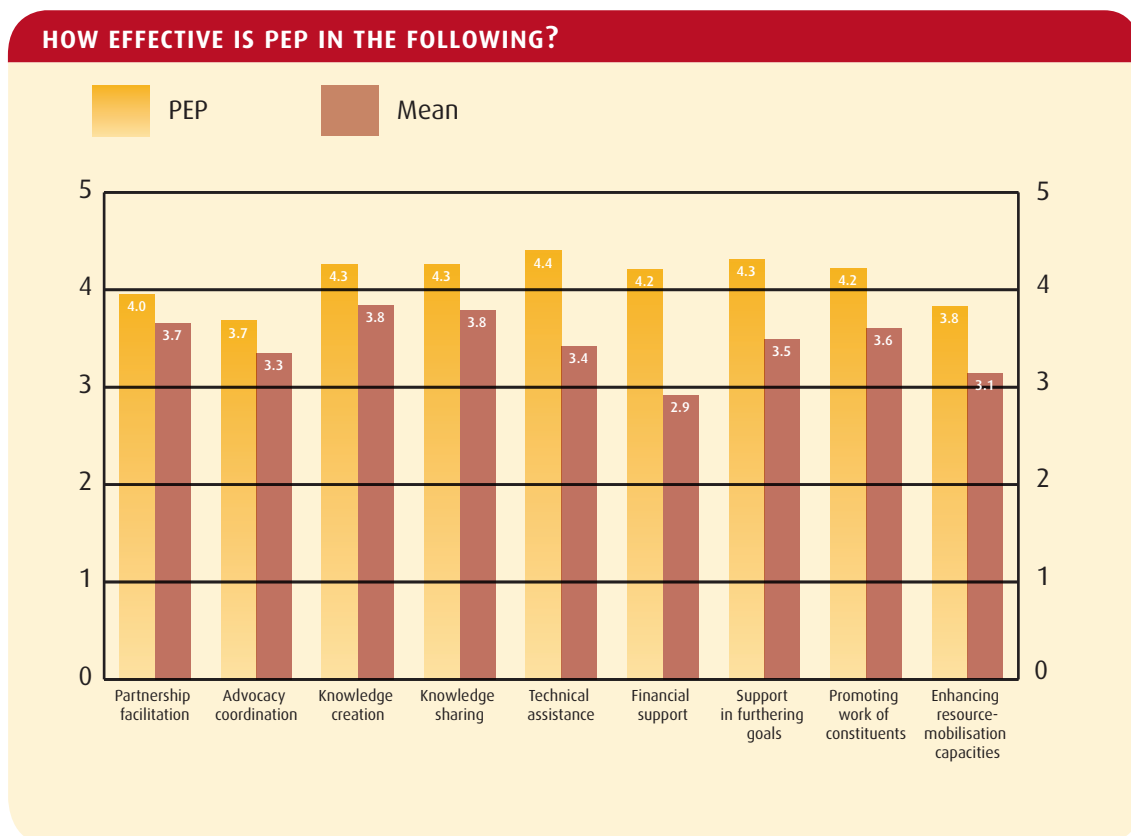
Value added for constituents

Value added for constituents



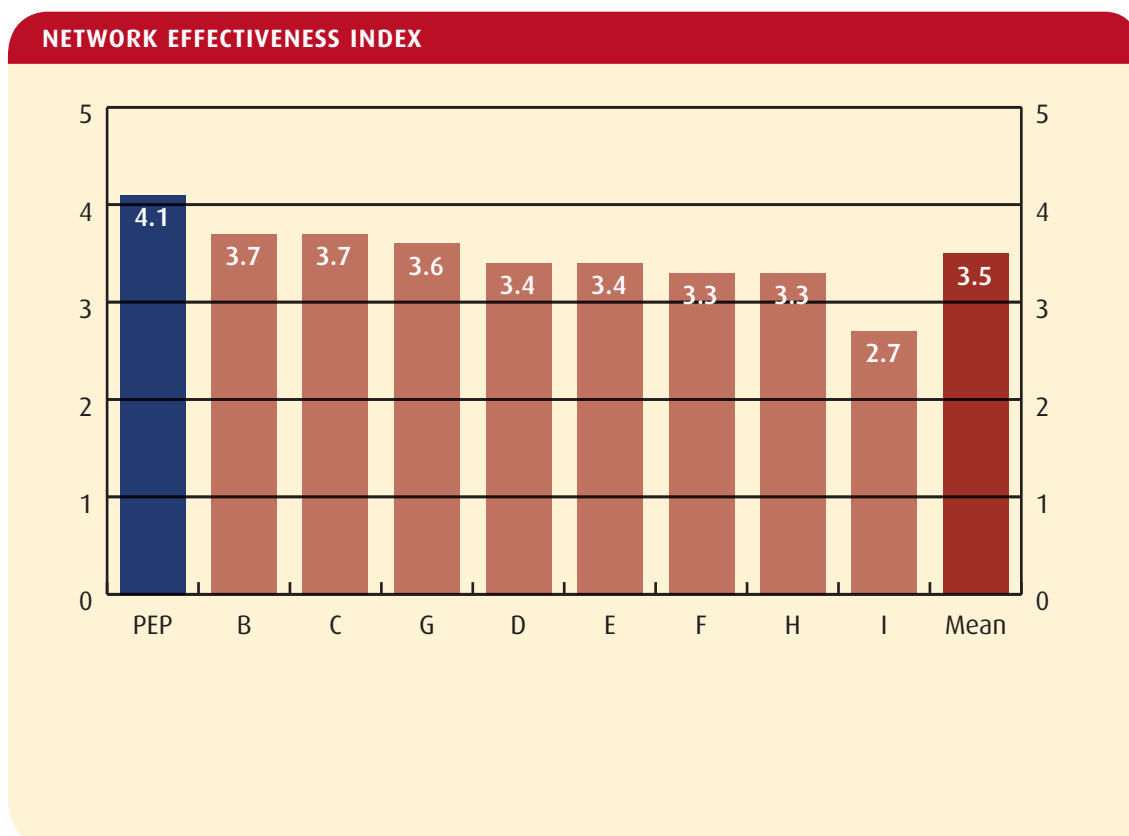
- Respondents give a rating of 4.2 out of 5 on the extent to which their participation in the PEP network has met their expectations. This places PEP at the top of the group of the 9 networks.
- Seventy-three percent of respondents say that PEP met their expectations either very much or absolutely, 15% give a medium rating and 1% says that it didn't meet their expectations.
- Further analysis shows that none of the academics/researcher respondents feel that their expectations have not been met. Three out of 4 CSOs, 4 out of 6 national government representatives and 3 out of 3 local government representatives responding to this questions give it a high or very high rating.

Value added for constituents



- The graph shows the average ratings given by respondents on PEP’s performance in a series of areas in the relation to the mean for all the networks in the group. PEP scores consistently above average.
- Respondents report that PEP is either “very” or “extremely” effective in:
 - Facilitating networking and brokering partnerships between constituents by 65%.
 - Coordinating advocacy actions by 47%.
 - Creating new knowledge by 75%.
 - Facilitating knowledge sharing between constituents by 85%.
 - Providing technical assistance and capacity building to constituents by 85%.
 - Providing financial support to constituents by 76%.
 - Supporting its constituents in furthering their goals by 84%.
 - Promoting the work of constituents by 77%.
 - Enhancing constituents’ capacity to mobilise resources by 52%.

Value added for constituents



- In comparison to the other networks, PEP's ratings in these areas (4.1 out of 5) place PEP as the highest performer.

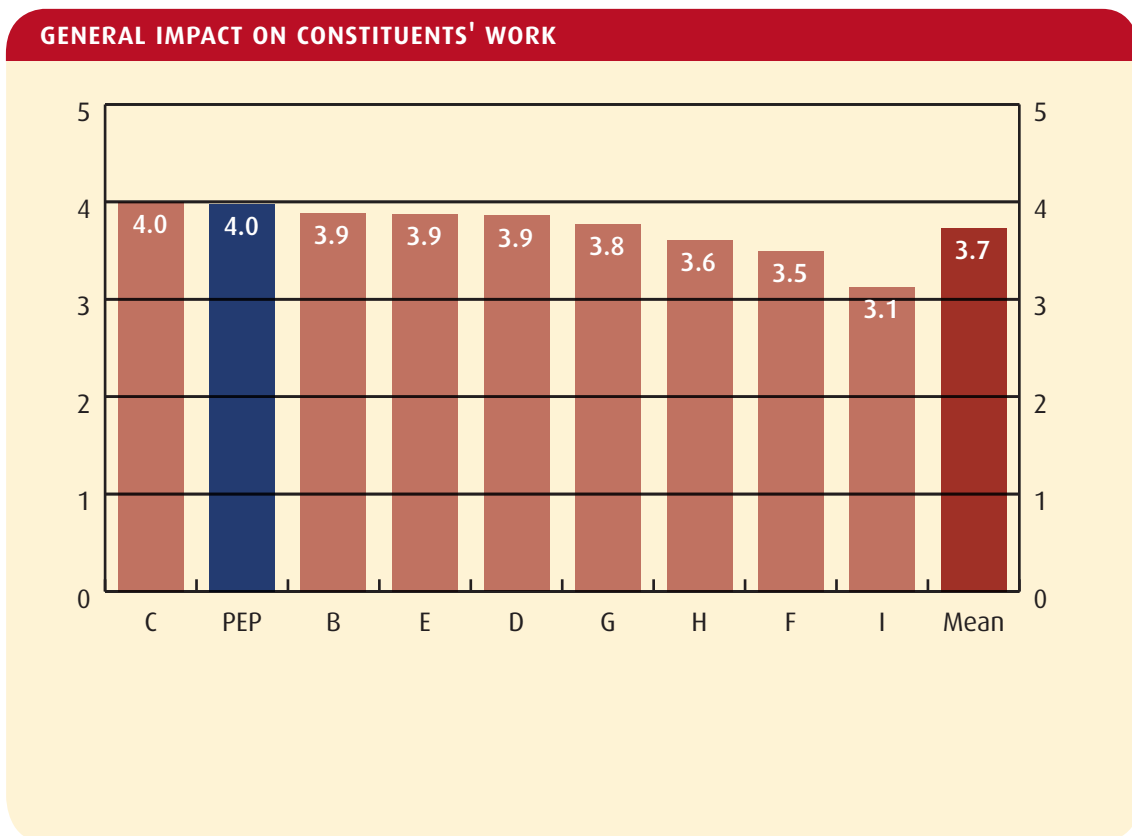
More than half of the 11 comments received in this section are positive and 3 make suggestions for improvements. Illustrative examples of comments include:

- "My participation has enhanced my ability in conducting research".
- "It is through PEP that I gained my first international exposure in research on poverty".
- "Better capacity building through quicker feedback. PEP should not only be a donor. It should be more active in capacity building".

Section 6

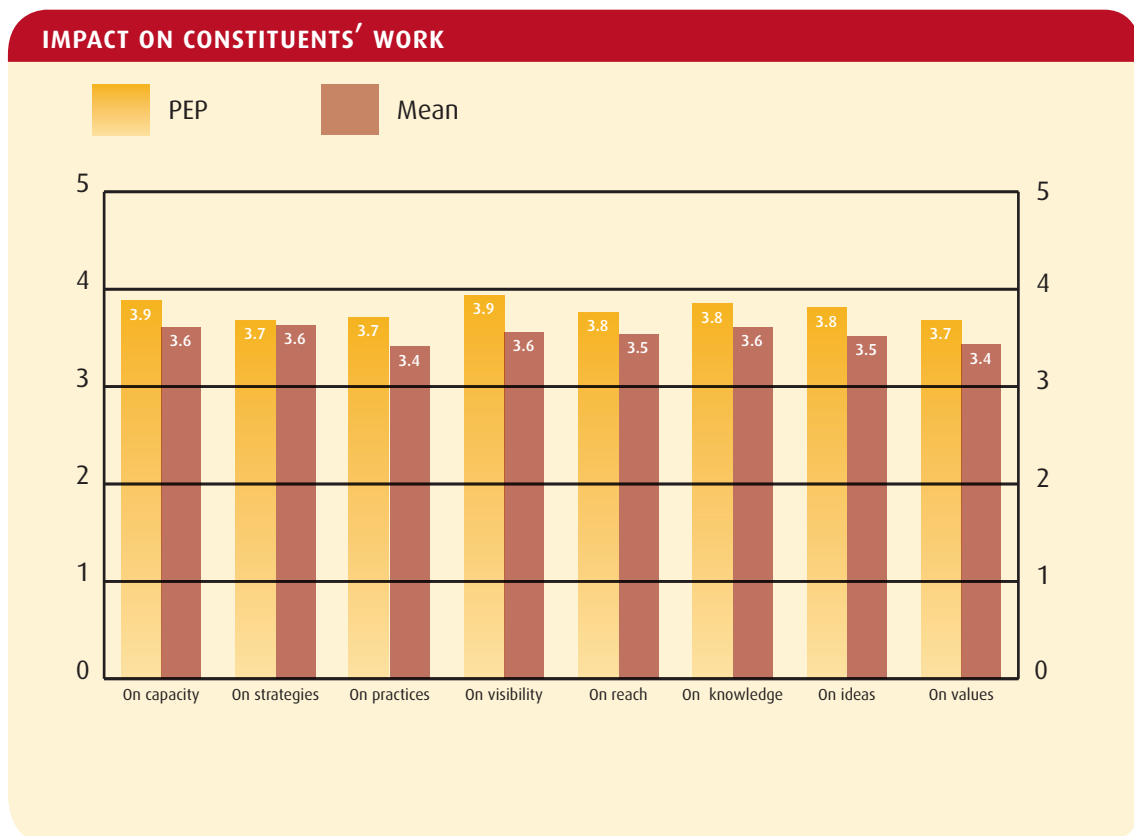
PEP's impact

PEP's impact



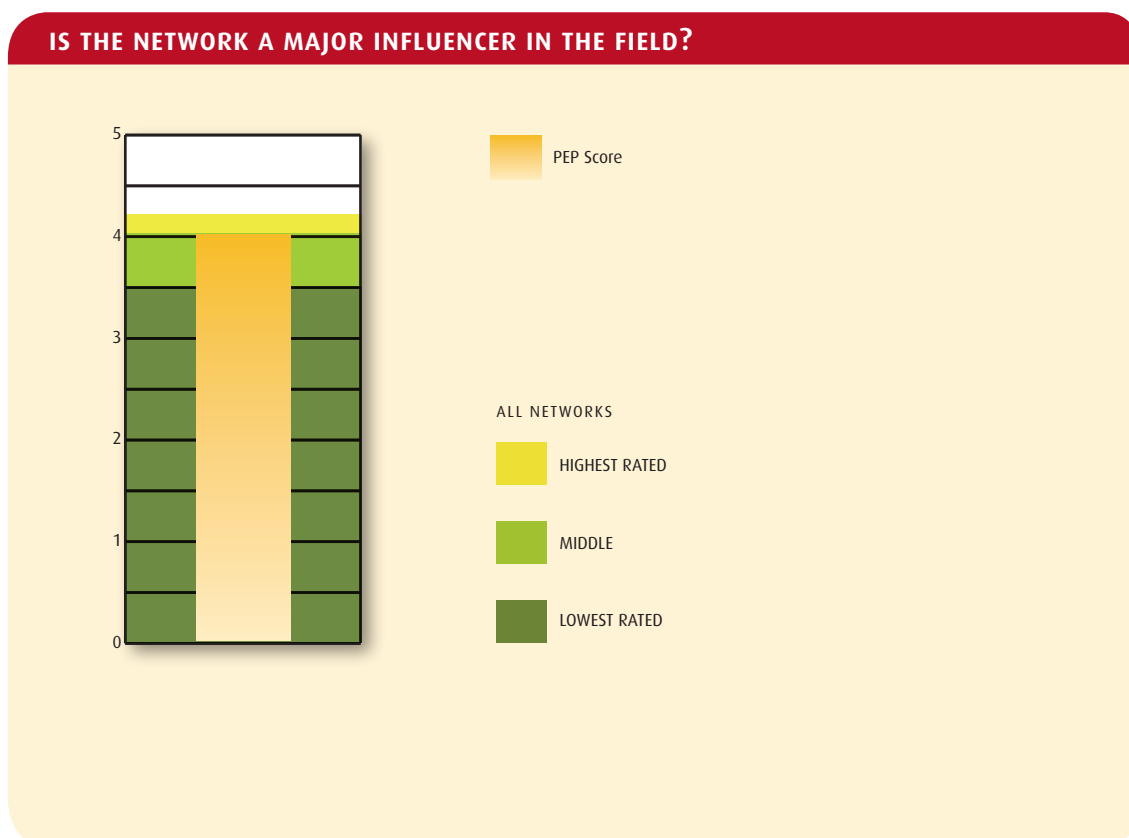
- In terms of general impact on constituents' work, respondents give PEP a score of 4 out of 5, placing it second in the group of networks.

PEP's impact



- The graph shows the average ratings given by respondents on PEP's impact on a series of areas relative to the work of its constituents.
- The following percentages of respondents feel that PEP has had either a "big" or "massive" positive impact:
 - On their capacity by 45%.
 - On their strategies by 37%.
 - On the way they work and their practices by 43%.
 - On the visibility of their work by 47%.
 - On the reach of their work by 48%.
 - On the sources of knowledge that they have available for their work by 39%.
 - On their ideas and the way they communicate them by 39%.
 - On their values and the way they apply them by 42%.
- Across all areas, an average of 12% of respondents say that their participation in PEP has had "no positive or negative impact at all" on their work - a lower percentage than the average for all the networks (18%).

PEP's impact



- PEP receives an average rating of 4 out of 5 in its perception by respondents as a major influencer in its area of work. This places PEP at the top of the middle performing group of networks.
- PEP is seen as a major influencer in its area of work by 64% of respondents (17% give it a neutral rating in this area and 9% feel it isn't a major influencer).

In this section, very few actual comments were received (3) of which 2 were positive. One of the comments is:

- "The participation in the research support activities has made my work more visible, with an enhanced practical sense and improved communication capacity. PEP's technical and financial support needs to be maintained in order to reinforce what has been acquired (command and application of new scientific knowledge in developing countries)".

Conclusions

The findings from this survey present independently gathered data about the value that PEP's members and other constituents gain from participating in PEP's network. The survey provides an opportunity for PEP 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. PEP staff and board may add to this analysis with insights from their experience and specialist knowledge of the field in which PEP 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 PEP is meeting its constituents' expectations very well in general. In some areas there is scope for improving the value that members gain from their involvement in the network.

GENERAL RECOMMENDATIONS

We suggest that PEP 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 general meeting.
- Identify specific actions for improvements, guided by the highest priority findings in this report. We suggest this might include increasing discussion about how to improve on the networking and members' participation aspects.
- Monitor progress in the areas requiring improvement and check that current high service levels are maintained. 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 maintaining performance and could increase credibility that PEP 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, PEP 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 PEP with actionable, real time data.

RECOMMENDATIONS: STRUCTURE AND FUNCTION OF THE NETWORK

The PEP network is seen by respondents as having mainly a centralised structure, but with a lot of interactions happening between constituents without passing from the centre. It is seen to be meeting constituents' expectations in its role of supporting them to perform activities and as an active agent that undertakes activities on behalf of its partners. However, from some of the comments throughout the survey, it is apparent that some respondents would like to see the development of more regional networks.

We suggest that PEP could:

- Explore further with constituents if changes in its structure are needed. Options could include supporting regional networks within PEP.

Conclusions

RECOMMENDATIONS: QUALITY OF RELATIONSHIPS WITH THE NETWORK'S BODIES

Constituents give high ratings to how the Secretariat meets their needs, the quality of communications and responsiveness by the Secretariat. This suggests that good practice is taking place and that the Secretariat is being responsive to constituents' needs. Some space for improvement exists in the Secretariat's role of facilitating contacts between constituents and with key policy makers. About half of constituents are unaware of the relationships with any other bodies in the network.

We suggest that PEP could:

- Review its role in facilitating networking and key contacts and identify improvements that need to take place.
- Disseminate further among its constituents the role of other bodies than the Secretariat (e.g. board).

RECOMMENDATIONS: NETWORK VIBRANCY

PEP's respondents give a moderate rating to the value of the relationships that they establish as a result of being part of the network. They are satisfied with the size and diversity of the network, however they tend to show medium levels of active participation in the network.

We suggest that PEP could:

- 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 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 to low level of synergy within the PEP network. It is up to PEP to interpret what this means and gain clarity about the level of synergy that is desirable for its network.

We suggest that PEP could:

- Communicate more broadly to its constituency the decision-making mechanisms within the network.
- Create opportunities for constituents to debate the network's strategies and have their points of view voiced.
- Review decision-making mechanisms to make sure that effective participation of those constituents that wish to be involved is enabled.

RECOMMENDATIONS: VALUE ADDED FOR CONSTITUENTS

Three quarters of respondents affirm that their expectations from participating in the PEP network are being met.

The effectiveness of the network in adding value for constituents is rated consistently high, although there appears to be room for improvement regarding enhancing constituents' capacity in resource mobilisation.

We suggest that PEP could:

- Explore together with constituents potential changes in the network's strategy for enhancing their technical capacities in mobilising resources.

Conclusions

RECOMMENDATIONS: NETWORK'S IMPACT

PEP receives high ratings by respondents in terms of the impacts that it is having on their work.

We suggest that PEP could:

- Review, in light of the survey data, the areas of potential impact on constituents' work and identify key areas to focus on for further improvement (e.g. sources of knowledge that constituents have available for their work).
- PEP might also want to examine strategies for raising its own profile in the field.

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