Small Foundation Network Partner Evaluation Toolkit

Network Evaluation for Network Coordinators

Frequently Asked Questions

Contents

Introduction

This Document

This Frequently Asked Questions (FAQ) document is written for Small Foundation network partners. It accompanies Network Partner Evaluation Toolkit, which outlines four evaluation tools that Small Foundation is encouraging, and supporting, its network partners to use to improve their operations and, ultimately, increase their impact. This FAQ document answers typical questions about these evaluation tools and provides additional detailed recommendations for *how* network coordinators can effectively implement them.

This document has five sections:

1) A brief introduction to **network theory** and the value of **evaluation for network coordinators**.

2) An overview of the **four evaluation tools** and answers general questions about incorporating evaluation into network coordination duties.

3) Recommendations regarding the **Network Coordinator Administrative Information** (tool #1).

4) Information about **Social Network Analysis** (tool #2).

5) Recommendations regarding the **Network Participant Survey** (tool #3).

6) Information about the **Collaborative Activity Dashboard** (tool #4).

Small Foundation and Network Evaluation

Small Foundation seeks to eliminate extreme poverty in sub-Saharan Africa (SSA) by 2030 through catalysing income-generating opportunities for extremely poor people in rural SSA, through supporting initiatives that improve the business ecosystems that proliferate income opportunities for those in extreme poverty. Small Foundation believes in the power of networks. To better understand the impacts of its network partners, Small Foundation has developed a strategy to incorporate data and evaluation into its network partnerships.

With the network partner evaluation toolkit, and this FAQ, Small Foundation seeks to provide its network partners with an accessible framework for evaluation and easily useable tools to collect and analyse data that can inform improvements in network practice and highlight network impacts.

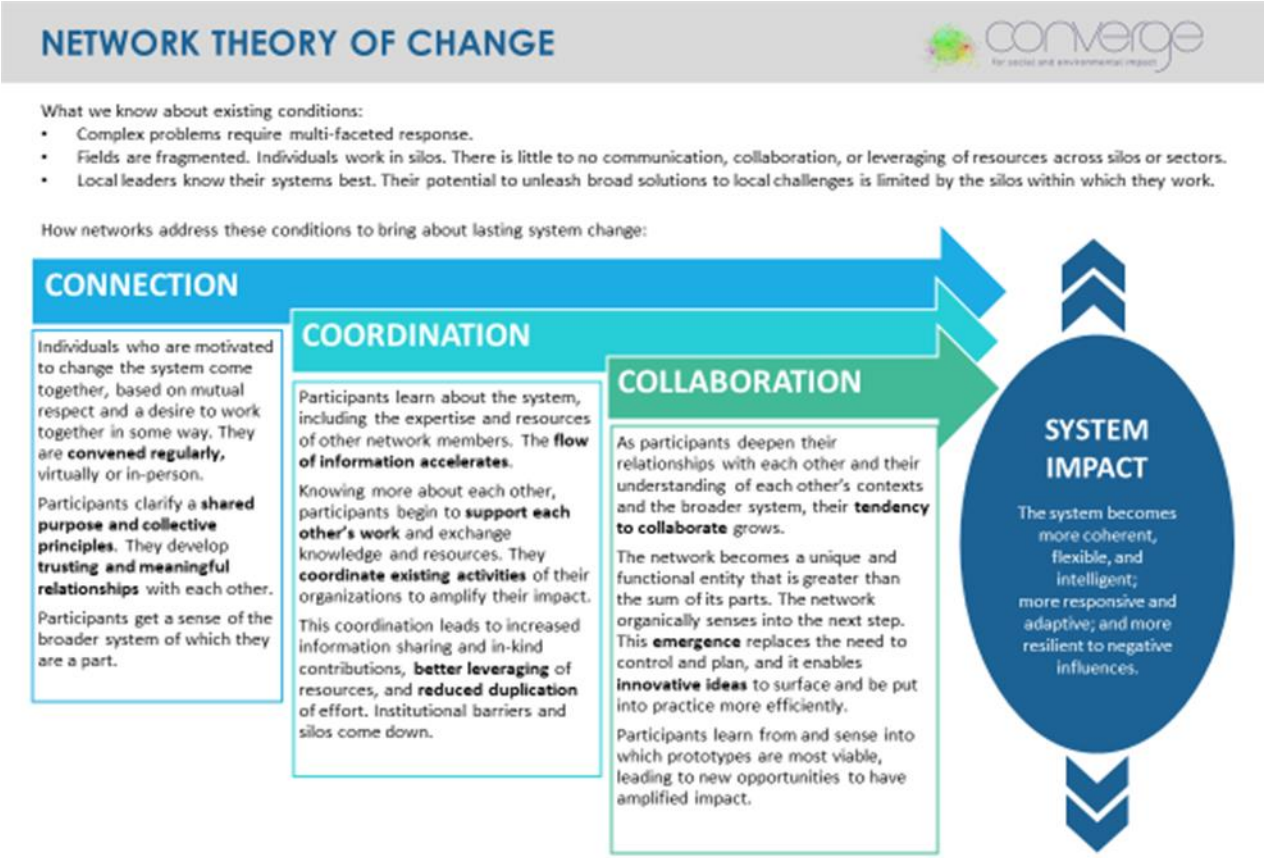
Overview of Network Theory

Small Foundation's network partners bring together individuals and actors from different sectors within and across business ecosystems and align them behind a common purpose. Partners intentionally connect and cultivate trusting relationships between and amongst MSMEs, service providers, investors, and other system stakeholders, creating a healthy network and leading to a more robust business ecosystem.

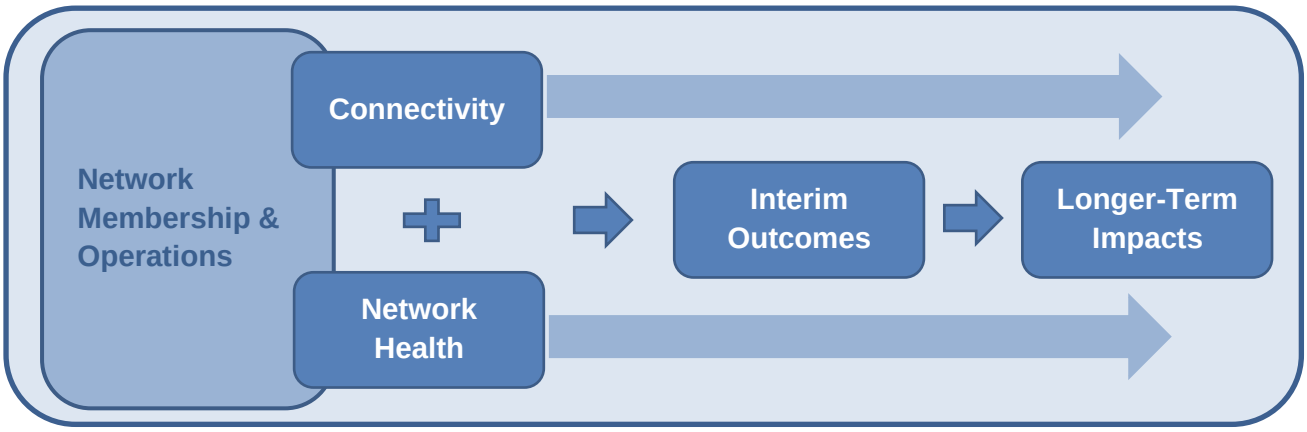
The formation of a network enables participants to share knowledge, expertise, and resources, which consequently accelerates the flow of information across sectors, yielding a more intelligent system. A well-connected and healthy network also enables participants to support each other's work and coordinate their existing activities to amplify their impact. As a result, the ecosystem becomes more coherent and coordinated. Resources can be more effectively leveraged across the system, and there is less duplication of effort. These interim outcomes hold benefits for the network participants (e.g., increased knowledge and professional effectiveness) and their respective organisations (e.g., increased impact of activities and organisational effectiveness).

With funding from Small Foundation, network partners connect people behind a common purpose, cultivate meaningful relationships, coordinate the existing activities of participating entities, and identify innovative ways to collaborate and bring about broad, sustainable change at a system level.

Over time, as network participants create trusting and meaningful relationships with each other and deepen their understanding of the larger ecosystem of which they are part, they more often account for shared interests when taking individual action, yielding a stronger whole. Simultaneously, network participants' tendency to collaborate grows, and this ***emergence*** enables new ideas to surface and prototypes to be put into practice more efficiently. As a result, the business ecosystem becomes more innovative, efficient, and adaptive to changing circumstances, yielding longer-term impacts.



As shown in the illustration of network theory above, as networks progress, they move from connection to collaboration, toward impacting their stated purpose. To evaluate how well a network is moving along this trajectory, it is helpful to assess four underlying dimensions of network development: connectivity, network health, interim outcomes, and longer-term impacts. Key indications of effective network evolution, especially in the early years, include **connectivity** and **network health**. When networks are well-connected and healthy, they lead to positive **interim outcomes** (i.e., benefits for the participants and their organisations) and, later, to **longer-term system impacts**. Importantly, network connectivity and health are continuous features of networks. They may change over time and they co-occur with interim outcomes and longer-term impacts. Notably, these dimensions occur within the context of the **network's membership and operations,** which provide the foundation for the network's growth. Each of the dimensions of network evaluation is described in more detail below.



Key dimensions of network evaluation include:

- **Network Membership & Operations.** All aspects of network evolution occur in the context of the network itself, namely its membership and its operations. For example, the membership of a network (e.g., size and representativeness) impacts connectivity, network health, and the expected outcomes. As a network progresses, participants engage in various activities that contribute to its evolution, such as regular network convenings, ongoing governance, and time-limited working groups dedicated to accomplishing internal network tasks. These operations are foundational to network development, and their performance (e.g., number of convenings held and level of attendance) are also important indications of network progress.

- **Connectivity.** Once the foundation is laid (e.g., network membership is established), the first and most necessary step in network development is connecting participants to each other. This increases participants' awareness of larger ecosystem of which they are part, and it sets the stage for meaningful relationship development and subsequent coordination of efforts. Networks with a higher density of connectivity—that is, more participants who are connected to each other—entail a more robust structure to support collaboration.

- **Network Health.** Just connecting people does not guarantee collaboration. The network must be healthy, as this serves as the ground for any subsequent coordination and collaboration. Building a healthy network requires purposeful cultivation in specific areas (see the seven essential components of network health on the following page). Network health indicators are

important to track, both as outcomes of network coordination efforts and as contributors to effective collaboration and broader impact.

- **Interim Outcomes.** If a network is connected and healthy, it will produce a range of outcomes prior to its longer-term system-level impacts. Some of these interim outcomes are predictable, such as the benefits for participants (e.g., increases in skills, knowledge, meaningful relationships, and professional effectiveness) and the benefits for their respective organisations (e.g., amplified reach or impact by coordinating activities with other network participants). Other outcomes are not predictable—instead, they are *emergent* because they organically arise from the network as it increases in connectivity and health. These interim outcomes, both predictable and emergent, are noteworthy indications of a network's achievements via coordination and collaboration, as well as its impact over time.

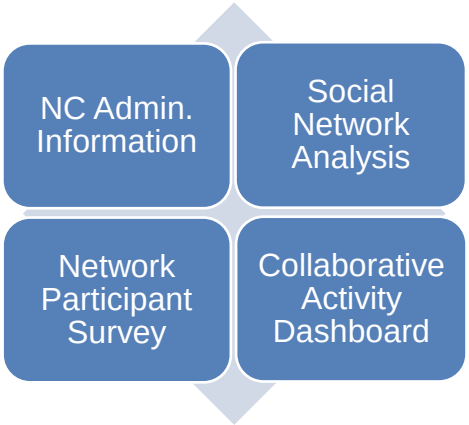
- **Longer-term Impacts.** When a connected, healthy network operates from a place of emergence, innovative ideas are sparked and new collaborations are seeded. Working together in this way enables revolutionary solutions to complex problems—true systems change. These impacts are not initially predictable, because they are not conceivable by the individual participants prior to network evolution. The network organically lives into these opportunities over time through emergence and active collaboration.

Network Evaluation Tools

The Toolkit centres around four main evaluation tools, designed with two goals in mind: (1) to collect the data that is most relevant to and useful for network partners and Small Foundation, and (2) to make good use of the information that network coordinators already collect as part of their duties.

What are the network evaluation tools?

The four main tools are:



(1) ***Network Coordinator (NC) Administrative Information.*** This is information that you, as the network coordinator, likely already collect as part of your routine coordination and management tasks. It includes, for example, data about the network membership, convenings, and attendance. This Toolkit offers guidance on how to collect this information more formally so that you can more easily use and report it.

(2) ***Social Network Analysis (SNA).*** Social Network Analysis involves collecting information from network participants about the other participants with whom they have communicated or collaborated. The SNA report calculates how connected the network participants are to each other and provides a map to understand where connections are robust and where they need to be woven.

(3) ***Network Participant Survey.*** This survey gives network participants an opportunity to share their perspectives on and experiences with the network, including any benefits they or their organisations are receiving from participation. The results give you, as the network coordinator, data to understand the network's health, where things are working well and where additional support is needed. The results also support good governance and data-informed decision making.

(4) ***Collaborative Activity Dashboard.*** The Collaborative Activity Dashboard tracks the collaborative projects occurring among network participants. This is information that you, as the network coordinator, are already collecting as part of your routine duties. This Toolkit offers guidance on how to standardize your collection of this information so that you can easily use and report it.

How do these tools align with information I already collect?

The Toolkit seeks to capitalise on the administrative information that network coordinators typically collect as part of their coordination role that, with minor changes, can be used as evaluation data. In particular, network coordinators routinely track the information that is collected by the NC Administrative Information tool, such as when network convenings are held and how many participants attend. They also routinely track information about network-inspired collaborative projects, which is gathered by the Collaborative Activity Dashboard. This information is necessary for the network coordinator role *and* is valid data to report on network progress. This Toolkit will offer suggestions for how you can collect this information to make it more useful for analysis and reporting. The other two tools—Social Network Analysis and the Network Participant Survey—may be new to some network coordinators.

How do these tools align with the dimensions of network evaluation?

Each of the tools collects data to reflect one or more of the network dimensions described earlier. The table below shows the dimension (column) that is address by data from each tool (row). Notice that all tools are necessary to construct a full picture of the network. No one tool is sufficient to this story by itself. The following section provides more detail about the specific data gathered by each tool.

	Network Dimensions				
Tools	Membership, Operations	Connectivity	Network Health	Interim Outcomes	Longer-term Impacts
NC Admin. Information	√		√		
Social Network Analysis		√			
Network Participant Survey			√	√	√
Collaborative Activity Dashboard		√		√	√

Do I have to use all four tools?

As shown in the above table, developing a full picture of your network's progress and accomplishments requires data collected regularly using all four tools. However, Small Foundation understands that the contexts in which some networks operate do not easily lend themselves to implementing some of the proposed tools. Some partners may also require additional time to build up the capacity to fully engage in the evaluation process.

Small Foundation will work with each network partner to develop an evaluation plan that addresses the network's context, informational needs, available resources, and capacity.

Some networks may already be collecting data similar to that which is collected through the NC Administrative Information and the Collaborative Activity Dashboard. Employing the recommended tools for this information may help to standardize or bring intentionality to the collection of this data, and therefore yield data that is more efficiently used. However, Small Foundation recognises the additional capacity that may be required to introduce other tools, such as SNA or the Network Participant Survey. These tools can be seen as complementary, and in some cases, they may be able to be administered together or as part of other network activities.

Can I partially use tools?

Whilst there is flexibility in the circumstances under which an evaluation tool is chosen, when you implement a tool, you should ensure that it is implemented thoroughly. Using a tool irregularly or collecting only partial data will not yield valid or actionable results. For example, if you conduct SNA, it is important to conduct it as completely as possible by sending out surveys to all network participants, providing multiple reminders to boost response rates as high as possible, and analysing all of the data gathered. This comprehensiveness will ensure that your data reflect your entire network and provide useable information. If just 50% of your network's participants complete the SNA survey, your results will calculate the connectivity for just half of your network—that is, half of all possible connections will not be accounted for. Partial results such as these are difficult to interpret and can be misleading.

What can I do with my evaluation results?

The information you collect with the four evaluation tools can be:

- Used to inform your network coordination! For example, SNA findings may highlight connections that can be woven, or results from the Network Participant Survey may highlight areas where network participants are experiencing challenges. These results will help you know where to put your efforts to improve network functioning.

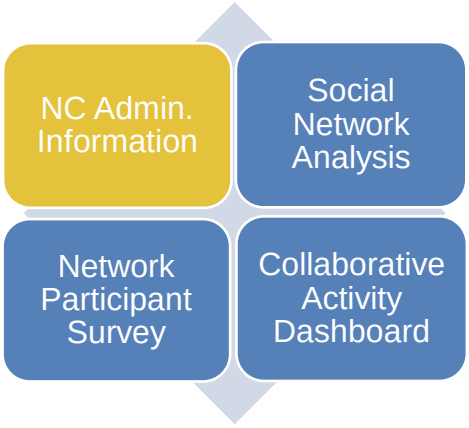
- Shared with network participants and stakeholders! For example, sharing the results of the Network Participant Survey with the full network can support transparency and good communication, help generate a unified perception of the network's strengths, and shed light on decision-making processes. The information can also be helpful to present to other audiences, such as potential participants and funders.

- Reported to Small Foundation! Network coordinators will be asked to report available evaluation data to Small Foundation on a regular basis. This reporting will enable Small Foundation to stay informed about major network developments, to offer assistance in a timely fashion, and to learn with its network partners as they are doing the work.

Evaluation Tool #1:
Network Coordinator Administrative Information

What is the purpose of this tool?

As part of their routine coordination duties, network coordinators gather various types of administrative information regarding network membership and activities. Much of this information can be used for evaluation purposes because it sheds light on network functioning and provides additional indications of network health, which is the necessary context for collaboration toward system impact. Indeed, several typical network activities are entwined with network health. These activities both contribute to network health (e.g., regular convenings foster trusting relationships among participants) and are indicators of healthy network operations (e.g., high attendance at network convenings reflects high engagement).



Tracking this information can help network coordinators garner a good understanding of network membership and participants' engagement over time. For example, these data help network partners identify potential lapses in representativeness due to membership changes or decreases in engagement while these issues are modest. This type of ongoing monitoring enables network coordinators to employ timely corrective measures when needed to maintain robust network health. This information also helps network coordinators address the basic question of, "Who is part of your network and what does it do?"

What kinds of data does this tool collect?

Network coordinators are encouraged to collect the following information:

- *Network membership*, including the number of current participants and their affiliations, number of participants who left the network, and number of participants who newly joined.
    - ✓ Tracking this information over time can help you assess participant retention and turnover, which is helpful to understand changes in connectivity (seen in SNA results).
    - ✓ Tracking the affiliations of current participants is useful to assess the network's representativeness, ensure that all necessary voices are included, and identify where additional invitations or recruitment might be valuable.
    - ✓ If your network has a membership fee or contribution, you may also be asked to track and report the payment rate and revenue generated.

- *Network convenings*, including the dates of convenings, whether they were held in person or virtually, the number of participants who attended the convening (full and partial attendance), major topics discussed, and any decisions made by the network.

    - ✓ Tracking this information can help you assess your network members' engagement and participation.

    - ✓ These data inform Small Foundation about the frequency of convenings, their focus, and the level of engagement from the participants.

- *Activities between convenings (ABCs),* including the number of full-network calls and meetings that occur between convenings and their average attendance.

    - ✓ This information helps shed light on the frequency of network activities and the level of engagement sustained in between convenings.

- *Network subcommittees or working groups,* including the number of working groups, the number of participants who are part of these groups, and the stated purpose of these groups.

    - ✓ This information reflects the level of engagement and participation among network members, as well as the areas of active internal work.

- *Network coordination,* including the size of the network coordination team in FTE.

    - ✓ This information helps Small Foundation understand the level of effort required for coordination of networks of different sizes and those working in different contexts.

- *Documents developed by and for the network,* including shared principles, values statements, standards of engagement, governance documents, websites, and other marketing and communications materials.

    - ✓ This information helps Small Foundation learn about practices used by network partners. There may be opportunities for the Foundation to support network capacity building by connecting network coordinators with each other or sharing relevant resource materials across partners.

How can I implement this tool?

Each network coordinator has the flexibility to develop their own methods for tracking their network's administrative information, although it is strongly recommended that they do so in a standardised manner—that is, to collect the same information in the same way over time. Using a standardised approach eases the burden of ongoing data collection and makes it easier to aggregate the data over time. Having a formal place for data entry also helps keep information organized and easy to access.

An example template to standardise the collection of this administrative information is provided below. In this example, one Excel workbook is created with multiple worksheets (tabs) related to specific network activities. Each worksheet shows the same list of participants and records participant-level information for a different set of metrics. In some cases, the sheet can be programmed to automatically

calculate figures for the Network Partner Report (e.g., number of attendees, percentage of participants who attended). The templates below are available for you to adapt for your own use.

Example Worksheet to Track Membership:

Network Membership Roster 2020							
Member Name	**Currently Active?**	**Date Joined**	**Date Exited**	**Organization**	**Sector**	**Email**	**Phone**
Participant A	Yes	Jan 2018		Organization 1	Sector 1	name@org.com	11 234 567 890
Participant B	Yes	Jan 2018		Organization 2	Sector 2	name@org.com	12 234 567 890
Participant C	Yes	Jan 2018		Organization 3	Sector 3	name@org.com	13 234 567 890
Participant D	Yes	Jan 2018		Organization 4	Sector 4	name@org.com	14 234 567 890
Participant E	Yes	Mar 2018		Organization 5	Sector 5	name@org.com	15 234 567 890
Participant F	Yes	Mar 2018		Organization 6	Sector 6	name@org.com	16 234 567 890
Participant G	Yes	Mar 2018		Organization 7	Sector 7	name@org.com	17 234 567 890
Participant H	Yes	Mar 2018		Organization 8	Sector 8	name@org.com	18 234 567 890
Participant I	Yes	Oct 2018		Organization 9	Sector 9	name@org.com	19 234 567 890
Participant J	Yes	Oct 2018		Organization 10	Sector 10	name@org.com	20 234 567 890
Participant K	Yes	Jan 2019		Organization 11	Sector 11	name@org.com	21 234 567 890
Participant L	Yes	Jan 2019		Organization 12	Sector 12	name@org.com	22 234 567 890
Particpant M	Yes	Jan 2019		Organization 13	Sector 13	name@org.com	23 234 567 890
Participant N	Yes	Jan 2019		Organization 14	Sector 14	name@org.com	24 234 567 890
Participant O	Yes	Jan 2020		Organization 15	Sector 15	name@org.com	25 234 567 890
Participant P	Yes	Jan 2020		Organization 16	Sector 16	name@org.com	26 234 567 890
Particpant Q	No	Jan 2018	Dec 2019	Organization 17	Sector 17	name@org.com	27 234 567 890
Participant R	No	Mar 2018	Mar 2020	Organization 18	Sector 18	name@org.com	28 234 567 890
# currently active members	16						
# joined in 2020		2					
# left in 2020			1				

Example Worksheet to Track Convening Attendance:

Convening Attendance 2020		
	2020 Spring Convening	**2020 Fall Convening**
Dates	**March 15 - March 18**	**Sep. 6 - Sep. 9**
Location	**City, Country**	**virtual**
Link to agenda	**(hyperlink)**	**(hyperlink)**
Attendance:		
Participant A	Full	Full
Participant B	Full	Partial
Participant C	Full	Partial
Participant D	Partial	Full
Participant E	Full	Full
Participant F	Full	No
Participant G	No	Full
Participant H	Partial	Full
Participant I	Full	Full
Participant J	Full	Full
Participant K	Full	No
Participant L	Full	No
Particpant M	No	Partial
Participant N	Partial	Full
Participant O	Full	Full
Participant P	Full	Full
% of members that attended full convening	**69%**	**63%**
% of members that partially attended	**19%**	**19%**
% of members that did not attend	**13%**	**19%**

Example Worksheet to Track Attendance on Monthly Network Calls:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	**Monthly Call Attendance 2020**													
2			**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
3	**Call Dates**		5-Jan	4-Feb	2-Mar	3-Apr	4-May	2-Jun	3-Jul	4-Aug	1-Sep	2-Oct	3-Nov	2-Dec
4	**Attendance:**													
5	Participant A		x	x		x	x	x	x	x	x			
6	Participant B		x	x	x	x	x	x	x	x	x			
7	Participant C		x	x	x	x	x	x	x	x	x			
8	Participant D		x	x	x	x		x	x	x	x			
9	Participant E		x	x	x		x	x	x	x	x			
10	Participant F		x	x			x	x	x	x	x			
11	Participant G			x	x			x	x		x			
12	Participant H		x	x	x	x	x		x		x			
13	Participant I		x	x	x	x	x				x			
14	Participant J		x	x	x	x	x	x	x	x	x			
15	Participant K		x	x	x	x	x	x	x	x	x			
16	Participant L		x	x		x			x	x	x			
17	Particpant M			x	x			x	x		x			
18	Participant N		x	x	x			x	x	x	x			
19	Participant O		x	x	x	x	x	x	x	x	x			
20	Participant P		x	x	x	x	x		x	x	x			
21														
22	Number of participants:	16	14	16	13	11	11	12	15	12	16	0	0	0
23	**% of members that attended**		**88%**	**100%**	**81%**	**69%**	**69%**	**75%**	**94%**	**75%**	**100%**	**0%**	**0%**	**0%**
24														
25														

Membership | Convenings | **Monthly Calls** | Work Groups

Examples of a Worksheet to Track Working Group Participation:

Example #1:

	A	B	C	D	E	F	G
1	**Working Groups 2020**						
2	**Group Name**		**Core Team**	**Purpose & Standards of Engagement**	**Recruitment**	**Convening Planning**	**Communications**
3	**Group Purpose**		Network governance	Develop a network purpose statement and draft Standards of Engagement document	Identify potential participants, conduct outreach to ensure that network members represent full system	Plan topics, schedule, and logistics for each convening	Communicate network acheivements to external partes and community
4	**Date Group Began**		Jan 2020	Mar 2020	June 2020	Jan 2020	Jun 2020
5	**Date Group Ended**						
6	**Participants:**						
7	Participant A		x			x	
8	Participant B		x	x			x
9	Participant C						x
10	Participant D			x			
11	Participant E			x			
12	Participant F		x		x		
13	Participant G				x		
14	Participant H					x	
15	Participant I		x			x	
16	Participant J						x
17	Participant K				x		
18	Participant L					x	
19	Particpant M		x		x		
20	Participant N					x	
21	Participant O						x
22	Participant P		x				
23							
24	Number of participants:	16	6	3	4	5	4
25	**% of members on group**		**38%**	**19%**	**25%**	**31%**	**25%**

Membership | Convenings | Monthly Calls | **Work Groups**

Example #2:

Working Groups 2020						
Group Name	**Purpose**	**Status**	**Date Began**	**Date Ended**	**Participants**	**Accomplishments (Jan through June 2020)**
Core Team	Network governance; work with network coordinator	Active	Jan 2020		Participant A, Participant B, Participant C, Particpant D, Participant E	Hired a network coordinator in February 2020.
Purpose & Standards of Engagement	Develop a network purpose statement and draft Standards of Engagement document	Complete	Feb 2020	Jun 2020	Participant B, Participant F, Participant G	Completed network purpose statement; Approved by network in March 2020. Completed network Standards of Engagement; Approved by network in June 2020.
Membership & Recruitment	Identify potential participants, conduct outreach to ensure that network members represent full system	Active	June 2020		Participant C, Participant F, Participant H, Participant I	Worked with NC to identify sectors without representation; Conducted research to idnetify potential new members
Convening Planning	Plan topics, schedule, and logistics for each convening	Active	Jan 2020		Participant A, Participant J, Participant K, Participant L,	Planned and implemented March 2020 convening; Began planning for September 2020 convening
Communications	Communicate network acheivements to external partes and community	Active	Jun 2020		Participant M, Participant N, Participant O	

When should I use this tool?

Network coordinators are encouraged to record this information in an ongoing manner, as part of their routine coordination duties. The data should be entered into the worksheet as the activities occur. For example, the membership list should be updated regularly to ensure that the list of current participants remains updated and accurate, information about convenings should be entered as soon as the convening ends, attendance on network calls should be entered at the end of the call, and information about the working groups should be updated regularly. Ideally, this document is kept up to date, so that the network coordinator or governing council can pull information from it at any point in time that accurately reflects the network's current status.

How will Small Foundation support my use of this tool?

Small Foundation staff can provide you with the Excel worksheet templates shown above and can help adapt these templates for your needs or create new ones. The ongoing recording of this information will be the responsibility of the network coordinator.

Tips!

Do:

- ✓ Use a standardized format for this information over time.
- ✓ Enter data as network activities happen. Make data entry part of your typical workflow after convenings, calls, etc.
- ✓ Create a new workbook for each year. This creates a good historical record of network progress.
- ✓ Share results with network participants and the network governing council.

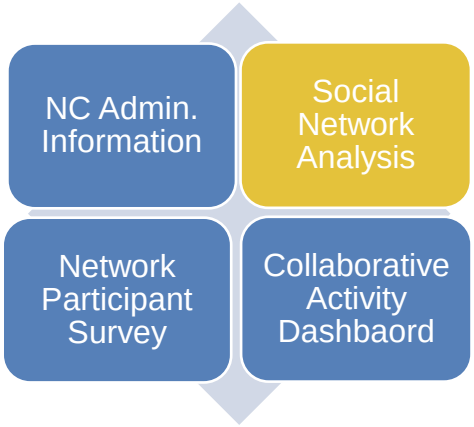
Don't:

- Collect information sporadically or incompletely.
- Delay data entry. Generating a backlog of data to enter increases the burden of entering it and reduces the usefulness of the worksheet in real time.
- Write over existing information. Keeping historical data can be useful to show change over time or answer questions at a later date.

Evaluation Tool #2: Social Network Analysis

What is the purpose of this tool?

Social Network Analysis (SNA) is a critical tool to assess a network's connectivity, the initial step in network development and the foundation for subsequent coordination and collaboration. SNA results provide a map of a network's relationships and an index of how strongly participants are connected to each other. Network coordinators can use this map to understand the structure of the network (e.g., if there are "clusters" that could be integrated) and to identify opportunities for weaving (i.e., see two participants who are not connected and then connect them). As such, SNA results help network coordinators target their efforts to strengthen the overall network structure. These results can also be informative for network participants to develop a better sense of the larger whole of which they are a part.

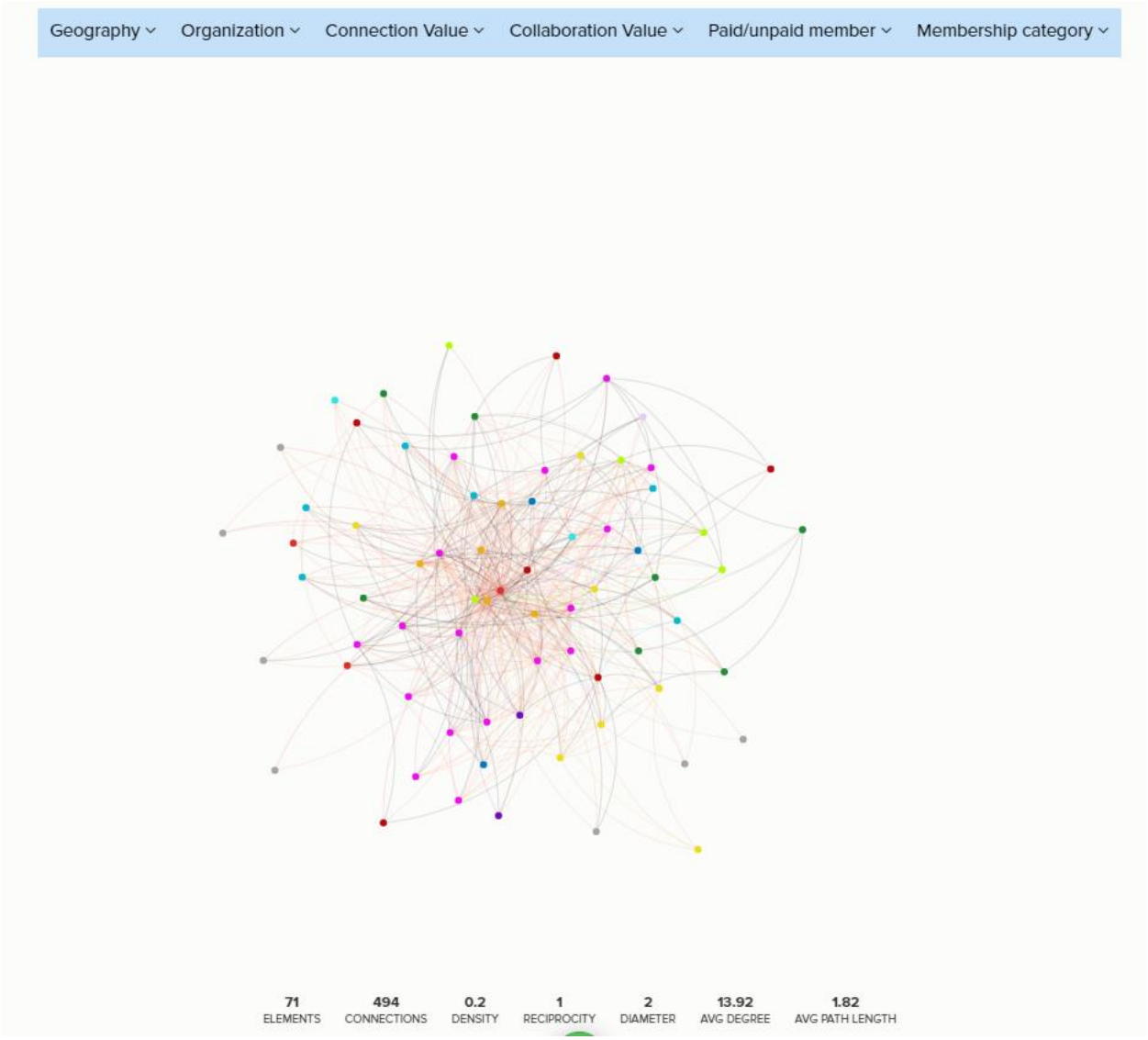


What kinds of data does this tool collect?

Social Network Analysis involves the collection of information from network participants about their connections to other members of the network. Most often, SNA surveys display a full list of network members and then ask each participant to indicate the members with whom they have (1) actively collaborated or (2) communicated or shared information. The survey also collects information about each network participant, such as their name and organisation affiliation. The SNA report provides a map of the network's connections (an example is shown below) and a host of helpful metrics (defined on the next page).

Below is an example SNA report generated by a Small Foundation network partner. The graphic shows the actual connections between network participants. The options in the blue toolbar at the top allow you to filter the results, and the map, by different aspects of the network. At the bottom, the report provides estimates for multiple metrics of connectivity.

Example Social Network Analysis map:



Definitions of SNA Metrics:

Average path length – the average degree of separation between any two people in the network. Less connected networks have higher average path lengths, and more connected networks have lower average path lengths. As a network evolves, one hopes that this metric decreases, as people become more connected with each other and have an easier time becoming connected with anyone else in the network. As new people are added into the network (or, at least, it into the survey), average path length will go back up.

Betweenness centrality – the extent to which a given person is a connector between two other people who are not already connected with each other. People with high betweenness are bridgers in the network, as they provide essential connectors between clusters, communities, and organisations. People with high betweenness can also be seen as bottlenecks or gatekeepers between two groups. This is a helpful SNA metric because it highlights the bridgers in networks who play a critical yet often hidden role.

Closeness centrality – a measure of how connected a person is with every other person in the network, on average. Those with the top rankings for closeness centrality might have an easier time

reaching anyone in the network than those with lower rankings, and their opinions might spread faster than others' as well.

Degree – the total number of connections a person has in the network. Those with high degree might have more influence or access to information than those with lower degree in the network.

Density – the percentage of possible connections in the network that are actual connections. If the network density is 60%, this means that 60% of all the possible connections across the network are actual connections. Said differently, this is the probability that any two network members picked at random are actually connected with one another. This helpful metric gauges how well connected, or how dense, the network is. As the network evolves, one hopes that this measure goes up.

Diameter – the highest degree of separation between any two people in the network. If the diameter of the network is five, that means it will take no more than five connections to get from any one person to any other person in the network. As the network evolves, one hopes that this number goes down.

Eigenvector centrality – a measure that takes into account not only how many other people a given person is connected to, but also how connected those people are to the rest of the network. People with high eigenvector centrality are connected to other well-connected people.

Reciprocity – the likelihood that an expressed connection from one person to another is reciprocated back. When there is low reciprocity, this result indicates that people have different understandings of their connections with one another or that there might be a problem or lack of clarity in how the questions were asked in the survey.

How can I implement this tool?

Conducting Social Network Analysis involves two steps: (1) collecting survey data from network participants about their connections and (2) analysing these data. There are online applications that can help network coordinators implement both steps, although it is also possible to conduct the survey on paper and use the online application for analysis only. These options are described below.

Online

SNA can be conducted by network coordinators using two existing online applications: SumApp and Kumu. Network coordinators can enter network participants into SumApp, customize the SumApp survey,[1] and then send invitations through SumApp to all network participants asking them to complete the SumApp survey. Each participant will receive a private survey link that is unique to them. The *Profile* component of the survey will collect desired personal information (e.g., name, location, organisation type, areas of expertise). The *Connection* part of the survey will display a list of the other members within the entire network and will ask the respondent to indicate the members with whom, in a specified time period (e.g., the past 6 months), they have (1) actively collaborated or (2) communicated or shared information. No indication is necessary if they have not connected with a given person.[2] SumApp then saves each participant's responses so that, when the next SNA survey is conducted, the participant can

> ***Include the NC in the SNA***
> It is recommended that network coordinators also complete the SNA survey, because they are integral to the network's connectivity.

[1] Note that customization requires a Tier II account.
[2] The *Connection* part of the SumApp survey can ask one question for each participant, with a 3-point response range including no connection, communication only, or active collaboration. For more nuanced data, the *Connection* part of the survey can ask two separate questions, one about communication and information sharing and one about active collaboration. The latter approach requires a Tier III account.

just update their responses rather than start with a blank form. This decreases the survey burden and data entry time for the participants.

The network coordinator can link the data from SumApp with Kumu. Kumu is an online application that analyses the survey data and creates the SNA report, including the SNA map and related metrics about network connectivity (shown above). When SumApp and Kumu are linked together, participant responses from SumApp will be added to the Kumu SNA map as soon as they complete their survey, ensuring that the data are updated and streamlining the process for the network coordinator.

Paper and Pencil

It is also possible to conduct the SNA survey via paper and pencil. For example, if a network is holding an in-person convening, an in-person SNA survey administration may yield a greater number of responses. The network coordinator can then manually enter the SNA survey data into Excel and upload it into Kumu to generate the same SNA report.[3]

Response Rates

A high response rate is important for your SNA to yield valid results! The power of SNA relies on the completeness of the data. If only 30% of participants complete the survey, then the SNA map will include the connections among only one third of the network and the metrics of connectivity will not reflect the full network. Moreover, incomplete SNA results will not produce actionable data for the network coordinator to identify places to strategically weave.

> ***Response Rates***
> Aim for an SNA survey completion rate of at least 75%. Provide friendly reminders to non-completers.

For SNA results to be valid, the recommended minimum response rate is 75%. For this reason, network coordinators should be prepared to monitor response rates and provide consistent reminders and encouragement to participants who have not completed the survey. Multiple reminders are often necessary, and that is okay! With each reminder, be sure to give participants a timeframe for completion so that they know when it is “due.” Sometimes, it can be helpful to provide a friendly last-minute “Please don’t forget!” note just before the due date. Alternatively, conducting SNA during convenings or other network meetings—and allocating time in the agenda for people to complete the survey!—can be helpful in generating a high response rate.

When should I use this tool?

As soon as network partners have the capacity to conduct SNA, they should conduct one to establish a baseline assessment of network connectivity to which future SNAs can be compared. The timing for subsequent SNAs can be jointly determined by the network coordinator and the Small Foundation Relationship Manager and this determination may depend on several factors, including the network’s age, size, operating context, and capacity. Often, to boost response rates and streamline data

[3] If the network coordinator has used SumApp for a previous SNA survey (and network participants already have Profiles created) or the network coordinator plans to use SumApp for the survey in the future, they should manually enter the data into SumApp, so that participants will be able to return to their SumApp survey at a later date to update their responses. Alternatively, if the network coordinator will continue to use only paper surveys, they should enter the data into a GoogleSheet and then connect the GoogleSheet to Kumu. Using GoogleSheets allows the user to revise the data later, and Kumu will take this revision into account.

collection efforts, network coordinators link SNA administration to convenings and Network Participant Survey administrations. Guidelines for SNA timing are offered below.

Network coordinators are encouraged to conduct SNA *every 6 months* when:

- The network is less than 2 years old;
  AND
- The network has 25 or fewer participants and a density of less than 50%;
- The network has between 25 and 50 participants and a density of less than 33%;
- The network has between 50 and 100 participants and a density of less than 25%.

The threshold densities above reflect the levels at which small, medium, and large networks can be considered well connected, and the point at which active collaboration can be expected to occur. For example, a density of 50% means that each participant is connected, on average, to one out of every two people (i.e., In a network of 24 participants, each member would be connected to 11 other people). This is a reasonable goal for small networks and a necessary level of connection for cross-member coordination to become potentially innovative. For medium-sized networks with between 25 and 50 members, a density of 33% reflects that each participant is connected, on average, to one out of every three people. For larger networks, those with more than 50 members, a density of 25% is used, whereby each participant would be connected, on average, to one out of every four members.

Network coordinators are encouraged to conduct SNA *once per year* when:

- The network has 25 or fewer participants and a density of 50% or more;
- The network has between 25 and 50 participants and a density of 33% or more;
- The network has between 50 and 100 participants and a density of 25% or more.

Mature networks with high connectivity and stable membership (no new participants) are encouraged to conduct SNA *every other year*. Because connectivity underlies network health and impact, and because it can change over time, it remains important to assess periodically.

If my network has more than 100 participants, how can I use SNA?

When a network has more than 100 participants, it is more difficult to conduct a typical SNA survey. This is because the survey burden becomes too high and because the online tools have capacity limits for the number of records. Therefore, if a network has more than 100 members, network coordinators can consider the following options:

1. Determine whether there are subgroups within the larger network with which it would make sense to conduct separate SNAs. For people, a very large network may be comprised of several smaller regional sub-networks. In this case, it might make sense to conduct an SNA with each regional sub-network and then review the results by region.

2. If a very large network does not have sub-networks and there is a desire to better understand the connectivity of the entire network, then consider using an alternate approach. Instead of asking participants to denote their level of connection to each other member, you can instead ask them to list the (up to) five network participants to whom they most often turn for information and the (up to) five people with whom they are currently collaborating. Although this approach will not provide an assessment of connection density of the network, it will provide a map of the

key influencers in the network and help the network coordinator understand where the most active network "nodes" are.

Is SNA still useful when my network membership is changing?

Yes. As networks change or expand with new members, connectivity metrics might change. These changes may be temporary (as new members get involved in the network, their relationships will grow), and having regular SNA results over time will show the overall network growth beyond any one point in time. Importantly, network coordinators' knowledge of their network is key to SNA, because understanding the context of the network when the SNA was conducted is necessary to accurately interpret the results.

How will Small Foundation support my use of this tool?

Small Foundation staff can provide network coordinators with the initial technical assistance for the use of SumApp and Kumu, including setting up the survey, preparing Kumu, and interpreting the reports. The aspiration is that network coordinators will assume the technical application of the SNA at the earliest convenience, but Small Foundation will remain ready to provide assistance in the preparation or interpretation of the analysis.

Social Network Analysis Tips!

Tips!

Do:

- ✓ Administer the survey using SumApp (instead of paper) whenever possible.
- ✓ Provide reminders to participants to complete online surveys to **ensure a response rate of 75%.** Or allocate time during a network convening or other meeting for participants to complete the SNA survey.
- ✓ Use Kumu to analyse the data and produce an SNA map and report.
- ✓ Consider administering the SNA survey in conjunction with the online Network Participant Survey to minimize data collection burden on participants.
- ✓ Share results with network participants and the network governing council.

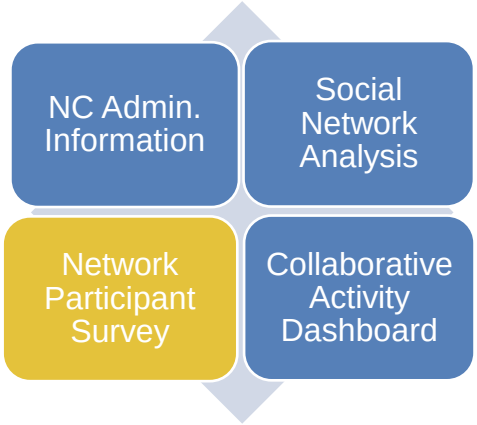
Don't:

- Use the regular SNA survey with very large networks with 100+ participants.
- Delay data entry. Generating a backlog of data to enter increases the burden of entering it and reduces the usefulness of the worksheet in real time.
- Forget to provide reminder to participants who are slow to complete an online survey. (High response rates are very important for the validity of your results!)

Evaluation Tool #3: Network Participant Survey

What is the purpose of this tool?

To really understand your network, it is necessary to gather information directly from participants. Their feedback can reflect the core elements of network health and several interim outcomes, such as the benefits of network participation.



Network coordinators play a critical role in cultivating network health, which is a key ingredient for network progress. Just connecting participants is not sufficient to create emergence. It takes a healthy and connected network to set the stage for participants to collaborate and innovate. Conducting a participant survey on a regular interval provides network coordinators with steady information regarding network health and progress. This information can highlight areas of strength (what is working well) and identify areas that would benefit from additional attention or support. These data can help network coordinators identify potential problems early on and target resources appropriately.

Reporting the survey results back to network participants can strengthen the network. For example, it can help foster a better understanding of members' network experiences, facilitate discussions about network strengths and weaker areas, support transparent communication and information sharing, and bolster collective data-driven decision making.

What kinds of data does this tool collect?

This Toolkit recommends a survey instrument that asks participants a range of questions about their experiences and perceptions of the network in order to generate an overall assessment of the seven aspects of network health:

- Purpose & Principles
- Participation & Engagement
- Relationships & Trust
- Structures & Agreements
- Coordination & Communications
- Adaptability & Resources
- Benefits & Impacts

The survey also asks participants about how their network participation has impacted them or their organisations. For example, these interim outcomes include:

- *Participant level outcomes*: increased knowledge, skills, and system awareness; increased professional effectiveness; increased meaningful relationships with other participants
- *Organisation level outcomes*: increased coordination of existing efforts; amplification of reach/impact of existing efforts; increased organisational effectiveness.

What is entailed in each of the aspects of network health?

1. **Purpose & Principles**
   - Network partners have identified and are aligned around a relevant high-level purpose.
   - Network partners have identified and are aligned around a set of shared values and/or principles.
   - Network activities are effective at advancing the network's purpose.
   - Network activities are designed and implemented in alignment with the network's principles.
2. **Participation & Engagement**
   - Network partners include a broad cross-section of people and organisations that are well suited to address its purpose.
   - Network partners have the authority, autonomy, resources, and experiences necessary to contribute effectively to the network.
   - Network partners are engaged with and contributing to the network.
   - The network engages with important external stakeholders.
3. **Relationships & Trust**
   - Network partners seek to develop strong, meaningful relationships with one another.
   - Network partners share information with one another as appropriate, in a manner that is open and timely.
   - Network partners are able to acknowledge and address important conversations about the network and its future.
   - Network partners are able to engage in and resolve conflicts with one another.
4. **Structures & Agreements**
   - The network has defined a governance structure that meets network needs.
   - The network has defined agreements clarifying how partners can engage in the network.
   - Network partners make decisions through a process that is inclusive and transparent.
   - Resources and power within the network are shared equitably.
5. **Coordination & Communication**
   - The network has adequate coordination support to thrive.
   - Network coordinators serve the network as stewards, letting the network lead, nurturing its growth, and constantly anticipating its needs and challenges.
   - Information about network activities is timely, effective, and easily accessible by all network partners.
   - Network partners are equipped with and use the network's communications tools effectively.
6. **Adaptability & Resources**
   - The network is responsive to changing internal developments (e.g., changes in membership, desires of partners).
   - The network is responsive to changes in the external environment.
   - Resources are adequate to sustain network activities.
   - Funders let the network lead; they do not seek to control the path of the network.
7. **Benefits & Impacts**
   - The network is making progress in alignment with its purpose.
   - The network is creating value for constituents served by members' organisations.
   - Network partners are benefitting personally and professionally from participation in the network.
   - Network partners' organisations are benefitting from participation in the network.

Is there a survey instrument that I can use with my network?

Yes! A copy of the recommended survey instrument is shown on the next page. You can use this tool as it is written. You can also add, delete, or revise questions to make sure that it collects the information that is most relevant for your network.

Recommended Network Participant Survey

Instructions: Your perspective on the network matters! To understand more about your experience in the network, please complete the following brief survey. Data from all network participants will be summed together. Your individual responses will remain confidential. Thank you for your input!

Please rate your agreement with each statement using the following scale:

1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
Strongly disagree	*Disagree*	*Neither agree nor disagree*	*Agree*	*Strongly agree*

Statement	***SD***	***D***	***N***	***A***	***SA***
1. The purpose of the network is clear to me.					
2. The network's activities are in alignment with the network's purpose.					
3. The network is making progress towards its purpose.					
4. The network includes the right people to achieve the network's purpose.					
5. Network participants overall honour their commitments to the network.					
6. Network decision-making is inclusive.					
7. Network participants address controversial issues related to the network.					
8. I feel heard when I raise a different perspective in the network.					
9. Network participants are developing relationships built on trust.					
10. Network participants account for shared interests when they take individual initiative.					
11. I can find out what the network is up to at any given time.					
12. I feel comfortable using the network's communication tools (e.g., Slack channel, GoogleDrive).					
13. I am able to make time for my participation in the network (participating in convenings, staying updated on Slack, etc.).					
14. My participation in the network is integrated into my organisational priorities.					
15. My direct supervisor (board, CEO, etc.) values my participation in the network.					
16. My direct reports (executive team, staff, etc.) value my participation in the network.					
17. My participation in the network benefits my organisation.					
18. Through the network, my organisation has developed at least one new collaborative project with another organisation.					
19. My organisation can have a greater impact because of the relationships with other network participant organisations.					
20. My participation in the network benefits me professionally.					
21. I have gained new skills or knowledge by participating in the network.					
22. My participation in the network helps me do my job better.					
23. My participation in the network benefits me personally.					

24. If you disagreed or strongly disagreed with any of the statements above, please tell us why.[4]

[4] Note regarding item #24 above and #7 below: If the survey is programmed into an online survey engine, it can be programmed to automatically show a follow-up question that asks, "Please tell us more about your rating for this item" after each survey item that the respondents rates as 1 *(strongly disagree) or 2 (disagree).*

Note: If the participant survey was administered at the conclusion of a convening, the following questions would be added:

Statement	***SD***	***D***	***N***	***A***	***SA***
1. The convening was effectively facilitated.					
2. The convening's activities were relevant to the network's purpose.					
3. I gained new relationships, or strengthened existing relationships, by attending the convening.					
4. I gained new perspectives by attending the convening.					
5. I am likely to use what I learned at the convening in my work.					
6. Overall, the convening was a worthwhile use of my time.					

7. If you disagreed or strongly disagreed with any of the statements above, please tell us why.

8. What topics would you like to see addressed at future convenings or events?

How can I implement this tool?

Participant surveys can be implemented online or via paper and pencil. While surveys can be conducted at any point in the year, it can be effective to administer them as part of regular network convenings. For example, network coordinators may choose to administer the participant survey at the conclusion of a convening and, in doing so, include questions on the survey to gather feedback about the convening. Alternatively, network coordinators can choose to administer the survey before the convening and report the results during the convening to prompt discussion among participants and to highlight the importance of survey completion by all network members.

If network coordinators choose to conduct the survey during a convening, it is recommended that time in the agenda be allocated for participants to complete it. If the recommended survey instrument is used, it is estimated that participants will need approximately 10-15 minutes to complete it. When convenings occur in-person, paper surveys can be administered while the participants are gathered together. When convenings occur virtually, surveys can be conducted via an online survey platform and the survey hyperlink can be sent to participants so they can complete it during the meeting. Allocating time in the agenda for survey completion will help to maximize the response rates, ensuring that the survey results more accurately reflect the opinions of all network members.

Online

Network coordinators can conduct the Network Participant Survey online using any one of a range of online survey engines, such as SurveyMonkey, Alchemer, or GoogleForms. To administer the survey online, network coordinators will need to programme the survey into the platform, taking care to include all questions and appropriate answer options. Once the survey is programmed, network coordinators can write an email that introduces the survey, explains its purpose, and (if not completing it during a convening) provides a due date for completion. The hyperlink to the survey can be copied and pasted into this email, so that participants can quickly access it. Once a survey has been programmed into an online survey engine, it can be used for repeated administrations—that is, once you programme the survey questions, you can use that survey for each administration; you do not have to re-programme the questions each time.

For online surveys that are not administered during a network convening, it is important to give participants a time window for completion so that they know when the survey is "due." Reasonable timeframes can range from 1 to 2 weeks. During this time, network coordinators should regularly review the response rate and send out reminder invitations to participants who have not yet completed the survey. Multiple reminders will likely be necessary – that is okay! It works well to send a reminder one day before the due date to prompt any last-minute entries. A high response rate is important, and it may be necessary to extend the submission timeframe to reach some participants who are slow to respond.

After participants have completed the online survey, network coordinators can use the automated functions within online survey engine to analyse the data and construct tables and graphics to show the results.

Paper and Pencil

If the surveys are administered in person via paper and pencil, network coordinators will need to ensure that they have sufficient paper copies and pens to support participants' completion. When collecting completed paper surveys, it is important to safeguard confidentiality. Network coordinators should ensure that participant names are not on survey instruments and that there is a confidential way for participants to turn in their surveys—for example, sealed envelopes or a drop box with a lid. Network coordinators should make sure that all paper surveys are submitted and none are accidentally left in the meeting room. Transporting the paper surveys back to the network coordinator's office should also be done with attention to data confidentiality and security.

Even when administering paper surveys, it is recommended that network coordinators use an online survey engine to enter and analyse the data. (Excel can also be used.) After the completed surveys are collected, network coordinators can programme the survey into the online survey engine, manually enter the data from the paper surveys into the online system, and then perform the data analysis to create the report as they would for the virtual version.

Response Rates

A high response rate is important! Obtaining surveys from all participants ensures that your data represent your full network and that all voices are included in the results. While 100% response is always the goal, it can be difficult to achieve in practice. A response rate of at least 80% is an acceptable target, in line with survey best practice. In cases with particularly hard to reach respondents (e.g., people in rural areas with very limited internet access), 60% might be considered reasonable.

> ***Response Rates***
> Aim for a survey completion rate of at least 80%. Provide friendly reminders to non-completers.

Because good response rates are so important, network coordinators should be prepared to monitor the response rates and to provide consistent reminders and encouragement to participants who have not completed survey. Multiple reminders are often necessary, and that is okay! With each reminder, be sure to give participants a timeframe for completion so that they know when it is "due." Sometimes, it can be helpful to provide a friendly last-minute "Please don't forget!" note just before the due date.

When should I use this tool?

It is recommended that, to the extent possible, network coordinators administer the survey to participants every six months and, whenever possible, link the survey administration to a network convening. If it is not possible to administer the survey at network convenings, then the network coordinator should consider twice per year as a target. Timing for the survey administrations can be jointly determined by the network coordinator and the Small Foundation Relationship Manager and will depend on several factors, including the network's context and capacity. In addition, network coordinators might consider administering the Network Participant Survey at the same time as the SNA (SumApp) survey to streamline the number of data collection requests sent to the network participants.

How will Small Foundation support my use of this tool?

Small Foundation staff can assist network coordinators to establish their tailored version of the network participant survey, lend initial advice on how to analyse the data, and demonstrate the online resources (online survey platforms) that can be used to collect, analyse, and report the survey data. It is expected that network partners will assume the management of this element of evaluation.

Network Participant Survey Tips!

Tips!

Do:

- ✓ Administer the survey in conjunction with a network convening and allocate time in the convening agenda for participants to complete it.
- ✓ Safeguard confidentiality for paper surveys.
- ✓ Provide reminders to participants to complete online surveys to ensure a high response rate **– a goal of 80%.**
- ✓ Use an online survey engine to analyse the survey data.
- ✓ Consider administering the online participant survey at the same time as the online SNA survey to minimize data collection burden on participants.
- ✓ Share results with network participants and the network governing council.

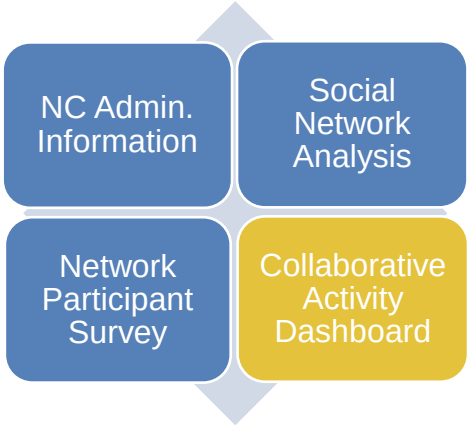
Don't:

- Put names on paper surveys.
- Delay data entry. Generating a backlog of data to enter increases the burden of entering it and reduces the usefulness of the worksheet in real time.
- Forget to provide reminder to participants who are slow to complete an online survey.

Evaluation Tool #4: Collaborative Activity Dashboard

What is the purpose of this tool?

Some network outcomes are predictable—such as connectivity, network health, participant outcomes—but many are not. The true magic of networks lies in their emergent outcomes, which cannot be defined in advance, will not be the same across networks, and therefore cannot be measured with standardized tools. However, tracking a network's emergent outcomes—specifically, the collaborative projects that are sparked among participants and the impacts of these projects—is essential to understanding the network's outcomes and its impact on the broader system.



Inherent to their coordination role, network coordinators are "in the know" regarding network developments, burgeoning partnerships between members, new and existing collaborative projects among network participants, and potential innovations in the making. However, this information is often not tracked in a formal way. Formally tracking the collaborative activities among network members can help the network coordinator stay abreast of network progress and accomplishments and can foster fuller engagement among participants and more efficient collaboration. This information also helps Small Foundation track their network partners' emerging opportunities and potential innovations, as well as tell the story of each network's influence on the business ecosystem. It will also highlight any particularly exciting projects that could be communicated more broadly.

Another important reason to formalize the collection of this information is to support network coordinators' ability to efficiently reflect network activities and accomplishments back to network participants. Doing so provides participants with real-time knowledge of what is happening in the network, so that everyone feels informed about current network projects. It also supports participants' ability to find ways to plug in. When participants are aware of what collaborative projects are happening and who is doing them, they know whom to call to get involved.

What kinds of data does this tool collect?

The Collaborative Activity Dashboard collects basic information about each of the collaborative activities occurring among network participants. This includes the name of the collaborative project, the purpose of the collaboration, the names of the collaborators, the date the project started, and any outcomes to date. The status of each project is also helpful to show, and the list can be expanded to show recently completed projects and ideas for emerging projects. Most importantly, this information should be kept up to date and accessible for network participants to review it and quickly ascertain current network activities. Network coordinators can develop their own methods for tracking this information. Two example templates are shown below (one uses Excel, and the other uses Word) that are available for network partners and can be adapted to meet their specific needs.

Example Collaborative Activity Dashboard (in Excel):

Collaborative Activity Dashboard 2020

Project Name	Purpose	Participants	Status	Started	Ended	Outcomes
Libraries for Justice	Collaboration between county library, nonprofit legal services, and farmworkers' advocacy organization. Library will provide space and advertising for legal aid attorneys to offer free workshops about immigration and citizenship for farmworkers and their families	Participant A, Participant B, Participant C, Particpant D	Active	Jan 2020		First workshop had 150 attendees, more than double what was expected.
Court-based Childcare Initiative	Collaboration between nonprofit legal services organization, childcare center, afterschool program, and county court. Many low-income parents miss their immigration court hearings because they cannot afford childcare and they lose their chance for citizenship. The court will provide space for the childcare center and afterschool program staff to offer on-site childcare services for parents who are waiting for a court hearing.	Participant A, Participant F, Participant H, Participant I, Participant J	Active	Apr 2020		
Science and Students Project	Collaboration between industry scientists, local secondary schools, and afterschool programs to provide immigrant students access to information about science careers, internships in laboratories, and opportunities to job shadow with professional scientists. Collaborators will sponsor a science fair at the high school, host a contest for the best science experiment, and create a science-based summer camp for interested students from immigrant families.	Participant E, Participant F, Participant G, Participant H	Active	May 2020		Registration for summer camp has exceeded expectations. Project plans to expand to two more school districts next summer.
Lobbying for Policy Changes	Collaboration among many sectors to lobby the County government to change the policy requiring the county superior court to cooperate with the federal immigration enforcement for unsubstantiated cases. Proposed policy changes will better protect undocumented county residents, with no criminal record, who are presenting at court for a scheduled hearing.	Participant B, Participant C, Participant D, Participant E, Participant F, Participant G, Participant H, Participant J	Active	May 2020		Media coverage: Two mentions in local newspaper, one radio interview.
Community Health Fair	Collaboration between nonprofit organization, community clinic, family advocates, and farmworkers' association to provide a health fair in a community of migrant workers who otherwise lack access to medical care. Fair included all Spanish-speaking health educators and healthcare providers.	Participant B, Participant E, Participant J, Participant K	Complete	Feb 2020	Aug 2020	First Spanish-language health fair delivered to migrant worker community. 500 physical exams completed. 300 dental exams completed. 450 pediatric exams completed.
Universal Childcare	Brainstorming about the possibility of universal childcare for all children under the age of 5 in the county, including children of migrant farm workers who reside in the county temporarily. Identifying the resources needed, possible partners, and scope of effort.	Participant A, Participant D	Emerging			

ACTIVE COLLABORATIVE PROJECTS IN THE NETWORK:

Libraries for Justice

Network collaborators: Participant A, Participant B, Participant C, Participant D
Start date: January 2020
Purpose/Goals: Collaboration between county library, nonprofit legal services, and farmworkers' advocacy organisation. Library will provide space and advertising for legal aid attorneys to offer free workshops about immigration and citizenship for farmworkers and their families

Court-based Childcare Initiative

Network collaborators: Participant A, Participant F, Participant H, Participant I, Participant J
Start date: April 2020
Purpose/Goals: Collaboration between nonprofit legal services organisation, childcare center, afterschool program, and county court. Many low-income parents miss their immigration court hearings because they cannot afford childcare and they lose their chance for citizenship. The court will provide space for the childcare center and afterschool program staff to offer on-site childcare services for parents who are waiting for a court hearing.

Science and Students Project

Network collaborators: Participant E, Participant F, Participant G, Participant H
Timeframe: May 2020
Purpose/Goals: Collaboration between industry scientists, local secondary schools, and afterschool programs to provide immigrant students access to information about science careers, internships in laboratories, and opportunities to job shadow with professional scientists. Collaborators will sponsor a science fair at the high school, host a contest for the best science experiment, and create a science-based summer camp for interested students from immigrant families.

Lobbying for Policy Changes

Network collaborators: Participant B, Participant C, Participant D, Participant E, Participant F, Participant G, Participant H, Participant J
Start date: May 2020
Purpose/Goals: Collaboration among many sectors to lobby the County government to change the policy requiring the county superior court to cooperate with the federal immigration enforcement for unsubstantiated cases. Proposed policy changes will better protect undocumented county residents, with no criminal record, who are presenting at court for a scheduled hearing.

RECENTLY COMPLETED COLLABORATIVE PROJECTS:

Community Health Fair

Network collaborators: Participant B, Participant E, Participant J, Participant K
Timeframe: February to August 2020
Accomplishments: Collaboration between nonprofit organisation, community clinic, family advocates, and farmworkers' association to provide a health fair in a community of migrant workers who otherwise lack access to medical care. Fair included all Spanish-speaking health educators and healthcare providers.

EMERGING IDEAS FOR PROJECTS

Universal Childcare

Network collaborators: Participant A, Participant D
Purpose/Goals: Brainstorming about the possibility of universal childcare for all children under the age of 5 in the county, including children of migrant farm workers who reside in the county temporarily. Identifying the resources needed, possible partners, and scope of effort.

How can I implement this tool?

Implementing the Dashboard entails two main tasks: (1) collecting the information about current collaborative activities and (2) compiling this information and making it accessible for participants to review. Network coordinators can collect this information in a variety of ways. For example, they may collect this information by talking one-on-one with participants or by including questions about these activities on a survey. However it is collected, the information must be standardized across projects and updated regularly. Once the information is gathered, network coordinators must compile the information into a document that network participants can access and search. The document format can vary. For example, network coordinators may compile the information into an Excel sheet and then share it in a GoogleDoc that is protected so that participants can view but not delete data. Alternatively, network coordinators may compile this information into a Word document and send it out as an email newsletter multiple times per year. The goal is to provide and maintain an updated list of collaborative activities occurring among network participants, so that network coordinators can communicate about these projects and network participants are informed about network projects.

When should I use this tool?

To keep the Dashboard current, network coordinators must collect this information in frequent and regular intervals and then provide regular updates to the network. To ensure the efficient flow of information within the network, and to ensure that network coordinators remain abreast of important developments, it is recommended that the Dashboard is updated at least quarterly.

How will Small Foundation support my use of this tool?

Small Foundation staff can help develop templates for partners to record their collaborative activity, although the ongoing recording and reporting of this information will be the responsibility of the network coordinator.

Tips!

Do:

✓ Use a standardized format for this information over time.

✓ Gather information from participants on a regular basis—at least quarterly.

✓ Update the dashboard in real time. When you learn of a new collaborative project, enter it in the dashboard. Do a thorough data collection and update quarterly.

✓ Create a new workbook for each year. This creates a good historical record of network progress.

✓ Make the dashboard accessible to network participants to view (not edit).

Don't:

- Collect information sporadically or incompletely.
- Delay data entry. The dashboard is most useful when it is current.
- Delete older entries. Keeping historical data can be helpful to show change over time or tell the longer term story of the network activities and outcomes.