

TRAINING IN EFFECTIVE NETWORK MANAGEMENT

Facilitator's Guide



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Training in Network Management for Effective Development Cooperation

Training Overview

The CSO Partnership for Development Effectiveness (CPDE) has created this course in view of its goal as a civil society platform to unite civil society organisations around the world on the issue of Effective Development Cooperation (EDC). To achieve inclusive development that respects human rights, gender equality, decent work, and environmental sustainability, CSOs must work together. By forming partnerships and networks, they can amplify their voices on common advocacy issues, build a support system to share knowledge and experiences, and stand with each other in solidarity against powerful actors in the public and private sectors.

This course captures and consolidates some of the platform’s experiences and draws examples and lessons from other CSOs to examine network management. It presents CPDE members and other CSOs with the tools, resources, and practical guidance to improve their operations and organisational practices.

Training Objectives

The Training in Network Management aims to introduce participants to network management, especially in the context of CPDE’s advocacy for EDC.

At the end of the training, participants will be able to:

- 1 Identify the importance of project management in development effectiveness and the work of civil society;
- 2 Explain how advocacy networks and partnerships function within the context of development cooperation;
- 3 Discuss challenges and best practices in managing CPDE as an advocacy network;
- 4 Apply EDC principles, Human Rights-based Approach (HRBA), and Feminist-based Approach (FBA) within their networks; and
- 5 Apply lessons and good practices from the examples of other networks in establishing an EDC advocacy network or managing a current network.

The training is intended for representatives of CPDE member organisations, members of CPDE constituencies, country focals, and CSOs working on country initiatives and managing projects, whether they have had prior experience as project managers or they have performed tasks related to implementing specific project activities.

Target Participants

Description of Modules

- 1 Module 1. Fundamentals of Network Management**
The first module introduces the participants to the basic concepts of networks, networking and partnerships, approaches, and principles from literature and explains the organisational life cycles of networks.
- 2 Module 2. Network Management for Advocacy Networks**
The second module hones in on different structures and strategies for organising advocacy networks and national EDC networks.
- 3 Module 3. Managing the CPDE Network**
Finally, the third module focuses on CPDE as an advocacy network, presenting EDC as its central advocacy and integrating HRBA and FBA into its work.

It then provides an overview of the network’s ways of working, identifying both best practices and challenges the network has had to face through the years. At the end of this course, organisations will better understand various approaches, attitudes, and behaviours to help them reflect on their policies and practices.

Each module begins with a session of instruction. It contains the following: (1) objectives of the module or session; (2) content and outline of the module or session; (3) needed resources; and (4) detailed instructions for the activities to guide the facilitator or trainer. There are also facilitator notes, which offer practical tips to make the sessions run smoothly.

Methodology

Virtual vs in-person training

This course has been designed flexibly to accommodate both virtual and in-person settings.

If the course is administered online, it is highly recommended that the course convenors familiarise themselves with the features provided by the teleconferencing software they are using. Depending on the software, they can maximise functions like screen-sharing, breakout rooms (for group activities), language interpretation, and whiteboard features for a more interactive session. It might also be better if the course convenor and the participants turn on their video for the duration of the sessions and mute their microphones when not speaking. A co-presenter may also be around so that course participants are not always hearing the same person talk. Since it is more difficult to maintain people’s attention over a computer screen, course convenors must speak energetically and try to involve participants as much as possible to build a more relaxed atmosphere.

If done in person, the sessions could be structured with the participants and course convenors seated in a circle, half-circle, or U-shaped layout instead of the traditional classroom setup where participants sit in rows facing the course convenor. In adult-learning settings, the suggested arrangement could promote a more inclusive, less hierarchical or teacher-centred discussion since everyone can, on equal footing, see and interact with the person expressing their experiences and opinions. If possible, set up a roundtable so that the course convenor can easily access a whiteboard or blackboard.

The following outputs are expected throughout the training:

- Plenary presentations during group discussions
- Final assignment – A roadmap for developing a CSO EDC mechanism at the country level

Guide questions for feedback are provided for the presentations to be completed per module and the final assignment to be handed over to the facilitator at the end of the course. It is encouraged that course facilitators comment on the participants’ other assignments.

Presentations will be assessed according to the following criteria:

- 1 The clarity and coherence of content
- 2 The thoroughness of points presented in each slide (strategies, principles and values, ways of working, documents, tools and instruments used)
- 3 The clarity of the presentation

Guide questions to consider when providing feedback:

- 1 Are your objectives in the roadmap specific and clear?
- 2 Has the participant clearly outlined activities in “Future Activities for Improving your Network”?
- 3 Are the activities outlined thoroughly for each network element (e.g., structures, systems and processes, planning and risk analysis)?
- 4 Do the different network elements align with each other? Are they coherent?
- 5 Is the schedule or timeline for future activities realistic?

Most of the content in this course is based on the CPDE Guide for Network Management to Advance Effective Development Cooperation. CPDE adopted this guide for a course that CSOs can readily use and apply to their context. It is presented in a teachable format for easy translation into a learning-training setting.

Feedback Guide

Presentations

Final Assignment

A roadmap for developing a CSO EDC mechanism at the country level

Reference Materials

Guide for Facilitators

MODE 1 Face-To-Face Delivery

Training in Network Management Schedule of Sessions

Time	Day 1
8:00 a.m. – 10:00 a.m.	Introduction • Welcome Remarks • Getting to Know You, Leveling of Expectations • Training Overview Module 1: Fundamentals of Network Management (2 hours) • Presentation/Lecture • Group Activities
Break	
10:15 a.m. – 12:00 p.m.	Module 2: Network Management for Advocacy Organisations (1.5 hours) • Presentation/Lecture • Group Activities
Lunch Break	
1:00 p.m. – 03:00 p.m.	Module 3: Managing the CPDE Network (3 hours) • Presentation/Lecture • Group Activities
Break	
3:15 p.m. – 5:00 p.m.	Integration (0.5 hours) • Presentation/Lecture • Group Activities

Introduction

Content

- Welcome remarks
- “Getting to know you.”
- Levelling of expectations
- Discussion of training objectives, design, and delivery
- Perspective-setting

Duration

Approx. 2 hours (8:00 a.m. – 10:00 a.m.)

Session Objectives

- At the end of the session, participants will be able to:
- 1 Express and level their expectations of the training;
 - 2 Describe the objectives, design, and delivery of the training; and
 - 3 Agree on norms to be followed during the training

Resource Materials

- Equipment (projector, laptop, adaptor, sound system)
- Permanent markers
- Meta cards (different colours)
- Scissors
- Masking tape or stickies
- Flipchart or manila paper with labels
- PowerPoint presentation
- Handouts

Session Outline

Activity	Time	Method
Welcome Remarks	10 min	Assigned speakers will be introduced to deliver welcome remarks.
Activity Introduction of Participants	20 min	Participants will introduce themselves. See detailed instructions.
Activity Leveling of Expectations	15 min (5 min activity, 10 min processing)	Participants will be asked about their expectations of the training. See detailed instructions.
Lecture/ Presentation: About the Training	15 min	The facilitator or resource person will present slides about the training.

Welcome Remarks

The facilitator will welcome the participants and introduce the guest speaker or any available representative from CPDE or other CSOs coordinating the activity.

Activity: Introduction – “Getting to Know You”

Conduct an icebreaker exercise so participants can get to know each other.

Activity: Introduction – Expectations Setting

Distribute meta-cards and ask participants to write down their expectations – what they hope to learn from the workshop. The cards can be stuck onto another large piece of paper, which participants can revisit in the last session.

Presentation: About the Training

Present the course’s goals, the topics it covers, and the skills the participants can acquire at the end of the workshop (course objectives provided). Ask participants if they have any questions.

Detailed Instructions for Activities

- To help manage expectations, explain that this training will be focused on network management alone.
- CPDE will provide the participants with other courses and activities to supplement this training: Project Management; Policy and Advocacy; and Dialogue with Development Partners, Fundraising, or Donor Engagement and Partnerships.
- The course content and schedule for the training will be followed but are flexible. It can be negotiated if the participants need more time to complete the activities.
- House rules will be implemented, but the participants can bring up any related concerns.

Important Points in the Presentation and Discussion

Module 1

Fundamentals of Network Management

Content	• Definition of networks • Types of networks • Principles of networking • Organisational life cycle
Time Frame	Approx. 2 hours
Session Objectives	At the end of the session, participants will be able to: 1 Define networks, partnerships, and networking; 2 Describe the different types of networks; 3 Explain the principles of networking and partnership-building; and 4 Discuss the organisational life cycle of networks

- Equipment (projector, laptop, adaptor, sound system)
- Permanent markers
- Meta cards (different colours)
- Scissors
- Masking tape or stickies
- Flipchart or manila paper with labels
- PowerPoint presentation
- Handouts

Resource Materials
Session Outline

Activity and Topic	Time	Method
Lecture/ Presentation: Fundamentals of Network Management, Definition and Types	30 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Buzz Groups and Presentations	30 min (20 min activity, 10 min presentation)	Participants will discuss their definitions of networks and reasons for forming their networks.
Lecture/ Presentation: Principles of Networking and Partnership-Building	20 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Collage of a Network and Presentation	30 min (20 min activity, 10 min presentation)	Participants will prepare a collage or magazine cover featuring their network.
Lecture/ Presentation: Organisational Life Cycle of a Network	10 min	The facilitator or resource person will present and discuss slides on the topic.

Detailed Instructions for Activities

Welcome Remarks

The facilitator will welcome the participants and introduce the guest speaker or any available representative from CPDE or other CSOs coordinating the activity.

Activity: Introduction – “Getting to Know You”

Conduct an icebreaker exercise so participants can get to know each other.

Activity: Expectations Setting

Distribute meta-cards and ask participants to write down their expectations – what they hope to learn from the workshop. The cards can be stuck onto another large piece of paper, which participants can revisit in the last session.

Presentation: About the Training

Present the course’s goals, the topics it covers, and the skills the participants can acquire at the end of the workshop (course objectives provided). Ask participants if they have any questions.

- **A network is defined as having “voluntary multi-organisational arrangements for collaboration on collective goals.” During the lecture and processing of the activity, try to differentiate between network as a structure itself or network as a way of working. But focus on the more critical part of why organisations form networks in the first place: to come together for a common goal.**
- **In discussing categories of networks, think about the different possible ways to group them (i.e., levels, geographical scope, purpose). Start introducing advocacy networks more as informal networks formed voluntarily for and by organisations, where members share common causes as opposed to formal networks, which are more structured and sometimes even require membership fees and penalties for inactive participation.**

- **Discuss the importance of forming networks and working within them and how it particularly helps grassroots and community-based organisations expand their work and mobilise more resources. Focus on the participants’ experiences and elaborate on their differences or unique advantages based on their geographical area and advocacies.**
- **Talk about the usual categories that organisations within the CPDE usually belong to. The accompanying guide provides examples of organisations belonging to multiple categories of networks.**

Lecture/Presentation: Principles and Values (20 min)

The facilitator will discuss the principles and values of networking and partnerships, including respect, mutual trust and accountability, solidarity, shared vision and values, and focus on results.

Activity 1.2 Collage or Magazine Cover Featuring Your Network (30 min)

- 1 The facilitator will ask participants to group themselves according to their networks. Break them into smaller sub-groups if some groups are disproportionately larger than the others
- 2 The facilitator will distribute the materials and other creative supplies.
- 3 Give the following instructions: In an easel sheet, create a magazine cover that reflects the principles and values for which your organisation stands. Your magazine cover may include a cover story headline, sidebars showcasing principles you want to highlight, quotes from leaders and members, and images. There is no need to write a full story. You may use magazine cut-outs, photos, markers, pens, or other design materials.

Processing

The facilitator will process the activity by asking the groups to present their outputs.

Important
Points in the
Presentation
and
Discussion

Detailed Instructions for Activities

Important
Points in the
Presentation
and
Discussion

Important Points in the Presentation and Discussion

- Talk about the general values and principles of networking and partnership. Highlight how they form the core of a network and differentiate it from other organisational setups. Ask the participants about other principles that they think should guide how a network operates, considering the context and profile of their members.
- Use inputs from the activity to discuss which principles and values resonate with the participants the most, which ones they think are the most vital, and what difficulties and challenges they have encountered in upholding these principles.

Detailed Instructions for Activities

Lecture/Presentation: Organisational Life Cycle of Networks (10 min)

The facilitator will discuss the organisational life cycle of networks, namely (1) vision, (2) start-up, (3) adolescence or growth, (4) maturity, (5) stagnation or decline, and (6) review and transformation.

- The life cycle is based on *Nonprofit Lifecycles (2001)* by Dr Susan Stevens and *Five Life Stages of Nonprofit Organisations (2001)* by Judith Simon. The participants can also reference other works, but these two books most accurately delineate the different stages based on the literature on networks.
- Many networks have gone through interesting life cycle stages. Some have started purposively, while others were founded by accident but progressed well into maturity. Others have had a shaky start and almost moved straight to decline but eventually reinvented themselves. Highlight how each network is unique and how different factors affect its life cycle, the most crucial ones being its relevance, the availability of resources, and its members' active participation.
- Encourage the participants to get to know their network better and reflect on where it is now in its life cycle. Ask them to think about how they can help nourish their networks.

Important Points in the Presentation and Discussion

- Make sure participants have access to the guide questions before the exercise (and leave the questions up on the screen throughout the activity).
- In an in-person setting, provide the participants with magazine cut-outs, markers or pencils and other design materials to create their collage. If these materials are not readily available, the participants can alternatively write quotes, short statements, concepts, and keywords for their creative output.
- Refer to examples of networks that appear in the CPDE Guide for Network Management to Advance Effective Development Cooperation (i.e., boxes titled "GETTING TO KNOW OUR COMMUNITY").

Additional Notes for Facilitators

Module 2

Network Management for Advocacy Networks

Content

- Advocacy networks management cycle
- Structures and strategies for managing networks: Context analysis, planning and risk analysis, communications, collaboration and engagement, exchange of knowledge and co-learning, consensus-building and decision-making

Time Frame

Approx. 1.5 hours

Session Objectives

- At the end of the session, participants will be able to:
- 1 Describe an advocacy network and how it is formed and set up;
 - 2 Discuss the structures and strategies for managing an advocacy network; and
 - 3 Share best practices, tips, or strategies for managing advocacy networks.

- Equipment (projector, laptop, adaptor, sound system)
- Permanent markers
- Masking tape or stickies
- Easel sheet, manila paper, or flip chart
- PowerPoint presentation
- Handouts

Resource Materials

Activity and Topic	Time	Method
Lecture/Presentation: Advocacy Networks and Tactics for Deployment	20 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Buzz Groups and Presentation	30 min (20 min activity, 10 min presentation)	Participants will discuss their current challenges in forming advocacy networks, especially at the country level.
Lecture/Presentation: Structures and Strategies for Organising Advocacy Networks	40 min	The facilitator or resource person will present and discuss slides on the topic.
Homework: Learning More About Advocacy Networks		Participants will consider two major advocacy networks and make observations on how they are managed.

Session Flow

Lecture/Presentation: Advocacy Networks (20 min)

The facilitator will focus on advocacy networks, their general nature, and the elements crucial for their formation and management.

Detailed Instructions for Activities

Important
Points in the
Presentation
and
Discussion

- Advocacy networks promote awareness and advance important themes and issues. The discussion should differentiate advocacy networks from other network types, such as general-interest networks, where people just come together to share and interact, not necessarily to organise around a specific cause. More importantly, highlight the shared objective of advocacy networks: to address the needs of the marginalised, build solidarity, and challenge power relations.
- Discuss how advocacy networks can employ information politics, symbolic politics, leverage politics, and accountability politics to push for themes and issues. Ask the participants which ones they are familiar with and which tactics their networks employ. Ask what challenges they have encountered in organising networks.
- Provide examples of networks within CPDE and the specific advocacies they carry aside from EDC.
- Highlight that not all networks, which have unique internal setups, possess actual documents or proof of the existence of these instruments. Still, these documents can serve as a blueprint for running the network, clarifying its objectives and setting guidelines. Organisations would do well to work on these instruments as early as founding the network.
- Apart from the “hard elements” of network management, it would be practical to consider the “soft elements” that would help network managers coordinate with members, such as planning internal activities, communications and collaboration mechanisms, and the governance of day-to-day operations.
- Encourage the participants to talk about how they have set up their networks and instituted ways of working based on their different advocacies and contexts.

Important
Points in the
Presentation
and
Discussion

Detailed Instructions
for Activities

Activity: Challenges in Forming Networks (30 min)

- 1 The facilitator will ask the participants to divide themselves into four buzz groups.
- 2 The facilitator will give each group time to discuss among themselves one of the identified current challenges in forming networks:
 - A Shrinking civic space, including laws that limit CSO operation
 - B Covid-19 pandemic and the general regression of development amid this crisis
 - C Development projects that are untransparent and detrimental to communities
 - E Low level of capacities among CSOs

The groups must discuss whether the challenge is relevant to their context and how they can, or have been able to, address it. They can talk about other related challenges they are familiar with, but the focus of their discussion should still be on the topic assigned to them.

Processing (10 min, included in the lecture)

The facilitator will process the activity by asking the groups to present their outputs.

Lecture/Presentation: Structures and Strategies for
Organising Advocacy Networks (40 min)

Explain some basic instruments, structures, and strategies in organising advocacy networks, such as drafting a founding document, strategic planning, and coordinating members.

Detailed Instructions
for Activities

Supplementary exercise

The facilitator will ask the participants to browse through the websites of the Reality of Aid (ROA) and CIVICUS. They must read up on these networks’ profiles and answer the following questions:

- 1
- What types of advocacy do ROA and CIVICUS engage in?
- Does either of them use their platform for awareness-raising? If so, how?

Does either of them try to leverage changes in policymaking arenas? If so, how?

Does either of them hold powerful actors accountable (e.g. policymakers, private sector, national governments, financial institutions)? If so, how?
- 2
- Do you see any similarities between your organisation’s advocacy goals and those of ROA or CIVICUS? If so, which ones? From what you know and have read about their operations on their websites, what are some of the structures and strategies that allow them to work effectively and efficiently?

Module3

Managing the CPDE Network

- Ways of working: Governance, planning, communications, outreach, policy and advocacy, coordination
- Adopting good practices in managing networks
- Challenges of CPDE members

Content

Approx. 3 hours

Time Frame

- At the end of the session, participants will be able to:
- 1
- Describe the current network management setup of CPDE;
- 2
- Identify best practices that they can apply to their networks; and
- 3
- Identify challenges that can be addressed moving forward

Session Objectives

- Equipment (projector, laptop, adaptor, sound system)
- Easel sheet, manila paper, or flip chart
- Permanent markers
- PowerPoint presentation
- Masking tape or stickies
- Handouts

Resource Materials

Session Flow

Activity and Topic	Time	Method
Lecture/Presentation: CPDE as an Advocacy Network	45 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Buzz Groups and Presentation	30 min (20 min activity, 10 min presentation)	Participants will discuss how they implement Effective Development Cooperation (EDC), Human Right-Based Approach (HRBA), and Feminist-Based Approach (FBA).
Lecture/Presentation: Ways of Working	30 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Start-Stop-Continue” or “Wear Your Thinking Cap”	30 min (20 min activity, 10 min processing)	Participants will fill out an easel sheet with three columns (“start,” “stop,” “continue”).
Activity: Roadmap for Developing a CSO EDC Mechanism at the Country Level	45 min	Participants will prepare a roadmap for forming or expanding an EDC advocacy network (based on CPDE’s work) at the country level.

Detailed Instructions for Activities

Lecture/Presentation: CPDE as An Advocacy Network (45 min)

The facilitator will discuss CPDE as an example of an advocacy network with Effective Development Cooperation (EDC) as its primary advocacy. The focus will also be on the Human Rights-Based Approach (HRBA) and the Feminist-Based Approach (FBA) as supplementary advocacies.

- Discuss the nature of CPDE as an open platform, with members coming together voluntarily, identifying with the network’s values and principles, and working on EDC as its primary advocacy.
- Explain EDC and its framework for achieving genuine and inclusive development. Touch on EDC’s key advocacy themes to orient, if not remind, the participants: CSO Development Effectiveness, CSO Enabling Environment, Private Sector Accountability, South-South Cooperation, and Conflict and Fragility. Ask them what they know about each theme and whether they have participated in activities in any of these particular areas at the global, regional, or country levels.
- Discuss why HRBA and FBA are integral to the civil society advocacy for EDC and how CPDE integrates these approaches into its work.

Activity: Forwarding Advocacies (30 min)

- 1 The facilitator will ask participants to form four buzz groups.
- 2 Participants will be given the following instructions and guide questions to structure their discussions: *Think about the networks your organisation is a part of or has established. Consider the insights from the lecture to reflect on your organisation’s work and how it contributes to CPDE’s advocacy of CPDE for EDC. The following questions should guide your group discussions.*
 - A What are your organisation’s advocacies? How do they relate to EDC?
 - B How does your network contribute to the discourse on EDC?
 - C How do you integrate HRBA and FBA into your work?

Processing

The facilitator will ask the participants to share their outputs in the plenary.

Lecture/Presentation: Ways of Working within CPDE (30 min)

The facilitator will discuss mechanisms in facilitating CPDE work and managing issues.

Important Points in the Presentation and Discussion

Detailed Instructions for Activities

Important
Points in the
Presentation
and
Discussion

- **Discuss the different network elements: structures, systems and processes; membership engagement; advocacy planning and targeting; decision-making; and knowledge management.**
- **Discuss how CPDE ensures that mechanisms for these network elements are in place and working as they should. Mention specific good practices that the participants can emulate. Describe how CPDE has continued to improve its network management. Cite organisational changes and adjustments that the platform has made over time.**
- **Explain that CPDE is still evolving. Although the platform is not perfect, it is committed to ensuring that its systems, processes, and structures work and serve its constituencies better. It is also committed to transparency, so its members know the goings-on in the network and can contribute to addressing particular issues in their own capacities.**

Detailed Instructions
for Activities

Activity: “Start-Stop-Continue” or “Wear Your Thinking Cap”
(30 min)

- 1** Before the activity, the facilitator should prepare three easel sheets with the following labels: “Stop,” “Start,” and “Continue.”
- 2** Ask the participants to form four to six smaller groups.
- 3** Give each group a list of mechanisms that ensure effective network management. The groups will refer to the list in filling out the “Stop-Start-Continue” table.
 - A** Give each group a list of mechanisms that ensure effective network management. The groups will refer to the list in filling out the “Stop-Start-Continue” table.
 - B** “Start” (yellow button) – practices that CPDE should start doing to improve its network management
 - C** “Continue” (green button) – best practices that CPDE should continue doing because they are helpful to the network’s members

The participants will assess how CPDE currently operates and point out its areas of improvement. They will identify two practices from their list that they believe belong to any of the three categories in the table. They will write down the selected practices in their meta-cards and, during the plenary discussion, tack them onto the easel sheet. If they have additional recommendations, they may also indicate how they intend to help implement those.

Structures, Systems and Processes	• Finding the right “size” of structures • Cohering interrelated processes and roles within the organisation • Enabling smooth work coordination between different units and members • Ensuring flexibility and responsiveness of structures and processes
Membership engagement	• Understanding diverging motivations for membership • Managing membership participation and addressing capacity needs
Advocacy planning and targeting	• Understanding development context • Working with constituencies in defining issues • Framing specific advocacy agenda • Planning activities and analysing related risks • Identifying resources and mechanisms
Decision-making	• Deliberating positions and arguments • Negotiating matters and building consensus • Implementing agreements
Knowledge management	• Acquiring knowledge from members • Processing and utilising knowledge for advocacy • Developing knowledge materials • Disseminating materials to different publics

Detailed Instructions
for Activities

Network
Elements

Detailed Instructions
for Activities

Processing

The facilitator will ask the participants to share their outputs in the plenary.

Lecture/Presentation: Ways of Working within CPDE (30 min)

The facilitator will discuss mechanisms in facilitating CPDE work and managing issues.

Final Assignment

Roadmap for developing a CSO EDC mechanism at the country level (45 min)

The facilitator will ask the participants from the same organisation to work together and split larger groups into more manageable sub-groups. A group should have at most five members. The facilitator will give them the following instructions:

After reflecting on and learning more about networks, different organisations’ best practices, and ways to address network-related issues and concerns, think about your network and identify plans you want to implement or suggest. Fill out the table below.

Network Element	Future Activities for Improving Your Network	Schedule or Timeline	Responsible Persons
Structures, Systems, and Processes			
Planning and Risk Analysis			
Nature and Channels of Communication			
Consensus-Building and Decision-Making			
Knowledge Management			
Dissemination of Information			
Resourcing			

- Use the available time to encourage participants to ask questions, seek advice, or raise concerns, if any, about the assignment.
- If the allotted time is not enough, give them the option to continue the activity outside of training hours and set a deadline for submission.
- Consider holding additional sessions after the training to provide feedback on the assignment. One-on-one sessions are also preferable but depend on the course convenor’s schedule and the number of participants.
- Guide questions for feedback on this assignment are available in the Feedback section under the Training Methodology of this facilitator’s guide.

Additional
Notes for
Facilitators

Integration

Content	• Training integration • Training evaluation and affirmation • Closing remarks • Distribution of certificates
Duration	Approx. 30 min
Session Objectives	At the end of the session, participants will be able to: 1 Summarise the different topics covered; and 2 Explain the connection between the different modules.
Resource Materials	• Equipment (projector, laptop, adaptor, sound system) • Permanent markers • Masking tape or stickies • Easel sheet, manila paper, or flip chart • PowerPoint presentation • Handouts

Session Outline	Activity	Time	Method
	Training Integration	10 min	The facilitator will summarise the modules and review the training objectives to confirm their accomplishment.
	Training Evaluation and Affirmation	10 min	The facilitator will call on the participants to provide feedback on the training and their co-participants.
	Closing Remarks	5 min	Assigned speakers will be introduced to deliver closing remarks.
	Distribution of Certificates	5 min	Training certificates will be distributed to the participants.

Training Integration (10 min)

The facilitator will briefly go over the modules’ contents and recall what the sessions have covered. It is essential to show the relationship between the different topics and activities and tie loose ends. The facilitator will also hark back to the training objectives to check whether they have been achieved.

Training Evaluation and Affirmation (10 min)

The facilitator will ask several participants to talk about their experiences during the training (e.g., their participation in the activities, their interaction with fellow participants and other CPDE members). They are also encouraged to share their key takeaways from the training with their colleagues.

Closing Remarks (5 min)

The facilitator will give final reminders and introduce the guest speaker. Any representative in attendance from CPDE or other CSOs coordinating the activity may officially conclude the training.

Distribution of Certificates (5 min)

The facilitator will call each participant and hand them a certificate.

Detailed Instructions for Activities

- **The training aimed to deepen the participants’ understanding of network management and review important concepts and principles. It also focused on the nature and operations of advocacy networks and drew from the experience of CPDE and other networks within it.**
- **Hopefully, the participants can apply the lessons from the training to their work and share them with their colleagues. They are free to research more about network management and reach out to their CPDE colleagues to ask specific questions or clarify and learn some more points.**
- **They are also encouraged to provide additional recommendations for improving the different areas of network management in CPDE and offer their expertise and time to help realise these recommendations.**

Important Points in the Presentation and Discussion

Guide for Facilitators

MODE 2 Online Delivery

Training in Project Management Schedule of Sessions

Time	Session 1	Session 2
2-3 hour sessions	Introduction (1 hour) • Presentation: Course Description • Online Activity: Word Cloud, Whiteboard, Chatbox Module 1: Fundamentals of Network Management (2 hours) • Presentation: Networking and Partnerships, Principles and Values, Life Cycle • Activity: Create a collage and describe different types of networks and their values and principle • Q&A or Open Discussion Module 2: Network Management for Advocacy Organisations (1.5 hours) • Presentation/Lecture: Advocacy Networks, Structures and Strategies (30 min) • Group Discussions or Buzz Groups: Determine challenges in building an EDC network (30 min) • Q&A or Open Discussion	Module 2: Managing the CPDE Network (2.5 hours) • Presentation/Lecture: Managing CPDE Network and Its Ways of Working • Group Discussions, Buzz Groups, and Action Planning: Discuss current concerns in CPDE and think of ways to address • Q&A or Open Discussion Integration (0.5 hour) • Presentation: Course Integration • Graduation Ceremony and Feedback

Introduction

Content	• Welcome remarks • “Getting to know you.” • Levelling of expectations • Discussion of training objectives, design, and delivery • Perspective-setting
Duration	Approx. 1 hour
Session Objectives	At the end of the session, participants will be able to: 1 Express and level their expectations of the training; 2 Describe the objectives, design, and delivery of the training; and 3 Agree on norms to be followed during the training
Resource Materials	• Zoom (or any similar platform) • PowerPoint presentation • Handouts • Poll or any word cloud generator app (e.g., Mentimeter, Kahoot)

Activity	Time	Method
Welcome Remarks	10 min	Participants will introduce themselves. See detailed Instructions.
Activity: Introduction of Participants – “Getting to Know You”	20 min	Participants will be asked about their expectations of the training. See detailed instructions.
Activity 0.2: Leveling of Expectations	15 min (5 min activity, 10 min processing)	Participants will be asked about their expectations of the training. See detailed instructions.
Lecture/Presentation: About the Training	15 min	The facilitator or resource person will present slides about the training.

Welcome Remarks (10 min)

The facilitator will welcome participants and introduce the guest speaker or any available representative from CPDE or other CSOs coordinating the activity.

Activity: Introduction – “Getting to Know You” (20 min)

Conduct an icebreaker exercise so participants can get to know each other.

Activity: Expectations Setting (5 min)

Ask participants to write down their expectations – what they hope to learn from the workshop. Set up a poll in the chosen app with the following questions:

- Question 1: What do you expect to learn from this training?
- Question 2: What do you wish to contribute to make this training a success?

The facilitator will process their expectations by referring to the word cloud.

Presentation: About the Training (15 min)

Present the course’s goals, the topics it covers, and the skills the participants can acquire at the end of the workshop (course objectives provided). Ask participants if they have any questions.

- To help manage expectations, explain that this training will be focused on network management alone.
 - CPDE will provide the participants with other courses and activities to supplement this training: Project Management; Policy and Advocacy; and Dialogue with Development Partners, Fundraising, or Donor Engagement and Partnerships.
 - The course content and schedule for the training will be followed but are flexible. It can be negotiated if the participants need more time to complete the activities.
 - House rules will be implemented, but the participants can bring up any related concerns.

Detailed Instructions for Activities

Important Points in the Presentation and Discussion

Module 1

Fundamentals of Network Management

Content

- Definition of networks
- Types of networks
- Principles of networking
- Organisational life cycle

Time Frame

Approx. 2 hours (10:15 a.m. – 12:00 p.m.)

Session Objectives

At the end of the session, participants will be able to:

- 1 Define networks, partnerships, and networking;
- 2 Describe the different types of networks;
- 3 Explain the principles of networking and partnership-building; and
- 4 Discuss the organisational life cycle of networks

Resource Materials

- Zoom (or any similar platform)
- Jamboard or PowerPoint Slides
- PowerPoint presentation
- Handouts

Activity and Topic	Time	Method
Lecture/Presentation: Fundamentals of Network Management, Definition and Types	20 min	The facilitator or resource person will present and discuss slides on the topic.
Lecture/Presentation: Principles of Networking and Partnership-Building	10 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Collage of a Network and Presentation	20 min (15 min activity, 5 min presentation)	Participants will prepare a collage featuring their network.
Lecture/Presentation: Organisational Life Cycle of a Network	10 min	The facilitator or resource person will present and discuss slides on the topic.

Lecture/Presentation: Project Management and Development Effectiveness (40 min)

The facilitator will discuss fundamental network management concepts and principles, different types of networks, and the importance and advantages of forming networks.

- A network is defined as having “voluntary multi-organisational arrangements for collaboration on collective goals.” During the lecture and processing of the activity, try to differentiate between network as a structure itself or network as a way of working. But focus on the more critical part of why organisations form networks in the first place: to come together for a common goal.

Session Outline

Detailed Instructions for Activities

Important Points in the Presentation and Discussion

Important
Points in the
Presentation
and
Discussion

- In discussing categories of networks, think about the different possible ways to group them (i.e., levels, geographical scope, purpose). Start introducing advocacy networks more as informal networks formed voluntarily for and by organisations, where members share common causes as opposed to formal networks, which are more structured and sometimes even require membership fees and penalties for inactive participation.
- Discuss the importance of forming networks and working within them and how it particularly helps grassroots and community-based organisations expand their work and mobilise more resources. Focus on the participants’ experiences and elaborate on their differences or unique advantages based on their geographical area and advocacies.
- Talk about the usual categories that organisations within the CPDE usually belong to. The accompanying guide provides examples of organisations belonging to multiple categories of networks.
- The life cycle is based on Nonprofit Lifecycles (2001) by Dr Susan Stevens and Five Life Stages of Nonprofit Organisations (2001) by Judith Simon. The participants can also reference other works, but these two books most accurately delineate the different stages based on the literature on networks.
- Many networks have gone through interesting life cycle stages. Some have started purposively, while others were founded by accident but progressed well into maturity. Others have had a shaky start and almost moved straight to decline but eventually reinvented themselves. Highlight how each network is unique and how different factors affect its life cycle, the most crucial ones being its relevance, the availability of resources, and its members’ active participation.
- Encourage the participants to get to know their network better and reflect on where it is now in its life cycle. Ask them to think about how they can help nourish their networks.

Important
Points in the
Presentation
and
Discussion

Detailed Instructions
for Activities

Lecture/Presentation: Principles and Values (10 min)

The facilitator will discuss the principles and values of networking and partnerships, including respect, mutual trust and accountability, solidarity, shared vision and values, and focus on results.

- Talk about the general values and principles of networking and partnership. Highlight how they form the core of a network and differentiate it from other organisational setups. Ask the participants about other principles that they think should guide how a network operates, considering the context and profile of their members.
- Use inputs from the activity to discuss which principles and values resonate with the participants the most, which ones they think are the most vital, and what difficulties and challenges they have encountered in upholding these principles.

Activity: Collage Featuring Your Network (20 min)

- 1 The facilitator will ask participants to group themselves according to their networks. Break them into smaller sub-groups if some groups are disproportionately larger than the others.
- 2 Give the following instructions: In a Jamboard or PowerPoint slide, create a collage that describes your network (e.g., what type of network it is, what its values and principles are, what it does, who its members are, where it operates). Feel free to use images, creative text, logos, music, and other design materials for your collage.

Processing

The facilitator will process the activity by asking each group to present their outputs in the plenary.

Detailed Instructions
for Activities

Important
Points in the
Presentation
and
Discussion

- Make sure participants have access to the guide questions before the exercise (and leave the questions up on the screen throughout the activity).
- In a virtual setting, tell the participants to open a shared presentation (e.g., Google Slides, Jamboard) and assign each group a slide to work on, because that way, with all the participants working on separate slides in the same presentation, it will be easy to go through all of them at the end of the activity.
- Refer to examples of networks that appear in the CPDE Guide for Network Management to Advance Effective Development Cooperation (i.e., boxes titled “GETTING TO KNOW OUR COMMUNITY”).

Module 2

Network Management for Advocacy Networks

- Advocacy networks management cycle
- Structures and strategies for managing networks: Context analysis, planning and risk analysis, communications, collaboration and engagement, exchange of knowledge and co-learning, consensus-building and decision-making

Content

Approx. 1.5 hours

Time Frame

At the end of the session, participants will be able to:

Session Objectives

- 1 Describe an advocacy network and how it is formed and set up;
- 2 Discuss the structures and strategies for managing an advocacy network; and
- 3 Share best practices, tips, or strategies for managing advocacy networks.

Resource Materials

- Equipment (projector, laptop, adaptor, sound system)
- Permanent markers
- Masking tape or stickies
- Easel sheet, manila paper, or flip chart
- PowerPoint presentation
- Handouts

Session Flow

Activity and Topic	Time	Method
Lecture/Presentation: Advocacy Networks and Tactics for Deployment	20 min	The facilitator or resource person will present and discuss slides on the topic.
Activity: Buzz Groups and Presentation	30 min (20 min activity, 10 min presentation)	Participants will discuss their current challenges in forming advocacy networks, especially at the country level.
Lecture/Presentation: Structures and Strategies for Organising Advocacy Networks	40 min	The facilitator or resource person will present and discuss slides on the topic.
Homework: Learning More About Advocacy Networks		Participants will consider two major advocacy networks and make observations on how they are managed.

Detailed Instructions for Activities

Lecture/Presentation: Advocacy Networks (20 min)
The facilitator will focus on advocacy networks, their general nature, and the elements crucial for their formation and management.

Important Points in the Presentation and Discussion

- **Advocacy networks promote awareness and advance important themes and issues. The discussion should differentiate advocacy networks from other network types, such as general-interest networks, where people just come together to share and interact, not necessarily to organise around a specific cause. More importantly, highlight the shared objective of advocacy networks: to address the needs of the marginalised, build solidarity, and challenge power relations.**
- **Discuss how advocacy networks can employ information politics, symbolic politics, leverage politics, and accountability politics to push for themes and issues. Ask the participants which ones they are familiar with and which tactics their networks employ. Ask what challenges they have encountered in organising networks.**
- **Provide examples of networks within CPDE and the specific advocacies they carry aside from EDC.**

Activity: Challenges in Forming Networks (30 min)

- 1 The facilitator will ask the participants to divide themselves into four buzz groups.
- 2 The facilitator will give each group time to discuss among themselves one of the identified current challenges in forming networks:
 - A Shrinking civic space, including laws that limit CSO operation
 - B Covid-19 pandemic and the general regression of development amid this crisis
 - C Development projects that are untransparent and detrimental to communities
 - E Low level of capacities among CSOs

The groups must discuss whether the challenge is relevant to their context and how they can, or have been able to, address it. They can talk about other related challenges they are familiar with, but the focus of their discussion should still be on the topic assigned to them.

Detailed Instructions for Activities

Important Points in the Presentation and Discussion

- Highlight that not all networks, which have unique internal setups, possess actual documents or proof of the existence of these instruments. Still, these documents can serve as a blueprint for running the network, clarifying its objectives and setting guidelines. Organisations would do well to work on these instruments as early as founding the network.
- Apart from the “hard elements” of network management, it would be practical to consider the “soft elements” that would help network managers coordinate with members, such as planning internal activities, communications and collaboration mechanisms, and the governance of day-to-day operations.
- Encourage the participants to talk about how they have set up their networks and instituted ways of working based on their different advocacies and contexts.

Detailed Instructions for Activities

Processing (10 min, included in the lecture)
The facilitator will process the activity by asking the groups to present their outputs.

Lecture/Presentation: Structures and Strategies for Organising Advocacy Networks (40 min)
Explain some basic instruments, structures, and strategies in organising advocacy networks, such as drafting a founding document, strategic planning, and coordinating members.

Supplementary exercise
The facilitator will ask the participants to browse through the websites of the Reality of Aid (ROA) and CIVICUS. They must read up on these networks’ profiles and answer the following questions:

- 1 What types of advocacy do ROA and CIVICUS engage in?
 - Does either of them use their platform for awareness-raising? If so, how?
 - Does either of them try to leverage changes in policymaking arenas? If so, how?
 - Does either of them hold powerful actors accountable (e.g. policymakers, private sector, national governments, financial institutions)? If so, how?
- 2 Do you see any similarities between your organisation’s advocacy goals and those of ROA or CIVICUS? If so, which ones? From what you know and have read about their operations on their websites, what are some of the structures and strategies that allow them to work effectively and efficiently?
- 3 From what you know and have read about their operations on their websites, what are some of the structures and strategies that allow them to work effectively and efficiently?

Individual Homework

Managing the CPDE Network

- Ways of working: Governance, planning, communications, outreach, policy and advocacy, coordination
- Adopting good practices in managing networks
- Challenges of CPDE members

Approx. 2.5 hours

At the end of the session, participants will be able to:

- 1 Describe the current network management setup of CPDE;
- 2 Identify best practices that they can apply to their networks; and
- 3 Identify challenges that can be addressed moving forward

- Breakout rooms on Zoom (or any similar platform)
- PowerPoint presentation
- Activity Slides: Buzz Groups
- Handouts
- Zoom whiteboard, Jamboard, or PowerPoint (with one slide each for "Start," "Stop," and "Continue")

Lecture/Presentation: CPDE as An Advocacy Network
(30 min)

The facilitator will discuss CPDE as an example of an advocacy network with Effective Development Cooperation (EDC) as its primary advocacy. The focus will also be on the Human Rights-Based Approach (HRBA) and the Feminist-Based Approach (FBA) as supplementary advocacies.

Detailed Instructions for Activities

- Discuss the nature of CPDE as an open platform, with members coming together voluntarily, identifying with the network’s values and principles, and working on EDC as its primary advocacy.
- Explain EDC and its framework for achieving genuine and inclusive development. Touch on EDC’s key advocacy themes to orient, if not remind, the participants: CSO Development Effectiveness, CSO Enabling Environment, Private Sector Accountability, South-South Cooperation, and Conflict and Fragility. Ask them what they know about each theme and whether they have participated in activities in any of these particular areas at the global, regional, or country levels.
- Discuss why HRBA and FBA are integral to the civil society advocacy for EDC and how CPDE integrates these approaches into its work.

- Discuss the different network elements: structures, systems and processes; membership engagement; advocacy planning and targeting; decision-making; and knowledge management.
- Discuss how CPDE ensures that mechanisms for these network elements are in place and working as they should. Mention specific good practices that the participants can emulate. Describe how CPDE has continued to improve its network management. Cite organisational changes and adjustments that the platform has made over time.
- Explain that CPDE is still evolving. Although the platform is not perfect, it is committed to ensuring that its systems, processes, and structures work and serve its constituencies better. It is also committed to transparency, so its members know the goings-on in the network and can contribute to addressing particular issues in their own capacities.

Detailed Instructions
for Activities

Activity: Forwarding Advocacies (30 min)

- 1 The facilitator will ask participants to form four buzz groups.
- 2 Participants will be given the following instructions and guide questions to structure their discussions: *Think about the networks your organisation is a part of or has established. Consider the insights from the lecture to reflect on your organisation’s work and how it contributes to CPDE’s advocacy of CPDE for EDC. The following questions should guide your group discussions.*
 - A What are your organisation’s advocacies? How do they relate to EDC?
 - B How does your network contribute to the discourse on EDC?
 - C How do you integrate HRBA and FBA into your work?

Processing

The facilitator will ask the participants to share their outputs in the plenary.

Lecture/Presentation: Ways of Working within CPDE (20 min)

The facilitator will discuss mechanisms in facilitating CPDE work and managing issues.

Activity: “Start-Stop-Continue” or “Wear Your Thinking Cap” (30 min)

- 1 Before the activity, the facilitator should prepare three easel sheets with the following labels: “Stop,” “Start,” and “Continue.”
- 2 Ask the participants to form four to six smaller groups. Assign each group a font colour.
- 3 Give each group a list of mechanisms that ensure effective network management. The groups will refer to the list in filling out the “Stop-Start-Continue” boards or slides.
 - A Stop” (red button) – practices that are currently not helping CPDE and should be stopped immediately.
 - B “Start” (yellow button) – practices that CPDE should start doing to improve its network management
 - C Continue (Green board) – best practices that CPDE should continue doing because they are helpful to the network’s members

Detailed Instructions
for Activities

Detailed Instructions
for Activities

The participants will assess how CPDE currently operates and point out its areas of improvement. They will identify two practices from their list that they believe belong to any of the three categories in the table. They will write down the selected practices in their meta-cards and, during the plenary discussion, tack them onto the easel sheet. If they have additional recommendations, they may also indicate how they intend to help implement those.

Network
Elements

Structures, Systems and Processes	- Finding the right “size” of structures - Cohering interrelated processes and roles within the organisation - Enabling smooth work coordination between different units and members - Ensuring flexibility and responsiveness of structures and processes
Membership engagement	- Understanding diverging motivations for membership - Managing membership participation and addressing capacity needs
Advocacy planning and targeting	- Understanding development context - Working with constituencies in defining issues - Framing specific advocacy agenda - Planning activities and analysing related risks - Identifying resources and mechanisms
Decision-making	- Deliberating positions and arguments - Negotiating matters and building consensus - Implementing agreements
Knowledge management	- Acquiring knowledge from members - Processing and utilising knowledge for advocacy - Developing knowledge materials - Disseminating materials to different publics

Processing

The facilitator will ask the participants to share their outputs in the plenary.

Lecture/Presentation: Ways of Working within CPDE (30 min)

The facilitator will discuss mechanisms in facilitating CPDE work and managing issues.

The facilitator will ask the participants from the same organisation to work together and split larger groups into more manageable sub-groups. A group should have at most five members. The facilitator will give them the following instructions:

After reflecting on and learning more about networks, different organisations’ best practices, and ways to address network-related issues and concerns, think about your network and identify plans you want to implement or suggest. Fill out the table below.

Network Element	Future Activities for Improving Your Network	Schedule or Timeline	Responsible Persons
Structures, Systems, and Processes			
Planning and Risk Analysis			
Nature and Channels of Communication			
Consensus-Building and Decision-Making			
Knowledge Management			
Dissemination of Information			
Resourcing			

Detailed Instructions
for Activities

Final Assignment

Roadmap for developing a CSO EDC mechanism at the country level (40 min)

Additional
Notes for
Facilitators

- Use the available time to encourage participants to ask questions, seek advice, or raise concerns, if any, about the assignment.
- If the allotted time is not enough, give them the option to continue the activity outside of training hours and set a deadline for submission.
- Consider holding additional sessions after the training to provide feedback on the assignment. One-on-one sessions are also preferable but depend on the course convenor’s schedule and the number of participants.
- Guide questions for feedback on this assignment are available in the Feedback section under the Training Methodology of this facilitator’s guide.

- Training integration
- Training evaluation and affirmation
- Closing remarks
- Distribution of certificates

Approx. 30 min

- At the end of the session, participants will be able to:
- 1 Summarise the different topics covered; and
 - 2 Explain the connection between the different modules.

- Zoom (or any similar platform)
- PowerPoint presentation
- Handouts
- Certificates

Activity	Time	Method
Training Integration	10 min	The facilitator will summarise the modules and review the training objectives to confirm their accomplishment.
Training Evaluation and Affirmation	10 min	The facilitator will call on the participants to provide feedback on the training and their co-participants.
Closing Remarks	5 min	Assigned speakers will be introduced to deliver closing remarks.
Distribution of Certificates	5 min	Training certificates will be distributed to the participants.

Integration

Content

Duration

Session Objectives

Resource Materials

Session Outline

**Detailed Instructions
for Activities**

Training Integration (10 min)

The facilitator will briefly go over the modules' contents and recall what the sessions have covered. It is essential to show the relationship between the different topics and activities and tie loose ends. The facilitator will also hark back to the training objectives to check whether they have been achieved.

Training Evaluation and Affirmation (10 min)

The facilitator will ask several participants to talk about their experiences during the training (e.g., their participation in the activities, their interaction with fellow participants and other CPDE members). They are also encouraged to share their key takeaways from the training with their colleagues.

Closing Remarks (5 min)

The facilitator will give final reminders and introduce the guest speaker. Any representative in attendance from CPDE or other CSOs coordinating the activity may officially conclude the training.

Distribution of Certificates (5 min)

The facilitator will call each participant and hand them a certificate.

Important
Points in the
Presentation
and
Discussion

- **The training aimed to deepen the participants' understanding of network management and review important concepts and principles. It also focused on the nature and operations of advocacy networks and drew from the experience of CPDE and other networks within it.**
- **Hopefully, the participants can apply the lessons from the training to their work and share them with their colleagues. They are free to research more about network management and reach out to their CPDE colleagues to ask specific questions or clarify and learn some more points.**
- **They are also encouraged to provide additional recommendations for improving the different areas of network management in CPDE and offer their expertise and time to help realise these recommendations.**