

Strategies and Structures of Global Networks: *Learning for GKP3.0*

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Goals

This report supports an investigation into possible futures of the Global Knowledge Partnership (GKP). The future options are referred to as “GKP3.0”, given two earlier forms. This report:

“...provide(s) information about the trends in the landscape (of inter-organizational networks) that could influence choices about GKP’s future and knowledge about strategies and structures of other global, multi-stakeholder networks. The goal is to provide the GKP3.0 Task Force with knowledge and options to help it in its recommendations to EXCOMM for the GKP’s way forward.”¹

The term “network” is widely used with a great variety of meanings. In organizational sciences and sociology, it refers to linkages and interactions that form patterns of relationships. Particularly important concepts are:

- 1) Boundaries: What is the definition of the “domain” or topic that links people? A common interest can be broad such as “health care” or narrow such as “the life cycle of the three-toed frog in the Lake Winnepeg region”.
- 2) Purpose: What is it that people hope to achieve by linking up: exchange of information? Policy reform? Profit generation?
- 3) Entry conditions: How do people join and maintain participation in the network...and how might they be forced to leave?

These are the three core questions behind networks. Ones about communications infrastructure, financing, and governance flow from the answers to these questions. Of course answers to these questions from different participants in any one network often differ slightly and change over time. This relates to particular challenges about creating room for sufficient diversity to make the network viable and dynamic, and to on-going change in strategy and structure.

This report does not aim to enlighten people about the “boundary” question, which is the topic of other work. Rather, it focuses upon questions related to purpose and entry which give rise to a series of developmental and structural issues.

A note on terminology: This report uses the term “global node” to refer to what some label “secretariat” or “head office”. This term is used based in the perception that “secretariat” is appropriate for inter-governmental organizations and “head office” for for-profit corporations, but importing it into the multi-stakeholder network world usually means importing concepts that undermine the basic benefits that networks like GKP3.0 can provide and limit their development. More on this later.

The Study Networks

This report is based upon interviews with 18 people (see Appendix A) in 12 networks, and review of network documents and web-sites. Although data is presented in Table form, it was collected through interviews rather than a survey. Study Networks included in this review have two further definitional qualities in addition to the common

¹ From the contract for this work.

organizational sciences ones. They are all “inter-organizational”, which means they connect legally independent entities. Furthermore, they all are, or aspire to be “global”; of course this does not happen easily, and in fact they are all “more or less” global.

The original contract goal to focus only upon multi-stakeholder networks was revised, given the discussion at the Zurich GKP meeting which also uncovered significant interest in giving voice to NGO views. The Zurich meeting also identified a wide range of potential activities and roles for a GKP3.0. Therefore, the study networks were chosen to reflect networks with a broad range of activities and roles. Common themes at the Zurich meeting, however, were that the central organizing body should be modest in comparison to GKP2.0, the economics of the network should not depend upon a central body, and that local initiative should be encouraged. This study focuses upon networks that share these and the following characteristics:

- 1) Networks with activities and roles that could be reframed as ones for GKP3.0;
- 2) Significant successes; and
- 3) Collectively, the selection aimed to include diversity in responses to the three questions about boundary, purpose and entry.
- 4) To provide examples of the “upper” and “lower” range of GKP3.0 aspirations, while focusing upon networks of scale relevant to GKP3.0 probable size.

The selection was further biased in favor of networks that are GKP members, reasoning that information about networks familiar to people reading this report would be likely be more “accessible” to them. As well, GKP was included as a common “reference” network with data describing it at the end of 2008. The networks are listed in Table 1. The “Caricature” descriptions of the networks in the Table aim to give a better “feel” for the critical and distinctive dynamics of the network.

Table 1: The Study Networks			
Network	Mission	Caricature	Dev. Stage
Bellanet Alliance	...to broaden collaboration, increase participation and transparency of action and diffuse lessons learned.	From global secretariat to dispersed social enterprise.	Stage 1.
GKP - Global Knowledge Partnership	...to realize the transformative potential of knowledge, communication and information technologies to improve lives, reduce poverty and empower people.		Stage 3.
Global AIDS Alliance	to mobilize the political will and financial resources needed to slow, and ultimately stop, the global AIDS crisis, and reduce its impacts on poor countries hardest hit by the pandemic.	Networking as a state of mind and solidarity.	Stage 3, moving into 4.
GPPAC - Global Partnership for the Prevention of Armed Conflict	...to build a new international consensus and promote joint action to prevent violent conflict and advance peace-building based on regional and global action agendas.	Organizing a network of regional networks.	Stage 3.
GVEP - Global Village Energy Partnerships	...to reduce poverty by accelerating access to affordable and sustainable energy services.	A partnership for technical development.	Stage 2, moving into Stage 3.
IFOAM - International Federation of Organic Agriculture Movements	...leading, uniting and assisting the organic movement in its full diversity.	A network of networks giving life to a movement globally.	Stage 3.

Table 1: The Study Networks			
Network	Mission	Caricature	Dev. Stage
Microcredit Summit Campaign	...to promote best practices in the field, to stimulate the interchanging of knowledge, and to work towards reaching our goals.	Driving the system with global goals.	Stage 3.
Mountain Forum	...to bring lessons and experiences of mountain people into policy discussions at national and international levels with the aim to improve their livelihood and promote the conservation of mountain environments and cultures.	A family of Regional nodes.	Stage 3 into Stage 4.
One World	...a world where resources are shared fairly and sustainably, where human rights are nurtured and protected, and where democratic governance structures enable people to shape their own lives. OneWorld is dedicated to working with others to bring about this vision.	Global concerns and technology linking national networks.	Early Stage 4
The Access Initiative	...to ensure that people have the right and ability to influence decisions about the natural resources that sustain their communities.	A collegial team of national groups implementing a global goal.	Stage 3.
TI - Transparency International	...to create change towards a world free of corruption.	A sophistication partnership between National Chapters and the global	Early Stage 4.
YES Inc. - Youth, Enterprise and Sustainability	Goals: 1. Develop capacity of youth to lead in-country youth employment initiatives 2. Promote youth employment to address key development challenges 3. Build in-country coalitions to develop national strategies addressing youth unemployment	It's in the National Networks and youth energy.	Stage 3.

“Size” in network-land is a very difficult thing to assess, since a network is all about leveraging the assets of others for synergy and scale. As well, the question of “size” is complicated by what “part” of the network is being measured – statistics are usually available for the global node, but little else. Of these networks, the Bellanet Alliance might be considered an “outlier” on the lower end of what GKP might do. At the other end is Transparency International, which is by far the largest with staff in excess of 100 at its global node.

The remaining networks are quite comparable. Because of its strategy One World does not have global node staff, but the largest among the remaining has a staff directly under Secretariat control of 16 and the average is about 10.

The Networks’ Purpose and Activities

If defining the topic of a network is a first step in GKP3.0 development, understanding the purpose and activities to realize that purpose is the critical second step. Without requiring reference to the particular issue that any network is addressing, the networks can be analyzed in terms of six common activities that they are undertaking in order to achieve their goals. Networks typically have more than one activity. For the 12 study networks these are summarized in Table 2. Following is a description of each type.

Table 2: Network Activities		
Answer Options	Response Frequency	Response Count
Measures	41.7%	5
Shared visioning	58.3%	7
Advocacy	66.7%	8
Financing	75.0%	9
System organizing	83.3%	10
Learning, Research, Capacity Development	83.3%	10

1) System Organizing

This purpose and activity occurs when there is an emerging global “system” of diverse stakeholders working on and affected by the issue. However, the system’s development could greatly benefit from bringing together the stakeholders. A key role of the network is to bring them together and generate coherence in strategies. “Coherence” is very different from “coordination”, and is enabled by identifying particularly strategic projects and actions. This involves various activities such as creating global conversations around specific questions and interactive planning to identify strategic projects as high leverage and influential interventions.

For example, the Microcredit Summit Campaign has created a multi-stakeholder network with a leadership group that sets specific targets and the Campaign then organizes actions to orient all stakeholders in the microcredit arena to those targets. This involves having stakeholders submit “Annual Action Plans” that define their projected contributions to those targets and activities to build their capacity and relationships to achieve the targets.

This emphasizes the importance of creating an open and engaging strategy for all stakeholders...or a specific strategy NOT to engage a set of stakeholders for a specific reason. For example, the heart of IFOAM (organic agriculture) has typically been modest-sized farmers and there is an active debate about how/whether to engage agri-business in order to achieve IFOAM’s goals – should they be encouraged to become members? Do they have to be 100% organic before they can become members?

2) Learning, Research and Capacity Development

To realize these network goals, new knowledge and capacity must be developed. A key role of the network is to develop and disseminate new knowledge and tools with research, piloting new approaches, and training.

For example, a major activity of GPPAC’s peace network is analysis of instances where violent conflict has occurred and how it has been addressed and disseminating the lessons

through its web-site and trainings. This emphasizes the importance of engaging academics, leading thinkers, and skillful educators in the arena. Being global also emphasizes the importance of being able to create a capacity-development strategy on a global level.

3) Shared Visioning

In this purpose scenario, there are diverse stakeholders with diverse perspectives on an issue and what should be done about it. A key role of the network is to create events and interactions that generate shared understanding and alignment of strategies.

In the early '90s the issue of corruption was being studiously ignored. Transparency International, like many Global Action Networks (GANs: global, multi-stakeholder change networks), first rose to prominence by putting corruption on the global agenda. Its activities like the Transparency Index are vehicles to keep the issue in high profile and provoke stakeholder discussion and action. An on-going goal is to deepen and broaden understanding about how corruption limits our futures.

Shared visioning activities emphasize the competency of bringing together diverse stakeholders into processes that produce compelling outcomes and identify operationable actions to realize the vision.

4) Measuring

This type of network focus develops when people perceive that there is need to quantify and measure a phenomenon, in order to advance a network's vision. A key role of the network is to develop indices, assessments, and/or certification processes.

In 1992 at the Earth Summit in Rio, governments committed themselves to "Principle 10" of public participation in environmental decision-making. Years later nothing had been done. The Access Initiative arose as a network of NGOs to give life to the principle, and they identified a scientifically rigorous assessment process of countries' achievements with respect to Principle 10 as a key intervention to give it life. (Non-study organizations like the Forest Stewardship Council use certification processes, such as for sustainable forestry, as measurement strategies.)

This strategy emphasizes the importance of creating a rigorous measurement process that is widely recognized, considered valid, and used.

5) Financing

Sometimes people see that availability of funding is holding back a critical goal. Key stakeholders combine forces to aggregate their impact and create a more efficient funding vehicle than any one could do on its own.

The Global Village Energy Project (GVEP) is a good example of this strategy. Local, relatively modest-scale energy projects in developing countries have trouble accessing capital markets. GVEP provides co-financing to such projects to attract investors and develop those markets. The other study networks involved in financing were doing so as pass-through grants raised by the global node on a more modest basis; for most of them it was an activity of secondary importance.

Financing networks must have financing expertise, be skillful at attracting money and be particularly attentive to its management. The biggest networks in this arena (most are in health care, like the Global Fund to Fight AIDS, Malaria and Tuberculosis) deal with billions of dollars and tend to become dominated by a conservative logic associated with fiduciaries.

6) Advocating

There is need to mobilize voice and increase pressure upon specific stakeholders who are blocking (actively or inactively) change, and a network develops to address this need. A key role of the network is to develop this pressure.

The Global AIDS Alliance (GAA) is a great example of a network focusing upon this activity. It is creating partnerships “in solidarity” with stakeholders in North and South who are focusing upon political advocacy and concerned in particular with pushing governments to include marginalized groups like women and children in their AIDS programs.

Advocacy suggests a much narrower stakeholder base, since advocates typically need to make the situation “unpleasant” for those their advocating to, and because close relationships with broad stakeholders easily leads to co-optation and challenges to legitimacy. It also requires “campaign” skills.

The Stages of Development

Of course none of the networks emerge fully developed like Athena did from the head of Zeus. Developing them takes time, and over that development process, the challenges and needs of a network change. To understand structures, you must understand the development Stage. Table 3 describes these development stages, and Table 1 defines where the organizations are in terms of development stages.

Table 3: Development Stages, Key Questions and Activities			
Initiation	Problem/Solution Definition	Infrastructure Development	Realizing the Potential
<ul style="list-style-type: none"> • What is the topic? • What is the vision? • Who should we convene? • How do we convene? 	<ul style="list-style-type: none"> • What is holding us back from realizing the vision? • What are possible technical responses? • What are individual stakeholder’s roles in developing the responses? • What outcomes would individual stakeholders value? 	<ul style="list-style-type: none"> • How do we bring in new participants? • How do we manage global diversity? • How do we create robust sub-global structures? 	<ul style="list-style-type: none"> • How do we create robust interactions between network nodes? • How do we change the culture globally to support our vision? • How can we organize ourselves to manage legitimacy, accountability, transparency and value at massive scale? • How do we manage after the “tipping point”?
<ul style="list-style-type: none"> • Identifying stakeholders • Convening 	<ul style="list-style-type: none"> • Defining the problem • Piloting a core physical technology solution 	<ul style="list-style-type: none"> • Broadening application of the physical technology solution 	<ul style="list-style-type: none"> • Re-organizing to address scale • Enhancing legitimacy and

<ul style="list-style-type: none"> • Visioning 	<ul style="list-style-type: none"> • Building initial centralized network piloting structure 	<ul style="list-style-type: none"> • Deepening understanding of the problem and social technology solutions • Increasing network membership and decentralizing structure 	value <ul style="list-style-type: none"> • Creating inter-GAN connections • Creating global action norms
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Bellanet provides an example of how this development process need not be straightforward (see Box 1). Moving from one stage to the next need not be considered natural or desirable. First of all, moving to another stage – particularly the latter ones – requires very substantial financial resources and skillful people. Secondly, the network might be very productive doing what it is doing, such as generating pilot solutions as in Stage 2 and leaving others to do the scaling up associated with Stage 3. Third, the network might achieve “success” or the external environment may change so greatly that shutting down makes sense – the World Commission on Dams, for example, was a two-

Box 1:
From Bellanet to the Bellanet Alliance:
A complexity of development stages

The story of Bellanet demonstrates that development stages are not always a straight-forward process. The network began in 1995 with the support of several funders, in particular Canada’s International Centre for Development Research (IDRC). The network came to describe itself as “a multi-donor initiative created with the mission to promote and facilitate effective collaboration within the international development community, especially through the use of information and communication technologies (ICTs)...” The focus was the international and local development community.

Bellanet developed in tandem with the spread of the internet. By 2007, Bellanet had moved through development stages. At one point it had over 15 staff operating from a Secretariat in Ottawa housed at IDRC. With a move to decentralize, the Ottawa staff was reduced and Bellanet partnered with organizations in Nepal, Costa Rica and in Uganda. Up to three people were either assigned or hired to work on behalf of Bellanet from within these regional-based organizations. The network was led by an advisory committee made up of the funders and the regional coordinators. The Bellanet Executive Director joined the committee meetings, held once a year face-to-face and in-between by phone. This decentralized model with increasing interaction between all the nodes, rather than simply through the Secretariat, describes a network moving into Stage 4.

But by 2007 people were thinking seriously about what the future might hold for the network. From many perspectives, it seemed to have achieved its objectives; donors wanted to move on; and the way people thought about ICT4D was shifting. Should the network simply fold?

One of the key Stage 4 question is “Would a network have any life if the “Secretariat” simply disappeared?” A strong “yes” usually confirms that a network indeed has reached Stage 4. But removing a Secretariat can have such deep repercussions that the network, for all intents and purposes, moves back to Stages 1 and 2: there is need for renewing the vision, community and core activities. The key differences from the original Stages 1 and 2 are the social capital and working history that the network participants share. This can be “reinvested” to shift the purpose of the network, and its structure and way of working.

In this case, the original regional lead organizations plus a new one in Ottawa established by a former Bellanet Acting Executive Director joined together with transitional funding support of the donors, to develop the Bellanet Alliance. The Alliance’s focus is the emergent demand for products and services of the many partners in the former Bellanet that will be delivered in a model guided by the concept of “social entrepreneur”. In this model, still being clarified by the Bellanet Alliance, one of the partners is elected “coordinator” to provide very modest functions to support collective actions. As it begins piloting the way it provides these services and products, the Alliance will firmly be at Stage 2.

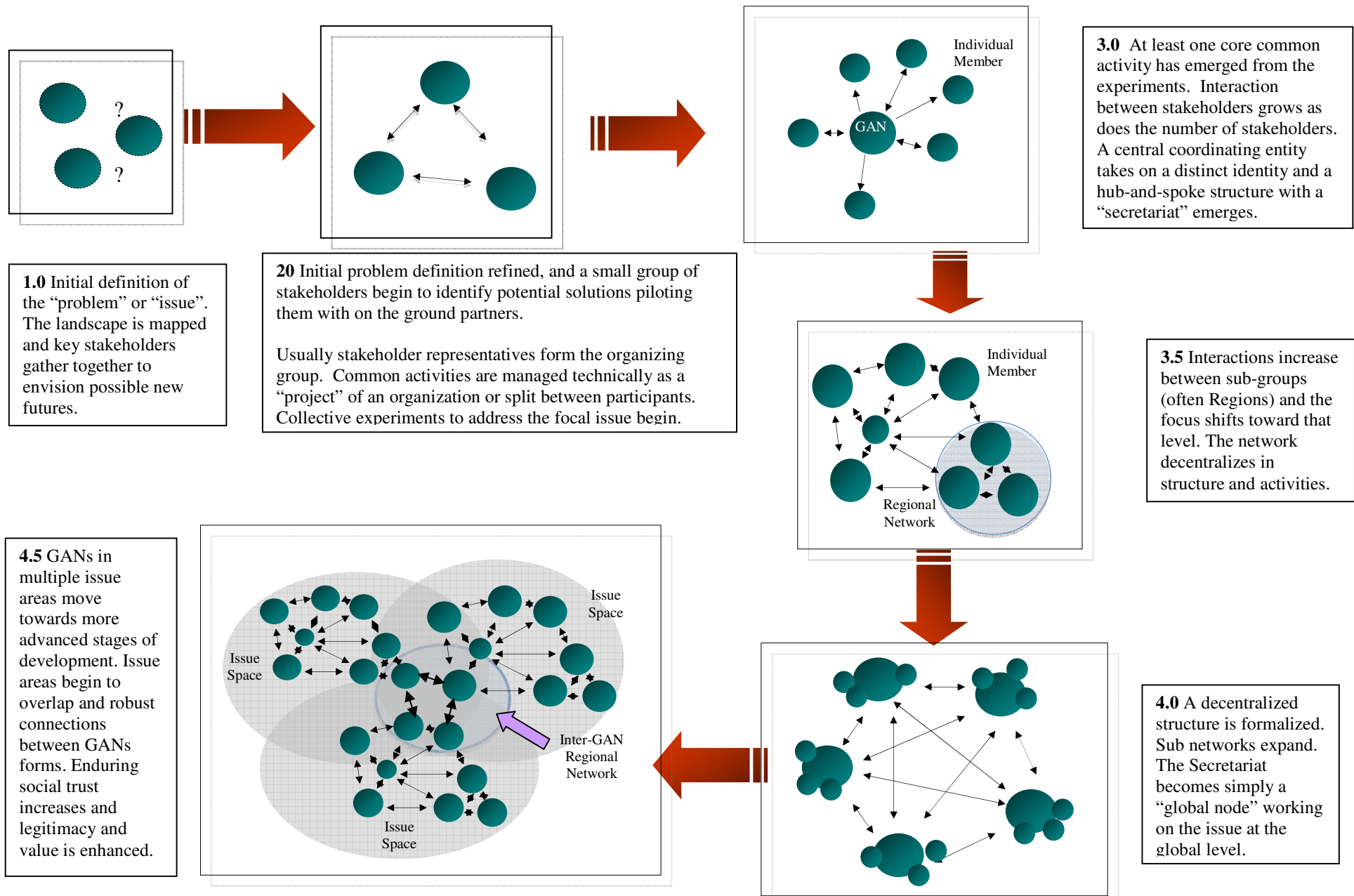
year global network initiative with a very limited mandate.

The four stages are perhaps most easily illustrated by key network dynamics as in Diagram 1. The first stage is unassociated organizations trying to figure out if they want to interact and what might bind them together. The second stage is a small group of organizations that have committed to interacting; at this stage there is little difference between the leadership coordinating body and the network as a whole, and everyone knows one another. At the third stage there is substantial expansion under the leadership of a global node and the familiar hub-and-spoke model associated with Secretariats and Head Offices emerges. At the fourth stage former hubs become simply another node in the network, advancing the issue at the global level with the global stakeholders. At this Stage a network has a strong and attractive profile, from which its participants benefit greatly.

Most of the networks are at Stage 3. Of course movement to this stage is not usually a clear and unequivocal leap. The Access Initiative, for example, is really in Stage 3 in terms of its scale and work, but it holds on to its Stage 2 governance structure with the same seven founding organizations in the lead and very weak accountability and participation mechanisms. And the Microcredit Summit has basically decided not to advance into another Stage by retaining its status as a “program” of another organization rather than becoming an independent entity.

The Mountain Forum is moving into Stage 4. This began a few years ago with its impressive approach to organizing its Secretariat services – it identified the services needed, and put out to its members a Request for Proposals. A node in Nepal won and now houses the Secretariat. And the Forum is also currently asking questions about the way it is organized that illustrate its interest in more fully becoming a Stage 4 organization.

Diagram 1: GAN Stages of Development



There are two organizations placed at “early Stage 4”. One is OneWorld, where the global node is the OneWorld International Foundation (OWIF: see Box 2). That network has a very formal relationship between its 13 national/regional members, defined in a written contact. OWIF does not have any staff, and its Board focuses upon *stewarding* the networks development. It has contracted to the South Asia node responsibility for the technical and editorial management of its web presence.

Transparency International is the other one that is just entering Stage 4. It is asking important questions about how to vastly scale up, which it recognizes requires greatly enhancing its ability to engender volunteer effort. It also involves substantial professionalization of the staff, and the Board shifting to a much more strategic body.

All this movement between Stages means the networks are often in the midst of significant organizing reviews. GVEP is considering transforming its global advisory board into the seeds of regional nodes; TAI is undertaking a revisioning process; IFOAM has struck a Board Committee to address some fundamental structural issues; and GPPAC is planning its move from legally being a “program” of another organization to being an independent organization.

A Note on Legal Status

Generally speaking the legal forms available for these networks fall short from two perspectives. Most notably, the only legal form that recognizes the “global” quality of an organization is for Inter-Governmental Organizations. There is no legal structure to support these networks’ “global” quality. As well, many of the networks are multi-stakeholder and there is nothing legal to recognize this quality; networks are forced to chose, and in the study group most chose some form of non-governmental organization or foundation.

But only seven of the 12 networks actually have independent organizational life. Others are a program of another organization, or have some arrangement to do their work through another organization. To really move into Stage 4 almost certainly requires independent incorporation of some form, even for the modest activities of OWIF which basically acts like a holding company. Of course many create an independent legal entity

Box 2: OneWorld International Foundation

OWIF's aims are:

- To be the custodian of the OneWorld network's developing vision, values, identity and creative synergy.
- To facilitate strategic and intellectual leadership for the network.
- To promote the network's vision, values and identity through external representation.

Its objectives are:

- To promote diversity across the OneWorld network, including in terms of geography, gender, language, and power status ('class' or 'privilege').
- To strengthen bonds, creative synergy and mutual learning across the network, and to maximize 'network advantage'.
- To ensure good network governance.
- To provide support, leadership and external representation for the network.
- To anticipate and address any significant problem that may affect the network.

earlier. This is not to over-stress the importance of “legality” – quite to the contrary, since incredible things are done without being “formal”. The Mountain Forum is probably the most advanced example of this.

The Common Network Needs

The networks all have to address a common set of needs, in order to operationalize any of their purpose and activities. These needs are addressed in different ways at different stages of development. A core challenge for any network is to change and let go of structures, processes and relationships that are satisfactory at one Stage, in order to truly move into the next Stage. Using TAI as an example again – it is simply incapable of fully moving into Stage 3 if its founders do not let go of their control. These needs are briefly discussed below.

1) *Personnel*

How can a network attract the number and quality of staff and volunteers, given chronic issues of funding? Generally the networks have begun with people who have “substantive” expertise in the issue. Being at an early stage of development where “expert” legitimacy is crucial and technical tools are being developed, the Global Village Energy Project (GVEP) is heavy with finance and energy experts. If it is to realize Stage 4 it will eventually have to engage people whose core expertise is about community building and balancing tensions between movement development and efficiency – both are needed for effectiveness.

2) *Resource Mobilization:*

All of the networks face resource mobilization challenges. The basic mismatch is that they are in the business of producing global public goods, but there is no global taxation to produce them. The core logic behind a multi-stakeholder network is that it accesses resources for all the sectors it engages – from civil society donations in time and money (foundations, individuals), from government transfer of tax revenues and tax benefits, from business a set of profitable activities. Most of the networks access the first two; One World South Asia has developed perhaps the most interesting strategy around integration of some foundation and fee income working with partners.

As a network develops there appears to be two resource mobilization trends. One is broadening the resource base. TI, which has doubled its considerable budget in the last year, has been shifting from a government (national, bi-lateral, multi-lateral) funding base to include more foundations. A second trend is to shift from Secretariat-raised funds, to funds being raised by network nodes. GVEP plans to decrease the importance of funding in its energy work in favor of other local investors, and to provide other entrepreneurial development services.

3) *Communication*

When you are small, the communication challenges are modest and personal connections are easy. None of the networks, with the possible exception of OneWorld, are extremely adept with the social media/web2.0 technologies that are

absolutely necessary at a Stage 4 development. The Mountain Forum, which has some of the most impressive virtual services, is hampered by some of its members' lack of access to high speed Internet.

In terms of development Stages and communications, the most important movement is away from the hub-and-spoke model to a decentralized one where the nodes connect to one another. Concomitant with this, some networks develop a "contracting out" strategy for networks where one of the nodes takes an important role in the communications function.

4) *Decision-Making*

How are decisions made? As a network expands this becomes increasingly problematic since its legitimacy and ability to co-create on the necessary scale means somehow engaging an increasing number of people.

The study networks have a wide range of mechanisms, and greatly varying success and satisfaction with how they are handling this issue. As the networks develop, the most obvious trend is to find ways to "aggregate" decision-making and representation. That means that rather than having everyone the network engages as a member in the global node, organizations become members of a regional or national node or interest group, and then that sub-grouping becomes the member of the global node. IFOAM has a complex response to this issue where most of its members are networks of organic farmers, but some are single organizations; they have equal weight in voting for the Board and voice, which causes tensions that are in part the impetus behind the current review of its structure.

5) *Managing "Globalness" and "Diversity"*

Most of the networks are "more or less" global. Becoming truly global is challenging. One of the challenges is the "North-South" one. This plays itself out in issues of financing and growth since resources are more available in the North, and it plays itself out in participation and voice for a similar reason. As well, the issue may be characterized differently in the South. For nearly half of the 12 networks, the North-South dynamic has clear impact. For example, YES is basically a network of people in the South working on employment issues in large part because demography of Southern countries are characterized by an enormous youth bulge that is worrisome for governments not only for social equity and development concerns, but also concerns that revolutions are driven by youth. GVEP is an example of a network that has grown out of the resource imbalance, where local energy projects are both of a different scale and have more limited financial market options than in the North.

For the Microcredit Summit Campaign, aggregation is not geographic but by stakeholder group. It has 15 "Stakeholder Councils", although the Practitioners' Council is by far the most active. For each Council there is a Chair, and the Campaign has a Council of Co-Chairs.

But the basic "globalness" challenge is about having meaningful engagement and shared control globally. Language is an obvious impediment with no particularly

good solution, although multi-lingual web-sites are becoming more common. Travel is time consuming and costly, and web2.0 options are still foreign to most who exclusively use email. Most of the networks have face-to-face Board meetings only once per year, supplemented by a very low number of telephone conversations. To ensure “globalness” in Board voice, varying efforts are made. A few of the networks have formal regional/national representation, but most depend upon more informal processes.

Economic Models

Networks were surveyed about their sources of income, and 11 responses (7 from the study networks) were received from networks of a scale relevant to the GKP. Of course gathering such information is very complicated for a network, since it requires defining what part of the network the data covers.

1) *Financial Size*

The responses were generated with the following being the initial question:

Global networks usually have a "Secretariat" or lead coordinating node (e.g.: regional/national networks), and many also have other independent/semi-independent nodes. What was the total income (revenue) that came to/through the Secretariat for the most recent fiscal year including funds that may have gone to other parts of the network?

The response, with end of 2008 exchange rates, ranged from \$500,000 to \$11.4 million, with the average of \$3.6 million.

Of course this question does not get at the financial scale of the network itself, and does not make any sense for networks like OneWorld that have no “Secretariat” in the traditional sense. In order to try to address this, the following question was asked:

Could you give a rough estimate of the ratio of total funds coming to/through the Secretariat, to the total funds received by other parts of the network directly for network work?

The responses, shown in Table 4, are perhaps most remarkable for their range. This reflects difference economic strategies and development Stages.

Table 4: Secretariat and Network Budget	
Count	Response
4	Less than 1:1 (i.e.: for every \$1 to/through the Secretariat, less than \$1 is raised through the network)
2	Between 1:1 and 1:2
2	Between 1:2 and 1:5
1	Greater than 1:5
2	No response

2) Sources of Income

Table 5 gives responses to the question:

Please indicate the approximate percent of funds that flow to/through the Secretariat that come from the following sources. By "approximate" we hope you will be able to estimate within 4 percent. Please make sure the total is 100 percent and do not include "%" or "percent".

Although the average respondent receives 41 percent of funding from National Government Development organizations (USAID, GTZ, DFID, etc.), there is substantial variation amongst those surveyed. Indeed, three say they do not receive funds from either development agencies or IGOs, suggesting they operate outside of the traditional North-South paradigm.

	IGOs	Nat Gvt Dev Orgs	Other Gvt	Fdns	Business	NGOs	Individuals	Other
	20	75	0	0	3	2		20
	0	0	0	80	0	18	2	0
	2	79	0	0	10	0	0	2
	0	100	0	0	0	0	0	0
	5	5	20	0	50	0	0	5
	0	0	20	30	5	0	0	0
	0	90	5	5	0	0	0	0
	0	0	0	50	25	5	0	0
	50	0	45	5	0	0	0	50
	1	82	1	9	5	0	0	1
	0	20	30	0	40	10	0	0
Ave.	7	41	11	16	13	3	0	9

3) Reasons for Funding

Respondents were also asked:

Please indicate the approximate percent of the types of funding/reasons for funding. By "approximate" we hope you will be able to estimate within 4 percent.

The responses in Table 6 show that very little income – five percent on average – is generated through sale of services or goods in the traditional business sense.

Table 6: Reasons for Funding (%)²									
	Donation	Institutional Support	Network flow-through	Project	Member-ship Fees	Goods and Services	Endowment income	Sponsor-ships	Other
	3	25	0	72	0	0	0	0	0
	2	20	18	50	0	10	0	0	0
	0	17	53	21	9	0	0	0	0
	75	0	0	25	0	0	0	0	0
	0	38	0	37	0	20	0	0	5
	5	0	30	20	30	10	0	5	0
	75	5	0	10	0	10	0	0	0
	0	0	55	20	25	0	0	0	0
	0	25	63	2	0	10	0	0	0
	0	52	48	0	0	0	0	0	0
	0	0	0	100	0	0	0	0	0
Ave	15	17	24	32	6	5	0	0	0

² Detailed explanation of Reasons for Funding:

- Donation (contribution without restriction, excluding membership fees and institutional support noted separately below)
- Institutional Support (Grants for Secretariat core functions such as planning and communications)
- Network flow-through (funds provided to the network through the Secretariat, but specifically for non-Secretariat network activities/projects/consultancies)
- Project (Grants/funds for specific contracts or consultancies, less any network flow-through project money which should be included in the above amount)
- Membership Fees
- Goods and Services (Including payments for network conferences and publications)
- Endowment income (income from a perpetual fund)
- Sponsorships (for meeting, use of logo, etc.)

Three Key Organizing Questions

1) *Participation and “Membership”*

Participation and membership relate to the core network question about entry conditions. From the perspective of “roles” there appear to be four different ways of thinking about this that influence the networks’ strategy:

1. **Citizen:** Who is seen as a *potential* participant/member? For whom does a network want to make entry as a participant or member possible?
2. **Participant:** Who has “activated” the right to become involved with the network?
3. **Owner:** Who makes the decisions and has formal authority? Who decides who participates in the leading governance body of the network?
4. **Customer:** Who is paying for/funding the work?

There are also two levels at which these questions are addressed. One level is vis-à-vis the global node, and the other is vis-à-vis the other major (sub)grouping. For example, in Transparency International, National Chapters are members of the global node, and organizations are usually the membership base of the National Chapters.

Table 7 tries to get at the “participant” perspective. When some networks refer to the word “members” they mean anyone who has signed up on their web-site (Mountain Forum) or another quite open process. For some networks “partner” is a much more important concept than “member”. The Global AIDS Alliance is looking for partner organizations it can do projects with, as is OneWorld South Asia.

Table 7: Membership as “Participant”		
When the network thinks about/talks about "membership", what is the DOMINANT concept(s)? NOTE: multiple responses for one network are possible.		
Answer Options	Response Frequency	Response Count
Key stakeholder reps like funders	0.0%	0
A relatively small group of decision-makers	8.3%	1
Anyone who signs up	41.7%	5
Partners who do work together	41.7%	5

Table 8 takes a run at understanding how easy it is to become active from a “co-owner” perspective. In nearly half of the networks, the most senior governing body formally is only accountable to itself. For many of the networks the response is associated with history and development stage issues. For the Global AIDS Alliance (GAA) this is because “network” is thought of in terms of partners with whom it works (participants); as an advocacy organization it has purposefully chosen not to have a broad membership out of concerns about diluting its ability to be active and nimble, having to water down positions, and having to spend time serving members. But at least a couple of the

networks are “closed” because of more prosaic questions about willingness to share control or spend resources on elections.

Table 8: Membership Strategy as “Co-Owner”					
How easy is it to become a "member", with "member" defined as someone who decides who is on the most senior global network body that members see as leading globally (Board, Council, etc.)?					
Answer Options	1=Closed (e.g.: Directors are only members)	2=Significant conditions (e.g.: high fees, commitments)	3=Open (e.g.: commitment to principles)	Rating Average	Count
Membership Strategy	5	3	4	1.92	12

Table 9 takes a different cut at the “ownership” frame by asking who decides who is on the Board. From this perspective, individuals are indeed active. For example, in YES the (staff) President “invites” people to the Board which “accepts” the recommendation. The Microcredit Summit Campaign does not have an election process to identify Chairs of each of its Stakeholder Councils.

Table 9: Elections			
Are the following “members” of the global node, with “member” defined as someone who decides who is on the most senior global network body that members see as leading globally (Board, Council, etc.). NOTE: multiple responses for one network are possible.			
Answer Options	Yes	No	Count
Individuals	6	6	12
Organizations	6	6	12
National/regional/other group collaboration of NETWORK Orgs	5	7	12

A few of the networks have informal processes that influence the outcome of who is on their lead governance body. For example, in a nod to the “customer” frame the Mountain Forum’s major funder, the Swiss Agency for Development and Cooperation, is assured a seat.

There is another way to think of membership/participation by answering the question: How important is an organization, judged from the productivity of our interaction? This provides a series of expanding circles. OneWorld South Asia has identified four groups:

1. The Center: About 30 work on joint initiatives, projects, advocacy, collaborating in real terms...”strategic associates”
2. Ring 2: Another set of partners: do joint work on case-to-case basis

3. Ring 3: Another 100 partners in SA...help create web platform and host as a partner service for free
4. Ring 4 Small orgs...brings credibility to them, lots of content sharing, engagement tacit...about 1/2 of total partner

This model is particularly interesting because it points out that different participants have different potentials and different roles. Becoming focused upon Ring 5, for example, is a trap since they simply do not have time to participate meaningfully to what is needed in the internal rings.

2) Centralization

The basic question behind the concept of centralization is “To what extent are network decisions and activities controlled by the global node?” Unfortunately there has not been time to develop a rigorous set of indicators and index for this question. However, Table 10 is based upon an informal assessment considering answers to questions such as:

- Are there network-wide rules that direct the way the work is done?
- Are there general principles that guide the way the work is done?
- To what extent is the global node involved in making decisions about work undertaken in the networks’ name?
- How are members/partners engaged in planning? In election of the governing body(ies)?

Table 7 gives an overview about this. On the “extremely decentralized” end of the spectrum is YES, where the local country networks are fully in charge of their agendas within the context of some core themes. At the “very centralized” end of the spectrum is the Microcredit Summit Campaign which has no actively functioning sub-groups.

Table 10: Centrality of Network: The Global Node Vis-à-vis Other Parts of the Network						
Answer Options (value)	Extremely decentralized (1)	Somewhat informal (2)	Somewhat centralized (3)	Very centralized (4)	Rating Average Value	Count
Rating	3	4	2	3	2.42	12

3) Formality

Behind the concept of formality are questions about how clear and detailed the written explanations are about the workings of the network. It asks questions such as:

- Are the global legal entity and the entity members/partners see as in the lead the same?
- Are there clearly defined sub-global nodes?
- Are regional/national/other units structured as separate legal entities?
- Are there significant accountability mechanisms between the network parts and the global node?
- Are there significant activities above the smallest network unit (e.g.: member)?
- Is there a collective strategic planning process?

Table 11 summarizes the networks in terms of Formality. As might be expected, those networks in Stage 4 tend to be more formal, in part because they have had more time and experience to develop themselves. However, it is also likely a requirement to be in this Stage since the more people a network engages the more easily accessible and clear its operating rules must be.

Table 11: Formality of Network The Global Node Vis-à-vis Other Parts of the Network						
Answer Options (value)	Extremely informal (1)	Somewhat informal (2)	Somewhat formal (3)	Very formal (4)	Rating Average Value	Response Count
Rating	3	1	4	4	2.75	12

Additional Points

This investigation revealed some additional points that appear relevant to designing a GKP3.0. This are listed below.

1) *Balancing Formality and Centrality*

Another way to think of these issues is by posing the question: “What would happen if the Secretariat disappeared? Would the work continue?” In both the Transparency International and OneWorld case the answer is probably “yes” because their sub-nodes are so well established. This raises the question about the relationship between Centrality and Formality. Table 12 summarizes placement of the study networks in terms of these two qualities. Stage of development again appears to be a factor: Bellanet Alliance is the only network just entering Stage 2 and the only network to place low on both points. And both Transparency International and OneWorld place low on centrality and high on formality – although they are extremely different networks. Transparency International earns the low centrality rating in the face of its very large global node because of the number (about 100) and scale of activity of its National Chapters. From a network design point of view, this would seem to be the most desirable location, but maneuvering in this space is nevertheless a substantial challenge.

Table 12: Relationship Between Formality and Centrality (count)		
	Formality – Low	Formality – High
Centrality – Low	1	5
Centrality – High	2	4

One important tool in managing the formality issues is Memoranda of Understanding (MoUs). They avoid the complications and concerns associated with contracts (although OneWorld uses contracts between its global node and other nodes). MoUs also allow a much more organic development process, since they are easily amended. See Appendix B for an example of a YES local country network MoU.

2) *Growing Beyond Founders' Vision and Abilities.*

People who are good at initiating a network are almost never good at moving it into Stage 4. The different Stages tend to require different life experiences, aptitudes and skills. An overly-technocratic or centralized beginning will limit the ability of the network to build its resilient participant base. However, people good at initiating generally find creating the large systems of Stage 4 overly impersonal and lack the management skills.

In a similar vein, networks usually begin with an emphasis upon the substantive expertise of the issue or topic (e.g.: an ICT expert). To fully develop, this narrow framing will be overly limiting. The real challenge is not about being an individual expert, but about creating a network with the expertise. As networks develop, this becomes true for the sub-global nodes as well, where people with expertise in network creation are required.

Another aspect of this is with Boards. As a network develops, its needs shift from people with content expertise to address the more operational guidance questions to ones much more focused upon development of global strategy. Making these shifts for the networks can be painful since they involve many personal relationships.

3) *Maintaining Partner Engagement*

A major rationale behind having a network rather than a traditional organization is a network's ability to influence, leverage and create synergies between organizations. There is no better way to maintain a participating organization's engagement than by being clear about the outcomes a partner organization values through the partnership, defining how they will be realized, working to achieve them, and assessing whether they have been achieved. The MoUs and partnership agreements reviewed go some way to this goal, but they are best taken even further in specificity, and should be seen as living documents that are amended as the partners work on achieving the goals. Discipline around this is perhaps the most difficult and yet the most important element of a successful network.

4) *Managing the Efficiency-Movement Building Tension*

Another core reason for having a network is that it allows achieving collective goals that cannot be otherwise realized. There is always more a network can do, and there are always more organizations and people it can engage to enhance its impact. This emphasizes the importance of realizing operational efficiency. However, engaging people and organizations to build solid engagement – the movement-building part – also involves significant commitments of time and resources. There are always tensions between how much people should be engaged in decision-making, and these increase with a network's growth. And the answers and mechanisms change as a network develops.

Summary Recommendations for GKP3.0 Development

The detail of these recommendations is admittedly hampered by the lack of clarity at this point about what GKP3.0 will actually *do*. However, the following points are presented for general guidance.

1) *Clarify the Need*

Any advance on Strategy-Structure-Governance issues depends absolutely upon clarity about what is the emergent need that GKP3.0 should fulfill. Identify which of the six activities (page 4) will be the focus, hopefully being able to identify one as dominant. These will determine many answers to critical questions about who needs to be engaged and the structure that will most effectively engage them.

2) *Think in Terms of a Development Process*

At what development stage is GKP3.0 beginning? As the Bellanet Alliance shows, development is not simply a forward-moving process; it can take steps back, too. The definition of “need” cannot simply develop out of a consultant’s report, of course. A report can come up with recommendations, and research can identify who to convene, but a successful network has goals defined by committed participants.

3) *Be Clear about the “Who”*

A very good analysis of stakeholders from the perspective of the four membership/participation frames is extremely valuable when initiating a network or making significant changes to its direction. This means not just defining the categories, but also the individuals (see the other points below for qualities). There are numerous good mapping methodologies (web crawl, organizational network analysis, value network analysis, etc.) that can be very helpful in addition to the traditional individual interview research.

4) *Identify Committed Leaders*

Nothing – not even financial resources – is as critical to success as ensuring there is committed leadership. People who have the “fire in the belly” and experience in community organizing from the perspective of the defined need are critical. GKP3.0, whatever it does, will simply be an enabler of such people – it will not be able to “start” anything absolutely new on its own.

5) *Keep the Center of Gravity Low*

This recommendation relates to the general conclusion that a big central secretariat is not a good place to start. The successful networks have had, even in Stage 3 when the hub-and-spoke model dominates, very active sub-units. One useful concept here is the principle of “subsidiarity”: the principle that governance ought to reside at the lowest feasible level (e.g.: at the local or regional level, instead of the national or supranational level, unless the latter presents clear advantages)

Table 13: Key Organizing Dimensions					
Business Frame	Business Example	Civil Society Frame	Civil Society Example	Government Frame	Government Example
Industry	Finance	Theme/Issue	Development	Ministry	Health
Sub-industry	Banking	Sub-theme	Education	Sub-Division	Acute care
Strategy	Build high end market long-term by concentrating on university students	Strategy	Bring together issue actors to develop and disseminate new knowledge and tools	Strategy	Reduce costs by reducing people in acute hospital care
Market	US university students	Region	Southern Country Portuguese Speakers	Population	Low income above 65
Product	Student loans, accounts and credit cards	Tool	Multi-media internet capacity	Program	Home health aid network

6) Define the Sub-Units Based Upon Strategy

There is a natural inclination to define sub-units from a geographic perspective. This grows out of historic thinking about (1) geography as being the basis for community, (2) nation-states being the key power, and (3) emphasis upon ease of face-to-face interactions. However, it may make more sense with a global network to organize around cultural or linguistic groups...which could put Mozambique, Brazil and Portugal into the same unit. Of course there *are* some good possible reasons to organize by nation-state, such as when the core strategy involves changes to national law and regulation.

In fact, the definition of sub-units is a bit more complicated than this. There is often tension over whether a network should organize by issue, strategy, region or tool. There are parallels in business and government presented in Table 13 to help clarify what these are.

In the 1960s, in response to these organizing challenges that accompanied increasing globalization, many businesses developed a “matrix” organizing structure. This meant that mid-management reported to both a “product” and a “market” manager. Of course this introduces its own tensions, but helps suggest that a network might best think in terms of organizing along both dimensions of “region” and “tool” or “sub-theme” as it grows to have more than one of each. Of course in multi-stakeholder networks an added complication is whether an elected accountability system or an administrative one is appropriate.

7) *Start with Sub-Units, Not an Aggregation of Them*

This recommendation arises from a perhaps overly-sensitive concern about the GKP2.0 end-point that defines huge “Regions” as the key organizing unit. This might make sense in locations where there is (1) good overlap with culture/language and the geographic unit and (2) a historic network of good interactions in GKP (Latin America arises as a possibility). However, do not let the administrative “neatness” of a geographic unit be the driver. A few small groupings of even sub-national organizations will provide much better basis for development.

8) *Integrate Doers and Sponsors*

There will be two types of such leaders necessary. One is people who “do the doing”, who are already working in the sub-units. The other is “sponsors” who want to “steward” the development. The latter will naturally be less engaged on a daily basis, but will provide wisdom and advice, help raise resources, enhance legitimacy and support connecting with others. These two types must be brought together as a team, into “co-ownership” of GKP3.0. There must be more than one or two that take the lead in each camp, and they must be able to co-lead...but the core leadership group also should not be large. As guidance, remember that all the learning about groups suggests that six to nine is an optimal number in face-to-face interactions.

9) *Maintain a Learning Posture – Individually and Organizationally*

We are still at an early stage of knowledge development about how to build these complex global networks. As well, we can see from the development stages that they go through significant transformations. There is nothing as deadly as the idea that we *know* how to do it, or that we are establishing a *permanent* organization in terms of structures and processes.

10) *The Rule of Three...or Five*

On a global scale how to advance meaningfully is often a core challenge. This report’s author has found that very substantial learnings and developments can take place based upon the experience of three or five sub-units working together. With two, there tends to be a “right versus wrong” competitive dynamic that develops. With four, there tends to be a fall-back into “camps”. Three and five can provide a co-operative-competitive learning dynamic, the diversity and learning experience to drive truly global development.

Appendix A: People Interviewed

Network	Last Name	First Name	Title
Bellanet	Roberts	Michael	Partner
GKP - Global Knowledge Partnership	Abdul-Rahim	Rinalia	Executive Director (former)
GKP - Global Knowledge Partnership	Chew	Justine	Executive Director
Global AIDS Alliance	Zeitz	Paul	Executive Director
GPPAC - Global Partnership for the Prevention of Armed Conflict	van Tongeren	Paul	Secretary General
GVEP - Global Village Energy Partnerships	Rai	Kavita	Programme Manager
IFOAM - International Federation of Organic Agriculture Movements	Bowen	Diane	Interim Managing Director
IFOAM - International Federation of Organic Agriculture Movements	DiMatteo	Katherine	President
Microcredit Summit Campaign	Sigdyal	Sangita	Managing Director
Mountain Forum	Neumann	Frans	Executive Secretary
One World	Rahman	Naimur	Director, OneWorld South Asia
One World	Khargi	Rajendre	Chair
The Access Initiative	Shaffer-Bollert	Linda	Program Manager
The Access Initiative	Hemmati	Minu	Consultant
TI - Transparency International	de Swardt	Cobus	Managing Director
TI - Transparency International	Zellman	Conrad	
YES Inc. - Youth, Enterprise and Sustainability	Acevedo-Riquelme	Dacil	Global Network Coordinator (former)
YES Inc. - Youth, Enterprise and Sustainability	Ahluwalia	Poonam	President

Appendix B: YES Panama MoU

CONVENIO DE COLABORACIÓN ENTRE LA ASOCIACIÓN PANAMÁ VERDE & LA RED NACIONAL DE EMPLEO JUVENIL –YES PANAMA-

Entre los suscritos a saber: **ELVIS RODRÍGUEZ**, varón, panameño, mayor de edad, portador de la cédula de identidad personal No. 6-707-1151, en su condición de Presidente y Representante Legal de la Asociación Panamá Verde -en adelante **ASPAVE**-, por un lado, y por la otra, **ROSE MARY REYES**, mujer, panameña, mayor de edad, portadora de la cédula de identidad personal No. 8-428-917, en su condición de Líder de la Red Nacional de Empleo Juvenil –YES Panamá-, en adelante **YES PANAMA**-. Debidamente facultados para este acto, han acordado suscribir el presente Convenio Marco de Colaboración.

CONSIDERANDO

Que la **ASPAVE** es una organización que promueve la alianza entre juventud, ambiente y desarrollo; que nace en el año 2003 incubada y con el apoyo internacional de Fundación Kellogg y el apoyo local de la Asociación Pro-Desarrollo Comunitario (APRODEC).

Que la **ASPAVE** posee personería jurídica desde el año 2004, como una organización no gubernamental sin fines de lucro, con el propósito de apoyar y fortalecer las habilidades de líderes juveniles en el tema ambiental y social con la misión de *“Potenciar el movimiento juvenil panameño y en la Región, en el ámbito social y ambiental a través de la educación, integración de valores y recreación que conduzcan a acciones grupales que fortalezcan su identidad y el desarrollo sostenible, mejorando así la calidad de vida propia y de la sociedad”*.

Que la **ASPAVE** ha implementado proyectos con jóvenes en todo el país, con apoyo de Fundación Kellogg, APRODEC, el Programa de Naciones Unidas para el Medio Ambiente (PNUMA); en alianza con la Autoridad Nacional del Ambiente (ANAM), ANCON y Despacho de la Primera Dama entre otras; y que desde el año 2005 es miembro de la Red Nacional de Empleo Juvenil –YES Panamá-.

Que **YES PANAMÁ** es la Red YES reconocida por la Campaña Global de Acciones por el Empleo Juvenil (YES 2002-2012); siendo YES una iniciativa global con alcance regional y nacional, que desde la sociedad civil y en alianza con todos los sectores, procura fortalecer la capacidad de las y los jóvenes, para crear modos de vida decentes, saludables, sostenibles y productivos en el establecimiento de una cultura emprendedora y la generación de alternativas de auto-empleo.

Que **YES PANAMÁ** fue lanzada formalmente en Panamá en febrero de 2004, con el objetivo general de *“Empoderar a las y los jóvenes en el cumplimiento de las Metas de Desarrollo del Milenio promoviendo su plena participación desde la construcción de puentes para un diálogo intergeneracional”*, sirviendo desde Panamá para la cooperación, sinergia y concertación en materia de empleo y emprendimiento juvenil a nivel nacional, así como a nivel regional en alianza con YES América Latina en el marco de sus prioridades estratégicas y sirviendo de soporte local para las acciones lideradas desde Panamá para la región.

Que **YES PANAMÁ**, tiene como objetivos específicos de: a) Fortalecer las capacidades de las y los jóvenes para crear modos de vidas sostenibles en particular en seis sectores estratégicos que incluyen: Energía Renovable, Agua y Sanidad, Tecnologías de Información y Comunicación (TICs), Desarrollo Rural, VIH/SIDA., Industrias Culturales; b) Establecer una cultura emprendedora que permita que los jóvenes busquen alternativas dignas, decentes, sostenibles y productivas desde el auto-empleo; c) Promover el marco de trabajo de acción para el empleo juvenil de las 7E's (por sus siglas en inglés): empleabilidad, creación de empleo, equidad, espíritu emprendedor, sostenibilidad ambiental, empoderamiento y educación;

Que **YES PANAMÁ** tiene alianzas estratégicas con la Cámara Junior Internacional (JCI), la Asociación Cristiana de Jóvenes (YMCA Panamá), PROA Panamá, la Red Nacional de Micro y Pequeñas Empresas (REDNOMIPEM), la Asociación Internacional de Esfuerzos Voluntarios (IAVE Panamá) y el Despacho de la Primera Dama, entre otros; ha tenido un rol clave el presente año en la organización de la *XX Conferencia Mundial de Voluntariado de IAVE "Voluntariado para el Desarrollo Humano, Más Solidaridad, Menos Pobreza"* y el *II Encuentro Latinoamericano por el Empleo Juvenil: Políticas, Alianzas y Programas de Emprendimiento*; y será el enlace local para la convocatoria y selección de participantes para el *III Encuentro Latinoamericano por el Empleo Juvenil* (Chile, Enero 2010) y la *V Cumbre Mundial de Empleo Juvenil* (Suecia, Junio 2010) cuyo tema central será "*Emprendimiento Juvenil Sostenible*".

Que **ASPAVE** y **YES PANAMÁ** tienen una sólida experiencia de cooperación mutua, destacándose el rol de ASPAVE desde el año 2007 como Agencia de Aval de **YES PANAMÁ**, sirviendo como su representante institucional en materia legal, contable, financiera y bancaria.

Que por todo lo anterior, los adscritos, consideran conveniente establecer un acuerdo marco de colaboración que actualice y formalice la relación de cooperación entre las partes, de acuerdo a las siguientes,

CLÁUSULAS

PRIMERA: El presente acuerdo, dotará de un marco formal esta cooperación recíproca, la cual tiene los siguientes objetivos:

1. Articular acciones, recursos, esfuerzos y capacidades institucionales a nivel nacional y regional en materia de juventud, emprendimiento y sostenibilidad ambiental.
2. Desarrollar programas y proyectos en alianza estratégica aprovechando la sinergia y complementariedad entre las partes involucradas.
3. Compartir información, contactos y oportunidades que surjan como resultado de la participación de cada parte involucrada en redes y diferentes espacios nacionales, regionales y globales.

SEGUNDA: En el marco del presente Acuerdo Marco de Colaboración, las partes se comprometen a compartir la oficina, en la Ciudad de Panamá, Corregimiento de Ancón, área de Clayton, Calle Maritza Alabarca, Edificio 1010-D.

TERCERA: En el marco del presente Acuerdo, **ASPAVE** se compromete a:

1. Continuar sirviendo como Agencia de Aval de **YES PANAMÁ** a fin de representarlo institucionalmente en materia legal, contable, financiera y bancaria.

2. Contribuir con los gastos directos de agua, luz, teléfono, internet, alquiler, mantenimiento y limpieza de la oficina.
3. Facilitar el uso de **YES PANAMÁ** de la sala de reuniones de la oficina cuando así se solicite.

CUARTA: En el marco del presente Acuerdo, **YES PANAMÁ**, se compromete a:

1. Apoyar a **ASPAVE** en el diseño de su estrategia de sostenibilidad institucional y financiera para los próximos años, facilitando sus contactos para la fase de recaudación de fondos y presentación de proyectos para financiamiento.
2. Aportar en la oficina con la pintura, mobiliario y objetos decorativos de la misma.
3. Involucrar en la medida de lo posible al equipo de **ASPAVE** en los diferentes programas y proyectos que desarrolle.

QUINTA: Las partes se comprometen a mantener una comunicación constante y fluida; así como reuniones periódicas con el fin de definir: un plan de trabajo anual con metas concretas y específicas; un sistema de monitoreo de la colaboración entre las partes; y una evaluación anual final del impacto que la presente cooperación ha tenido entre las partes a fin de definir próximos pasos.

SEXTA: Cualquier omisión que perjudique los propósitos finales del presente convenio, podrá ser subsanada, a través de la firma de adendas.

SÉPTIMA: En caso de necesidad de cambios sobre los alcances del Convenio, ambas partes podrán hacerlo de mutuo acuerdo y mediante la suscripción de adendas.

OCTAVA: Cualquiera de las partes podrá disolver unilateralmente el presente Convenio, notificándolo por escrito a la otra parte, con treinta (30) días de antelación, por incumplimiento de sus cláusulas, la violación de objeto, existencia de actos irregulares y a consecuencias de resultados negativos emergentes de la evaluación de los proyectos y programas ejecutados por las partes.

NOVENA: El presente convenio entrará en vigencia a partir del 31 de Agosto del 2008 y tendrá una duración de dos años, factible de renovación por acuerdo expreso de las dos partes.

DÉCIMA: En caso de terminación del presente convenio, las actividades, proyectos y programas acordados durante su vigencia continuarán desarrollándose hasta su conclusión, a menos que las partes convengan otra cosa.

UNDÉCIMA: Las partes declaran que conocen y aceptan cumplir formalmente lo acordado en el presente convenio.

EN FE DE LO CUAL, las partes firman el presente Convenio, en dos (2) ejemplares del mismo tenor y validez, en la Ciudad de Panamá, a los 15 días del mes de agosto del año dos mil ocho (2008).

POR ASPAVE

POR YES PANAMÁ

ELVIS RODRÍGUEZ

ROSE MARY REYES

Presidente

Líder-YES PANAMÁ