

## Examples of networks with different functions

<b>Key Function</b>	<b>Filter</b>	<b>Amplifier</b>	<b>Investor/ provider</b>	<b>Convenor</b>	<b>Community Builder</b>	<b>Facilitator</b>
<b>Form</b>						
<b>Network Example</b>	<b>Development Executive Group</b>	<b>Fairtrade Foundation</b>	<b>CIES</b>	<b>Coalition 2000</b>	<b>CIVICUS</b>	<b>MediCam</b>
<b>Governance</b>						
GA	GA establishes independence of hub	GA emphasises Brand	GA emphasises nature of investment of service/goods provision and degree of independence of hub	GA considers heterogeneity in membership and brand	GA considers term of inclusion of all members and brand.	GA considers facilitation services provided by hub
Climate/culture	Passive	Active	Active	Active	Active/passive	Active
Brand	Important	Important	Not considered	Important	Important	Not considered
Formal/informal	Either	Either	Formal	Formal	Either	Either
Governance hub	Yes	Maybe	Yes	Yes	Maybe	Maybe
<b>Location and scope</b>						
Centralisation	Centralised	Decentralised	'Heterarchical'	Centralised	Heterarchical	Heterarchical
Global location	Close to users	Close to communication resources	Close to funds and demand for goods and services	Relatively close to different groups	Relatively close to members	Relatively close to all members
Level of action	Does not necessarily aim to impact policy	Aims to impact policy indirectly	Aim to impact policy indirectly (through research)	Aim to impact policy directly	Does not necessarily aim to impact policy	Aims to help members impact policy
Scope	Broad and specific (sector)	More specific	Specific	Specific (also cross-sectoral)	Broad and specific (members)	Specific
Demand	Global	Global, local	Local	Local	Global	Local
<b>Capacities and skills</b>						
Research capacity	No	Members have some	Yes	Yes	Yes	Members have some
Networking skills	Necessary	Necessary	Necessary	Necessary	Necessary	Necessary
Communication skills	Not clear	Communication	Not clear	Communications, media	Communications	Not clear

Management/org anisational skills	KM, managerial	KM, managerial, logistical	Logistical, managerial	KM, logistical, consensus building	Logistical, consensus building	KM, logistical, consensus building
Fundraising capacities	Good. Fee based	Good. Licence fee	Necessary	Necessary	Necessary	Necessary
<b>Resources</b>						
Staff (key skills)	KM	KM, networking	Networking, management	KM, networking, management	Networking	Networking
Infrastructure	Good ICT	Good logistics	Good logistics	Good ICT and logistics	Good ICT, logistics	Good ICT, logistics
Financial	Necessary	Necessary	Necessary	Necessary	Necessary	Necessary
Research and advocacy	Not clear	Communications	Needs assessments	Communications	Communications	Networking
<b>Membership</b>						
Criteria	Open on supply; closed on demand Members can be filters	Closed on supply; open on demand Members can be active amplifiers	Open on supply; closed on demand Members might be investors/providers	Closed Members are active participants in substance of network but not necessarily on its running	Closed Members are active participants in running network	Open membership Members are not expected to be active participants in running network
Diversity	Not high, all within the development sector	Not clear	Not high, all research institutions	Diverse membership	More homogenous, all CSOs	Not diverse, all local health NGOs
Relations	Patron-client	Patron-client, teacher-pupil and colleague	Teacher-pupil and colleague	Teacher-pupil and colleague	Colleague	Patron-client, colleague
Strategic members	Key strategic members	Key strategic members		Key strategic members		Key strategic members
<b>Communications</b>						
Communications strategy	No clear CS	Clear CS	No clear CS	No clear CS	No clear CS	No clear CS
Means	Depends on weak links for outbound communication	Depends on members CS and use of brand	Communications accompanied by funds and services	Communications via networking activities	Depends on weak links for outbound communication	Publications, networking events. Depends on multiple memberships to other networks
Responsibility	Hub	Members	Hub	Experts	Hub	Hub

Capacities and skills	Good	Good	Not clear	Not clear	Good	Not clear
Brand	Important to attract new members	Central to CS	Internally	Central to CS	Not clear	Not clear
<b>External environment</b>						
Policy context	Competitive policy context	Provides opportunities	Relative room for manoeuvre between policy and research	Highly dependent on the existence of cross-cutting issues; must choose its core objectives well	Policy context more interested in CSOs but CSOs still to disorganised	Exists as a reaction to a difficult external environment
Social cultural milieu	Information is important among users of network	Fair trade products are increasingly in demand.	Strong research community with good links to policy makers	Corruption is a sensitive issue making it difficult for network to work but guaranteeing its high profile	Information is valued among users and members of network	Research not highly valued by policy makers but support of donors is important
Availability of technology	Good	Good	Good	Good	Good	Still limited
Demand for final products	High demand for the products of the networks and the networks members'	High demand for Fair trade products as well as fair trade issues	Demand of networks products is moderate, mostly from network's members and financiers	Demand for network's products is high among non-users (e.g. general public and investors)	Demand is high among users	Demand for final products is moderate
<b>Strategic and Adaptive capacities</b>	Must respond to client/pupil needs Deal with rate of production of information and new technology	Must respond to changes in interests and values Deal with competition from other messages	Must respond to changes in requirements from final clients of network members Must keep up with changes in knowledge and funding trends	Must respond to multiple interests Must be able to change or evolve core objective or issues to reflect external environment and member interests	Must respond to changing threats to the group Deal with competing memberships of network members Deal with changes in the situation of members, new members and changing interests	Must manage multiple memberships Must develop facilitation services and strategies to respond to changing environment Deal with new needs or interests of members Maintain value of network