

6. The NEF matrix

	Characteristic	Attributes and capacities	Potential actions to support strengthening
Vibrancy	Shared vision	Network members have arrived at a consensus on a clearly articulated shared ambition and theory of change?	<ul style="list-style-type: none"> Clearly articulate value the network aspires to deliver to members and constituents and its identity. Regularly review Undertake exercise to develop a theory of change Discuss and review any areas of overlap, convergence and confusion between the advocacy and messaging of the network vs that of individual members. Revisit the advocacy strategy if needed. Develop a terms of reference or code of conduct for membership and for the Secretariat, share it broadly and live by it. Welcome and orient new members, standardise induction process
		Network members agree that they are achieving more together than they would on their own; there is clarity on how the network adds value to the advocacy of members?	
		Members hold a set of shared norms or operating principles?	
		New participants can quickly become productive within the network?	
	Gender and societal power imbalances	Network vision and ambition recognises gender, intersectionality and other societal power imbalances and addresses this in its structures and in its advocacy?	<ul style="list-style-type: none"> Brainstorm power imbalances in the context of the work of the network. How can the network structure, key messages and engagement address intersectionality?
	Distributed leadership	Leaders help members play an active and informed role in assessing issues and identifying advocacy strategies which reflect needs of members?	<ul style="list-style-type: none"> Identify individuals with strong group process skills to take on more responsibility Identify areas of growth that members can take responsibility to research or plan and present to the other members Develop a system for diversifying and refreshing leadership Target opportunities for network members to connect and collaborate directly
Responsibility and control is spread throughout the network?			
Leadership is refreshed and renewed as network evolves?			

	Characteristic	Attributes and capacities	Potential actions to support strengthening
		Leadership allows for the necessary diversity of knowledge, skills and capacity to achieve outcomes?	
	Learning and Development	Network regularly measures, evaluates and reflects on its impact to refine its goals and activities and is capable of managing change?	<ul style="list-style-type: none"> • Use of network effectiveness framework to assess milestones • Regular 'moments' for reflection and learning are a part of network workplan.

Connectivity	Structure	Network has a concept of its structure, how it suits its purpose, and how it might evolve?	<ul style="list-style-type: none"> • Map the network in order to visualise structure, diagnose strengths and weaknesses • Using theory of change assess what knowledge, skills and capacity is needed to achieve outcomes. Review in light of network map and how to accommodate and adapt the structure • Clarify boundaries of the constituent groups - who are members, who are wider constituents 	
		The structure allows for diversity of knowledge, skills and capacity to achieve purpose?		
		Structure allows for organising meaningful actions at the 'base' of its membership to ensure focus remains relevant and that constituents remain connected?		
		There are resource people that the network can draw on, from its constituents, to gain influence, new knowledge and fresh ideas?		
	Connections between core members	Structure allows effective and frequent communication between the Secretariat and members?		<ul style="list-style-type: none"> • Discuss and agree if members feel they are kept abreast of relevant information on and for the network and how this can be improved • Review network's use of social media tools and strategies are a good fit for types of interaction needed • Encourage small collaborative projects between two or three network members
		Members interact and collaborate with one another without going through the facilitating organisation. The network invites self-organised action?		
If some highly connected members leave, the network remains strong?				

Resources	Linkages with wider constituents	The network is consulted by national and regional IIGs?	<ul style="list-style-type: none"> Review power analysis and develop communications strategy to raise profile of network Undertake PATT assessment Column C - determine level and steps needed to advance to higher level Review map and identify where and how to integrate media into structure
		The network has good links with the media and is consulted by media representatives?	
		Other CSOs/actors regularly ask to be a part of the network?	
	Financial resources	Members contribute voluntary/in-kind resources to the network?	<ul style="list-style-type: none"> Undertake financial /fundraising plan to meet needs of network development to fulfil theory of change Quantify contributions of members to network growth and development Link to the network mapping and structural and needs review.
The network has a financial sustainability plan or business plan looking at resources from diverse sources?		<ul style="list-style-type: none"> 	
Network has a budget which is managed transparently?		<ul style="list-style-type: none"> 	
Skills/Capacity	Network can identify and prioritise filling skills and capacity gaps?	<ul style="list-style-type: none"> 	

Policy advocacy strategy and impact	Strategy	The network has reached a consensus on the policy reform arena or issue that it would like to engage. Consensus with its constituents	<ul style="list-style-type: none"> Undertake policy research around policy issue. Clearly identify the problem you are trying to address and the policy gaps/needs that underpin it. Undertake power analysis to determine where the power lies to make change around policy issue/problem, who has influence and who can help. Develop engagement strategy to influence policy based on power analysis, including a communications strategy
		The network has researched its policy issue, clearly identified the policy issue/problem, the policy asks, and desired outcomes	

		Network members have undertaken a power analysis to determine who it needs to target and who can help in our advocacy	
		Network members have developed a unified and shared policy influencing strategy including communications strategy around some clear key messages	
	Influencing the policy debate	Policy influencing products, engagements relevant to the needs of policy-makers are being produced or delivered	<ul style="list-style-type: none"> • Relate/speak to pressing issues of national and regional policy makers in research and in developing key messages. • Monitor and track media uptake. Ensure media is involved in network structure - review network map
		The network has framed the policy debate around its key messages and changed the knowledge base around the policy issue	
		Media is using key messages advocated by the network in its discussion around the policy issue	
	Engagement with IIGs	IIGs recognise the network and have offered to review and / or consider policies in light of the network's policy asks	<ul style="list-style-type: none"> • Undertake PATT assessment Columns D and E, determine levels and identify steps needed to advance. • Review power analysis - has network identified and engaged the right people to engage? • Review communication strategy - what is working and not working - how can network improve its engagement?
		IIGs have established mechanisms for regular consultation with the network and/or wider civil society around policy issue	
		IIGs engage with civil society in determining the policy agenda in decision-making processes and policy development	