

No. 121

**PARTICIPATION, RELATIONSHIPS AND DYNAMIC
CHANGE:
New Thinking On Evaluating The Work Of International
Networks**

Madeline Church *et al*

2003

Working Paper No. 121
ISSN 1474-3280

**PARTICIPATION, RELATIONSHIPS AND DYNAMIC CHANGE:
New Thinking On Evaluating The Work Of International Networks**

**Madeline Church
Mark Bitel
Kathleen Armstrong
Priyanthi Fernando
Helen Gould
Sally Joss
Manisha Marwaha-Diedrich
Ana Laura de la Torre
Claudy Vouhé**

2003

Development Planning Unit
University College London
9 Endsleigh Gardens
London, WC1H 0ED
dpu@ucl.ac.uk

**PARTICIPATION, RELATIONSHIPS AND DYNAMICS CHANGE:
New Thinking On Evaluating The Work Of International Networks**

TABLE OF CONTENTS

Summary	1
Preface	4
Section One: Background – Ideas, Methodology	6
1.1 Why participatory? Why action research:	6
1.2 Evaluation	7
1.3 The Action Research – an emergent design	8
1.4 Challenges	9
1.4.1 Time	9
1.4.2 Participation – who participates, the quality and level of participation	10
1.4.3 Facilitation	10
1.4.4 The scale	10
1.5 Benefits	10
Section Two: Networks – what do we mean by networks?	11
2.1 Introduction	11
2.2 The Network Society	11
2.3 Network Typology	12
2.4 Our struggle for definition	14
2.5 An emerging concept	15
Section Three: Trust – How Relationship-Building and Structure Interact	18
3.1 Introduction	18
3.2 The individual	18
3.3 Structures	19
3.4 Structure and Trust	20
3.5 Trusting trust and collaboration	21
3.6 What structure?	21
3.7 Co-ordination and communication	22
3.8 Making sense	23
Section Four: Participation and Evaluation	25
4.1 Introduction	25
4.2 Participation – what do we mean by it?	25
4.3 Lack of clarity about what a network really is	26
4.4 Tools for measuring dynamism	26
4.4.1 Contributions Assessment	27
4.4.2 Weaver’s Triangle for Networks	27
4.4.3 Circles or Channels of Participation	30
4.4.4 Participation and information flows	32
4.4.5 Monitoring activity at the edges	32
4.4.6 Relationships	33
4.4.7 Leadership and Co-ordination	33
4.4.8 Participatory story-building – analysing change	34
4.5 Progress	35

Section Five: Conclusions, recommendations and ideas for further exploration	39
5.1 Building evaluation into the routine of networks	39
5.2 Cost-Benefit	39
5.3 Ideas for further exploration	40
5.3.1 Networked working	40
5.3.2 Relationships and conflict	40
5.3.3 Power relations	40
5.3.4 Evaluation	40
Bibliography and Reference	41
Endnotes	43

TABLE OF FIGURES

Figure 1	Highly centralised network	12
Figure 2	All organisations linked to each other, without central facilitation	12
Figure 3	Threads, Knots and Nets	16
Figure 4	Contributions Assessment – A tool for monitoring and evaluation in a network	28
Figure 5	Weaver’s Triangle for Networks	29
Figure 6	Channels of Participation	31
Figure 7	Monitoring Networking at the Edges	32
Figure 8	Mechanisms that have helped ensure high levels of mutual trust	32
Figure 9	Checklist for Networks	36
Figure 10	Participatory Story-Building	38

The UK Department for International Development (DFID) supports policies, programmes and projects to promote international development. DFID provided funds for this study as part of that objective but the views and opinions expressed are those of the author(s) alone.”