International Youth Foundation

Local NGO Participation in International Networks:

An Evaluation Report of the International Youth Foundation's Partner Network

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Executive Summary

Introduction

The International Youth Foundation (IYF) was established in 1990 to improve the lives and conditions of young people throughout the world. Its mission is to "prepare young people to be healthy, productive, and engaged citizens." To this end, IYF works with 46 established Global Partners and many other youth serving organizations to build and support programs in the areas of education, employability, health, and leadership and engagement. The IYF Global Partner Network is best described as a loosely structured 'virtual' organization. Partners meet at least once per year at an annual three day meeting, and sometimes come together in smaller groups based on common programmatic areas once or twice each year.

In September 2005, IYF hired Partners in Evaluation & Planning, LLC to conduct a study of the Global Partner Network. A similar study, conducted in 2000, summarized the results of survey administered to sixteen Partner organizations. As part of a recent strategic planning effort, IYF wanted to follow up on this survey, updating and revising it to capture more recent information on Partner perceptions. In addition, Partners were asked to participate in one of two focus groups held during programmatic meetings scheduled within the year. A follow-up feedback session also took place at the IYF 2006 Annual Partner meeting where Partners were presented with the initial results of the study and provided thoughts on topic area questions.

Methods

In order to evaluate the relationships among those participating in the IYF Partner Network, several methods were undertaken, including, two focus groups with Partners, a Partner survey, and an interpretation seminar held at the 2006 Annual IYF Partner meeting. In the Fall of 2005, ***two focus groups*** were held during Partner meetings in Helsinki, Finland and Barcelona, Spain. Thirty-one (31) people from 29 Partner organizations attended one of the two focus groups. Focus groups were tape recorded and hand notes were also taken. The data was analyzed for recurrent themes.

The 2006 Network Partner Survey was developed based on a similar 2000 survey created by Formative Evaluation Research Agency (FERA) for IYF. Questions from the 2000 survey were reviewed for relevance and either kept in their format, updated, or deleted. The survey included a mixture of 30 closed and open-ended items, and was made available online at www.surveymonkey.com. For those who had trouble accessing the online survey, faxed or hand-delivered copies were also accepted. Thirty (30) of the 46 Partner organizations completed a survey making a 65% response rate. Between both the focus groups and the survey, 72% of Partner organizations participated in the study. In June 2006, an ***initial presentation of study findings*** was made at the Annual IYF Partner Meeting in Glasgow, Scotland. Participating Partners were asked to work in small groups to consider follow-up questions and focus areas that revealed themselves in the study results.

Results

- Almost all of the Partners said that they felt there was a common organizational purpose among the Network members - their organizational mission matched with IYF's vision and mission.
- IYF Partners stated that their top reasons for joining the Network were to have an international exchange of ideas and experiences; provide more opportunities for youth in their country; and to have a global scope and visibility.
- Partners stated that, for the most part, their expectations of membership in the Network had been fulfilled. However, they reported less confidence in the effectiveness of the Network in achieving its most important purposes.
- Partners said that IYF should help encourage, ***versus coordinate***, regional and thematic area activities of the Network. On the contrary, Partners felt that IYF facilitation of the Network was very important.
- While 90% of survey respondents said that they had received some type of funding from IYF, the percentage of their budgets accounted for by IYF funds varied greatly from less than 1% to 80%.
- Partners reported that there could be more done to facilitate a 'partner' relationship versus a top-down relationship between IYF and Partner organizations. Although Partners said they were treated respectfully and responded to quickly, they were less likely to feel that IYF actively collaborated with them.
- In the follow up session at the Annual meeting, Partners said that communication was a key component of building this process and that it was the responsibility of both IYF and the Partners to improve the relationship.
- The top two concerns about the relationship between IYF and Partners identified in 2006 mirror those stated in 2000. They were less likely on both occasions to say that "IYF is appropriately demanding" and "IYF understands the situation of our organization."
- Partners said that IYF has impacted on their organizational capacity to serve children and youth by helping them in 'developing new programs for children and youth;' 'developing quality monitoring and evaluation systems;' 'promoting their organizations image and causes;' and 'offering the opportunity to network with other NGO's.'
- The greatest future challenges being faced by Partner organizations are: out of school youth; low quality educational systems; the need to scale up programs; and the importance of having evidence based data to support programs.
- In general, IYF Partners feel a sense of benefit by being part of the Network. They want to see more of an investment of time and resources in developing the Network. They want to build projects together, develop advocacy agendas, and share expertise so that they can bring their organizations to "the cutting edge."

Recommendations

There are many opportunities available to strengthen the Network, most of which were articulated well by Partners at the 2006 Annual meeting. The following recommendations are based on the full study results and the follow-up discussions held at the Annual meeting:

1. Develop the resources necessary to identify a staff person from IYF to facilitate the Network.
2. Coordinate at least one or two skill building workshops during the year (in addition to the Annual Partner meeting) based on regional needs and/or thematic areas.
3. Discuss the idea of mentorships, internships, or staff exchanges that would help to build organizational capacity and create expertise exchange.
4. Create forums that offer the opportunity for sharing best practices, either face to face or virtually.
5. Make time every year or two to take the pulse of the relationship between Partners and IYF.
6. Create a task force of IYF staff and Partners that looks at the issue of building an advocacy agenda for the Network.
7. IYF should ensure that Partners are included when relationships are being built around potential funding sources for youth programs.

Introduction

The International Youth Foundation (IYF) was established in 1990 to improve the lives and conditions of young people throughout the world. Its mission is to "prepare young people to be healthy, productive, and engaged citizens." To this end, IYF works with 46 established Global Partners and many other youth serving organizations to build and support programs in the areas of education, employability, health, and leadership and engagement. IYF's Global Partners are indigenous organizations or Foundations that are youth development pioneers in the own right. Depending on the area of expertise and program experience, IYF matches potential resources with targeted programs in various countries.

The IYF Global Partner Network is best described as a loosely structured 'virtual' organization. Partners meet at least once per year at an annual three day meeting, and sometimes come together in smaller groups based on common programmatic areas once or twice each year. There is currently no staff at IYF that facilitates the Partner Network, but rather, as needed staff will contact Partner organizations based on focused issue areas. IYF staff do plan and coordinate the annual Partner meeting, as well as other IYF sponsored meetings that take place during the year.

In September 2005, IYF hired Partners in Evaluation & Planning, LLC to conduct a study of the Global Partner Network. A similar study, conducted in 2000, summarized the results of survey administered to sixteen Partner organizations. As part of a recent strategic planning effort, IYF wanted to follow up on this survey, updating and revising it to capture more recent information on Partner perceptions. In addition, Partners were asked to participate in one of two focus groups held during programmatic meetings scheduled within the year. The results of these data collection efforts are presented here, along with feedback provided by Partners at a recent annual meeting after reviewing the survey and focus group findings.

Brief Literature Review

International organizations often function in networks and/or partnerships. Networks of organizations can be defined as communities of practice, knowledge networks, sectoral networks, social change or advocacy networks, etc. (USAID, 2004). The perceived benefits of participating in a network include increased access to information, expertise, and financial resources. In addition, many organizations join networks for the increased visibility and credibility it offers.

As with any organizational structure, there are challenges to developing and sustaining networks. In a recent study conducted of the Transatlantic Community Foundation Network (Martin, Haigwood, Pardini, 2005), researchers uncovered three major issues with networks. First, that the development of relationships should be the most important objective on any network since any lasting impacts will have to do with the personal and professional relationships that have been forged. Second they found that linguistic and cultural differences cannot be overlooked, and that they require time and resources in

order to be leveraged appropriately. And finally, they found that timing is critical to the development of any network and that foundational elements have to be in place for these organizational structures to get a positive start. Suggestions that they developed for networks based on their study included: setting clear goals and expectations, choosing the right mix of participants, assigning the right topics for work, and keeping groups sized appropriately. In addition, they supported the use of skilled facilitators and ongoing evaluation as tools to keep a network sustainable.

The partnering relationship also has a lot to offer international organizations. In a recent guide to developing partnerships called *"Engaging with our Partners,"* authors discuss the definition of partnership, tools necessary for partnering, and an analysis of the phases of partnership (Nokia, 2005). In addition to the benefits identified for networks, this document highlights the opportunities created through partnership, including: the creation of new venues for learning, mentoring, and training; the ability to reduce costs; and the possibilities of offering better services and programs. The relationship of partnership seems to take on more of a commitment in some ways, and according to this guide, relies on three major principles: equity, transparency, and mutual benefit. In order for organizations to feel partnership is working for them they must feel an equality of power in the relationships, an openness and honesty about agendas, and a common understanding of the value added to their work. With these variables in place participating in partnerships expands the potential of almost any organization.

Study Methods

In order to evaluate the relationships among those participating in the IYF Partner Network, several methods were undertaken, including, two focus groups with Partners, a Partner survey, and an interpretation seminar held at the 2006 Annual IYF Partner meeting. In the Fall of 2005, ***two focus groups*** were held during Partner meetings in Helsinki, Finland and Barcelona, Spain. Thirty-one (31) people from 29 Partner organizations attended one of the two focus groups. Executive Directors from each Partner organization in attendance at the meeting were sent an invitation from IYF staff to participate. Each focus group was held for 1.5-2 hours, and was facilitated by a representative of Partners in Evaluation & Planning using a standard interview protocol (see Appendix 1). Focus groups were tape recorded and hand notes were also taken. The data was analyzed for recurrent themes.

The 2006 Network Partner Survey was developed based on a similar 2000 survey created by Formative Evaluation Research Agency (FERA) for IYF. Questions from the 2000 survey were reviewed for relevance and either kept in their format, updated, or deleted. Additional questions were also added based on new issues facing the organization. The survey included a mixture of 30 closed and open-ended items, and was made available online at www.surveymonkey.com. For those who had trouble accessing the online survey, faxed or hand-delivered copies were also accepted. Thirty (30) of the 46 Partner organizations completed a survey making a 65% response rate. Between both the focus groups and the survey, 72% of Partner organizations participated in the study (see Appendix 2).

Finally, in June 2006, an ***initial presentation of study findings*** was made at the Annual IYF Partner Meeting in Glasgow, Scotland. Participating Partners were asked to work in small groups to consider follow-up questions and focus areas that revealed themselves in the study results. Comments and feedback on these questions are also presented in this report and considered in the discussion and recommendations.

Results

❖ Partner Focus Groups

Focus group data are presented first. The two focus groups held with Partners used a standard protocol of questions. Questions asked about successful youth organization characteristics and outcomes, reasons for joining the Network, the relationship between Partners and IYF, and suggestions for improving the Network. Results are presented by question area, with recurrent themes in both groups prioritized.

Characteristics of a Successful Youth Organization

Respondents were asked to list those characteristics that made a youth serving organization successful. Descriptive words that came up in both groups included:

- Flexible
- Efficient
- Connected – not working alone
- Fully funded
- Involving young people
- Innovative

Other characteristics named were:

- Technologically up to date
- Transparent – open with results
- Good communication
- Bottom up - but based on reality
- Effective
- Strategic
- Open to youth
- Intelligent
- Promotes learning
- Passionate
- Has good governance
- Outcome oriented, sharing results with stakeholders
- Consistent – with a long term vision
- Dynamic
- Responsive
- Ethical
- Relevant

The hope was that through their relationship with IYF, participant organizations could increase the probability of exhibiting these types of characteristics.

Outcomes of a Successful Youth Organization

Participants were then asked to discuss what outcomes could be expected from a youth organization working at an optimal level. Some of the discussion included the fact that many results would not be seen for 10-15 years, and that there may be different impacts needed for different countries and programs. However, in general, impacts listed in both groups included:

- Improvements for disadvantaged youth to include additional skills, confidence, and participation in society
- Increased capacity of society to include youth
- Changes in government policy – bringing in the voice of young people

Other outcomes named by respondents were:

- Impacting the press and media for more positive youth images
- Changes to businesses – they prioritize youth issues
- Improved family and community environments for youth

Participants felt that these outcomes were only going to be realized through a collaboration of adults and youth. They felt it was crucial that youth be engaged in the process and that both quantitative and qualitative results be considered when determining success.

Reasons for Joining the Network

Participants discussed the reasons why they decided to join the IYF Partner Network. The top six reasons that came up in both focus groups were:

- Funding, Corporate dollars
- Global scope for the organization
- Credibility and validity
- To have an international exchange of experiences, ideas, models, best practices, knowledge, and learning
- Social connections and inspiration
- The ability to look for new partners in country and build collaborations

Other reasons listed were:

- The possibility of more youth opportunities
- Shared goals and objectives
- Pooling of knowledge and resources
- Stability of IYF
- Opportunity for open ‘critical’ dialogue

In general, the remarks were positive in terms of the benefits of having joined the IYF Network. All organizations remarked about the potential of the Network and the activities, resources, and information that had been gained as a result of membership.

How are IYF Partners Defined

Many of the focus group participants were a little confused about the definition of an IYF Partner. In a conference presentation made before the focus groups, the idea of 'implementer' organizations was discussed. There were some angry sentiments about the difference between a Partner and an Implementer, in that some said if IYF decides a Partner cannot operate a program they want to implement they will ask another organization in country. For the most part, participants felt it was important for them to be informed of other programs being offered in their country and expected that IYF would contact them before choosing another organization to work with.

When pressed further for some definition, participants described IYF Partners as, "experts in our country on the topic of youth," and "independent from government." They said that, for the most part, IYF initiated the development of new Partner organizations as opposed to organizations contacting them to join the Network. In addition, some described having a formal, signed agreement with IYF and others said it was less formal.

Relationship between Partners and IYF

Respondents stated that they felt the relationship was good between Partners and IYF, but suggested that the relationship needed more attention. They reported that communication is difficult with IYF because there is no one person that they can contact. As one participant said it, "If I have three different programs that I am working with them on, I have three different contacts." They felt that communication could be improved if there were one inside contact responsible for coordinating the Network.

They also felt like, "although the relationship is polite and open, our opinions are not considered." In many ways it was described as a top-down relationship in that IYF is managing the programs (e.g. Make a Connection and Global Fund for Youth) and Partner agencies are the on the ground implementers. Partners also felt that, "I am not always sure IYF understands the impact of work and differences in the countries, they think everything is one model." Another example that respondents gave of this lack of understanding centered on the rushed deadlines for grant proposals and budgets. Apparently when a grant proposal is due, Partners do not feel they have enough time to meet expected timelines for information. Overall, Partners stated that more frequent and consistent communication with IYF would be helpful.

Communication between Partners

Participants of both focus groups stated that the relationship among Partners is primarily centered on contact that takes place at conferences and meetings. Although some Partners

said that they have initiated activities outside of those identified with IYF, many are in contact only when IYF coordinates events. In Europe for example, they have created a regional network that communicates regularly with each other. In addition, there have been some visits between Partners like those in the Philippines and Germany for information exchange on programs. The main barriers to communication between Partners seemed to be lack of time and venue.

Steps to Improve the Network

Several suggestions for improving the IYF Network gained support in both focus groups. First, respondents said, "We need to close the gap between IYF and the Network, they need to become a Partner, not just 'Big Brother." In addition, almost everyone was supportive of finding a way to invest in the Network, especially by identifying one person that could act as a facilitator from IYF. The hope is that there will be "more regional and global connections" via the Network.

Another suggestion was to have a "what works for youth" exchange of information, so that Partners could bring information on their best programs to share. The sentiment was that each organization had creative ideas and talents and that sharing this information would be a good value added of Network membership. Finally, both groups discussed the need to clarify the definition of a Partner[1] and Implementer[2] so that there is a clear basis for membership in the Network.

Other issues brought up for consideration during the focus groups included leveraging the relationship between IYF and Partners in a way that made even more financial connections, beginning to talk about indicators of success for the Network, and becoming more Network versus donor driven. Partners felt like they could participate more in the process of helping to identify donors, but that IYF usually makes these connections. In addition, respondents said that it would be helpful to define some measurement indicators that could help define the work of the Network and determine whether it is reaching its goals. Finally, some participants said that the overall agenda of the Network is determined too strongly by outside donors and should be better defined by the Partners themselves.

- **Partner Survey**

The 2006 IYF Partner Survey was completed by IYF Partner organizations during May-June 2006. Partner survey demographics are presented first, followed by relevant theme areas. Respondents were asked to comment on the vision and mission of IYF; reasons for joining the network; perceived purposes of the network; the overall relationship with IYF; receipt of IYF grants; impact of Network activities on their organization; and issues facing them in the future.

[1] An organization that has a long standing, formal relationship with IYF
[2] An organization that works with IYF on one project temporarily

For the Partners who completed the survey (n=30), 7% had been a Partner for 2 years or less; 37% for 3-6 years; and 53% for more than 7 years (see Table 1). Most of the organizations had been created in the 1990's (53%) or 1980's (23%). The others were either newer organizations (10% - 2000) or much older (13% - 1960's or 1970's). Those who completed the IYF Partner Survey were likely to be the Executive Director, Chief Executive Officer, or other top administrative position.

Table 1: Partner Demographics (n=30)

# of years as an IYF Partner:	
Less than 2 years	7%
3-6 years	37%
7+ years	53%
Don't know	3%
Year Organization Created:	
2000	10%
1990's	53%
1980s	23%
1970's	3%
1960's	10%

Vision, Mission, & Reasons for Joining the Network

A high majority of respondents said that their organization's mission matches strongly with IYF's vision (96%) and mission (87%) statements. When asked to rank the ***top three reasons*** why their organization chose to be a Partner in the IYF Network, they said:

1. To have an international exchange of ideas and experiences (97%);
2. To provide more opportunities for youth in my country (47%); and
3. To have a global scope and visibility (43%).

Other top choices included: 'to gain organizational credibility and validity' (40%) and 'to receive funding' (37%). When asked whether their individually rated first reason for joining the network had been fulfilled, a majority said the Network had achieved this 'quite a bit' (47%) or a 'great deal' (27%). Respondents said their second (83%) and third rated reasons (73%) had also been fulfilled (see Table 2).

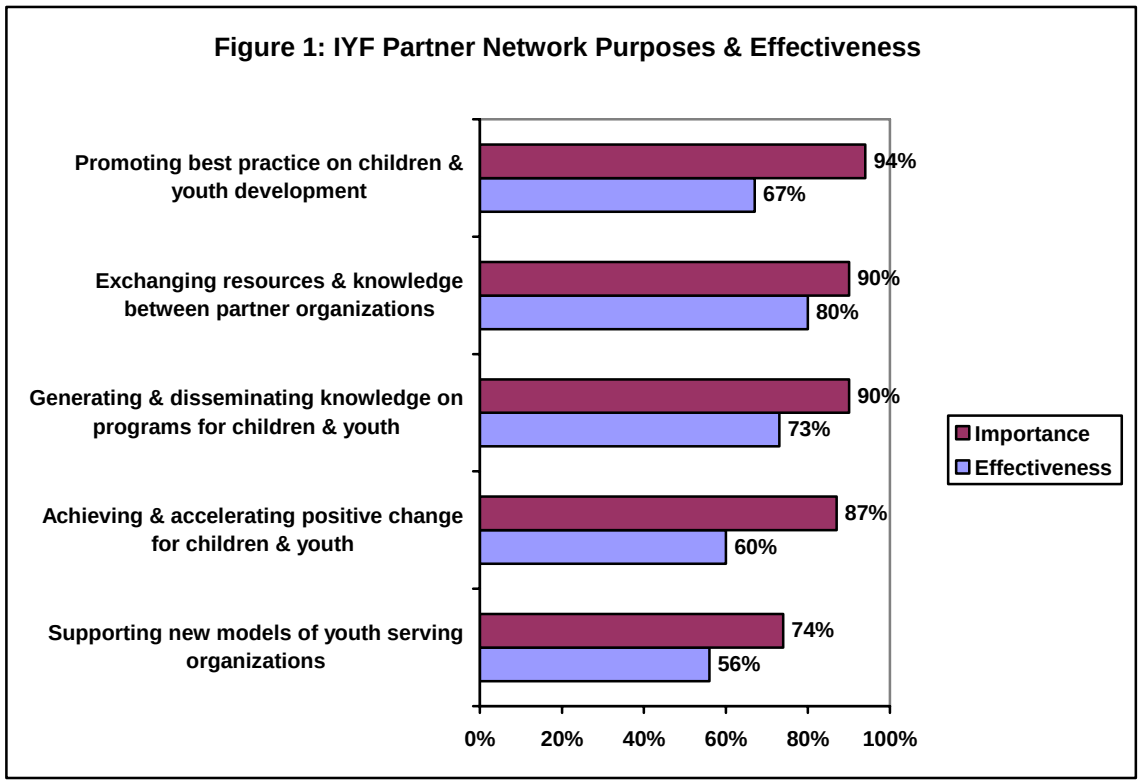
Table 2: Expectations Fulfilled (n=30)

	A great deal	**Quite a bit**	**Somewhat**	**Not too much**	**Not at all**	**Too soon to tell**
#1 reason	47%	27%	23%	3%	0%	0%
#2 reason	33%	50%	10%	7%	0%	0%
#3 reason	20%	43%	27%	7%	0%	3%

Purposes of the Network

Respondents were then asked to rate the importance of nine purpose statements for the IYF Network. Five of those statements were ranked as highly important with a range from 74%-94% receiving either a 'very important' or 'quite important' rating (see Figure 1). However, when asked to rate the effectiveness of the Network at serving these

purposes, the percentages were much lower with the range from 56%-80% receiving either a 'very effective' or 'quite effective' rating.



Detailed questions were then asked about issues related to the Network, such as, the relationship of IYF to the Network, communication strategies that might be used, and ways that IYF and Partners can work together in the future. For the most part, respondents felt that IYF should encourage rather than coordinate Network activities. Ninety-three percent (93%) 'agreed' or 'strongly agreed' that regional activities should be encouraged by IYF (see Table 3). Only 50% said these activities should be coordinated by IYF. In addition, 94% said that they felt IYF should encourage rather than coordinate (60%) activities related to the four thematic areas (education, employment, leadership/engagement, and health). On the contrary, a high majority of respondents (84%) 'agreed' or 'strongly agreed' that IYF should do more to facilitate the Network.

Table 3: Network Questions (n=30)

	Strongly agree	**Agree**	**Neither**	**Disagree**	**Strongly disagree**	**Don't know**
Regional activities 'encouraged' by IYF	40%	53%	3%	3%	0%	0%
Regional activities 'coordinated' by IYF	7%	43%	23%	20%	0%	7%
Thematic area activities 'encouraged' by IYF	37%	57%	7%	0%	0%	0%
Thematic area activities 'coordinated'	17%	43%	27%	7%	0%	7%

by IYF						
IYF should do more to facilitate the Network	17%	67%	7%	10%	0%	0%

In regard to communication strategies, only 43% of survey respondents agreed that communication is good among Partners (see Table 4). In fact, 34% 'disagreed' or 'strongly disagreed' with that statement. Sixty-four percent (64%) said that the Network should use different technology to create better communication among Partners, but only 17% said the electronic Partners village (an electronic communication strategy) was useful. When asked whether their organization would be willing to commit resources to improving communication among Partners, only 57% agreed.

Table 4: Network Questions Continued (n=30)

	Strongly agree	**Agree**	**Neither**	**Disagree**	**Strongly disagree**	**Don't know**
Communication is good among the Partners	13%	30%	23%	27%	7%	0%
Network should use technology to create better communication	37%	27%	20%	13%	0%	3%
Electronic Partners village was useful	0%	17%	37%	27%	3%	17%
My organization would be willing to commit resources to improving communication among Partners	10%	47%	17%	13%	3%	10%

In terms of potential activities for the Network, 84% of respondents said that IYF and Network Partners should build projects and take action together if they are going to achieve scale (see Table 5). Only 63% of Partners agreed that the Network should pick an issue(s) and become and International advocacy group. However, 70% agreed that cost-sharing for participation in the Network was a good idea and 73% said that IYF should be more inclusive of Network Partners when creating new programs.

Table 5: Network Questions Continued (n=30)

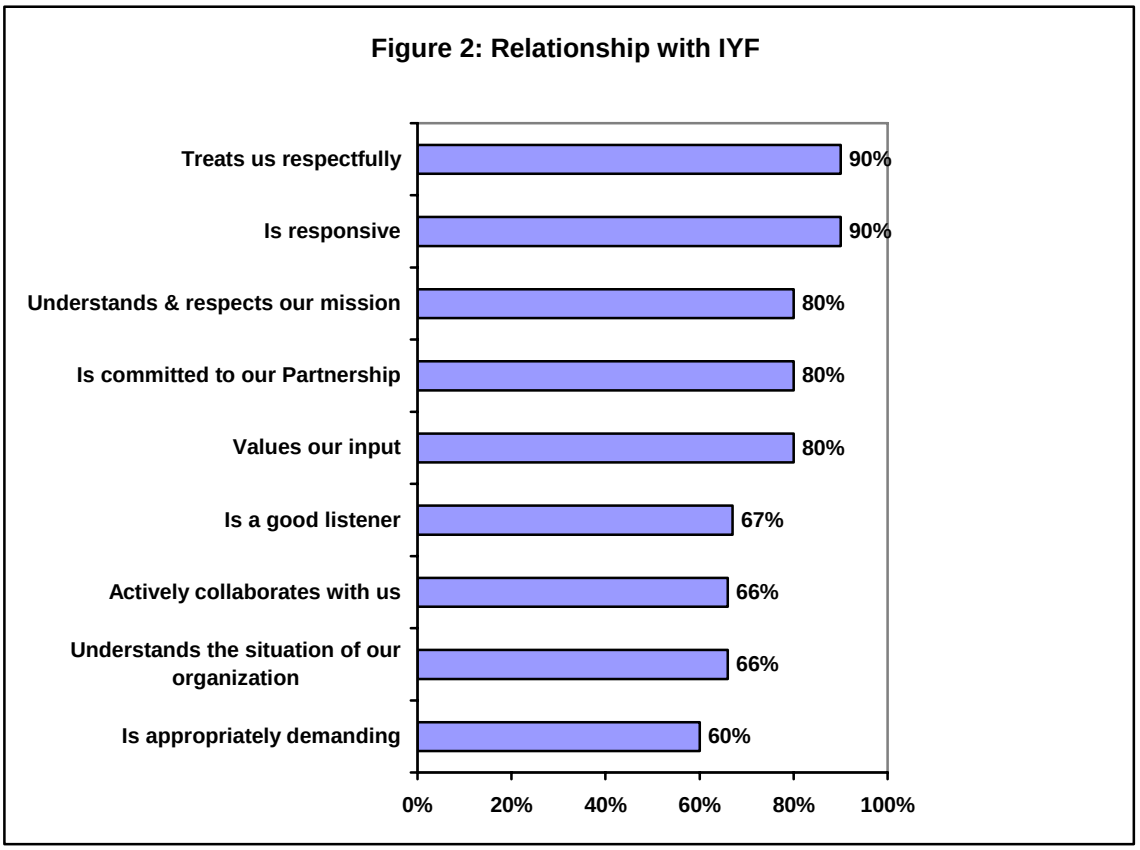
	Strongly agree	**Agree**	**Neither**	**Disagree**	**Strongly disagree**	**Don't know**
IYF and Partners should build projects together	37%	47%	7%	7%	0%	0%
Network should become an International advocacy group	20%	43%	20%	10%	3%	3%
Cost-sharing for the Network activities is a good idea	13%	57%	20%	7%	3%	0%
IYF should be more	33%	40%	10%	13%	3%	0%

inclusive of Partners when creating programs						

Relationship with IYF

Partners were then asked to respond to a series of statements describing their relationship with IYF. As a result, Partners were more likely to say that IYF was able to 'treat us respectfully' (90%); 'be responsive' (90%); 'understand and respect our mission and goals' (80%); 'be committed to our partnership' (80%); and 'value our input' (80%). They were less likely to say that IYF was 'appropriately demanding' (60%); 'understanding of the situation of our organization' (66%); 'actively collaborating with us' (66%); and 'a good listener' (67%). In general, 77% of Partners said they were satisfied with their relationship with IYF.

Figure 2: Relationship with IYF



Partners suggested a variety of ways that IYF could improve their communication strategies (n=10):

1. "Enhance participation and collaboration in programs or project development and design."
2. "Promoting regional network meetings in between IYF Annual meeting."
3. "Communication needs to be a two way street."
4. "Regional newsletter and exchange meeting for Partners on Regional projects."
5. "Use several languages according to regions or Partners."

6. "Have a common 'e' group for Partners in different countries."
7. "Organize a meeting with communication specialists to develop a common strategy."

IYF Grants

Partners were asked to discuss the grants that they had received from IYF. Ninety percent (90%) of respondents said that they had received some type of grant from IYF (see Table 6). Seventy-one percent (71%) said they had received a grant within the year; 19% said within 2-3years; and 11% said it had been 5 years or more since their last grant. The main grants described were Make a Connection, Global Fund for Youth, and Entra21. The majority of respondents (78%) said that the grants that they had received from IYF were 'very important' (52%) or 'quite important' (26%) to them. When asked to state what percentage of their budget consisted of IYF funds, responses ranged from <1%-80%. The median response was 7%, mean 21%, mode 50%.

Table 6: IYF Grants

% of Partners that received an IYF grant (n=30)	90%
% that received the grant: (n=27)	
Within 1 year	71%
Within 2-3 years	19%
Within 4-5 years	0%
5+ years	11%
% that said their grant was 'very important' or 'quite important' to them (n=27)	78%
% of budget is IYF funds (n=24)	
Less than 5%	42%
6-10%	21%
20-30%	12%
50-80%	25%

Most of the Partners said that IYF had been effective at administering their grants. Eighty-nine percent (89%) said that IYF had been effective in describing the 'clarity of objectives;' 93% said staff had been responsive (see Table 7). Ninety-three percent (93%) also said that 'financial payments had been made in a timely fashion,' and 82% said the communication prior to grant approval was effective.

Table 7: Effectiveness of Grant Administration (n=27)

	Very effective	**Quite effective**	**Somewhat effective**	**Not too effective**	**Not at all effective**
Clarity of Objectives	59%	30%	7%	4%	0%
Responsiveness of staff	63%	30%	0%	7%	0%
Financial payments made in timely fashion	63%	30%	7%	0%	0%
Communication prior to grant approval	56%	26%	15%	4%	0%

IYF & Network Impact

Almost all of the Partners (93%) said that IYF had enhanced their organization's capacity to serve children and youth. When asked to what extent IYF had impacted them, 36% said 'a great deal,' 36% said 'quite a bit,' and 29% said 'somewhat.' The top three ways Partners said that IYF had helped build their organizational capacity was by:

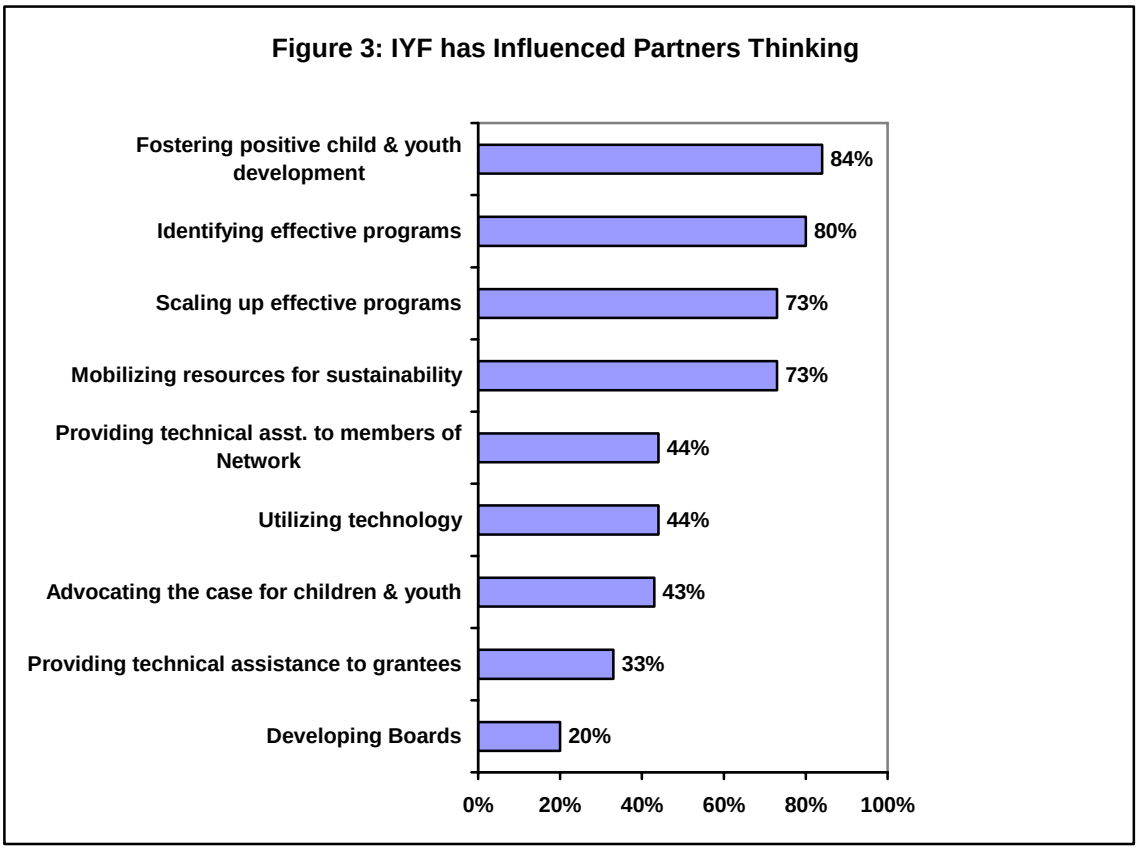
1. Developing new programs for children & youth (54%);
2. Assisting to develop quality monitoring & evaluation systems (50%); and
3. Promoting my organizations image & causes (46%) & Offering the opportunity to network with other NGOs (46%).

Partners suggested ***three main areas where IYF could offer to help build their organizational capacity***. The first was through fund development where they felt they could use general assistance with proposal development and financing. Partners also said that they could use something like a "thematic funding guidance" that offered them ideas on where and how to find money in education, health, leadership/engagement, and employment. Finding a new line of grants on new topic areas that would support their organizations further was also important to them.

Partners also said that IYF could help them by doing some "international advocacy" on behalf of the Network. They felt that IYF was in a good position to do more social marketing that could have an influence on "high level mobilization." Respondents were particularly interested in seeing some advocacy done for youth issues on an international scale.

Finally, Partners suggested that IYF could help them by doing more on project design and implementation. They are really hoping to use the Network to do more "sharing of lessons learned." One person said that they would like to see more forums provided for information exchange.

Respondents were then asked to rate how much IYF has influenced their thinking on a variety of topics related to capacity building. Partners were more likely to say that IYF had influenced them in: fostering positive children & youth development (84%); identifying effective programs (80%); scaling up effective programs (73%); and mobilizing resources for the sustainability of programs (73%) (see Figure 3). They were less likely to say that IYF had influenced their thoughts on: developing boards (20%); providing technical assistance to grantees (33%); advocating the case for children & youth (43%); utilizing technology (44%); and providing technical assistance to members of the Network (44%).



The Future

Partners were asked to identify the ***greatest future challenges*** facing them in fostering positive child and youth development. While countries and regions differed in their discussions, the most common issues discussed among all were: out of school youth; low quality educational systems; the need to scale up programs; and the importance of having evidence based data to support programs. Additional problems discussed included limited funding, organizational sustainability, and the need to work on public/private partnerships. Partners said that ***IYF could help them address these challenges*** by: promoting information exchange and dialogue on 'best practices,' continuing to develop revenue streams, providing information on effective monitoring and evaluation techniques, and being a worldwide advocate for these issues.

- **Annual Partner Meeting Feedback Session**

Partner organizations that attended the 2006 Annual IYF Partner meeting were presented with initial findings from the focus group and survey data. They were then asked to consider four issue areas that emerged from the data results. Partners were broken out into four groups and responded in the following manner to the topics:

1. What is your vision for IYF facilitation of the Partner Network? What would it look like (e.g., staff, resources, time, activities)? What would be the indicators of success for IYF facilitation of the Network?

    - IYF facilitation of the Network should help to create a sense of 'network' or togetherness. In between Annual meetings, there is not a lot of communication. A staff person from IYF could help to build this communication (via e-mails, newsletters, etc.) and provide leadership in developing the focus of the Annual meeting.
    - There could be a formal setting of goals and objectives for the Network.
    - The Annual meeting should address skills building and be organized based on feedback from Partners via the IYF Facilitator during the year.
    - IYF could provide Network leadership in the areas of standard setting, evidence building, and building a knowledge base.
    - IYF could encourage and facilitate the coming together of regions or others based on thematic areas in between the Annual meetings.
    - IYF Facilitator would help to identify new Partners to join the Network.
    - This Facilitator would have time to invest in actively thinking about the activities of the Network.
    - One activity of the Facilitator could be creating/updating a Partner profile and contact database.
    - Could build platforms for exchanging knowledge between Partners, especially via the thematic areas.
    - Role of this person would be facilitation…ideas would be ground-up or grassroots based.
    - IYF Facilitator could link organizations with common interests for information exchange.

2. What would you like to see happen that would build the relationship between IYF & Partners? How could IYF be more of a Partner, considering that they are also a funder? How could IYF better understand the situation of Partner organizations?

    - The key is to define how we work into our relationships considering the differences in context and organizational dynamics.
    - IYF could enhance relationships with regional managers for understanding the context of demands on Partners.
    - Partners need to take on responsibility for interacting and communicating.
    - Learning and sharing of knowledge should be the main role of the Network…starting new lives for programs.
    - IYF could influence public policies from the global level, highlighting Partner perspectives.
    - IYF could help to facilitate regional activities versus the Network becoming regionally based.
    - The Network should agree on issues of quality programming and set standards.

3. How can the Network be more effective at maximizing impact? Potential areas for impact identified in the survey include: promoting best practice; exchanging resources; generating & disseminating knowledge; achieving and accelerating positive change for youth; and supporting models of youth organizations.

    - There should be more communication among Partners and IYF on these issues, and a collective understanding between Network Partners should be built around these issues.
    - There could be more opportunities for skills development around these areas to include meeting regionally or otherwise between Annual meetings.
    - An audit or assessment of Partners should be done on the level of interest in these topic areas/issues locally.
    - There needs to be development of a program marketplace, where ideas and experiences can be shared.
    - An investment of time and resources is needed to do this.

4. How can the Network be more effective in the area of advocacy? What are potential focus areas for advocacy? Which institutions or other factors should be targeted?

    - Global advocacy is an important issue for the Network to take on.
    - Every few years or so, IYF should present proposals and policies regarding youth to the world (not to duplicate others). It could be a report that presents data and also concrete issues that must be addressed. A report stamped by IYF would add to the work of the Network members in their own countries.
    - Need to define Network expertise so that we can determine an appropriate topic for advocacy. Perhaps it is education…Need to determine a niche for the Network.
    - Need to discuss the balance between the delivery of projects and advocacy.
    - Should determine whose role it is to do advocacy – IYF or Network? The Network may have input – IYF may need to build consensus with Network members.
    - It is possible that the Network (or some members) could work together to develop a position paper on a particular issue (e.g. non-formal education). The members would be signatories on the paper, then it could be used by IYF and others.

Discussion and Recommendations

IYF Partners actively participated in a study of the IYF Global Network, with 33 Partner organizations being members of focus groups and/or responding to the 2006 Partner Survey. Focus group discussion centered on the topics of successful youth organization characteristics and outcomes, reasons for joining the Network, the relationship between

Partners and IYF, and suggestions for improving the Network. The Partner Survey asked respondents to comment on the vision and mission of IYF; reasons for joining the network; perceived purposes of the network; the overall relationship with IYF; receipt of IYF grants; impact of Network activities on their organization; and issues facing them in the future. Partners who attended the 2006 Annual meeting were then asked to reflect on four issue areas that came out of the study findings, to include, IYF facilitation of the Network, the relationship between IYF and Partners, maximizing the Network impact, and potential advocacy activities of the Network.

Almost all of the Partners said that they felt there was a common organizational purpose - that their organizational mission matched with IYF's vision and mission. And much like the information noted by others in the literature about the benefits of participating in a Network, IYF Partners state that they joined the Network in order to receive funding, gain organizational credibility and validity, and have a global scope and visibility. Additionally, and most noteworthy, they said that their top two reasons for joining the Network were to have an international exchange of ideas and experiences, and to provide more opportunities for youth in their country – pointing much more toward a partnership type of relationship.

For the most part, Partners stated that their expectations about the Network had been fulfilled. However, they reported less confidence in the effectiveness of the Network in achieving its most important purposes. They also felt that in general IYF should help encourage, versus coordinate, regional and thematic area activities of the Network. On the contrary, Partners felt that IYF facilitation of the Network was very important. They clearly stipulated, in the follow up session at the IYF Annual meeting, those activities that might be accomplished by a facilitator. These activities included: setting goals and objectives, maintaining a Partner contact database, developing forums for the exchange of information, and setting the groundwork for the IYF Annual Meeting by soliciting ideas from Partners.

When asked to comment on the relationship between IYF and Partners in both the focus groups and on the survey, Partners reported that there could be more done to facilitate a 'partner' relationship versus a top-down relationship. Although Partners said they were treated respectfully and responded to quickly, they were less likely to feel that IYF actively collaborated with them. This may have to do with the fact that IYF is also a funding agency, and almost all of the survey respondents stated that they had received some type of funding grant from IYF. In the follow up session at the Annual meeting, Partners said that communication was a key component of building this process and that it was the responsibility of both IYF and the Partners to improve the relationship. The top two concerns about the relationship between IYF and Partners identified in 2006 mirror those stated in 2000. They were less likely on both occasions to say that "IYF is appropriately demanding" and "IYF understands the situation of our organization."

Partners did say that IYF has impacted on their organizational capacity to serve children and youth. When asked to rate the top ways IYF had helped build their capacity, Partners said they had helped in 'developing new programs for children and youth;' 'developing

quality monitoring and evaluation systems;' 'promoting their organizations image and causes;' and 'offering the opportunity to network with other NGO's.' These are somewhat different than those identified in 2000, where the top three benefits also included 'diversifying sources of income.' Some of this change may be related to the fact that 42% of Partners said they receive less than 5% of their budget from IYF currently.

In general, IYF Partners feel a sense of benefit by being part of the Network. They want to see more of an investment of time and resources in developing the Network, to include some formal facilitation by IYF. They want to build projects together, develop advocacy agendas, and share expertise so that they can bring their organizations to "the cutting edge." There are many opportunities available to strengthen the Network, most of which were articulated well by Partners at the 2006 Annual meeting. The following recommendations are based on the full study results and the follow-up discussions at the Annual meeting:

1. ***Develop the resources necessary to identify a staff person from IYF to facilitate the Network***. As discussed by Partners and encouraged by the literature, this Facilitator could perform a number of activities to grow the Network. However two of those activities that could be most important to the process of the developing the Network would be setting goals and objectives and identifying indicators of success for the Network.
2. ***Coordinate at least one or two skill building workshops during the year (in addition to the Annual Partner meeting) based on regional needs and/or thematic areas***. Partners were clear that they wanted time in between the Annual meetings to exchange information and gain skills related to their local needs. These meetings could take place regionally or in some central location. In order for this to be 'encouraged' rather than 'coordinated' by IYF, Partners could be identified as leaders in developing these meetings. They may be leaders on a certain topic, in a region, or in a particular thematic area.
3. ***Discuss the idea of mentorships, internships, or staff exchanges that would help to build organizational capacity and create expertise exchange***. This suggestion came out of some discussion at the 2006 Annual meeting and could be a good way for Partner staff and/or students to gain information from IYF or other Partners. It would also be a good way for IYF staff to 'understand the context' of Partner organizations. In terms of mentoring, younger Partners could be paired with Partner organizations that have been around longer and/or they could be paired by region.
4. ***Create forums that offer the opportunity for sharing best practices, either face to face or virtually***. The idea of doing more to share best practices came up in the focus groups, survey, and follow-up meeting. Potential formats could be via a newsletter or e-discussion groups. There may be others. This would also be an opportunity to tap into the idea that Partners would be willing to share costs for some Network activities.
5. ***Make time every year or two to take the pulse of the relationship between Partners and IYF***. Based on the feedback from all methods of data collection, time needs to be dedicated to building, maintaining, and sustaining the

relationship between IYF and Partners. Processes should also be put into place that assist in clarifying the roles and responsibilities of all parties. Partners were very pleased that IYF was including them in the strategic planning process, and that should continue as often as possible.

6. ***Create a task force of IYF staff and Partners that looks at the issue of building an advocacy agenda for the Network***. Advocacy was identified as an important issue for the Network to grapple with. While several ideas were expressed, including some regular type of report on the 'Status of Youth,' more discussion and time should be allotted for this task.
7. ***IYF should ensure that Partners are included when relationships are being built around potential funding sources for youth programs***. Partners were clear that they would like to be a part of building the potential funding resources available to Network Partners. In discussions during the focus groups and at the Annual meeting, Partners expressed interest in building a strategy around diversifying funds. This could be a good opportunity for more collaboration between IYF and Partners.

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Appendix 1: Focus Group Protocol

International Youth Foundation

Partner Network Focus Group Protocol

Helsinki, Finland October 2005
Barcelona, Spain November 2005

Designed by: Partners in Evaluation & Planning, LLC

Introduction by Facilitator:

Hello and welcome, my name is Jean Haley/Christy Lynch and I am here today working for Partners in Evaluation & Planning LLC a research and evaluation consulting firm out of Baltimore Maryland.. As Bill Reese mentioned, IYF has embarked on a strategic planning exercise, and a crucial component of that process is ensuring/gathering/getting partner input. Therefore, we have been hired by the International Youth Foundation to conduct a study of the IYF international partner network over the course of the next 10 months. The study will include focus groups like the one you are in today, as well as an on-line survey to come later at the end of this year/early next year.

We will be taking about the next 1.5 hours to ask some questions about your perceptions of the international partner network – successes, barriers, and suggestions. The information gathered here will be analyzed along with additional focus group information to be captured throughout the year from other partners, and via the Partner Survey mentioned earlier. Once the data is compiled, a report will be written for IYF and USAID (the funders of the research) offering results on how well the partner network is operating and recommendations for how things might be improved.

So…please know that I will be tape recording the proceedings and hand written notes will also be taken. It is difficult to capture everything with hand written notes, so I ask that you speak clearly for the tape. The information shared in our session today is confidential. Anything shared specifically about your organizations or IYF will not be shared outside of this project. In addition, IYF will not be able to attribute any of the results to specific partners. When the results are reported, themes that come out of the focus groups are presented, but no partner is named specifically with their quotes. As a result, we hope that you will feel comfortable being as honest as possible.

Are there any questions before we move forward??

1. Introductions – for the tape, would you mind stating the organization you are from, your position in the organization, and the number of years you have been part of the IYF international partner network?

2. Ok, thank you. Now we start with the first formal question: What does a successful youth serving organization look like in your opinion? (probe: What characteristics & outcomes does an organization need, to be defined as successful?)

3. Why did your organization decide to join the IYF partner network? (probe: Did your organization contact IYF or vice versa? What was the process for joining the network? What was the original motivation that made you think it would be worthwhile to your organization to join?)

4. What specifically, do you have to do as an IYF partner/network member? How is partner defined? (probe: Are there tasks/qualifications/standards that have to be met?)

5. What are the benefits of being part of the IYF partner network to your organizations? (probe: exchange of resources – staff, time, money, having meetings/conferences, ** AND, How does it benefit the success of your organization at home? Does the network help make your organization run more efficiently, etc?)

6. What are the strengths of the network itself? (probe: How well do people work together? Would you use the words collaborate, coordinate, or support to describe your relationship with other partners?)

7. Are there any barriers or weaknesses to the way the network operates? (probe: What is the relationship like with IYF? What is the relationship like between partners? Are there any special regional issues?)

8. What would an ultimately successful international partner network look like? (probe: What characteristics would exist? Regular meetings? List serv? Exchange of resources? Grant funding or support to get dollars?, etc.)

9. What steps should be taken to improve the work of the network? (probe: What is the gap between what is current and what would be ultimately successful? What can IYF do? What can local organizations do?)

10. Overall, would you say the mission of your organization has been furthered as a result of being in the IYF network? (probe: If so, how? If not, why not?)

Appendix 2: Participating Partners

Partner Country & Organization	Focus Groups	Partner Survey
Argentina Fundación YPF *Executive Director:* SILVIO JOSÉ SCHLOSSER	x	x
Australia Foundation for Young Australians *Executive Director:* TRISH BURROWS	x	x
Balkans Balkan Children and Youth Foundation *Executive Director:* ALEKSANDRA VIDANOVIC		x
Brazil Fundação Abrinq Pelos Direitos da Criança – (Abrinq Foundation for the Rights of Children and Adolescents) *Executive Superintendent:* SANDRA AMARAL DE OLIVEIRA FARIA	x	x
Canada Thrive! The Canadian Centre for Positive Youth Development *Executive Director:* JOANNE MCQUIGGAN	x	x
Chile The Asociación Chilena pro Naciones Unidas (ACHNU) – (The Chilean UN Association) *Executive Director:* OSVALDO TORRES GUTIÉRREZ	x	x
China China Youth Development Foundation *Executive Director:* TU MENG	x	x
Colombia The Fundación Restrepo Barco (FRB) *Executive Director:* DR. MARCO CRUZ	x	x
Czech Republic Nadace Rozvoje Obcanské Spolecnosti (NROS) – (Civil Society Development Foundation) *Executive Director:* DR. HANA SILHÁNOVÁ	x	

Finland Suomen Lasten ja Nuorten Saatio - Barn och ungdomsstiftelsen i Finland – (Finnish Children and Youth Foundation) *Executive Director:* IRA CARPELAN	x	x
Germany Deutsche Kinder- und Jugendstiftung – (German Children and Youth Foundation) *Executive Director:* DR. HEIKE KAHL	x	x
Hungary Demokratikus Ifjúságért Alapítvány (DIA) – (Foundation for Democratic Youth) *Interim Executive Director:* AGNES ZSOK	x	x
India Youthreach *Executive Director:* SUPREET SINGH	x	x
Israel Matan – Your Way to Give *Executive Director:* AHUVA YANAI		x
Italy* Accordo Group	x	
Ireland Irish Youth Foundation *Executive Director:* LIAM O'DWYER		x
Japan Japan Initiative for Youth Development (JIYD) *Executive Director:* MASAYUKI (MEL) NAKAO		x
Mexico Fundación Rostros y Voces *Executive Director:* CARLOS ZARCO	x	x
Netherlands Jantje Beton Stichting Nationaal Jeugd Fonds – (Jantje Beton National Youth Fund) *Executive Director:* DR. HENK P. KASBERGEN	x	x

Nigeria* LEAP Africa Ltd. *Founder/CEO:* Mrs. Ndidi O. Nwuneli	x	
Peru Centro de Información y Educación para la Prevención del Abuso de Drogas (CEDRO) – (Information and Education Center for Drug Prevention) *Executive Director:* ALEJANDRO VASSILAQUI	x	x
Philippines Consuelo Foundation *Managing Director:* RAY DEAN SALVOSA	x	x
Poland Polska Fundacja Dzieci i Mlodziezy – (Polish Children and Youth Foundation) *Executive Director:* MARIA HOLZER	x	
Portugal Fundação da Juventude *General Director:* PAULO SANTOS		x
Puerto Rico Fundación Comunitaria de Puerto Rico (FCPR) – (Puerto Rico Community Foundation) *President and Chief Executive Officer:* DR. NELSON COLÓN		x
Republic of Korea Kids&Future *Executive Director:* DU JUN PARK	x	x
Russia Fond Noviye – (New Perspective Foundation) *President and Founder:* NADIA SERIAKOVA	x	x
Slovakia Nadácia pre deti Slovenska – (Children of Slovakia Foundation) *Executive Director:* LUCIA STASSELOVA		x

South Africa Youth Development Trust (YDT) *Executive Director:* XOLANI MBANGA	x	x
Spain Fundación Esplai *General Manager:* XEMA GIL MENESES	x	x
Thailand National Council for Child and Youth Development *Executive Director:* SRISAK THIARRY	x	x
Turkey Türkiye Egitim Gönüllüleri Vakfi (TEGV) – (Educational Volunteers Foundation of Turkey) *Acting Executive Director:* PROF. SÜHA SEVÜK		x
United Kingdom National Children's Bureau *Executive Director:* PAUL ENNALS	x	x
United States The Forum for Youth Investment *Executive Director:* KAREN PITTMAN	x	
Venezuela Opportúnitas-Fundación para la Infancia y la Juventud *Executive Director:* GINA BIASINI	x	x

Note: * indicates an implementer vs. Partner country

Appendix 3: Survey Instrument

IYF MISSION & VISION

Please rate how strongly your organization's mission matches with IYF's mission and vision statements using the scale below.

	Very Strongly (5)	Quite (4)	Somewhat (3)	Not Too (2)	Does not match at all (1)	Don't Know
Vision: IYF envisions a world in which all young people have the opportunity and support to achieve their potential, and the confidence and power to create a better future.						
Mission: IYF works to ensure that young people worldwide lead healthy, productive, and engaged lives.						

PARTNER NETWORK

Of the following options, please rank the top **three** most important reasons why your organization has chosen to be a partner with IYF? Please place a 1, 2 or 3 next to your top reasons:

- to have an international exchange of ideas & experiences
- to receive funding
- to gain organizational credibility and validity
- to have a global scope and visibility
- to collaborate with other like organizations
- to look for more partners in my country
- to provide more opportunities for youth in my country
- other: please identify
- other
- other

To what extent have these expectations been fulfilled? (Please place an X in the appropriate box.)

	A Great Deal (5)	Quite a Bit (4)	Somewhat (3)	Not Too Much (2)	Not At All (1)	Too Soon to Tell (0)
#1 reason						
#2 reason						
#3 reason						

How **important** are the following purpose(s) of the IYF Partner Network to you? (Please place an X in the appropriate box.)

	Very Important (5)	Quite Important (4)	Somewhat Important (3)	Not Too Important (2)	Not At All Important (1)
Generating and disseminating knowledge on programs for children and youth					
Achieving and accelerating positive change for children and youth.					
Influencing global policies to impact children and youth.					
Promoting best practice on children and youth development.					
Exchanging resources and knowledge between partner organizations					
Impacting the press and media to show positive images of children and youth					
Coordinating research on the issues of children and youth					
Supporting new models of youth serving organizations					
Promoting collaboration between youth and adults					

How **effective** is the Partner Network in serving these purposes? (Please place an X in the appropriate box.)

	Very Effective (5)	Quite Effective (4)	Somewhat Effective (3)	Not Too Effective (2)	Not At All Effective (1)	Too Soon To Tell (NA)
Generating and disseminating knowledge on programs for children and youth						
Achieving and accelerating positive change for children and youth.						
Influencing global policies to impact children and youth.						
Promoting best practice on children and youth development.						
Exchanging resources and knowledge between partner organizations						
Impacting the press and media to show positive images of children and youth						
Coordinating research on the issues of children and youth						
Supporting new models of youth serving organizations						
Promoting collaboration between youth and adults						

Please comment on the statements below using the agree or disagree scale.

	Strongly Agree (5)	Agree (4)	Neither (3)	Disagree (2)	Strongly Disagree (1)	Don't Know
Regional activities should be encouraged by IYF.						
Regional activities should be coordinated by IYF.						
Activities related to the four thematic areas (education, employment, leadership/engagement, and health) should be encouraged by IYF.						
Activities related to the four thematic areas (education, employment, leadership/engagement, and health) should be coordinated by IYF.						
The annual Partner's meeting is effective.						
I need more information about the Partner Network.						
I am not clear what an 'implementer' is as compared to a 'partner'.						
Cost-sharing for participation in Network activities is a good idea.						
The Network should pick an issue(s) and become an International advocacy group.						
The electronic Partners Village was useful.						
The Network should use different technology to create better communication among partners.						
My organization would be willing to commit resources to improving communication among partners.						

I feel like I am one among equals in the Network.						
Communication is good among the Partners.						
IYF plays too big a role in the Network.						
IYF should do more to facilitate the Network.						
IYF and Network partners should build projects and take action together if we are going to achieve scale.						
IYF should be more inclusive of Network partners when creating new programs.						

RELATIONSHIP WITH IYF

Please place an X in the appropriate box on the following scale to assess your overall relationship with IYF.

IYF:

	Strongly Agree (5)	**Agree (4)**	**Neither (3)**	**Disagree (2)**	**Strongly Disagree (1)**
Treats us respectfully					
Understands and respects our mission and goals					
Values dialogue					
Is committed to our Partnership					
Is responsive					
Is a good listener					
Values our input					
Enhances our reputation					
Actively collaborates with us					
Is a good communicator					
Is well organized					
Understands the situation of our organization					
Is appropriately demanding In general I am satisfied with our relationship with IYF.					

What are some ways that IYF could improve communication strategies with Partners?

My organization has received a grant(s) from IYF. (Please place an X next to your answer.)

Yes □ No □

If yes, when have you last received a grant from IYF?

- □ Within 1 year
- □ Within 2-3 years
- □ Within 4-5 years
- □ 5+ years ago

What types of grants have you received:

What % of your budget currently consists of IYF grants: _____%

How important to your organization was it (were they)? (Please place an X in the appropriate box)

Very Important (5)	Quite (4)	Somewhat (3)	Not Too (2)	Not At All Important (1)

How effective has IYF been in administering the grant(s)? (Please place an X in the appropriate box.)

	Very Effective (5)	Quite (4)	Somewhat (3)	Not Too (2)	Not At All Effective (1)
Clarity of objectives					
Responsiveness of staff					
Financial payments made in a timely fashion					
Communication prior to grant approval					

OUTCOMES OF RELATIONSHIP

In general, has IYF enhanced your capacity to serve children and youth?

Yes ☐ No ☐ Not Sure ☐

If yes, to what extent? (Please place an X in the appropriate box.)

A Great Deal (5)	Quite a Bit (4)	Somewhat (3)	A Little Bit (2)	Not At All (1)

In what way(s) do you believe IYF has helped build your organizational capacity? (Please rank your top 3 answers by putting a 1 2 or 3)

Promoting my organization's image and causes	
Diversifying our sources of income	
Identifying effective programs for children and youth	
Assisting you to develop quality monitoring and evaluation systems	
Offering the opportunity to network with other NGOs	
Developing new programs for children and youth	
Engaging local companies to contribute resources	
Providing connections to knowledge experts in the field of child and youth development	
Other (Please specify):	

What services or supports could IYF add that would help you build your organizational capacity?

To what extent has IYF influenced your thinking on how best to:

	A lot (4)	Somewhat (3)	A little (2)	Not At All (1)	Not Applicable
Identify effective programs.					
Sustain your organization financially.					
Scale up effective programs.					
Mobilize resources for the sustainability of programs.					
Foster positive children and youth development.					
Utilize technology.					
Build bridges among the private (business), government, and non-profit sectors.					
Develop boards.					
Promote youth participation.					
Make the case for children and youth, e.g. advocacy.					
Develop a network of youth serving organizations.					
Have an impact on the children and youth sector.					
Identify the role of your organization in the larger society.					
Facilitate the replication of successful programs.					
Provide technical assistance to grantees.					
Provide technical assistance to members of the network.					
Other (Please specify):					

Given your mission, what are the three greatest challenges you face in fostering positive development for children and youth?