

The Impact of Fragile Environments on NGO Networks: A Comparative Analysis of Three West African Countries

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Dear Amber,

Enclosed is the final report summarizing the research undertaken for the project entitled "The Impact of Fragile Environments on NGO Networks." Per the terms of the cooperative agreement between USAID, PVC-ASHA and the University of Maryland, we are submitting the report 90 days after the end of the performance period, which after a no-cost extension, was April 30.

In the final report we have sought to address the suggestions and concerns we received when we presented the research at USAID. Once the report is reviewed, we are happy to make further revisions to the report to address any concerns you or others might have. We will forward you an electronic copy of the report shortly in order to ease dissemination.

We would like to thank you for the invaluable support you provided during the project. We would also like to thank USAID for the opportunity to undertake this research and to contribute in a very small way to improving development practice in post-conflict and fragile environments.

Sincerely,

**Andrew Blum, Ph.D.
J. Joseph Hewitt, Ph.D.**

CC: Thomas Kennedy

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About CIDCM

The Center for International Development and Conflict Management (CIDCM) is an interdisciplinary research center at the University of Maryland. CIDCM seeks to prevent and transform conflict, to understand the interplay between conflict and development, and to help societies create sustainable futures for themselves. Using the insights of researchers, practitioners, and policy makers, CIDCM devises effective tools and culturally appropriate pathways to constructive change.

For more than twenty years, scholars and practitioners at the Center have sought ways to understand and address conflicts over security, identity, and distributive justice. CIDCM's programs are based on the belief that "peace building and development-with-justice are two sides of the same coin" (Edward Azar, CIDCM founding director). CIDCM's accomplished scholars, its expertise in data collection and analysis, and its direct involvement in regional conflict management efforts make the Center a unique resource for discovering enduring solutions to the world's most intractable conflicts.

Research Data Collections. CIDCM collects, analyzes and links data relevant to the study of the dynamics of societal conflicts. The aim is to expand data capabilities to facilitate cross-disciplinary research among scholars and policy analysts concerned with aspects of societal conflict, state failure, and minority rights. The Center hosts several major international databases on societal conflict, including Minorities at Risk, Polity, and International Crisis Behavior.

Training and Education. The Center provides on-the-ground training for parties to specific conflicts, as well as programs that feature conflict resolution training for students and government officials. The Partners in Conflict program has provided training in citizens' diplomacy and conflict resolution in more than 15 countries, and the ICONS Project creates interactive tools for teaching and training in negotiation, leadership, and conflict management techniques. CIDCM also offers an undergraduate Minor in International Development and Conflict Management.

Policy Analysis. Strategically located at the nexus of theory and practice, CIDCM seeks to foster a conversation among scholars and policy makers, and to use global analyses as a basis for concrete recommendations for the policy community. Extensive field experience, subject matter expertise, and command of both quantitative and qualitative methods provide CIDCM researchers with a strong foundation for advancing cutting edge policy analysis. In this regard, its biennial publication *Peace and Conflict* reports major global and regional trends in societal conflict, development, and governance issues. Other recent examples of analyses offered by the center's researchers include assessments of policy regarding the use of information technology in development, democratization, strategies for conflict mitigation and resolution, and approaches for sustainable development and peace.

In addition, two CIDCM endowed chairs, the Anwar Sadat Chair for Peace and Development and the Baha'i Chair for World Peace, seek to bridge the gap between the academic and policy worlds and develop alternatives to violent conflict.

About the Authors

Dr. Andrew Blum

Dr. Andrew Blum is the Director of the ICONS Project at CIDCM. At the ICONS Project, Dr. Blum develops and implements training programs that incorporate real-time simulation exercises as a way for trainees to further develop and hone crucial skill sets. He has designed and run training programs on effective negotiation, conflict management, crisis leadership, and cross-cultural communication.

In addition to his training work, Dr. Blum works on a USAID project designed to improve local governance and the distribution of reconstruction aid in Afghanistan. He also teaches undergraduate classes in the field of international development and post-conflict reconstruction.

Dr. Blum's background is in conflict resolution and the management of ethnic conflict. His previous experience includes work for the Institute for International Mediation and Conflict Resolution and for The Carter Center. He has conducted training and worked on conflict resolution programs in Turkey, Guyana, Mexico, Azerbaijan, Estonia, and Kazakhstan. Dr. Blum received his B.A. in Government and Foreign Affairs from the University of Virginia. He received a Ph.D. from the University of Southern California, School of International Relations.

Dr. Joseph Hewitt

Dr. Joseph Hewitt is the Assistant Director of CIDCM and the center's Director of Government Relations. His particular responsibilities include projects funded by government contracts and grants. His recent projects involve developing and applying models for assessing the risks of civil conflict in fragile states. In addition, he has lead editorial duties for Peace and Conflict, the center's biennial publication tracking global trends in armed conflict, democratization, and development.

Additionally, Dr. Hewitt has extensive involvement in many of the training programs offered by the ICONS Project at CIDCM. In this capacity, he has served as a trainer in programs focusing on building and strengthening skills in negotiation, conflict management, and leadership.

Dr. Hewitt's background is in international politics and foreign policy, with a particular focus in international conflict processes. He has extensive expertise in quantitative political analysis, statistical modeling, research design development, and management of large datasets. His research focuses on the causes of armed interstate conflict, conflict early-warning, forecasting political instability, international crisis bargaining, and the connections between government attributes and conflict behavior. He has taught many courses in international relations including introductory world politics, US foreign policy, international organizations, international conflict, and international relations theory. He received his Ph.D. from the University of Maryland.

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Executive Summary

The research summarized in this report is built on the premise that to fully understand how networks of NGOs can ameliorate the consequences of fragile environments, it is important to account for how that environment affects the operations of the network itself. Thus, the primary research question addressed in this project is: **How do the characteristics of fragile states impact the effectiveness of NGO networks?**

This project developed an extensive survey instrument that was administered to 101 individuals working in 37 different peace-building organizations across three countries (Cote d'Ivoire, Liberia, and Nigeria). The organizations are all part of the West African Network for Peace-Building (WANEP). While some problems made some data unusable, overall the survey yielded a rich database of information. This report presents results from many analyses that tracked how different aspects of state fragility (armed conflict, dislocated populations, weakened security, governmental crises, and economic shocks) affected specific activities carried out by organizations and also how they impacted upon network dynamics.

Overall, the analyses demonstrate that the elements of state fragility have an observable adverse impact on the operations of peacebuilding organizations and the network within which they interact. These findings are, perhaps, unsurprising. What is surprising about the findings reported here is that fragility's impact is varied. Some aspects of fragility are less disruptive than others. Many of the activities performed by organizations are significantly impeded by the challenges posed by fragility, but many are not. While coordination between organizations can often be more difficult, survey respondents reported modest improvements in some aspects of the WANEP network with the onset of fragility. Notably, some desirable features of the WANEP network showed modest signs of strengthening during fragility.

Analyses of survey data revealed that some activities of WANEP organizations stand out in terms of the high level of disruption caused by fragility. **The activities that became most difficult to carry out were election monitoring, community development, transitional justice, natural resource conflict management, reintegration activities, and trauma healing.** The gap between the difficulty for these activities and those that respondents reported were least affected by fragility was quite significant.

In most cases, the analyses revealed no significant increase in the level of difficulty for performing tasks like fundraising, information-sharing with WANEP headquarters, telephone calls and meetings, report writing, and information-sharing with other organizations. Clearly, the fact that information-sharing activities were prominent among those activities left largely unaffected by fragility suggests that this important aspect of the WANEP network's function is resilient to the challenges posed by fragile environments.

The challenges of coordination in fragile environments were less difficult to overcome than performing the actual activities themselves. For most tasks, network organizations reported only modest disruptions in their ability to coordinate with others. While most aspects of fragility pose serious difficulties for performing many activities, the ability of organizations to continue their coordination around those activities was impeded to a lesser extent.

Not all aspects of fragile environments were equally disruptive to the operations of peacebuilding organizations in the WANEP network. **Across most of the analyses, the impact of dislocated populations appeared to pose less daunting challenges for carrying out most activities.** In some cases, the impact of economic shocks was comparable to that of dislocated populations, as well. In almost all cases, the deleterious effects of armed conflict, weakened security, and governmental crises were modestly worse.

Analyses of survey data indicated that many important features of the network strengthened in times of fragility. Of the features that reflect on network leadership—network attributes that encourage fuller participation from members, thereby ‘pulling’ them more tightly into the network—there were several positive findings. Respondents reported that **the transparency of network leadership decision-making improved** in all aspects of fragility (except, notably, during periods of economic shock). The data also showed that **network leadership’s ability to foster innovation and collaboration improved in all elements of fragility.** Our analyses revealed that **leadership’s ability to facilitate open and effective communication among network members varied depending on the aspect of fragility under focus.** Finally, **fragility made no discernible impact on leadership’s ability to mobilize resources for network members.**

The survey also tracked three factors that reflect on features of member organization behavior and attitudes. These are factors that can ‘push’ members into fuller network participation. In this case, respondents reported that **the network improved levels of trust among members during periods of fragility.** At the same time, the **survey results indicate a modest increase in the intensity of competition for resources during all aspects of fragility except periods of armed conflict.** That finding comports with the finding discussed in the previous paragraph indicating that the leadership’s ability to mobilize resources does not improve during fragility. However, since **respondents report an overall improvement in their satisfaction with WANEP membership during times of fragility** (the final finding from this section), it appears that the reported inability of leadership to improve its ability to mobilize resources does not prove particularly salient for many member organizations.

Introduction

NGOs in developing countries are often small, under-funded, and work in political and economic environments that place serious obstacles to accomplishing their goals. It is natural, therefore, that these NGOs would want to band together in various types of networks in an attempt to overcome these hurdles. It is widely, although not universally, accepted that NGO networks (hereafter “networks”) have demonstrated their value through successful contributions to development in a variety of contexts. It is also widely accepted that networks can play a crucial role in mitigating the devastating consequences of state fragility, thereby helping states move away from fragility toward increased stability. In this project, we focus on the relationship of networks to state fragility as opposed to development more generally.

The research summarized in this report accepts the premise that networks can have a positive impact on the mitigation of state fragility. Clearly, however, the ability of networks to have this positive impact is affected by the context in which they are working. If networks are seeking to mitigate the consequences of state fragility, then this context is defined by the consequences of the very fragile environment that they are seeking to impact. It is important, therefore, to understand how the characteristics of fragile states affect the operations of NGO networks. Thus, the primary research question addressed in this project is: *How do the characteristics of fragile states impact the effectiveness of NGO networks?*

Our approach to this question relies on examining the interaction between specific characteristics of fragile states and specific factors that contribute to the effectiveness of NGO networks. As explained below, in most cases, we expect fragile environments to reduce the effectiveness of NGO networks. We do not expect fragility’s impact on networks to be universally disruptive, though. Certain consequences of fragility, the clarity of focus it provides for instance, can be beneficial to NGO networks. The empirical results we present will provide support for the dual nature of these expectations.

The end goal of this research is to contribute to the formulation of policy recommendations that allow more effective support to be provided to NGO networks in fragile environments—support that can counteract the deleterious effects that fragile environments are having on the functioning of these networks.

Cases

This project collected data on three national networks within the West African Network for Peacebuilding (WANEP). These national networks are composed of organizations within West African countries working on issues of peacebuilding and conflict

management. Because it is these national networks that are most directly affected by state fragility, they offer the most efficient means by which to assess our research hypotheses. Moreover, because they are part of the larger WANEP system, they all have a similar structure and core mission. This ensures we are comparing apples with apples when looking at the various cases.

The specific national networks to be examined are those in Nigeria, Liberia and, Cote d'Ivoire.¹ These cases were selected for several reasons. First, they provide a range of contexts regarding fragility. In Nigeria, there is relatively isolated conflict in a more prosperous state. In Liberia and Cote d'Ivoire, the conflicts have been more widespread and more devastating to state and societal institutions. Second, the cases also vary on other potentially significant variables, including level of economic development, strength of civil society, level of support from foreign aid donors, and colonial history. This variation is important in that if conclusions can be reached which are applicable to all three cases, it increases the likelihood that they will be relevant to a wide range of fragile states. Conversely, if conclusions are only applicable to a subset of the cases, this will allow context-relevant policy recommendations to be developed.

Definitions

NGO Networks

There are numerous definitions of networks and NGO networks within the various literatures that have examined how organizations collaborate with each other. As with most complex concepts, there will never be agreement on a consensus definition.² A 2004 ICCO report provides a useful review and working definition.³ It notes that,

networking is about organisations, institutions and individual actors joining forces around a common concern. It is also about building relationships with

¹ As we discuss later in the report, we have reason to doubt the validity of some of the Cote d'Ivoire data. Consequently, many of our analyses will be presented with the Cote d'Ivoire data excluded.

² See Claudia Liebler and Marisa Ferri, "NGO Networks: Building Capacity in a Changing World." Office of Private Voluntary Cooperation, USAID, 2004, 15-19; Madeline Church et al., "Participation, Relationships and Dynamic Change: New Thinking On Evaluating The Work Of International Networks." Working Paper No. 121, Development Planning Unit, University College, London, 2003, 14-15, for an interesting discussion of the complexities involved in defining networks.

³ ICCO, "Networking for Learning: What Can Participants Do?" ICCO, 2004, 5.

other independent actors to (often) share knowledge, goods, and experiences and to learn from each other with a common goal in mind.⁴

A key feature of NGO networks is that NGOs participate voluntarily. While there may be a central administrative organ, such as a secretariat, there is no hierarchy within a network. NGOs may have certain obligations within a network, but they can also leave as they please. NGOs voluntarily participate in such networks for a variety of benefits that include: increased access to information and expertise, efficiency gains through increased coordination, risk-sharing and mitigation, or expressing their identities as a community or social group.⁵

Finally, while a group of organizations that maintain very informal relationships may still be considered a network under some definitions,⁶ the research presented here is more applicable to networks that are institutionalized to some degree.⁷ This institutionalization may include standards for membership, rules that govern the rights and obligations of the members of the network, the maintenance of a secretariat, and so on.

Thus, for the purposes of this research, a NGO network can be defined as a collection of NGOs that have institutionalized their relationships to some degree in order to derive certain organizational benefits and pursue a common goal.

⁴ ICCO 5. Church et al focus their definition on the common concern, see Church et al, 15. Martha Nunez and Ricardo Wilson-Grau present a similar definition, but focus on the political/social change aspects of network formation. See Martha Nunez and Ricardo Wilson-Grau, "Towards a Conceptual Framework For Evaluating International Social Change Networks." Unpublished Paper, 2003, 1. For similar definitions, see also, Fulco van Deventer, "Understanding Networks." Issue Paper, Global Partnership for the Prevention of Armed Conflict, European Centre for Conflict Prevention, ~2004, 1; HIV and Development Program, "Networks for Development: Lessons Learned from Supporting National and Regional Networks on Legal, Ethical and Human Rights Dimensions of HIV/AIDS." UNDP, 2000, 6-7.

⁵ Darcy Ashman, "Supporting Civil Society Networks in International Development Programs," AED, 2005, 7; ICCO 5.

⁶ Liebler and Ferri draw a useful distinction between networks and "networked approaches." For the purposes of this research, we would argue that at some level of informality, organizations are engaging in networking or networked approaches, but there is no "network". See Liebler and Ferri 19.

⁷ The ICCO Report refers to networks having some form of, "management unit," whose role is to facilitate the networking process." See ICCO 5.

Fragile Environments

The definition of fragility put forth by Torres and Anderson represents a broad consensus regarding what it means for a state to be fragile. They write that,

difficult environments, fragile states, and poor performers, are broadly synonymous concepts in that they refer to states that fail, in various ways, to provide adequate public good to their people, including safety and security, public institutions, economic management and basic social services such as roads and water.⁸

Torres and Anderson's paper is part of a broader effort within the development field to more carefully identify the relevant characteristics of fragile environments. USAID and Britain's Department for International Development (DfID) have undertaken two of the more prominent efforts. USAID describes a non-fragile state as one that has both an effective and legitimate government. DfID provides a similar, if more detailed, description of "core elements of state capacity". By synthesizing the USAID and DfID frameworks we can arrive at a description of fragile environment that is grounded in development practice.

USAID in its framework provides presents a table in which effectiveness and legitimacy are assessed in four sectors: Security, Political, Economic, and Social sectors. While this is a useful categorization scheme, it only provides illustrative examples for each category.

The DfID framework does not use the distinction between effectiveness and legitimacy. Instead, it discusses Development Capacity and Development Willingness. It divides "Core Elements of Developmental Capacity and Willingness into several categories:

- Foundations of State Authority
- Effective Exercise of Political Power
- Competence in Macro-Economic Management
- Administrative Capacity for Implementation
- Political Commitment to Poverty Reduction
- Inclusiveness

⁸ Maugui Moreno Torres and Michael Anderson, "Fragile States: Defining Difficult Environments for Poverty Reduction," Poverty Reduction in Difficult Environments Working Paper, DfID, 2004, 8.

However, in contrast to USAID, within each of these categories, several specific functions are listed. In order to synthesize the two frameworks, we took several of the key DfID core functions and recategorized them into the four sectoral categories of USAID. Table 1 is the result.

Table 1 – A Synthesis of USAID and DfID Frameworks on State Capacity

Security	
USAID	<p><i>Effectiveness:</i> Military and police services that secure borders and limit crime</p> <p><i>Legitimacy:</i> Military and police services that are provided reasonably, equitably, and without major violation of human rights</p>
DfID	<ul style="list-style-type: none"> • Control of external borders and international territory • Monopoly of legitimate use of violence and coercion • Provision of human security
Political	
USAID	<p><i>Effectiveness:</i> Political institutions and processes that adequately ensure response to citizen needs</p> <p><i>Legitimacy:</i> Political processes, norms, and leaders that are acceptable to the citizenry</p>
DfID	<ul style="list-style-type: none"> • Rule of law: ability to assert and enforce the primacy of national policies, laws, and norms of social and political behavior over all groups • Access to justice, particularly for the poor. • Existence of effective checks (explicit or otherwise on executive power) • Autonomy: public institutions not used primarily for private gain. • Stability: ability of public institutions to manage conflict (both at elite and wider social levels) • Existence of linkages between planning, policymaking, and budgeting • Existence of a functioning civil administration with a minimum set of skills • Delivery of basic services at local or central level
Economic	
USAID	<p><i>Effectiveness:</i> Economic and financial institutions and infrastructure that support economic growth (including jobs), adapt to economic change, and manage natural resources</p> <p><i>Legitimacy:</i> Economic institutions, financial services, and income-generating opportunities that are widely accessible and reasonably transparent, particularly related to access to and governance of natural resources</p>
DfID	<ul style="list-style-type: none"> • A credible currency • A central bank • A ministry of finance • A consolidated and transparent budget process • A revenue base • Predictability in the use of productive assets for economic activity • Government expenditure allocated to achieve poverty reduction through a strategy.
Social	
USAID	<p><i>Effectiveness:</i> Provision of basic services that generally meet demand, including that of vulnerable and minority groups, is assured</p> <p><i>Legitimacy:</i> Tolerance of diverse customs, cultures, and beliefs</p>
DfID	<ul style="list-style-type: none"> • Explicit political commitment to poverty reduction for all population/social groups • Inclusive service delivery: State providing or overseeing service delivery that is inclusive of all groups.

The understanding of state fragility that emerges from this table was used to inform the research undertaken in this project. While there were limits to the detail that could be examined in the survey, the goal was to ensure that security, political, economic, and social modes of fragility were examined. Specifically, an analysis of the table was used to identify five “fragility events” that were integrated into the survey. These are:

- 1) Armed Conflict
- 2) Dislocated Populations
- 3) Weakened Security
- 4) Governmental Crises
- 5) Economic Shocks

The respondents were asked how each of these fragility events impacted on their organization’s ability to operate as well as the effectiveness of the network being examined.

Network Effectiveness: The Research to Date

As noted above, the primary goal of the project is to better understand how the characteristics of fragile environments impact the effectiveness of NGO networks. Thus, a key goal of the desk study component of the project was ask the question: What do we know now about what makes NGO networks effective?

Before answering the question directly, it is important to be clear on what is meant by “effective”. In particular, there are two aspects of network effectiveness, both of which we seek to assess in this project. The first, often refereed to as internal effectiveness is the extent to which the network provides useful services that meets the needs of its members.⁹ External effectiveness is the extent to which the network is able to impact society in ways that meet its self-defined goals. So, in regard to a peacebuilding network, internal effectiveness might be evaluated in part on the ability of the network to generate funding opportunities for its members. External effectiveness would be evaluated on the extent to which the network contributes to peace in the society.

Although several research projects have been undertaken regarding has been done on what contributes to the effectiveness of NGO networks, the field is still relatively new. As a result, no consensus has emerged regarding what makes a network effective and how to characterize those elements. In particular, research emerging out of different traditions have

⁹ For a discussion, see Rick James who discusses the need for networks to engage in both advocacy and capacity-building of members. Rick James, "What Makes CSO Coalitions Effective: Lessons From Malawi." INTRAC Occasional Paper Series #38, 2002, 40.

emphasized either the “push” of the network participants or the “pull” of the management in explaining successful collaboration within networks.

The “Push” of Network Participants

Collaboration theories based on microeconomic and rational choice frameworks assume that individual participants must have sufficient incentives to collaborate for networks and other voluntary forms of collaboration to succeed. In simple terms, the benefits of collaboration must be greater than the transaction costs associated with sustaining the network. Other authors, who do not come from a rational choice tradition, but nonetheless look at networks through the lens of individual organizations, rely on similar reasoning, although implicitly at times.

In the review of the research, three basic factors emerged on the participant side that contribute to network effectiveness. We will term these:

- Capacity to contribute
- Trust
- Commitment to the network

Most fundamentally, organizations within a network must have the *capacity to contribute* resources to the network. As Church et al write, “It is thus vital for a network to know what resources its members have and would be prepared to contribute and share.”¹⁰

The importance of *trust* between members of a network is highlighted by Liebler and Ferri, who note simply that, “Trust is an essential element of any sustainable network.”¹¹ Posner provides an explanation for why trust is important, namely that organizations within a network must overcome a collective action problem.¹² Trust, which creates an expectation of reciprocity is one way to assuage the fear of being exploited by free riders.¹³

¹⁰ Church et al 28. In this work, Church et al present a template for practitioners to make this assessment, which they term a Contributions Assessment Tool. See also ICCO 9.

¹¹ Liebler and Ferri, 25. See also ICCO 9 Church et al 20-1.

¹² Daniel N. Posner, “Civil Society and the Reconstruction of Failed States,” in Robert I. Rotberg, ed., *When States Fail: Causes and Consequences* (Princeton: Princeton University Press, 2004): 241.

¹³ For a discussion of obstacles to trust and openness, see Adam Abelson, “NGO Networks: Strength in Numbers?” Office of Private Voluntary Cooperation, USAID, 2003, 10-11.

Finally, members must have a *commitment to the network* itself.¹⁴ Authors in this tradition emphasize that this commitment cannot be maintained unless the benefits to the organization are less than the transaction costs borne necessary to sustain the network borne by the organization.¹⁵

The “Pull” of Network Leadership

In contrast to the participant-centric approach, theories of collaboration based in the negotiation, conflict management and organizational leadership traditions assume that the right types of leadership can facilitate collaboration.¹⁶

There are also three key factors that emerge out of the literature on the management side. These are:

- Fostering Innovation
- Transparency of Governance and Decisionmaking
- Committed, Facilitative Leadership

Fostering innovation is important not only because innovation is important to success in a constantly-changing development environment, but because innovation is itself a key *raison d’etre* for networks. An ICCO report, for instance, notes that network success relies on the ability of networks to, “develop themselves as spaces for innovation, experimentation and learning. . .”¹⁷

Transparency of governance and decisionmaking creates several important dynamics in effective networks. First, it helps sustain trust among the members.¹⁸ Second, it discourages the emergence of the network secretariat as an organization in its own right.

¹⁴ See James 18; ICCO 9; van Deventer 6.

¹⁵ The benefits discussed here must only accrue to those participating in the network. Otherwise, organizations would have an incentive to “free-ride”. For discussion of individual incentives versus transaction costs, see Mark Lubell et al, “Watershed Partnerships and the Emergence of Collective Action Institutions.” *American Journal of Political Science* 46 (2002): 159; Mark Schneider et al, “Building Consensual Institution: Networks and the National Estuary Program.” *American Journal of Political Science* 47 (2003): 144.

¹⁶ For a useful discussion of the characteristics of effective network leadership, see Paul Skidmore, “Leading Between: Leadership and Trust in a Network Society,” in Helen McCarthy, Paul Miller, Paul Skidmore, eds., *Network Logic* (London: Demos, 2004): 89-102.

¹⁷ ICCO 8. See also Nunez and Wilson-Grau 2-3, Liebler and Ferri 25-6; Skidmore 97.

¹⁸ See Church et al, 32; Paul Starkey, *Networking for Development* (London: IFRTD, 1997): 37.

Finally, because the organizations within a network are autonomous and may leave at any time, transparency is important to ensure that decisions are broadly popular and therefore will be implemented.¹⁹

In the context of NGO networks, effective leadership is not necessarily the ability of leaders to command organizations to accept its authority. Rather, effective leadership entails the ability to facilitate interactions between member organizations. We refer to this as *committed, facilitative leadership*.²⁰ Simply put, networks, because they are non-hierarchical, require a different form of leadership. Paul Skidmore refers to this as “leading between.”²¹ On this issue, much of the literature points to the importance of network “champions,”²² or “animators,”²³ that is, key individuals or small committed groups,²⁴ who can motivate others to participate.

Effectiveness and Research Strategy

In this study, we will not seek to evaluate whether the “push” of the members or the “pull” of leadership is more important. Instead, we begin from the premise that successful networks depend on both.

In regard to the effectiveness of networks, there is clearly too much complexity to address all the elements in depth within a single survey. Nonetheless, the basic elements of the review presented above were used to inform the design of the survey. The survey combined more general questions regarding the level of coordination and collaboration in times of fragility, with questions addressing more specific elements, including trust, contribution of resources, commitment to the network, innovation, decisionmaking practices, and satisfaction with network leadership.

¹⁹ See Nunez and Wilson-Grau, 2

²⁰ For a good discussion, see Liebler and Ferri, 26. See also Church et al 25.

²¹ Skidmore 89; For an interesting overview of the functions of a facilitative, network leader, see, NCSL, “Network Leadership in Action: What Does a Network Leader Do?” Available at: www.networkedlearning.ncsl.org.uk/knowledge-base/think-pieces/what-does-a-network-leader-do-2004.pdf

²² James 18

²³ ICCO 11.

²⁴ See Starkey 33-34.

Theoretical Expectations: Fragility and Its Impact on the Elements of Effectiveness

In the review of the literature, we found no research that looked specifically at the impact of fragile environments on the effectiveness of NGO networks. It is not possible therefore to build on previous research in order to link the literature on fragility with the literature on NGO networks. To begin to build this link, we integrated into our survey research the key characteristics of fragility and the key characteristics of network effectiveness identified above.

Based on the framework laid out above, our expectations prior to the beginning of the survey process, was that, on balance, fragile environments would have a negative impact on the effectiveness of NGO networks. This expectation emerged from an analysis of each of the elements of effectiveness:

Membership

Capacity to Contribute. Capacity to share relies on the amount of resources available to the organization. Although fragility may destroy some resources (e.g. hyper-inflation during an economic crisis), it also may create new resources if it attracts donors to the area. Therefore, the impact of fragility is mixed in regard to this element.

Trust. Trust is a form of social capital. Social capital decreases in fragile environments, particularly within “newer” organizational structures such as NGO networks.

Commitment to the Network. Commitment to the network relies on a high degree of benefits and low transaction costs. It is difficult to assess how the level of benefits is affected by fragility. This is likely idiosyncratic to the context and the network in question. However, it is clear that fragility will increase transaction costs. Lowering transaction costs requires the effective provision of public goods: security, transportation and communication systems, functioning financial system, etc. By definition, these public goods are under strain in periods of fragility.

Leadership

Fostering Innovation. On this element of effectiveness, it is likely that fragility improves effectiveness. Crises often create the impetus to innovate. Whether or not attempts to innovate will be successful will often be determined by other elements of effectiveness on this list, such as the ability of member organizations to contribute resources.

Transparency of Governance and Decisionmaking. Transparency of governance relies on both sufficient resources (costs for publication, communication, meetings, transportation, etc.) and the willingness of leadership to be transparent. Both are likely to be threatened by

fragility. Although as noted above, the network may have access to new resources during fragility, it is unlikely that the network will be able to use these new donor funds for administrative functions necessary to maintain transparency. Regarding willingness, it is likely that the breakdown in social capital, and institutions of public security, will decrease the willingness of network leadership to be open and transparent.

Committed, Facilitative Leadership. Although fragility may increase the commitment of network leadership, for the same reasons it provide a clarity of goal and focus, it is also likely to make leadership more directive and less facilitative. It is well established that during times of crises, decisionmaking in organizations becomes a more elite-level process. It is likely, therefore, that facilitative decisionmaking processes will be difficult to maintain in fragile environments.

In sum, while the impact of fragility is not universally negative, on balance we expect the characteristics of fragile environments to undermine the elements of NGO networks that are crucial to their effectiveness.

Survey Instrument: The Details

The main goal of the research—to assess how fragile environments affect the dynamics of NGO networks—creates formidable challenges for creating the appropriate survey instrument. In setting forth with a research plan, we concluded early on that one of the most effective ways to gather appropriate evidence was to solicit information directly from individuals who work within those networks. From there, we elected to proceed with a survey so that information gathered from individuals would be comparable across organizations and across countries. The appropriate instrument involved gathering specific information about the exact types of activities performed by different organizations, information about how the organization interacted within its network in carrying out these activities, and information about how elements of fragility affected all of these things. The challenge we faced involved developing the appropriate instrument to collect the mass of information needed for answering our questions without overwhelming respondents with a lengthy survey.

The survey contains seven sections. Although it is lengthy in terms of pages (29 in all), it was designed to allow respondents to move relatively quickly and efficiently through the material.²⁵ The design allows individuals to provide information about only the specific types of activities they performed on behalf of their organization. In our pretests, the

²⁵ A full copy of the survey instrument (both English and French versions) can be found in the Appendix.

average time to complete the survey was approximately 30 minutes. In anecdotal feedback we received from individuals who helped with survey administration, we learned that respondents also averaged about 30 minutes to finish the survey.

The first section of the instrument presents the respondent with a checklist of 23 possible activities that could conceivably be performed by a peace-building organization.²⁶ The second section asks respondents to indicate the approximate amount of time spent on those activities. The third section gathers information about how often they coordinate with other organizations from the WANEP network to carry out their activities. The fourth section gathers background information about the individual's organization (e.g., years in existence, government's perceived attitude toward the organization, and perceived level of satisfaction with WANEP membership). From there, the fifth section of the survey guides the respondent to answer a series of questions about how different elements of fragility affect their specific activities. That structure was driven by our assumption that the different aspects of fragility do not affect all NGO activities equally. The sixth section gathers information about how different aspects of fragility affect the operation of the WANEP network. The seventh and final section gathers personal information about the respondent (age, sex, length of experience working for peace-building organizations).

Survey Instrument: Administration

The hard copies of the surveys were prepared at CIDCM. A French native-speaker at CIDCM translated the English-language survey into French (for administration in Cote d'Ivoire).²⁷ Each survey was assigned a unique identification number that identified the respondent's organization, but not the individual respondent's identity. The respondents were not asked for any identifying information on the survey or at any point during the survey administration process. Only the principal investigators have access to the list of identification numbers that identify the organizations. Each survey was placed in its own sealable envelope along with an instruction sheet. Adhesive envelope seals were also provided for respondents to place over the sealed envelope flap to secure the confidentiality of all responses. The surveys were then shipped to Nigeria, Liberia, and Cote d'Ivoire.

²⁶ The evidence from the completed surveys indicates that the original list of 23 activities was fairly comprehensive. Only 15% of the respondents chose to write in an activity that was not included in the list. Of the write-in activities, the most that any indicated activity appeared was twice. Notable examples include work with child soldiers, courtroom or prison monitoring, and micro credit activities.

²⁷ During pre-testing, the French version of the survey was taken by an additional French speaker to test the translation.

Samuel Doe (former Executive Director of WANEP), who served as a consultant on this project, was responsible for the survey administration process in the three case countries. He interacted with the WANEP National Coordinator in each of the three countries to plan the distribution of surveys to member organizations. Survey administrators were instructed to distribute the survey to no more than three individuals at each organization. They were then shipped back to CIDCM where survey data were compiled and entered into a database.

Time and budget constraints prohibited the administration of the survey to every WANEP member organization in each of the three countries. In Cote d'Ivoire, of the 23 organizations in the national network, respondents from 11 organizations completed surveys. In Liberia, of the 26 organizations in the national network, respondents from 13 organizations completed surveys. Finally, in Nigeria, respondents from 13 organizations completed surveys (86 total organizations in the national network). In all, 101 individuals representing 37 different organizations completed the full survey.

Before turning to a discussion of the main findings, two important comments are in order about the administration of the survey. The first comment relates to our decision to administer the survey to multiple individuals at the same organization. By choosing to administer a survey as our methodological approach, we have opted to let individual responses inform the evidence about how fragility affects the workings of peace-building networks. One potential weakness of including multiple individuals from the same organization is that the impressions of people from one organization could bias results. If there was no limit to the number of individuals in any organization that could complete a survey, it is possible that a very large organization with numerous staff members could skew results considerably. To address that possibility, we have chosen to limit the number of respondents in any single organization to three. We briefly considered limiting each organization to just a single survey, but concluded that this approach was unwise. By choosing a single person by preset criteria (e.g., a person with the most experience or authority, or perhaps a random person), we would forfeit the opportunity to enrich our data with multiple perspectives. Indeed, checking our data, we find that multiple individuals from the same organization often provide different responses to the same question. For example, respondents from the same organization provided divergent responses about how armed conflict affected the ability to attend conferences or workshops in 25% of the organizations we surveyed. Moreover, limiting each organization to a single survey leads to the possibility of recording idiosyncratic impressions held by a single person that may not be representative of a modal perspective held by others at the organization. In the end, our decision to limit the number of respondents per organization to three represents a trade-off. On one hand, it affords the opportunity to enrich our data with multiple perspectives from the same

organization. On the other, it eliminates the likelihood that responses from individuals in any single organization will bias the results.²⁸

Our second comment relates to an unfortunate discovery in the data gathered from peace-building organizations in Cote d'Ivoire. After the completion of all data entry, initial data verification checks revealed a strong possibility that responses on the Cote d'Ivoire surveys were coordinated. In one portion of the survey (section six), responses were nearly identical across all of the surveys. Statistical patterns in the responses in all other sections of the Cote d'Ivoire surveys appear to be consistent with surveys from the other two countries. This suggests that any coordination of responses among respondents appears to be limited only to section six of the survey. We were puzzled by this discovery. We have no reasonable explanation for how or why the surveys were completed in this fashion. The apparent coordination of responses on one section of the survey casts considerable doubt about the validity and integrity of all of the data collected from the Cote d'Ivoire surveys. Accordingly, we were forced to separate the Cote d'Ivoire surveys from all results that we present in this report. The Appendix presents an extensive table that presents descriptive statistics for all responses to survey questions. The Cote d'Ivoire data has been reported separately in this table to allow interested readers to compare those results to the data from Liberia and Nigeria.

Empirical Analysis

This section of the report will present many findings from our analyses of the collected survey data. The section begins by reporting some descriptive statistics about the activities most frequently performed in the organizations covered in the survey. In addition, we will present some findings showing which activities are most likely to be carried out in coordination with other organizations in the network. Next, the section presents detailed findings about how elements of fragile environments affect the ability of organizations to carry out their activities. Especially relevant for the research at hand, the section will report findings about how fragility affects the ability to coordinate with other organizations in the network when they attempt to perform these activities. Finally, this section will present some key findings about how aspects of fragility affect important dynamics of the network itself

²⁸ To be clear, the unit of analysis for all findings presented in this report is the individual, not the organization itself. To proceed with the organization as the unit, it would be necessary to find a method for aggregating individual responses within an organization to produce a single level of organizational data. We experimented with this approach and found that the results were essentially the same as those reported here. Since the results are roughly the same regardless of which level of analysis we employ, we report at the individual level in order to make use of the larger sample size.

(e.g., ability to foster trust among member organizations, decision-making practices, or quality of communication with other organizations).

Activities Performed and Coordination with Other Organizations

Table 2 lists 23 activities about which respondents provided information. The table is sorted such that the activities most commonly identified by respondents as performed by

Table 2 – Percentage of Respondents Performing Activities

Activity	%
Attend workshops	100
Plan training workshops	95
Writing reports	81
Fundraising	78
Information-sharing (other organizations)	77
Mediation or conflict resolution	74
General advocacy	73
Community development	72
Monitor conflict	69
Community outreach	65
Trauma healing	58
Peacebuilding (with focus on women)	56
Telephone calls or meetings	55
Reintegration activities	53
Plan conferences	51
Plan community development projects	47
Election monitoring	45
Natural resource conflict management	45
Peer mediation	41
Human rights monitoring	40
Information-sharing (WANEP)	22
Writing editorials	22
Transitional justice	18

their organization are at the top. The number indicates the percentage of respondents that identified the task. Administrative functions and other kinds of tasks that are not typically carried out in the field appear at the top of the list along with more typical field work. Judging by the high percentage of respondents that identified them, activities like report writing and fundraising are clearly key functions that are central to the core mission of most peace-building organizations. Throughout this report, we will make distinctions between field work and non-field work because we expect aspects of fragility to affect these two categories of activity differently. Field work generally involves travel, some dependence on government services, and a range of other activities conducted outside the office. Accordingly, these activities are more likely to be confounded by elements of fragility. In contrast, non-field work is generally less vulnerable to the threats and challenges posed by fragility.

Table 2 provides information about the range of activities performed in WANEP peace-building organizations, but does not give a sense of how much time individuals spend on any one of these tasks. A separate survey question asked individuals to estimate the time spent on these activities. Table 3 reports the results. The numerical scale for the question is included with the table to ease interpretation. It can be seen that a range of field work activities tops the list. Scores of 2.0 and 3.0 indicate activities that are performed more than once a month but less than once a week (on average). Although administrative tasks are performed by most organizations, Table 3 shows that these are not the tasks that take up most of the time for organization staff. The time for writing reports, for example, falls squarely in the middle of the list. The time spent on fundraising is closer to the bottom. As one might expect for organizations in Liberia or Nigeria, the demands of field work (e.g., conflict monitoring, human rights monitoring, and community outreach) take most of the time for staff members in these organizations.

Table 3 – Amount of Time Spent on Activities

Activity	Time
Monitor conflict	2.6
Human rights monitoring	2.5
Community outreach	2.3
Peacebuilding (with focus on women)	2.3
Natural resource conflict management	2.3
Information-sharing (other organizations)	2.2
Trauma healing	2.2
Writing reports	2.1
Mediation or conflict resolution	2.1
Peer mediation	2.1
Transitional justice	2.1
General advocacy	2.0
Telephone calls or meetings	2.0
Reintegration activities	2.0
Fundraising	1.9
Plan community development projects	1.9
Attend workshops	1.8
Plan training workshops	1.8
Information-sharing (WANEP)	1.8
Community development	1.7
Plan conferences	1.7
Writing editorials	1.6
Election monitoring	1.5

SCALE: 1 – less than once per month; 2 – at least once every month; 3 – at least once every week; 4 – at least once every day

Table 4 presents the average responses to a series of survey questions asking respondents to estimate the extent to which they carry out activities in coordination with other WANEP member organizations. The responses help to shed light on the degree of collaboration within the network and how that collaboration varies across activities. Again, the numerical scale for the question is included for reference. For most activities, the average

response is greater than 2.0, indicating that coordination with other organizations is relatively common. The table suggests that coordination is not limited to a small subset of activities. Rather, coordination extends to a broad range of activities. Non-field work activities (e.g., fundraising and report writing) tend to involve significantly lower levels of coordination. The results indicate that the WANEP networks in Liberia and Nigeria have promoted and sustained substantial levels of collaboration among member organizations.

Table 4 – Coordination with Other Organizations

Activity	Coordination Score
Community outreach	2.7
Transitional justice	2.4
Peacebuilding (with focus on women)	2.3
Attend workshops	2.3
Information-sharing (WANEP)	2.3
Monitor conflict	2.2
Information-sharing (other organizations)	2.2
General advocacy	2.2
Election monitoring	2.2
Human rights monitoring	2.1
Plan conferences	2.1
Writing editorials	2.1
Natural resource conflict management	2.0
Plan community development projects	2.0
Plan training workshops	2.0
Community development	2.0
Trauma healing	1.8
Mediation or conflict resolution	1.8
Reintegration activities	1.8
Writing reports	1.7
Peer mediation	1.6
Telephone calls or meetings	1.6
Fundraising	1.6

SCALE: 1 – never; 2 – sometimes; 3 – always

Ability to Perform Activities: Impact of Fragility

As we discussed earlier, the survey instrument was designed to collect detailed information about the specific impact of five different aspects of fragility on each of the activities an organization could conceivably perform. For any given activity, a survey respondent might have provided varying responses about how one of the five aspects of fragility affected that work. For example, a respondent may feel that armed conflict makes election monitoring extremely difficult for her organization, but view the impact of economic shocks as far less disruptive to that activity. For each activity, then, a respondent provides five responses corresponding to each of the five elements of fragility tracked in the survey. In all, for the 23 different activities accounted for in the survey, we compiled 115 separate aggregations. To greatly ease the task of processing all of this information, we present the results graphically on the following pages.

Table 5A presents the results for all non-field work. Each row in the table depicts the results for a particular activity. Each column contains the results for one of the five elements of fragility. The first three columns are presented on the first page of the table, the last two columns are on the second page. The table presents the average response using a graphical depiction of the survey's scale. By scanning across a row and paying attention to the location of the average response (denoted with a black or gray circle), it is possible to discern very quickly whether the different aspects of fragility impact the ability to carry out a particular activity differently. By scanning down a column, it is possible to quickly appreciate the varied impact of a single aspect of fragility on the different types of activities. A gray circle indicates that the average response on that item is not statistically different from zero, which means that it is impossible to conclude definitively that the impact of fragility has made any change on the ability to perform that activity (i.e., that the null hypothesis cannot be rejected). A black circle indicates an average response that is statistically distinguishable from zero.

**Table 5A - Impact of Different Aspects of Fragility on Organization Operations
(Administrative and Non-Field Work)**

SCALE

- 2 = Much more difficult
- 1 = Moderately more difficult
- 0 = No change
- +1 = Moderately easier
- +2 = Much easier

Note for Tables 5A and 5B - A circle marks the average response for a given question. Black circles indicate averages that are statistically distinguishable from zero. Gray circles indicate averages that are not. The question posed to the respondent was, “Does [the given aspect of fragility] make [the given activity] easier or more difficult to perform? Respondents were presented with the scale to the right. Responses for armed conflict, dislocated populations, and weakened security appear on this page. Responses for governmental crises and economic shocks appear on the following page.

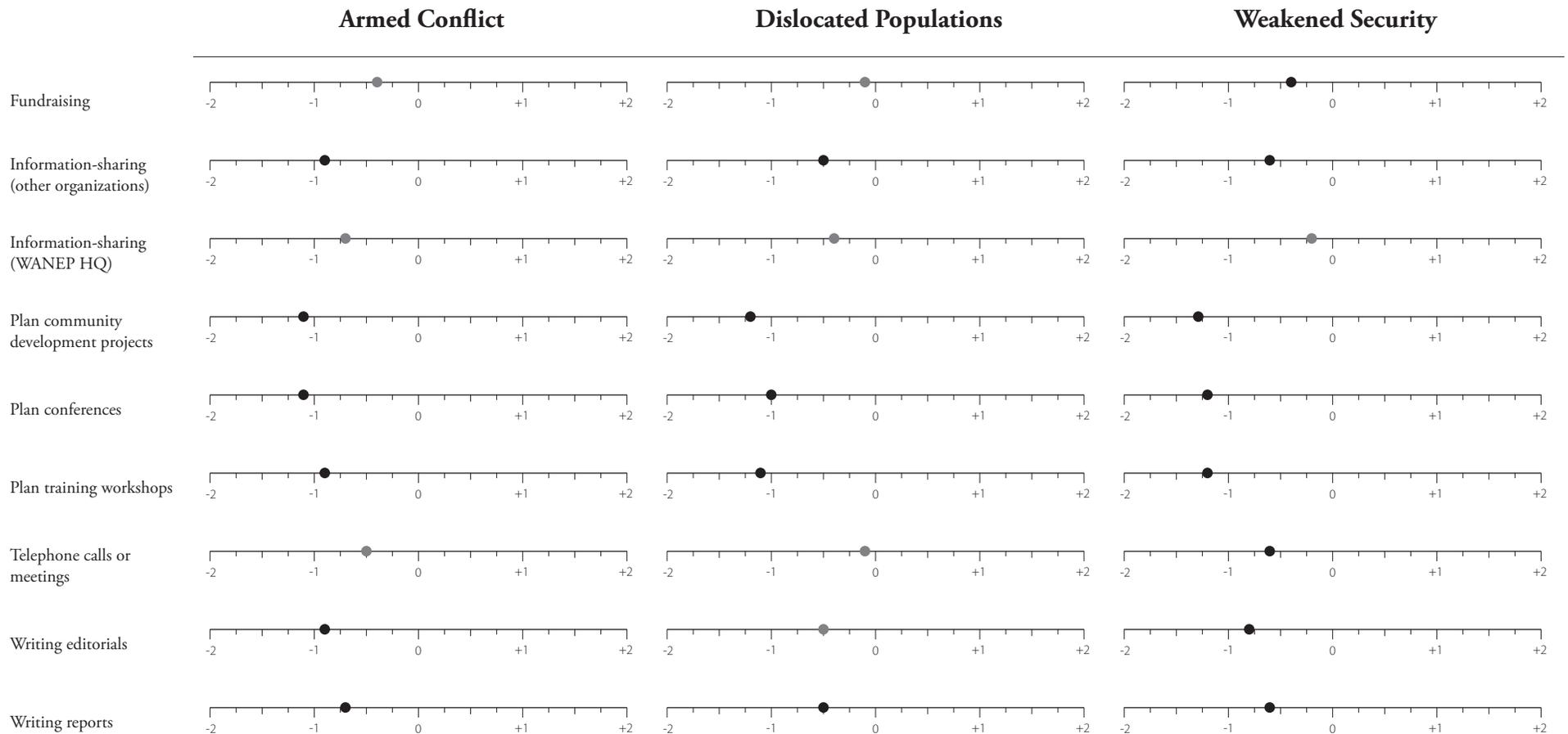


Table 5A (cont.) - Impact of Different Aspects of Fragility on Organization Operations (Administrative and Non-Field Work)

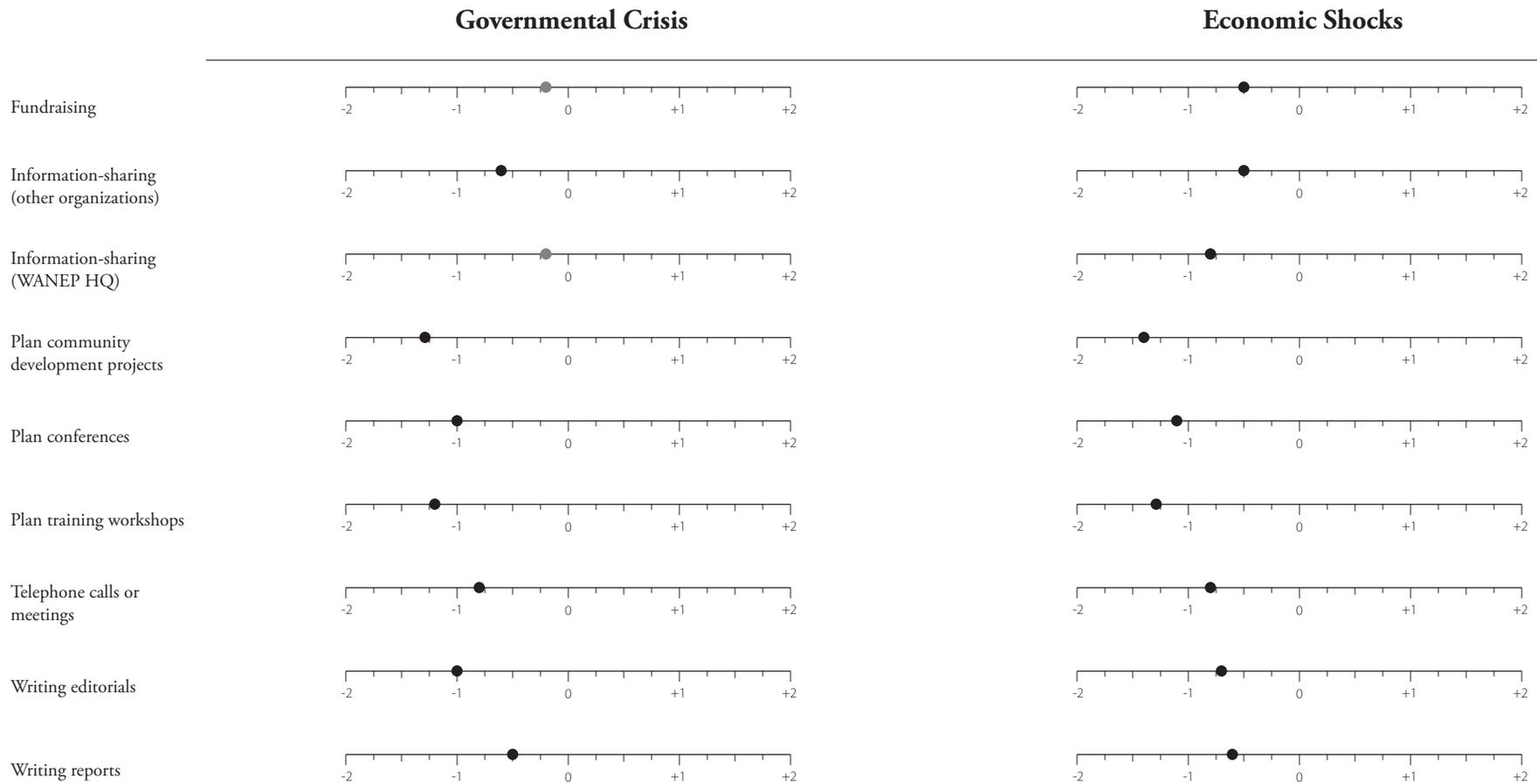


Table 5B - Impact of Different Aspects of Fragility on Organization Operations (Field Work)

(Please see note on Table 5A for information on interpreting scales.)

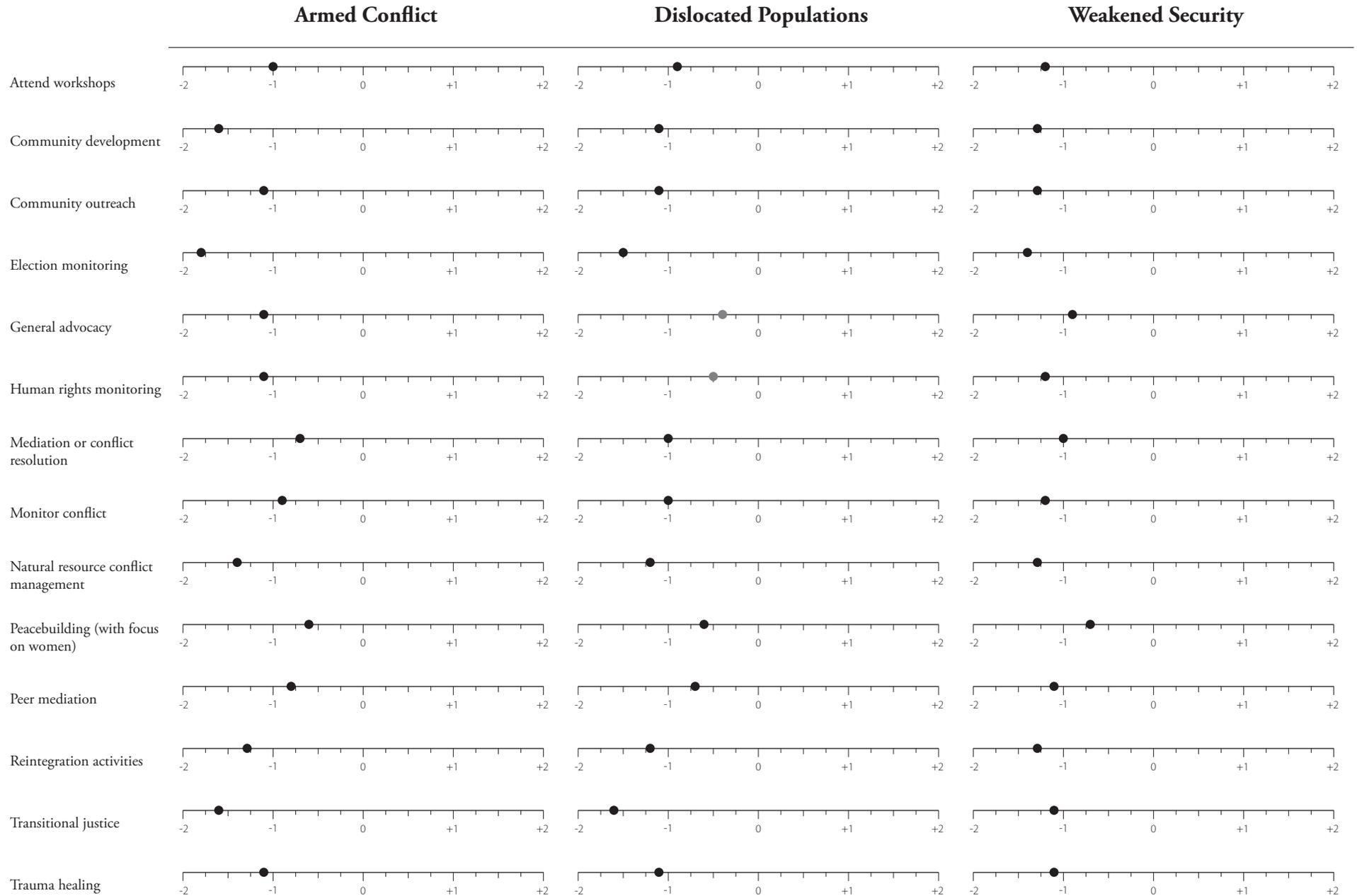
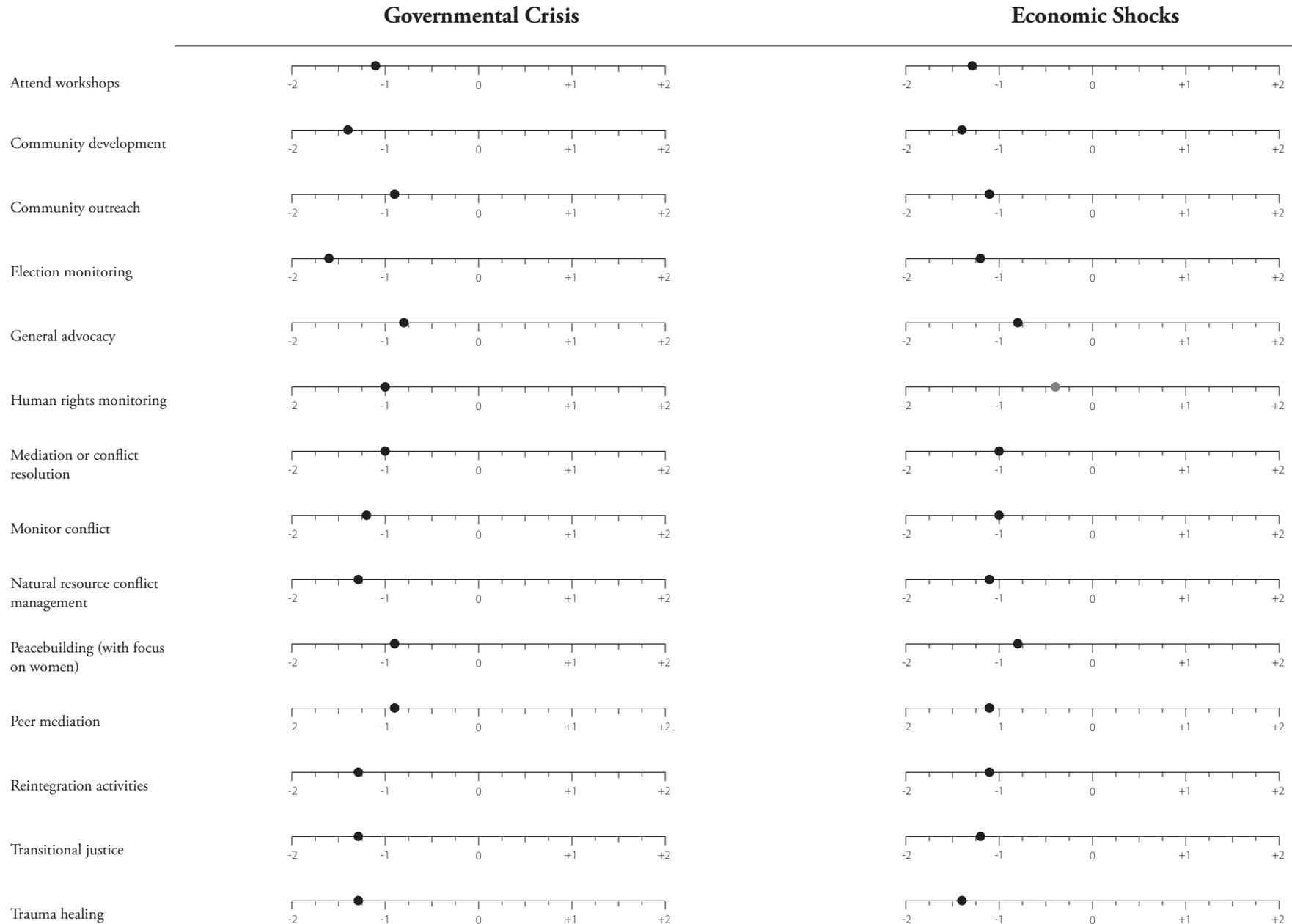


Table 5B (cont.) - Impact of Different Aspects of Fragility on Organization Operations (Field Work)

(Please see note on Table 5A for information on interpreting scales.)



Overall, Table 5A shows that the five aspects of fragility make the non-field work activities of peace-building organizations more difficult to perform, although the impact is generally modest. For example, the ability to carry out fundraising appears to be unaffected by armed conflict, dislocated populations, and governmental crises. In the cases of weakened security and economic shocks, the average response (-0.4 and -0.5, respectively) is statistically lower than zero, but this level of increased difficulty is only slight.²⁹ Information-sharing with other organizations is significantly more difficult under all five elements of fragility, but the level of difficulty was found to always fall below the moderate level (-1 on the survey's scale). Information-sharing with WANEP's main headquarters in Ghana was largely unaffected. Only in the case of economic shock did respondents indicate that information-sharing with headquarters was significantly more difficult. But again, the level of difficulty (-0.8) was less than moderate. Other non-field work activities received similar scores. The level of difficulty imposed on making telephone calls, attending meetings, writing editorials, and writing reports was consistently less than moderate (if it was significantly lower at all). The one exception to these findings related to planning work that organizations do for community development projects, conferences, or workshops. In these cases, the impact of fragility was far more pronounced. Respondents consistently indicated that this type of work was significantly more difficult with scores generally lower than -1.0, indicating a level of difficulty between moderate and severe. These latter findings may reflect the extent to which planning work does indeed involve significant time in the field, making these types of activities more susceptible to the risks and challenges posed by aspects of fragility.

Table 5B has the same structure as Table 5A, but this table presents the findings for the activities in the field work category. Compared to non-field work activities, the level of difficulty imposed by aspects of fragility for these activities is consistently much higher. This is especially true for the impact of armed conflict, weakened security, and governmental crisis. For these aspects of fragility, nearly all field work activities become significantly more difficult. Scanning down the columns for these three elements of fragility, nearly all of the average responses indicate a level of difficulty between moderate and severe (scores between -1 and -2). This is somewhat less true for dislocated populations and economic shocks. For

²⁹ Attentive readers may notice that some values close to zero are denoted as being statistically lower than zero while others are not. The explanation for these differences is based on the variance in the responses. When the average for a large number of responses is close to zero, but with little variance, that average is more likely to be found to be statistically different from zero. When the average for a number of responses is close to zero, but with a great deal of variance, that average is more likely to be found to be statistically indistinguishable from zero.

these elements of fragility, responses are slightly more varied. For instance, respondents indicated no significant increase in difficulty in performing tasks related to human rights monitoring under these circumstances. We do not wish to make too much of any the differences in average responses across the five aspects of fragility, however. Just the opposite, one of the striking findings from this portion of the survey was the high degree of similarity in responses about the level of difficulty in performing activities across all types of fragility. A quick visual scan across any row (with the exception, perhaps, of general advocacy and human rights) reveals very similar responses regarding how the aspect of fragility increased the level of difficulty.

By combining and averaging responses, it is possible to assess which activities were most affected by the five aspects of fragility taken as a whole. Election monitoring, with an average response of -1.50 across all five aspects of fragility, was the activity most negatively affected. It was followed by community development (-1.37), transitional justice (-1.37), natural resource conflict management (-1.27), reintegration activities (-1.21), and trauma healing (-1.19). The activities least affected overall were fundraising (-0.34), information-sharing with WANEP headquarters (-0.47), telephone calls and meetings (-0.55), report writing (-0.59), and information-sharing with other organizations (-0.63). Clearly, the fact that information-sharing activities remain relatively unaffected by fragility suggests that at least one important aspect of the network's function is resilient to the challenges posed by fragile environments.

We also examined the average effect that each aspect of fragility had on all activities combined. This analysis was intended to check whether any one of the five types of fragility appeared to be inherently more or less disruptive than others. The results revealed a great deal of similarity across the five. The average scores for armed conflict (-0.99), weakened security (-1.00), governmental crisis (-0.99), and economic shock (-1.00) were virtually identical. The average score across all activities for displaced populations, however, was noticeably lower (-0.82) but the statistical significance of the difference was marginal.

The basic conclusion to be drawn from Tables 5A and 5B is a confirmation that fragile environments increase the level of difficulty for peace-building organizations to carry out their missions. This is hardly a surprising conclusion. However, by tracking numerous activities, the results show important variation. Administrative tasks and other non-field work activities are less affected by fragility. Among the many field work activities we track, human rights monitoring stands out as being essentially unaffected by some aspects of fragility (dislocated populations and economic shocks). The information-sharing functions of the WANEP network were among the activities least affected by fragility—an encouraging finding suggesting that the lines of communication between network members continue to function despite the challenges posed by a fragile environment.

Ability to Coordinate Activities: Impact of Fragility

The analyses presented above provide a snapshot of how fragility affects the operations of individual organizations. These findings are helpful for establishing the groundwork for understanding how fragility affects the NGO network itself. Next, we turn to an examination of how fragility affects each organization's ability to coordinate with others in the network to carry out particular activities. This analysis will shed greater light on a key aspect of network operations—how the network facilitates combined action and collaboration from members in fragile environments.

Before plunging into the many specific findings we wish to report on how fragility affects network coordination, let us state our overall conclusions first. For most activities, network organizations reported only modest disruptions in their ability to coordinate with others. While the previous section reported that most aspects of fragility posed serious difficulties for performing many activities, the results in this section suggest that the ability of organizations to continue their coordination around those activities was impeded to a lesser extent. This is not to say that the ability to coordinate was unaffected. In most cases it was. However, respondents reported that the challenges of coordination in fragile environments were less difficult to overcome than performing the actual activities themselves.

We use the same method of graphical presentation as in the previous section to report these results. In Table 6A, which reports the non-field work activities, a visual inspection of any of the columns reveals that almost all responses show levels of only slight difficulty, falling in the 0 to -1 range on the scale. Indeed, for non-field work activities, many of the scores are statistically indistinguishable from zero (again, denoted with a gray circle), implying that coordination is entirely unaffected. Examples include fundraising, information-sharing with WANEP headquarters, writing editorials, and writing reports. Only two activities show significant increases in the level of difficulty involved in coordination—planning conferences and training workshops.

Many of the activities listed in Table 6A are precisely the kinds of tasks that are inherent to coordinated behavior. Information-sharing, telephone calls, and meetings are the manifestations of organizations that are working together on projects. In that respect, the responses from Table 5A may be a better gauge of how aspects of fragility affect some of the specific tasks necessary for coordinated behavior. As we saw earlier, in all cases the level of disruption (if it was statistically discernible) fell in the 0 to -1 portion of the scale, indicating only modest levels of increased difficulty. The results in Table 6A seem to reconfirm these findings. In all, the findings indicate that fragility makes the task of coordination in non-field work only modestly more difficult, if at all.

Table 6A - Impact of Different Aspects of Fragility on Performing Activities in Coordination with other Organizations (Administrative and Non-Field Work)

Note for Tables 6A and 6B - A circle marks the average response for a given question. Black circles indicate averages that are statistically distinguishable from zero. Gray circles indicate averages that are not. The question posed to the respondent was, “For [the given activity], does [the given aspect of fragility] make coordination with other WANEP member organizations easier or more difficult? Respondents were presented with the scale to the right. Responses for armed conflict, dislocated populations, and weakened security appear on this page. Responses for governmental crises and economic shocks appear on the following page.

SCALE

-2 = Much more difficulty
 -1 = Moderately more difficult
 0 = No change
 +1 = Moderately easier
 +2 = Much easier

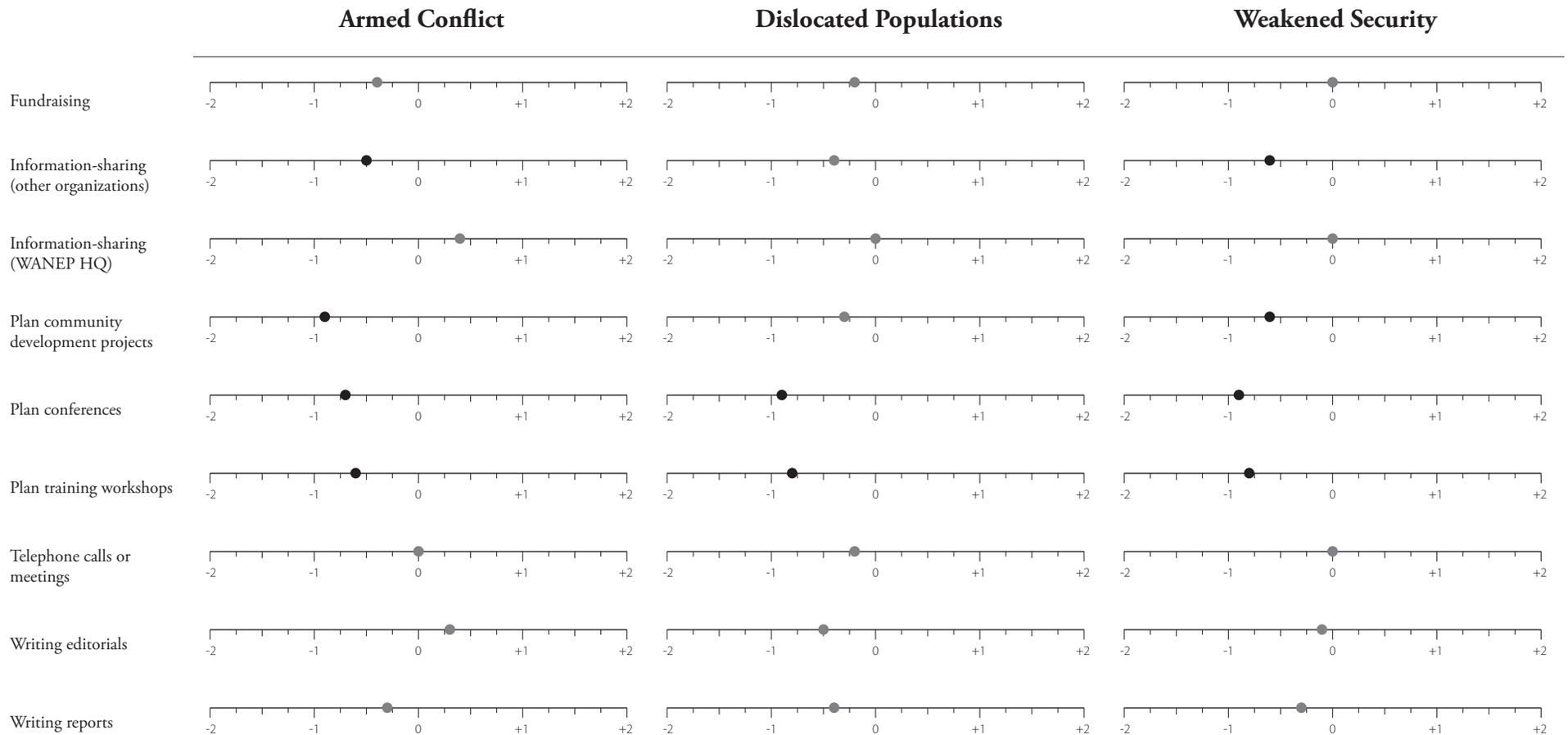


Table 6A (cont.) - Impact of Different Aspects of Fragility on Performing Activities in Coordination with other Organizations (Administrative and Non-Field Work)

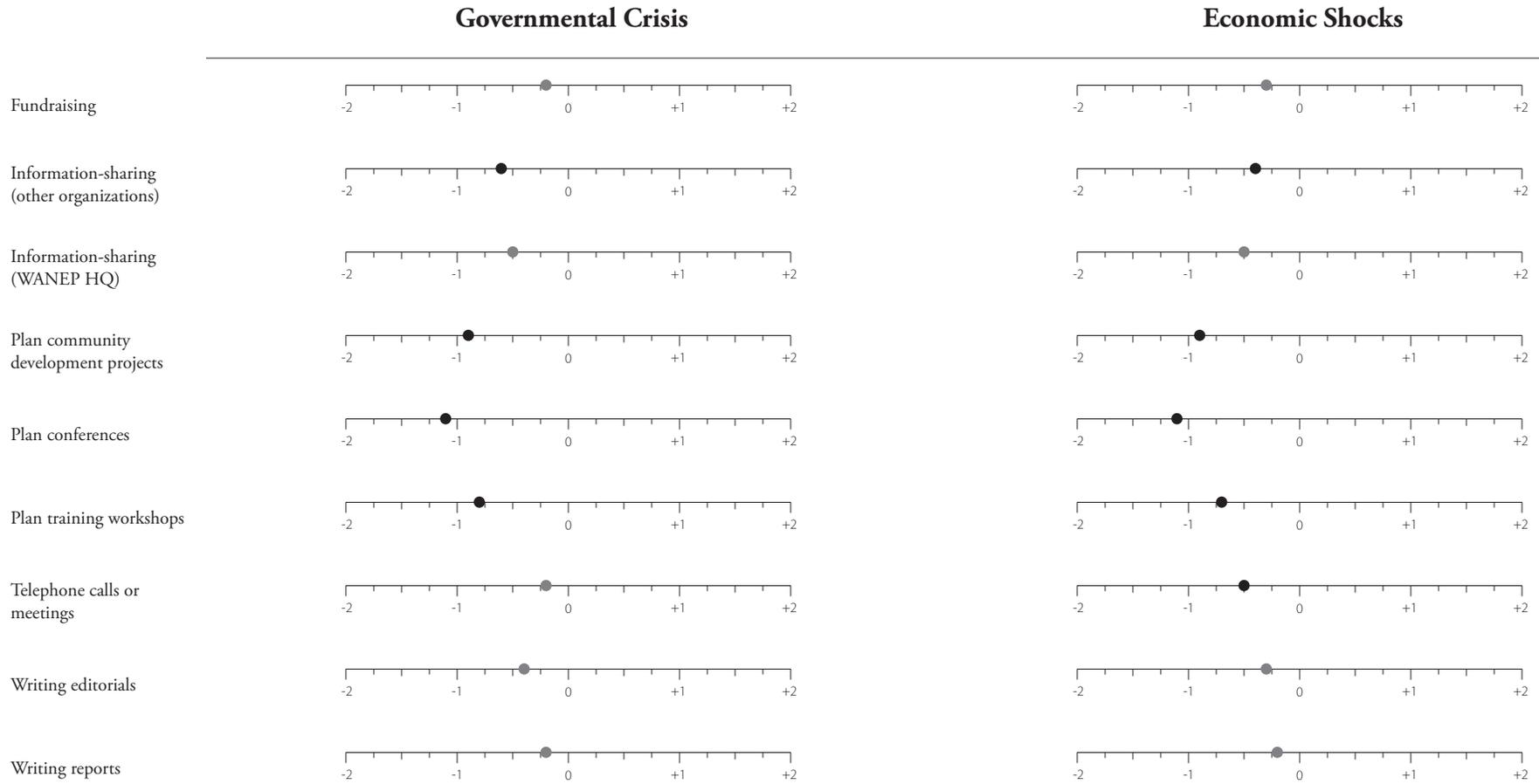


Table 6B - Impact of Different Aspects of Fragility on Performing Activities in Coordination with other Organizations (Administrative and Non-Field Work)

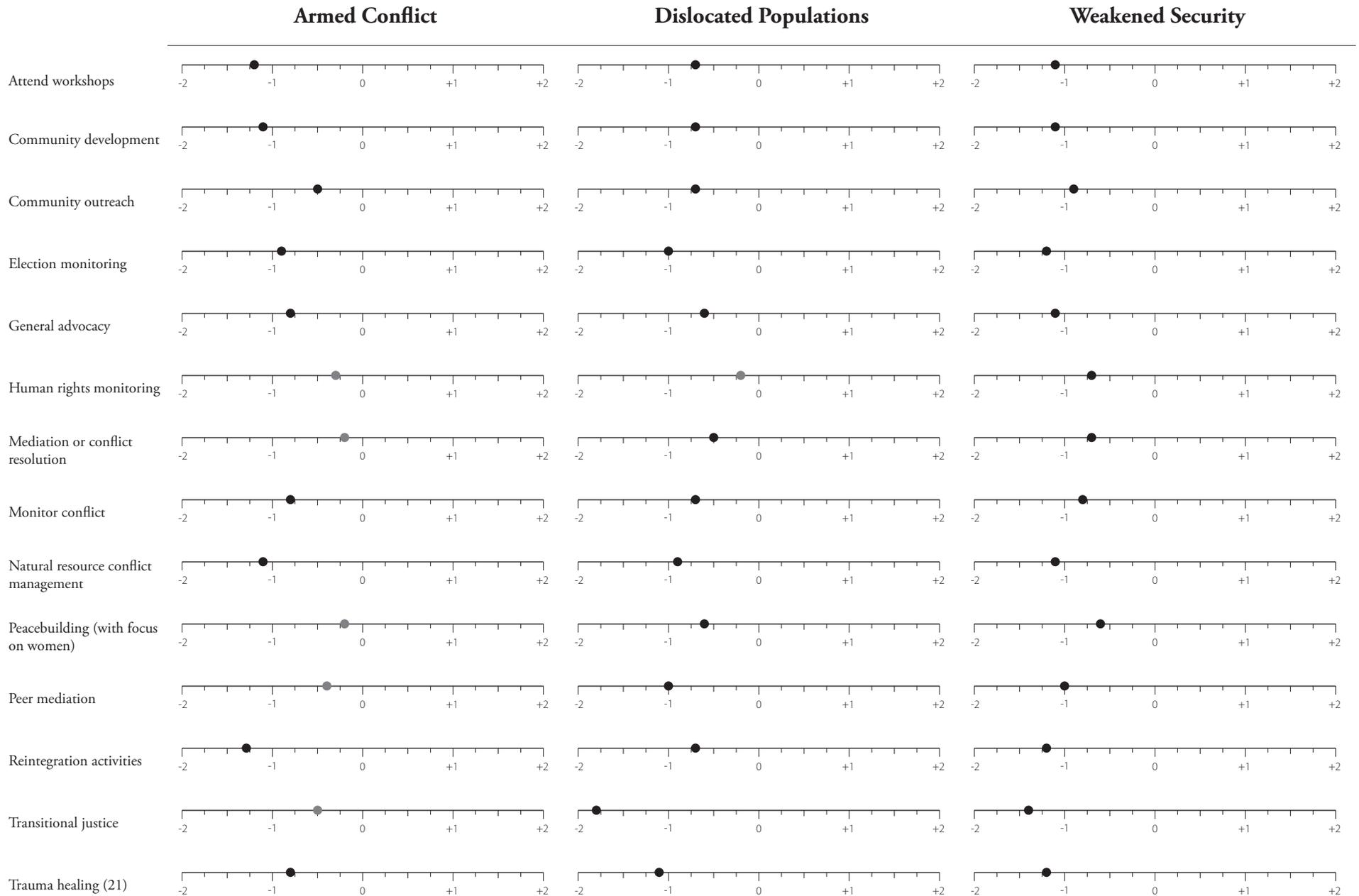


Table 6B (cont.) - Impact of Different Aspects of Fragility on Performing Activities in Coordination with other Organizations (Administrative and Non-Field Work)

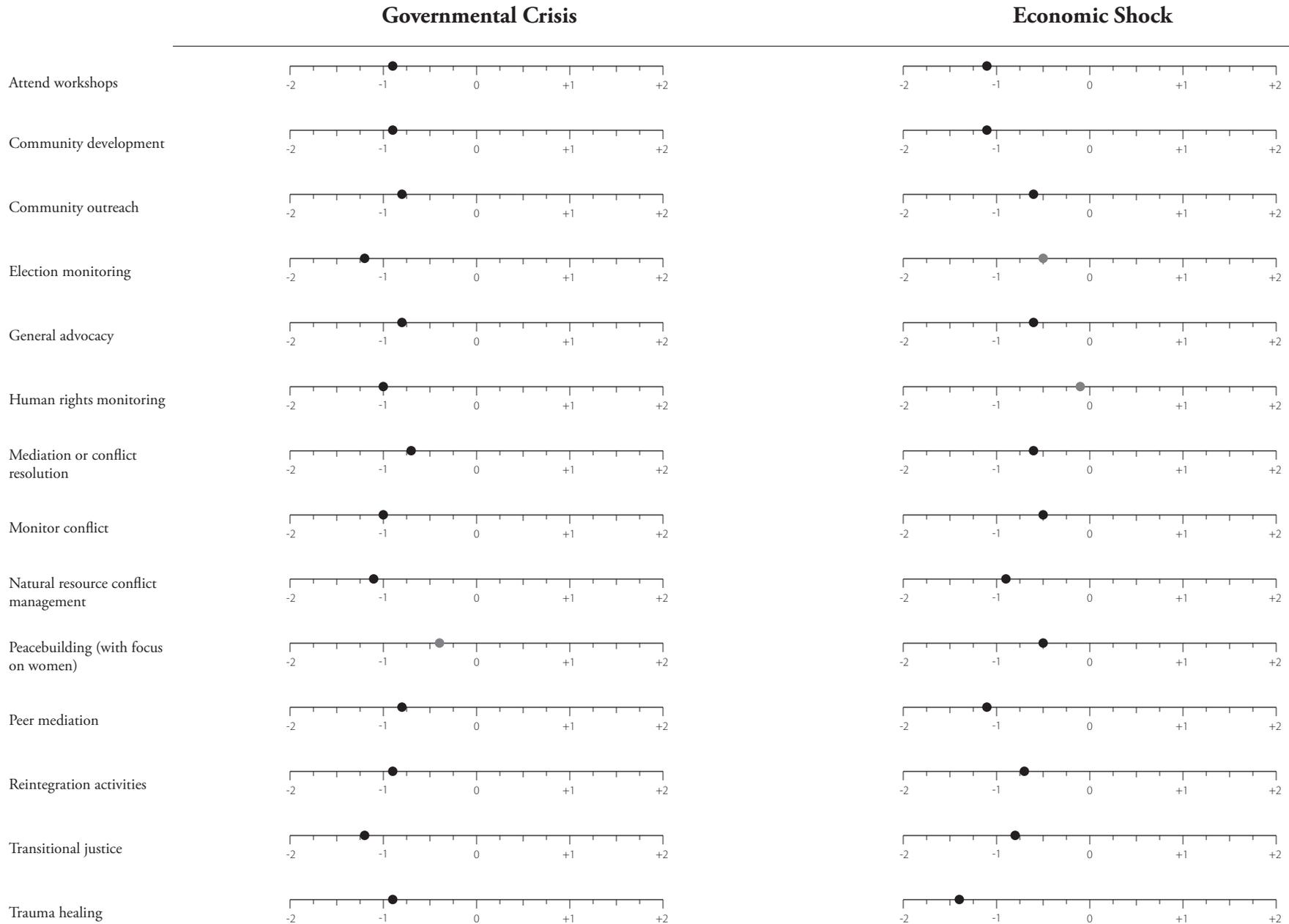


Table 6B reports the results for field work activities. For these activities, a higher percentage exhibit significant levels of disruption than the non-field work tasks. Still, most scores tend to fall in the range between 0 and -1, suggesting only modest levels of difficulty in sustaining coordination for those tasks. Coordination was notably more difficult for some activities in some settings. Coordinating with other organizations for the purpose of community development work, for example, was significantly difficult in the context of armed conflict (-1.2), weakened security (-1.1), and economic shocks (-1.1). Coordination involved in attending workshops, election monitoring, natural resource conflict management, reintegration activities, and trauma healing were also associated with high levels of difficulty across multiple aspects of fragility. Coordination involved for transitional justice activities also received high difficulty scores, but the number of individuals responding to those questions was so small (11) that this figure should be viewed with caution. For all other activities, the difficulty level for coordination was relatively slight, barely making a distinction from no affect at all.

As with the analyses reported in the previous section, we combined responses for each of the five aspects of fragility to obtain an average for how much coordination on each activity was affected. Overall, coordination for the purposes of trauma healing was affected most (-1.05). This was followed by natural resource conflict management (-1.03), attending workshops (-1.01), community development (-0.98), reintegration activities (-0.95), and election monitoring (-0.94). It is noteworthy that even when coordination is at its most difficult, respondents reported that the level of difficulty was only moderate. Coordination was least affected for information-sharing with WANEP headquarters (-0.12), fundraising (-0.16), writing editorials (-0.17), telephone calls and meetings (-0.18), and writing reports (-0.28).

We also examined the average effect that each aspect of fragility had on all types of coordination combined. The most disruptive type of fragility was weakened security (with an average score across all activities of -0.76), followed by governmental crisis (-0.69), economic shocks (-0.67), displaced populations (-0.62), and armed conflict (-0.60). Clearly, it was surprising to see that armed conflict was the least disruptive aspect of fragility in terms of the impact on network organization's ability to coordinate. We caution the reader not to make too much of these differences, however, because they are very slight and not statistically meaningful.

Fragility's Impact on Network Dynamics

The survey asked respondents to think about how aspects of fragility affected dynamics of the WANEP network. The responses to these questions provide the most direct evidence collected in the survey about how workers in peace-building organizations view

fragility's affect on the network. In addition, responses in this section of the survey will shed light on concepts discussed in the earlier section of this report about the 'push' of network participants and the 'pull' of network leadership.

The questions in this portion of the survey asked respondents to think about a particular attribute of the WANEP network and consider what happens to that feature with the onset of fragility. For example, one set of questions asked respondents about what happened to decision-making transparency in the WANEP network when different aspects of fragility occurred. The scale for these questions ranged from -5 (reflecting a maximum degradation of a desirable feature of network dynamics) to +5 (reflecting a maximum improvement of a desirable feature of network dynamics). The zero point on the scale reflects no change in that attribute due to fragility.

Table 7 summarizes the results from this portion of the survey. Each number in the table is the average response of respondents to the question asking them about the impact of a particular aspect of fragility on a particular aspect of network dynamics. To illustrate, the first column of the table presents the average responses to the questions about fragility's impact on network decision-making transparency. Looking down the column, it can be seen that all of the responses are positive (indicating perceived improvements in transparency). Average responses that are statistically discernible from the zero point are denoted with an asterisk. For decision-making transparency, respondents indicated that transparency improved modestly in all aspects of fragility except during economic shocks. In that case, respondents reported no significant change. Given the scale's minimum and maximum values of -5 and +5, respectively, the average responses for decision-making transparency indicate that the level of improvement is only slight. Indeed, as we shall see, this was largely the case with all other features of network dynamics we investigated.

The survey respondents provided no evidence that the WANEP network's ability to mobilize resources was affected positively or negatively by fragility. Looking down the second column, none of the average responses is statistically different from zero. It is interesting to compare this result with the finding reported earlier showing that individual organization efforts to pursue fundraising activities were essentially unaffected by fragility. The network's ability to marshal resources for the organizations appears to be unhampered, too.

Table 7 - Impact of Fragility on Network Dynamics

Fragility	Features of Network Leadership (Pull)					Features of Network Membership (Push)		
	(1) Transparency	(2) Resource Mobilization	(3) Innovation	(4) Collaboration	(5) Communication	(6) Building Trust	(7) Competition for Resources	(8) Overall Satisfaction
Armed Conflict	1.0*	0.0	1.2*	1.5*	0.5	0.9*	-0.2	1.1*
Displaced Populations	1.0*	0.4	1.4*	1.4*	0.8*	0.9*	-0.8*	1.0*
Weakened Security	0.9*	0.3	0.9*	1.1*	0.6	0.5	-0.7*	0.8*
Governmental Crisis	0.8*	0.5	1.1*	1.2*	1.1*	0.6*	-0.8*	1.1*
Economic Shock	0.6	0.2	1.1*	0.8*	0.5	0.7*	-1.0*	0.9*

Notes

* Difference between average response and zero is statistically significant (p=0.05, two-tailed tests)

Transparency – The extent to which WANEP leadership shares information about the network and about its decisions. The scale ranges from -5 (significantly less information) to +5 (significantly more information). **Resource Mobilization** - The ability to mobilize resources and other contributions from members. The scale ranges from -5 (significant loss in ability) to +5 (significant improvement in ability). **Innovation** – The ability to encourage new and creative ways of thinking about problems. The scale ranges from -5 (significant loss in ability) to +5 (significant improvement in ability). **Collaboration** – The extent to which other organizations are willing to collaborate on various activities. The scale ranges from -5 (significantly less willing to collaborate) to +5 (significantly more willing to collaborate). **Communication** – Ability of organization to communicate effectively and clearly with other organizations. The scale ranges from -5 (significant loss in ability) to +5 (significant improvement in ability). **Building Trust** – Ability to build trust among member organizations. The scale ranges from -5 (significant loss in ability) to +5 (significant improvement in ability). **Competition for Resources** – The intensity of competition for resources with other WANEP members. The scale ranges from -5 (significantly more competition) to +5 (significantly less competition). **Overall Satisfaction** – The overall satisfaction with WANEP membership. The scale ranges from -5 (significant loss in satisfaction) to +5 (significant increase in satisfaction).

From column (3), it can be seen that respondents perceived a significant improvement in the network's ability to foster innovation in times of fragility. Column (4) shows a significant improvement in the network's ability to foster collaboration among member organizations. Taken together, the findings represented in these two columns indicate modest improvements in important attributes of the WANEP network. Fragility appears to energize creative thinking about how to solve problems, strengthening the collaborative bonds between organizations.

Column (5) presents the average responses on questions about fragility's impact on the ability of organizations to communicate effectively and clearly. Here, the results were somewhat mixed. Communication improves slightly in the context of displaced populations and governmental crisis. No significant effect is apparent for the other three aspects of fragility. In light of earlier findings indicating that fragility had only a modest negative impact (if at all) on the ability of organizations to share information, we were surprised that respondents did not report higher levels of overall communication improvement. Taken as a whole, the findings suggest that fragility does not make sharing information and general communication significantly more difficult. Nor does fragility strengthen (or worsen) the capacity for communication significantly.

In all, columns (1) through (5) point to features of network dynamics that reflect mostly on network leadership. To that extent, these are items that fall into the 'pull' category discussed in an earlier section of the report. Let us now turn our attention to dynamics that apply more to attributes of member organizations themselves.

Column (6) presents results for a set of questions about how fragility affects the ability of organizations to build trust in their relationships with others. The average responses show very modest improvements. The results barely satisfy the threshold for statistical significance, so caution is warranted in interpreting these results.

Column (7) reports the results for the affect of fragility on the intensity of competition for resources. These were the only findings that suggested a degradation of network performance in the wake of fragility. For all aspects of fragility except armed conflict, respondents reported that the intensity of competition for resources increased. In the case of armed conflict, we conjecture that the more visible nature of armed conflict may have the effect of attracting more funding sources to the region, thus mitigating the extent of competition. For other aspects of fragility, though, competition appears to increase modestly.

Column (8) reports the results for a set of questions that asked respondents to report their overall level of satisfaction with membership in the WANEP network during fragility.

The response was positive. But like the findings in the previous columns, the improvement in satisfaction was only modest.

Two features of networks that help to push members to fuller participation, the building of trust and overall satisfaction with network membership, exhibit very modest improvements during fragility. Although respondents report a slight increase in the intensity of competition for resources, this does not seem to interfere with building trusting relationships with other organizations. On the leadership side, the survey data indicate some encouraging signs regarding network attributes that help pull member participation into the network. Respondents reported modest improvements in network decision-making transparency. In addition, the results indicate a slight improvement in network leadership's ability to foster innovation and collaboration among member organizations.

Although these results are encouraging, we were curious about why attitudes about network dynamics appear to be so tempered. Average responses consistently clustered around the zero point of the scale. To test whether more pronounced responses would be exhibited among subsets of the respondents, we ran several analyses that accounted for some of our controls (e.g., age of organization, whether the organization had worked jointly on a project with the government, or whether the organization was satisfied overall with WANEP membership). In each case, however, our tests revealed no significant variation across control categories. Despite these findings, we are reluctant to conclude definitively that respondent attitudes on these issues are generally mild. Sizeable numbers of respondents did indicate high levels of intensity (with responses closer to the extremes of the scale) on some of these issues. It remains an open question as to what factors explain the variation in these impressions from organization to organization.

Conclusion

In some respects, the findings of this study should not be surprising. That the elements of state fragility have an observable impact on the operations of peacebuilding organizations and the network within which they interact is predictable. The societal consequences of armed conflict, dislocated populations, weakened security, governmental crises, and economic shocks are diffuse, disruptive, and dangerous. Peacebuilding organizations do not operate in a vacuum, so they cannot be insulated from these powerful forces. What is surprising about the findings reported here is that fragility's impact is varied. Some aspects of fragility are less disruptive than others. Many of the activities performed by organizations are significantly impeded by the challenges posed by fragility, but many are not. While coordination between organizations can often be more difficult, survey respondents reported modest improvements in some aspects of the WANEP network with the onset of fragility.

Analyses of survey data revealed that some activities of WANEP organizations stand out in terms of the high level of disruption caused by fragility. The activities that became most difficult to carry out were election monitoring, community development, transitional justice, natural resource conflict management, reintegration activities, and trauma healing. For each of these, the average scores were on the highest level of the survey's scale, suggesting a qualitative difference in the level of disruption imposed by fragility compared to other activities that became only moderately more difficult. The gap between the difficulty for these activities and those that respondents reported were least affected by fragility was quite significant. In most cases, the analyses revealed no significant increase in the level of difficulty for performing tasks like fundraising, information-sharing with WANEP headquarters, telephone calls and meetings, report writing, and information-sharing with other organizations. Clearly, the fact that information-sharing activities were prominent among those activities left largely unaffected by fragility suggests that this important aspect of the WANEP network's function is resilient to the challenges posed by fragile environments.

To gather more direct information about network dynamics, the survey asked respondents about how fragility affected any coordination with other organizations necessary for carrying out particular activities. For most tasks, network organizations reported only modest disruptions in their ability to coordinate with others. While most aspects of fragility pose serious difficulties for performing many activities, the ability of organizations to continue their coordination around those activities was impeded to a lesser extent. In short, the challenges of coordination in fragile environments were less difficult to overcome than performing the actual activities themselves. Some of the specific non-field work activities for which data was collected on the survey are central to coordinated behavior. Information-sharing, telephone calls, and meetings are the manifestations of organizations that are working together on projects. For these activities, fragility typically had no impact on the level of difficulty. When it did, the level of difficulty never surpassed the moderate level.

Not all aspects of fragile environments were equally disruptive to the operations of peacebuilding organizations in the WANEP network. Across most of the analyses, the impact of dislocated populations appeared to pose less daunting challenges for carrying out most activities. In some cases, the impact of economic shocks was comparable to that of dislocated populations, as well. In almost all cases, the deleterious effects of armed conflict, weakened security, and governmental crises were worse. As we noted above, however, we caution readers that these differences were modest. The findings are suggestive of significant differences in how these different processes affect the workings of NGO networks, but future research would be necessary to disentangle this interesting possibility further.

The survey asked respondents directly about how aspects of fragility affected features of the WANEP network. The results indicated that many important features of the network strengthened in times of fragility. Of the features that reflect on network leadership—network attributes that encourage fuller participation from members, thereby ‘pulling’ them more tightly into the network—there were several positive findings. Respondents reported that the transparency of network leadership decision-making improved in all aspects of fragility (except, notably, during periods of economic shock). The data also showed that network leadership’s ability to foster innovation and collaboration improved in all elements of fragility. Results were somewhat mixed regarding the network’s ability to facilitate open and effective communication among network members. In some settings (armed conflict, weakened security, and economic shocks), there was no improvement in communication levels. Finally, in regard to leadership’s ability to mobilize resources for network members, there was no discernible change. This is perhaps the most sobering finding from this portion of the survey data. During the times when peacebuilding organizations demand resources the most, network leadership appears unable to improve its ability to marshal those resources for its members. Note, respondents did not indicate that leadership’s ability worsened during times of fragility—they simply indicated no change.

The survey also tracked three factors that reflect on features of member organization behavior and attitudes. These are factors that can ‘push’ members into fuller network participation. In this case, respondents reported that the network improved levels of trust among members during periods of fragility. At the same time, the survey results indicate a modest increase in the intensity of competition for resources during all aspects of fragility except periods of armed conflict. That finding comports with the finding discussed in the previous paragraph indicating that the leadership’s ability to mobilize resources does not improve during fragility. However, since respondents report an overall improvement in their satisfaction with WANEP membership during times of fragility (the final finding from this section), it appears that the reported inability of leadership to improve its ability to mobilize resources does not prove particularly salient for many member organizations.

The findings reported here do not lead to clear-cut, actionable policy programs or other specific prescriptions. Rather, we believe this study offers support to the policy community by heightening awareness about the relationship between NGO networks and fragile environments. For instance, the findings may prove helpful in setting priorities about how to better support networks of peace-building organizations. The findings described above suggest that competition within networks for resources increases for all elements of fragility except during times of armed conflict. That result suggests that funding agencies may need to continue prioritizing support for such networks beyond periods of armed conflict. Survey respondents also indicated big differences between how fragility affected

field work and non-field work. The findings indicate that policy programs designed to better support NGO networks in work carried out in the field should receive priority over administrative or non-field work activity.

Future Research

To conclude, we wish to offer a brief comment about future research in this area. As we noted at the outset in this report, there has been very little research done to date that examines the impact of fragile environments on the effectiveness of NGO networks. This project should be seen as a beginning. It is a beginning, however, that we believe demonstrates the worth of a research program that examines the impact of fragile environments on the effectiveness of NGOs and NGO networks. In particular, there are four avenues for future research that we hope are pursued either by ourselves or others.

First, the surveys already collected provide a rich resource of information on the activities of NGOs and NGO networks in fragile environments. There is much additional analysis that can be done on these data to further examine the current project's research questions as well as other, related research questions. Because the database is publicly available, any researcher will be able to conduct this additional analysis. Second, a key goal for the future is to extend the research to other types of NGO networks. Clearly, there may be idiosyncratic aspects of how peacebuilding networks that are affected by fragile environments. Therefore, it is important to examine other types of networks to identify how they are impacted by the elements of fragility. Third, this project's research was limited to West Africa. It is important to extend the research to other countries in order to make more confident claims that generalize from the data. Fourth, and finally, this research project provides (and future research projects will provide) guidance to development practitioners regarding how to support NGO networks during periods of fragility. It is important through the use of case studies and process tracing to test this guidance to see if it produces positive results. Cases should be examined where this guidance was followed and where it was not followed in order to see how the effectiveness of NGO networks is actually impacted.

This project is a modest first step toward answering a host of important questions about the relationship between fragile environments and NGO networks. We hope it provides a good foundation for future research that builds upon this and improves our understanding even further.

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Appendix – Descriptive Statistics

Section 2: Time spent on activities performed by organization. (1-less than once per month; 2-at least once every month; 3-at least once every week; 4-at least once every day)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	96	2.01	0.73	74	1.82	0.58	22	2.64	0.85
Community development	60	1.72	0.74	52	1.69	0.76	8	1.88	0.64
Community outreach	55	2.33	0.84	52	2.35	0.84	3	2.00	1.00
Election monitoring	23	1.48	0.95	22	1.50	0.96	1	1.00	.
Fundraising	73	2.03	0.93	54	1.87	0.91	19	2.47	0.84
General advocacy	62	2.34	1.10	51	2.02	0.93	11	3.82	0.40
Human right monitoring	33	2.55	1.15	31	2.52	1.15	2	3.00	1.41
Information-sharing (other organizations)	79	2.49	0.89	56	2.18	0.77	23	3.26	0.69
Information-sharing (WANEP headquarters)	42	2.00	0.66	21	1.76	0.54	21	2.24	0.70
Mediation or conflict resolution	71	2.21	0.91	63	2.14	0.93	8	2.75	0.46
Monitor conflict	52	2.67	0.90	52	2.67	0.90	0		
Natural resource conflict management	41	2.34	1.15	40	2.33	1.16	1	3.00	.
Peacebuilding (with focus on women)	63	2.46	0.93	43	2.28	0.96	20	2.85	0.75
Peer mediation	42	2.24	1.01	31	2.13	1.02	11	2.55	0.93
Plan community development projects	46	1.96	0.67	38	1.95	0.73	8	2.00	0.00
Plan conferences	57	1.75	0.54	37	1.70	0.62	20	1.85	0.37
Plan training workshops	81	1.96	0.89	69	1.81	0.73	12	2.83	1.19
Reintegration activities	42	2.02	0.92	40	1.98	0.92	2	3.00	0.00
Telephone calls or meetings	52	2.06	0.98	42	2.05	1.06	10	2.10	0.57
Transitional justice	19	2.05	0.85	18	2.11	0.83	1	1.00	.
Trauma healing	41	2.22	0.91	41	2.22	0.91	0		
Writing editorials	24	1.83	0.70	16	1.63	0.72	8	2.25	0.46
Writing reports	77	2.21	0.88	66	2.11	0.86	11	2.82	0.75

Section 3: Coordination with other organizations (1-Never; 2-Sometimes; 3-Always)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	97	2.35	0.60	74	2.26	0.57	23	2.65	0.57
Community development	61	2.13	0.67	53	2.04	0.65	8	2.75	0.46
Community outreach	56	1.77	0.74	53	1.74	0.74	3	2.33	0.58
Election monitoring	35	2.20	0.72	34	2.24	0.70	1	1.00	.
Fundraising	75	1.84	0.70	57	1.63	0.62	18	2.50	0.51
General advocacy	67	2.30	0.65	56	2.18	0.64	11	2.91	0.30
Human right monitoring	36	2.14	0.64	33	2.12	0.65	3	2.33	0.58
Information-sharing (other organizations)	85	2.41	0.62	62	2.24	0.62	23	2.87	0.34
Information-sharing (WANEP headquarters)	37	2.35	0.63	17	2.29	0.77	20	2.40	0.50
Mediation or conflict resolution	70	1.90	0.73	58	1.83	0.75	12	2.25	0.45
Monitor conflict	52	2.13	0.77	50	2.16	0.77	2	1.50	0.71
Natural resource conflict management	39	2.00	0.69	37	2.00	0.71	2	2.00	0.00
Peacebuilding (with focus on women)	57	2.37	0.70	39	2.23	0.74	18	2.67	0.49
Peer mediation	42	1.69	0.68	31	1.58	0.72	11	2.00	0.45
Plan community development projects	52	2.12	0.78	44	2.02	0.79	8	2.63	0.52
Plan conferences	63	2.30	0.69	43	2.14	0.71	20	2.65	0.49
Plan training workshops	82	2.12	0.73	71	2.01	0.71	11	2.82	0.40
Reintegration activities	41	1.80	0.78	40	1.78	0.77	1	3.00	.
Telephone calls or meetings	51	1.76	0.76	37	1.59	0.80	14	2.21	0.43
Transitional justice	18	2.33	0.59	17	2.35	0.61	1	2.00	.
Trauma healing	43	1.81	0.59	39	1.79	0.61	4	2.00	0.00
Writing editorials	25	2.20	0.65	17	2.18	0.73	8	2.25	0.46
Writing reports	79	1.86	0.80	65	1.66	0.71	14	2.79	0.43

Section 4: Other Organization Background Information (see hard copy of survey for information about scales)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
org1	97	3.51	0.77	74	3.59	0.77	23	3.22	0.67
org2	98	1.47	0.78	75	1.57	0.82	23	1.13	0.46
org3	94	1.41	0.50	74	1.43	0.50	20	1.35	0.49
org4	98	1.57	0.86	75	1.73	0.92	23	1.04	0.21
org5	96	1.56	0.75	74	1.73	0.78	22	1.00	0.00

Section 5(a): Does **armed conflict** make performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	86	0.99	1.11	63	1.06	1.27	23	0.78	0.42
Community development	55	1.45	0.98	50	1.56	0.93	5	0.40	0.89
Community outreach	46	1.17	1.12	44	1.18	1.13	2	1.00	1.41
Election monitoring	29	1.76	0.64	28	1.75	0.65	1	2.00	.
Fundraising	72	0.21	1.56	52	0.44	1.67	20	0.40	0.99
General advocacy	56	1.07	1.32	49	1.18	1.30	7	0.29	1.25
Human right monitoring	32	1.03	1.28	29	1.14	1.19	3	0.00	2.00
Information-sharing (other organizations)	78	0.69	1.22	55	0.93	1.37	23	0.13	0.34
Information-sharing (WANEP headquarters)	40	0.30	1.02	19	0.58	1.43	21	0.05	0.22
Mediation or conflict resolution	57	0.32	1.55	45	0.78	1.29	12	1.42	1.16
Monitor conflict	45	0.93	1.30	45	0.93	1.30	0		
Natural resource conflict management	33	1.39	1.00	32	1.41	1.01	1	1.00	.
Peacebuilding (with focus on women)	52	0.81	1.39	32	0.66	1.56	20	1.05	1.05
Peer mediation	38	0.29	1.75	28	0.89	1.50	10	1.40	1.26
Plan community development projects	48	1.02	1.30	41	1.17	1.28	7	0.14	1.07
Plan conferences	58	1.07	1.12	37	1.19	1.35	21	0.86	0.48
Plan training workshops	65	0.94	1.38	54	0.96	1.49	11	0.82	0.60
Reintegration activities	39	1.21	1.20	38	1.26	1.16	1	1.00	.
Telephone calls or meetings	50	0.20	1.60	38	0.55	1.50	12	0.92	1.44
Transitional justice	15	1.60	0.83	14	1.64	0.84	1	1.00	.
Trauma healing	41	1.22	1.17	40	1.23	1.19	1	1.00	.
Writing editorials	27	0.07	1.82	19	0.95	1.43	8	2.00	0.00
Writing reports	67	0.27	1.61	52	0.75	1.44	15	1.40	0.91

Section 5(b): Do dislocated populations make performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	79	1.01	1.09	56	0.89	1.19	23	1.30	0.76
Community development	53	1.09	1.02	48	1.10	1.08	5	1.00	0.00
Community outreach	44	1.14	0.98	41	1.10	1.00	3	1.67	0.58
Election monitoring	23	1.48	0.95	22	1.45	0.96	1	2.00	.
Fundraising	64	0.06	1.54	45	0.18	1.60	19	0.63	1.26
General advocacy	54	0.69	1.40	43	0.49	1.39	11	1.45	1.21
Human right monitoring	28	0.54	1.37	27	0.48	1.37	1	2.00	.
Information-sharing (other organizations)	70	0.41	1.10	48	0.54	1.27	22	0.14	0.47
Information-sharing (WANEP headquarters)	33	0.21	0.96	11	0.36	1.63	22	0.14	0.35
Mediation or conflict resolution	54	0.43	1.56	42	0.95	1.23	12	1.42	1.16
Monitor conflict	34	0.97	0.97	34	0.97	0.97	0		
Natural resource conflict management	25	1.16	0.85	24	1.17	0.87	1	1.00	.
Peacebuilding (with focus on women)	51	0.75	1.11	31	0.68	1.38	20	0.85	0.49
Peer mediation	38	0.97	1.33	26	0.65	1.41	12	1.67	0.78
Plan community development projects	41	1.17	1.05	34	1.15	1.13	7	1.29	0.49
Plan conferences	50	1.18	1.04	30	1.03	1.19	20	1.40	0.75
Plan training workshops	70	1.03	1.10	58	1.07	1.17	12	0.83	0.72
Reintegration activities	40	1.10	1.08	39	1.15	1.04	1	1.00	.
Telephone calls or meetings	47	0.26	1.45	34	0.21	1.37	13	1.46	0.88
Transitional justice	15	1.67	0.62	14	1.64	0.63	1	2.00	.
Trauma healing	40	1.00	1.24	39	1.05	1.21	1	1.00	.
Writing editorials	27	0.44	1.19	18	0.67	1.37	9	0.00	0.50
Writing reports	64	0.44	1.26	49	0.57	1.40	15	0.00	0.38

Section 5(c): Does **weakened security** make performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	87	1.33	0.90	64	1.20	0.98	23	1.70	0.47
Community development	53	1.28	0.91	46	1.33	0.90	7	1.00	1.00
Community outreach	45	1.33	0.71	42	1.31	0.72	3	1.67	0.58
Election monitoring	31	1.42	1.06	31	1.42	1.06	0		
Fundraising	67	0.57	1.28	48	0.44	1.49	19	0.89	0.32
General advocacy	63	1.08	1.05	52	0.90	1.07	11	1.91	0.30
Human right monitoring	34	1.18	1.09	32	1.19	1.09	2	1.00	1.41
Information-sharing (other organizations)	74	0.65	1.07	54	0.56	1.21	20	0.90	0.45
Information-sharing (WANEP headquarters)	33	0.21	0.82	12	0.17	1.27	21	0.24	0.44
Mediation or conflict resolution	60	1.00	0.82	49	0.98	0.90	11	1.09	0.30
Monitor conflict	41	1.20	0.98	41	1.20	0.98	0		
Natural resource conflict management	32	1.31	0.69	31	1.32	0.70	1	1.00	.
Peacebuilding (with focus on women)	52	0.81	0.99	33	0.70	1.24	19	1.00	0.00
Peer mediation	39	1.15	0.78	27	1.15	0.91	12	1.17	0.39
Plan community development projects	41	1.24	0.70	34	1.26	0.75	7	1.14	0.38
Plan conferences	59	1.19	0.80	38	1.21	0.96	21	1.14	0.36
Plan training workshops	75	1.16	0.87	63	1.19	0.95	12	1.00	0.00
Reintegration activities	41	1.32	0.82	39	1.28	0.83	2	2.00	0.00
Telephone calls or meetings	50	0.72	1.03	37	0.59	1.14	13	1.08	0.49
Transitional justice	15	1.07	1.03	15	1.07	1.03	0		
Trauma healing	38	1.08	0.85	38	1.08	0.85	0		
Writing editorials	25	0.92	0.95	16	0.75	1.13	9	1.22	0.44
Writing reports	68	0.56	1.14	53	0.58	1.25	15	0.47	0.64

Section 5(d): Do **governmental crises** make performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	85	0.51	1.42	62	1.08	0.95	23	1.04	1.33
Community development	53	1.17	0.98	45	1.40	0.78	8	0.13	0.99
Community outreach	44	0.86	1.11	42	0.93	1.09	2	0.50	0.71
Election monitoring	21	1.57	0.93	21	1.57	0.93	0		
Fundraising	62	0.26	1.61	42	0.21	1.60	20	1.25	1.12
General advocacy	55	0.31	1.36	45	0.76	1.03	10	1.70	0.67
Human right monitoring	29	0.93	1.36	28	1.04	1.26	1	2.00	.
Information-sharing (other organizations)	71	0.41	1.10	49	0.63	1.15	22	0.09	0.81
Information-sharing (WANEP headquarters)	34	0.12	0.77	12	0.17	1.19	22	0.09	0.43
Mediation or conflict resolution	51	0.61	1.36	41	0.98	1.25	10	0.90	0.32
Monitor conflict	40	1.20	0.88	40	1.20	0.88	0		
Natural resource conflict management	27	1.26	0.71	26	1.27	0.72	1	1.00	.
Peacebuilding (with focus on women)	52	0.48	1.06	31	0.87	1.12	21	0.10	0.62
Peer mediation	37	0.59	1.12	26	0.92	1.16	11	0.18	0.40
Plan community development projects	41	1.10	0.92	34	1.32	0.73	7	0.00	1.00
Plan conferences	51	0.10	1.65	30	1.03	1.19	21	1.24	1.26
Plan training workshops	69	0.71	1.38	57	1.25	0.79	12	1.83	0.39
Reintegration activities	37	1.24	0.76	36	1.25	0.77	1	1.00	.
Telephone calls or meetings	43	1.07	1.08	29	0.76	1.15	14	1.71	0.47
Transitional justice	14	1.14	1.03	13	1.31	0.85	1	1.00	.
Trauma healing	33	1.33	0.96	33	1.33	0.96	0		
Writing editorials	29	0.34	1.45	20	1.00	1.26	9	1.11	0.33
Writing reports	61	0.31	1.36	47	0.53	1.43	14	0.43	0.76
Monitor conflict	32	0.97	1.00	32	0.97	1.00	0		

Section 5(e): Do economic shocks make performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	86	1.37	0.75	63	1.33	0.76	23	1.48	0.73
Community development	53	1.30	0.80	47	1.45	0.69	6	0.17	0.75
Community outreach	46	1.11	0.90	44	1.09	0.91	2	1.50	0.71
Election monitoring	20	1.25	1.12	19	1.21	1.13	1	2.00	.
Fundraising	66	0.65	1.28	45	0.49	1.53	21	1.00	0.00
General advocacy	56	0.79	0.82	45	0.76	0.91	11	0.91	0.30
Human right monitoring	28	0.46	1.20	27	0.44	1.22	1	1.00	.
Information-sharing (other organizations)	72	0.51	1.02	49	0.49	1.19	23	0.57	0.51
Information-sharing (WANEP headquarters)	36	0.33	0.59	13	0.85	0.69	23	0.04	0.21
Mediation or conflict resolution	55	0.84	0.90	45	1.00	0.90	10	0.10	0.32
Natural resource conflict management	30	1.13	0.94	30	1.13	0.94	0		
Peacebuilding (with focus on women)	54	0.81	0.87	33	0.82	1.07	21	0.81	0.40
Peer mediation	40	0.98	0.77	28	1.14	0.80	12	0.58	0.51
Plan community development projects	46	1.24	0.87	39	1.41	0.79	7	0.29	0.76
Plan conferences	52	1.04	0.82	32	1.13	0.98	20	0.90	0.45
Plan training workshops	74	1.23	0.67	62	1.27	0.73	12	1.00	0.00
Reintegration activities	36	1.08	0.87	35	1.09	0.89	1	1.00	.
Telephone calls or meetings	47	0.77	0.76	34	0.82	0.83	13	0.62	0.51
Transitional justice	13	1.15	0.80	12	1.17	0.83	1	1.00	.
Trauma healing	31	1.39	0.76	31	1.39	0.76	0		
Writing editorials	26	0.50	1.03	17	0.71	1.21	9	0.11	0.33
Writing reports	67	0.51	1.12	53	0.62	1.23	14	0.07	0.27

Section 5(a): Does **armed conflict** make **coordination with other organizations** for the purposes of performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	75	0.81	1.15	52	1.13	1.24	23	0.09	0.29
Community development	46	0.96	1.30	41	1.07	1.33	5	0.00	0.00
Community outreach	36	0.64	1.25	34	0.62	1.26	2	1.00	1.41
Election monitoring	26	0.85	1.67	25	0.88	1.69	1	0.00	.
Fundraising	68	0.07	1.67	47	0.32	1.71	21	0.95	1.20
General advocacy	47	0.62	1.42	40	0.78	1.46	7	0.29	0.76
Human right monitoring	29	0.24	1.62	26	0.35	1.65	3	0.67	1.15
Information-sharing (other organizations)	72	0.39	1.31	49	0.53	1.56	23	0.09	0.29
Information-sharing (WANEP headquarters)	38	0.11	1.09	17	0.29	1.61	21	0.05	0.22
Mediation or conflict resolution	45	0.20	1.58	33	0.24	1.50	12	1.42	1.08
Monitor conflict	39	0.74	1.39	39	0.74	1.39	0		
Natural resource conflict management	28	1.14	1.11	27	1.15	1.13	1	1.00	.
Peacebuilding (with focus on women)	45	0.11	1.17	25	0.24	1.48	20	0.05	0.60
Peer mediation	37	0.43	1.17	26	0.54	1.36	11	0.18	0.40
Plan community development projects	39	0.79	1.26	32	0.97	1.26	7	0.00	1.00
Plan conferences	51	0.76	1.18	31	0.81	1.47	20	0.70	0.47
Plan training workshops	56	0.71	1.37	45	0.69	1.50	11	0.82	0.60
Reintegration activities	27	1.19	1.27	26	1.23	1.27	1	0.00	.
Telephone calls or meetings	43	0.26	1.62	31	0.06	1.65	12	1.08	1.24
Transitional justice	12	0.58	1.68	11	0.55	1.75	1	1.00	.
Trauma healing	30	0.90	1.42	29	0.90	1.45	1	1.00	.
Writing editorials	28	0.71	1.74	20	0.20	1.82	8	2.00	0.00
Writing reports	57	0.11	1.63	42	0.31	1.63	15	1.27	0.96

Section 5(b): Do dislocated populations make coordination with other organizations for the purposes of performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	70	0.50	1.03	47	0.72	1.19	23	0.04	0.21
Community development	43	0.63	1.02	38	0.71	1.06	5	0.00	0.00
Community outreach	34	0.68	1.04	31	0.74	1.06	3	0.00	0.00
Election monitoring	17	1.00	1.00	17	1.00	1.00	0		
Fundraising	61	0.10	1.52	42	0.19	1.55	19	0.74	1.28
General advocacy	45	0.47	1.01	34	0.62	1.13	11	0.00	0.00
Human right monitoring	24	0.17	1.27	23	0.17	1.30	1	0.00	.
Information-sharing (other organizations)	65	0.28	1.05	43	0.42	1.28	22	0.00	0.00
Information-sharing (WANEP headquarters)	35	0.00	0.84	13	0.00	1.41	22	0.00	0.00
Mediation or conflict resolution	44	0.32	1.12	33	0.45	1.25	11	0.09	0.30
Monitor conflict	30	0.70	1.06	30	0.70	1.06	0		
Natural resource conflict management	23	0.87	1.01	22	0.86	1.04	1	1.00	.
Peacebuilding (with focus on women)	44	0.32	0.96	24	0.63	1.21	20	0.05	0.22
Peer mediation	32	0.63	0.98	20	1.00	1.08	12	0.00	0.00
Plan community development projects	30	0.17	1.09	23	0.22	1.24	7	0.00	0.00
Plan conferences	43	0.53	0.85	24	0.92	0.97	19	0.05	0.23
Plan training workshops	55	0.64	1.13	44	0.82	1.19	11	0.09	0.30
Reintegration activities	27	0.63	1.11	26	0.65	1.13	1	0.00	.
Telephone calls or meetings	38	0.05	1.18	25	0.16	1.43	13	0.15	0.38
Transitional justice	12	1.67	0.65	11	1.82	0.40	1	0.00	.
Trauma healing	28	1.04	1.17	28	1.04	1.17	0		
Writing editorials	24	0.33	1.13	16	0.50	1.37	8	0.00	0.00
Writing reports	54	0.30	1.22	40	0.40	1.41	14	0.00	0.00

Section 5(c): Does **weakened security** make **coordination with other organizations** for the purposes of performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	72	1.08	0.78	50	1.14	0.90	22	0.95	0.38
Community development	41	1.07	0.85	35	1.09	0.92	6	1.00	0.00
Community outreach	35	0.89	1.08	32	0.91	1.12	3	0.67	0.58
Election monitoring	23	1.17	1.07	23	1.17	1.07	0		
Fundraising	58	0.28	1.21	39	0.03	1.39	19	0.79	0.42
General advocacy	51	1.14	0.83	40	1.08	0.80	11	1.36	0.92
Human right monitoring	27	0.63	1.15	25	0.68	1.14	2	0.00	1.41
Information-sharing (other organizations)	67	0.61	1.09	47	0.55	1.27	20	0.75	0.44
Information-sharing (WANEP headquarters)	35	0.17	0.89	13	0.00	1.35	22	0.27	0.46
Mediation or conflict resolution	45	0.76	0.98	35	0.69	1.11	10	1.00	0.00
Monitor conflict	34	0.79	1.17	34	0.79	1.17	0		
Natural resource conflict management	25	1.12	0.93	24	1.13	0.95	1	1.00	.
Peacebuilding (with focus on women)	46	0.74	1.08	27	0.59	1.39	19	0.95	0.23
Peer mediation	35	1.00	0.80	23	1.04	0.98	12	0.92	0.29
Plan community development projects	31	0.61	1.02	24	0.63	1.10	7	0.57	0.79
Plan conferences	50	0.92	0.83	29	0.90	1.08	21	0.95	0.22
Plan training workshops	61	0.82	1.01	49	0.80	1.12	12	0.92	0.29
Reintegration activities	28	1.21	0.79	26	1.23	0.82	2	1.00	0.00
Telephone calls or meetings	42	0.31	1.22	28	0.04	1.40	14	0.86	0.36
Transitional justice	11	1.36	0.67	11	1.36	0.67	0		
Trauma healing	23	1.22	0.74	23	1.22	0.74	0		
Writing editorials	22	0.36	1.40	15	0.07	1.62	7	1.00	0.00
Writing reports	53	0.30	1.25	40	0.33	1.40	13	0.23	0.60

Section 5(d): Do **governmental crises** make **coordination with other organizations** for the purposes of performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	69	0.59	1.05	46	0.89	1.02	23	0.00	0.85
Community development	44	0.80	0.95	36	0.92	0.97	8	0.25	0.71
Community outreach	32	0.72	1.08	30	0.77	1.10	2	0.00	0.00
Election monitoring	16	1.19	1.05	16	1.19	1.05	0		
Fundraising	55	0.11	1.24	35	0.17	1.48	20	0.00	0.65
General advocacy	47	0.26	1.41	37	0.76	1.06	10	1.60	0.84
Human right monitoring	22	0.91	1.19	21	0.95	1.20	1	0.00	.
Information-sharing (other organizations)	65	0.42	1.06	43	0.63	1.16	22	0.00	0.69
Information-sharing (WANEP headquarters)	35	0.11	0.72	13	0.46	0.97	22	0.09	0.43
Mediation or conflict resolution	43	0.12	1.61	33	0.70	1.33	10	1.80	0.63
Monitor conflict	34	1.00	1.04	34	1.00	1.04	0		
Natural resource conflict management	23	1.09	0.79	22	1.09	0.81	1	1.00	.
Peacebuilding (with focus on women)	45	0.22	1.08	24	0.38	1.41	21	0.05	0.50
Peer mediation	34	0.50	1.08	23	0.78	1.20	11	0.09	0.30
Plan community development projects	36	0.72	0.97	29	0.90	0.90	7	0.00	1.00
Plan conferences	45	0.02	1.66	24	1.08	1.14	21	1.29	1.19
Plan training workshops	59	0.24	1.37	47	0.77	0.96	12	1.83	0.39
Reintegration activities	23	0.83	0.83	22	0.86	0.83	1	0.00	.
Telephone calls or meetings	38	0.26	1.35	24	0.21	1.25	14	1.07	1.14
Transitional justice	10	1.10	0.99	9	1.22	0.97	1	0.00	.
Trauma healing	26	0.85	1.22	25	0.92	1.19	1	1.00	.
Writing editorials	27	0.00	1.41	18	0.39	1.58	9	0.78	0.44
Writing reports	53	0.08	1.28	40	0.18	1.43	13	0.23	0.60

Section 5(e): Do **economic shocks** make **coordination with other organizations** for the purposes of performing activities easier or more difficult? (+2 – much easier; +1 – somewhat easier; 0-no change; -1 – moderately more difficult; -2 – much more difficult)

Item	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Attend workshops	73	0.99	0.86	50	1.12	0.94	23	0.70	0.56
Community development	41	0.98	1.01	36	1.11	0.98	5	0.00	0.71
Community outreach	35	0.60	1.14	33	0.61	1.17	2	0.50	0.71
Election monitoring	21	0.48	1.36	20	0.45	1.39	1	1.00	.
Fundraising	63	0.48	1.24	42	0.29	1.47	21	0.86	0.36
General advocacy	53	0.64	0.96	42	0.57	1.06	11	0.91	0.30
Human right monitoring	22	0.09	1.27	21	0.10	1.30	1	0.00	.
Information-sharing (other organizations)	72	0.43	1.16	49	0.41	1.37	23	0.48	0.51
Information-sharing (WANEP headquarters)	34	0.15	0.61	11	0.45	1.04	23	0.00	0.00
Mediation or conflict resolution	43	0.49	1.12	33	0.64	1.25	10	0.00	0.00
Monitor conflict	34	0.50	1.16	34	0.50	1.16	0		
Natural resource conflict management	26	0.92	1.09	26	0.92	1.09	0		
Peacebuilding (with focus on women)	49	0.49	1.08	28	0.54	1.37	21	0.43	0.51
Peer mediation	37	0.89	0.77	25	1.12	0.78	12	0.42	0.51
Plan community development projects	36	0.75	1.08	29	0.90	1.11	7	0.14	0.69
Plan conferences	49	0.98	0.80	29	1.10	0.98	20	0.80	0.41
Plan training workshops	59	0.78	0.91	47	0.74	1.01	12	0.92	0.29
Reintegration activities	24	0.71	1.00	23	0.70	1.02	1	1.00	.
Telephone calls or meetings	39	0.33	0.84	26	0.46	0.99	13	0.08	0.28
Transitional justice	9	0.78	0.83	8	0.75	0.89	1	1.00	.
Trauma healing	21	1.38	0.80	21	1.38	0.80	0		
Writing editorials	22	0.18	1.22	13	0.31	1.60	9	0.00	0.00
Writing reports	52	0.15	1.02	38	0.21	1.19	14	0.00	0.00

Section 6: How do different aspects of state fragility affect **building trust among member organizations?** (-5 – significant loss in ability; 0 – no change; +5 – significant improvement in ability)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	93	1.69	2.79	71	0.90	2.73	22	4.23	0.53
Displaced populations	95	1.67	2.69	72	0.88	2.61	23	4.17	0.65
Weakened security	93	1.35	2.80	70	0.40	2.57	23	4.26	0.54
Governmental crisis	92	1.51	2.76	69	0.57	2.55	23	4.35	0.49
Economic shocks	89	1.57	2.72	66	0.62	2.53	23	4.30	0.47

Section 6: How do different aspects of state fragility affect **the transparency of decision-making practices?** (-5 – significantly less information; 0 – no change; +5 – significantly more information)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	88	1.91	2.67	65	0.98	2.51	23	4.52	0.51
Displaced populations	92	1.88	2.63	69	1.00	2.45	23	4.52	0.51
Weakened security	90	1.78	2.67	67	0.82	2.43	23	4.57	0.51
Governmental crisis	89	1.70	2.63	66	0.73	2.35	23	4.48	0.59
Economic shocks	89	1.54	2.79	66	0.52	2.51	23	4.48	0.59

Section 6: How do different aspects of state fragility affect **the ability to mobilize resources?** (-5 – significant loss in ability; 0 – no change; +5 – significant improvement in ability)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	89	1.16	3.20	66	0.05	2.85	23	4.61	0.50
Displaced populations	92	1.43	2.95	69	0.38	2.65	23	4.61	0.50
Weakened security	90	1.32	2.97	67	0.19	2.60	23	4.61	0.50
Governmental crisis	90	1.54	2.88	67	0.49	2.59	23	4.61	0.50
Economic shocks	88	1.33	3.09	65	0.17	2.76	23	4.61	0.50

Section 6: How do different aspects of state fragility affect **the ability to foster innovation?** (-5 – significant loss in ability; 0 – no change; +5 – significant improvement in ability)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	88	2.08	2.63	65	1.17	2.47	23	4.65	0.49
Displaced populations	91	2.19	2.56	68	1.37	2.45	23	4.61	0.50
Weakened security	88	1.81	2.73	65	0.83	2.52	23	4.57	0.59
Governmental crisis	87	2.02	2.72	64	1.08	2.57	23	4.65	0.49
Economic shocks	88	1.94	2.68	65	1.02	2.52	23	4.57	0.51

Section 6: How do different aspects of state fragility affect **the ability to foster collaboration?** (-5 – significant loss in ability; 0 – no change; +5 – significant improvement in ability)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	89	2.25	2.71	66	1.44	2.64	23	4.57	1.08
Displaced populations	89	2.19	2.71	66	1.36	2.62	23	4.57	1.08
Weakened security	88	1.99	2.75	65	1.09	2.60	23	4.52	1.08
Governmental crisis	88	2.03	2.73	65	1.15	2.59	23	4.52	1.08
Economic shocks	88	1.76	2.75	65	0.78	2.48	23	4.52	1.08

Section 6: How do different aspects of state fragility affect **the intensity of competition for resources?** (-5 – significant increase in intensity; 0 – no change; +5 – significant decrease in intensity)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	85	-0.94	3.30	62	-0.27	2.81	23	-4.22	2.09
Displaced populations	86	-0.62	3.33	63	-0.71	2.64	23	-4.26	2.07
Weakened security	87	-0.57	3.07	64	-0.69	2.23	23	-4.09	2.25
Governmental crisis	87	-0.60	3.16	64	-0.73	2.31	23	-4.30	2.08
Economic shocks	87	-0.38	3.35	64	-0.95	2.58	23	-4.09	2.25

Section 6: How do different aspects of state fragility affect **the ability to communicate with other organizations?** (-5 – significant loss in ability; 0 – no change; +5 – significant improvement in ability)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	87	1.55	3.02	64	0.44	2.76	23	4.65	0.49
Displaced populations	88	1.75	2.82	65	0.72	2.58	23	4.65	0.49
Weakened security	88	1.63	2.88	65	0.55	2.59	23	4.65	0.49
Governmental crisis	88	1.95	2.55	65	1.02	2.30	23	4.61	0.50
Economic shocks	88	1.50	2.82	65	0.40	2.45	23	4.61	0.50

Section 6: How do different aspects of state fragility affect **the overall satisfaction with WANEP membership?** (-5 – significant loss in satisfaction; 0 – no change; +5 – significant increase in satisfaction)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Armed conflict	90	1.96	2.67	67	1.01	2.45	23	4.70	0.47
Displaced populations	91	1.92	2.54	68	1.00	2.27	23	4.65	0.49
Weakened security	87	1.80	2.49	64	0.78	2.08	23	4.65	0.49
Governmental crisis	88	2.02	2.34	65	1.09	2.00	23	4.65	0.49
Economic shocks	88	1.83	2.52	65	0.83	2.16	23	4.65	0.49

Section 7: Personal information (see hard copies of surveys for information about scales)

Aspect of Fragility	All			Liberia and Nigeria			Only Cote d'Ivoire		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
info1	98	3.05	0.90	75	3.00	0.84	23	3.22	1.09
info2	97	1.54	0.50	75	1.56	0.50	22	1.45	0.51
info3	96	4.05	1.25	73	4.01	1.21	23	4.17	1.40

Appendix - Surveys

French and English Versions

Activities Reference Sheet

Please remove this page from the rest of the survey and set it aside for when you complete Section 1 below. After that, you will use this sheet for reference to help complete the remaining sections.

INSTRUCTIONS: Please put an **X** in the box before all activities that your organization performs.

- | | |
|---|--|
| <input type="checkbox"/> (1) attend workshops or conferences planned by other organizations | <input type="checkbox"/> (15) plan or convene conferences |
| <input type="checkbox"/> (2) community development projects | <input type="checkbox"/> (16) plan or conduct workshops for training or capacity-building |
| <input type="checkbox"/> (3) reintegration activities | <input type="checkbox"/> (17) planning or implementation of community development projects |
| <input type="checkbox"/> (4) election monitoring | <input type="checkbox"/> (18) provide mediation or conflict resolution services |
| <input type="checkbox"/> (5) fundraising (including grant proposal writing and preparation) | <input type="checkbox"/> (19) telephone calls or meetings with policy-makers |
| <input type="checkbox"/> (6) general advocacy efforts | <input type="checkbox"/> (20) transitional justice activities |
| <input type="checkbox"/> (7) human rights monitoring | <input type="checkbox"/> (21) trauma healing activities |
| <input type="checkbox"/> (8) information-sharing or communication with other WANEP member organizations | <input type="checkbox"/> (22) writing editorials for newspapers or magazines |
| <input type="checkbox"/> (9) information-sharing or communication with the WANEP secretariat in Ghana | <input type="checkbox"/> (23) writing reports, manuals, or training documents |
| <input type="checkbox"/> (10) monitor conflict areas | <input type="checkbox"/> (24) Other (a) _____ |
| <input type="checkbox"/> (11) natural resource conflict management | <input type="checkbox"/> (25) Other (b) _____ |
| <input type="checkbox"/> (12) outreach to communities | <input type="checkbox"/> (26) Other (c) _____ |
| <input type="checkbox"/> (13) peacebuilding activities focused on women | |
| <input type="checkbox"/> (14) peer mediation in schools | |

★ Please tear this page from the rest of the survey. ★

General Instructions

This survey is part of a larger research project funded by the US Agency for International Development to better understand how events in your country affect the work of peace-building organizations. The survey has been designed to gather information about your organization and the specific activities it performs. Additionally, we will ask you to think about how your organization coordinates with other WANEP member organizations in performing these activities. The survey will then ask you to think about how the situation in your country affects how your organization performs activities and how your organization coordinates with others.

The survey consists of seven sections. **Please read the instructions for each section carefully.** The instructions will help you complete the survey quickly. The survey will take approximately 30-40 minutes to complete.

Section 1 of the survey asks you to identify activities performed by your organization. Since you will refer to these activities numerous times in later sections of the survey, we ask that you also identify your activities on the included Activities Reference Sheet to make completion of the survey easier.

Your responses to survey questions will be strictly anonymous and confidential. Your answers will be combined with those of many other respondents for the purpose of conducting statistical analyses. Our final research report will be disseminated within the United States Agency for International Development (USAID) and the larger donor community.

When you complete the survey, please place it in your envelope. Seal the envelope and place the circular seals across the envelope flap for added security. Then, return the sealed envelope to the survey administrator.

Finally, we want to thank you in advance for taking time from your busy schedule to respond to this survey. We understand that your time is valuable and we are very grateful that you can help us with this important research. The information we gather through this survey will be critical for helping to understand how your work is affected by problems in your country.

When our research is complete, we will be very happy to share the results of the survey with you. If you would like a copy of our final report, please contact Andy Blum (ablum@cidcm.umd.edu) or Joe Hewitt (jhewitt@cidcm.umd.edu) at the University of Maryland.

Again, thank you very much for your time.

Section 1 Activities Performed by Your Organization

Please put an **X** in the box before all activities that your organization performs. We understand that you may perform some of these activities jointly or in coordination with other organizations. To be clear, please check all activities you perform regardless of whether you perform them in coordination with others.

- IMPORTANT -

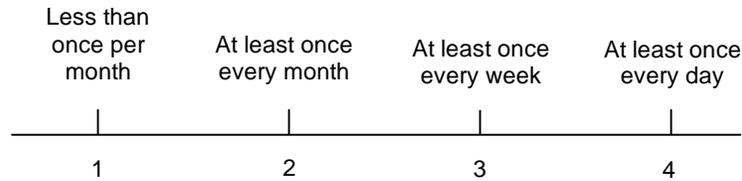
This survey will refer back to this list of selected activities. For convenience, you should copy your selections from this section to the separate Activities Reference Sheet included with the survey. Keep the separate sheet at your side while you complete the survey for easier reference.

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> (1) attend workshops or conferences planned by other organizations (C) <input type="checkbox"/> (2) community development projects (D) <input type="checkbox"/> (3) reintegration activities (E) <input type="checkbox"/> (4) election monitoring (F) <input type="checkbox"/> (5) fundraising (including grant proposal writing and preparation) (G) <input type="checkbox"/> (6) general advocacy efforts (H) <input type="checkbox"/> (7) human rights monitoring (I) <input type="checkbox"/> (8) information-sharing or communication with other WANEP member organizations (J) <input type="checkbox"/> (9) information-sharing or communication with the WANEP secretariat in Ghana (K) <input type="checkbox"/> (10) monitor conflict areas (L) <input type="checkbox"/> (11) natural resource conflict management (M) <input type="checkbox"/> (12) outreach to communities (N) <input type="checkbox"/> (13) peacebuilding activities focused on women (O) <input type="checkbox"/> (14) peer mediation in schools (P) | <ul style="list-style-type: none"> <input type="checkbox"/> (15) plan or convene conferences (Q) <input type="checkbox"/> (16) plan or conduct workshops for training or capacity-building (R) <input type="checkbox"/> (17) planning or implementation of community development projects (S) <input type="checkbox"/> (18) provide mediation or conflict resolution services (T) <input type="checkbox"/> (19) telephone calls or meetings with policy-makers (U) <input type="checkbox"/> (20) transitional justice activities (V) <input type="checkbox"/> (21) trauma healing activities (W) <input type="checkbox"/> (22) writing editorials for newspapers or magazines (X) <input type="checkbox"/> (23) writing reports, manuals, or training documents (Y) <input type="checkbox"/> (24) Other (a) _____ (Z) <input type="checkbox"/> (25) Other (b) _____ (AA) <input type="checkbox"/> (26) Other (c) _____ (AB) |
|--|---|

Section 2 Amount of Time Spent on Activities Performed by Your Organization

This section will ask you to estimate the total amount of time you spend on each of the activities you checked in Section 1. For convenience, refer to your separate activity reference sheet. **You may leave any activities you did not check in Section 1 blank.** For each item, please circle a number corresponding to the scale below.

SCALE



ACTIVITY	SCALE (circle one number)
(1) attend workshops or conferences planned by other organizations <small>(AC)</small>	1 2 3 4
(2) community development projects <small>(AD)</small>	1 2 3 4
(3) reintegration activities <small>(AE)</small>	1 2 3 4
(4) election monitoring <small>(AF)</small>	1 2 3 4
(5) fundraising (including grant proposal writing and preparation) <small>(AG)</small>	1 2 3 4
(6) general advocacy efforts <small>(AH)</small>	1 2 3 4
(7) human rights monitoring <small>(AI)</small>	1 2 3 4
(8) information-sharing or communication with other WANEP member organizations <small>(AJ)</small>	1 2 3 4
(9) information-sharing or communication with the WANEP secretariat in Ghana <small>(AK)</small>	1 2 3 4
(10) monitor conflict areas <small>(AL)</small>	1 2 3 4
(11) natural resource conflict management <small>(AM)</small>	1 2 3 4
(12) outreach to communities <small>(AN)</small>	1 2 3 4
(13) peacebuilding activities focused on women <small>(AO)</small>	1 2 3 4
(14) peer mediation in schools <small>(AP)</small>	1 2 3 4
(15) plan or convene conferences <small>(AQ)</small>	1 2 3 4
(16) plan or conduct workshops for training or capacity-building <small>(AR)</small>	1 2 3 4
(17) planning or implementation of community development projects <small>(AS)</small>	1 2 3 4

Section 3 Coordination with Other Organizations

This section will ask you to estimate how often you perform activities in coordination with other groups. For convenience, refer to your activity reference sheet. You may leave any activities you did not check in Section 1 blank. For each item, please check an option corresponding to the scale below.

SCALE

Never - Your organization always performs this activity on its own.

Sometimes – Your organization sometimes performs this activity in coordination with another WANEP member organization, but not always.

Always – Your organization always performs this activity in coordination with other WANEP member organizations

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ACTIVITY	SCALE (check one box)
(1) attend workshops or conferences planned by other organizations ^(BC)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(2) community development projects ^(BD)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(3) reintegration activities ^(BF)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(4) election monitoring ^(BG)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(5) fundraising (including grant proposal writing and preparation) ^(BH)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(6) general advocacy efforts ^(BI)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(7) human rights monitoring ^(BJ)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(8) information-sharing or communication with other WANEP member organizations ^(BK)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(9) information-sharing or communication with the WANEP secretariat in Ghana ^(BL)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(10) monitor conflict areas ^(BM)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(11) natural resource conflict management ^(BN)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(12) outreach to communities ^(BO)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(13) peacebuilding activities focused on women ^(BP)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(14) peer mediation in schools ^(BQ)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(15) plan or convene conferences ^(BR)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(16) plan or conduct workshops for training or capacity-building ^(BS)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(17) planning or implementation of community development projects ^(BT)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(18) provide mediation or conflict resolution services ^(BU)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always

ACTIVITY	SCALE (check one box)
(19) telephone calls or meetings with policy-makers (BV)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(20) transitional justice activities (BW)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(21) trauma healing activities (BX)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(22) writing editorials for newspapers or magazines (BY)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(23) writing reports, manuals, or training documents (BZ)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(24) Other (a) _____ (CA)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(25) Other (b) _____ (CB)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always
(26) Other (c) _____ (CC)	<input type="checkbox"/> never <input type="checkbox"/> sometimes <input type="checkbox"/> always

SCALE

Never - Your organization always performs this activity on its own.

Sometimes – Your organization sometimes performs this activity in coordination with another WANEP member organization, but not always.

Always – You organization always performs this activity in coordination with other WANEP member organizations



Section 4 Other Organization Background Info

These five questions ask you about some aspects of your organization.

(A) How many years has your organization been in existence? (CD)

- less than a year
- 1 to 3 years
- 4 to 5 years
- more than 5 years

(B) In your opinion, how would you rate how your government views your organization? (CE)

- Very positively
- Somewhat positively
- Neutral or mixed (neither positive or negative)
- Somewhat negatively
- Very negatively

(C) Has your organization ever worked on a project or activity jointly with the government? (CF)

- Yes
- No

Section 4

Other Organization Background Info

(D) In your opinion, how satisfied is your organization with its membership in the WANEP network? (CG)

- very satisfied
- moderately satisfied
- neutral or mixed (neither satisfied or dissatisfied)
- moderately dissatisfied
- very dissatisfied

(E) Overall, how does membership in the WANEP network affect your organization's ability to achieve its goals? (CH)

- WANEP membership makes it **much easier** to achieve goals
- WANEP membership makes it **slightly easier** to achieve goals
- WANEP membership makes **no difference** in our ability to achieve goals
- WANEP membership makes it **slightly more difficult** to achieve goals
- WANEP membership makes it **much more difficult** to achieve goals

Section 5 How do national problems affect the activities performed by your organization?

Instructions: This section is composed of five parts. We will ask you to evaluate how past or current events in your country have affected the activities performed by your organization.

For each activity performed by your organization, you will be asked to address two questions. First, does the specific problem make doing the activity easier or more difficult? Second, does the specific problem make coordination with other WANEP group members easier or more difficult?

SCALE
-2 = Much More Difficult
-1 = Moderately More Difficult
0 = No change
+1 = Moderately Easier
+2 = Much Easier

Again, use your separate activity reference sheet for convenience. **As before, you may skip any items in the table if your organization does not perform the given activity.**

For both questions, please use the scale to the right to indicate your opinion.

(1) Armed Conflict – When armed conflict erupts in portions of your country where your organization operates, how does it affect the various activities performed by your organization?

If there has been no armed conflict in your country or if there has been no armed conflict during your time with the organization, please skip to Part (2) on Dislocated Populations.

ACTIVITY	Does armed conflict make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, does armed conflict make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(1) attend workshops or conferences planned by other organizations (CI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) community development projects (CJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) reintegration activities (CK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) election monitoring (CL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) fundraising (including grant proposal writing and preparation) (CM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) general advocacy efforts (CN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) human rights monitoring (CO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) information-sharing or communication with other WANEP member organizations (CP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) information-sharing or communication with the WANEP secretariat in Ghana (CQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) monitor conflict areas (CR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITY	Does armed conflict make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, does armed conflict make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(11) natural resource conflict management (CS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) outreach to communities (CT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) peacebuilding activities focused on women (CU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) peer mediation in schools (CV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) plan or convene conferences (CW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) plan or conduct workshops for training or capacity-building (CX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) planning or implementation of community development projects (CY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) provide mediation or conflict resolution services (CZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) telephone calls or meetings with policy-makers (DA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) transitional justice activities (DB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) trauma healing activities (DC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) writing editorials for newspapers or magazines (DD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) writing reports, manuals, or training documents (DE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Other (a) _____ (DF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Other (b) _____ (DG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Other (c) _____ (DH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

SCALE
-2 = Much More Difficult -1 = Moderately More Difficult 0 = No change +1 = Moderately Easier +2 = Much Easier

Section 5 How do national problems affect the activities performed by your organization? (cont.)

(2) Dislocated Populations – What is the impact of significant population dislocations (e.g., significant numbers of internally displaced peoples, large refugee flows, populations forced from their homes, etc.) on the operations of your organization?

If there has been no significant population dislocations in your country or if there has been none during your time with the organization, please skip to Part (3) on Weakened Security.

SCALE
-2 = Much More Difficult
-1 = Moderately More Difficult
0 = No change
+1 = Moderately Easier
+2 = Much Easier

ACTIVITY	Do dislocated populations make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do dislocated populations make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(1) attend workshops or conferences planned by other organizations (DI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) community development projects (DJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) reintegration activities (DK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) election monitoring (DL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) fundraising (including grant proposal writing and preparation) (DM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) general advocacy efforts (DN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) human rights monitoring (DO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) information-sharing or communication with other WANEP member organizations (DP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) information-sharing or communication with the WANEP secretariat in Ghana (DQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) monitor conflict areas (DR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) natural resource conflict management (DS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) outreach to communities (DT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) peacebuilding activities focused on women (DU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) peer mediation in schools (DV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) plan or convene conferences (DW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITY	Do dislocated populations make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do dislocated populations make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(16) plan or conduct workshops for training or capacity-building (DX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) planning or implementation of community development projects (DY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) provide mediation or conflict resolution services (DZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) telephone calls or meetings with policy-makers (EA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) transitional justice activities (EB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) trauma healing activities (EC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) writing editorials for newspapers or magazines (ED)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) writing reports, manuals, or training documents (EE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Other (a) _____ (EF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Other (b) _____ (EG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Other (c) _____ (EI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

SCALE
-2 = Much More Difficult -1 = Moderately More Difficult 0 = No change +1 = Moderately Easier +2 = Much Easier

Section 5 How do national problems affect the activities performed by your organization? (cont.)

(3) Weakened Security – Sometimes a government’s ability to provide for basic security (law enforcement, protection from crime, and protection from other forms of violence) can be significantly weakened. During times of weakened security, what is the impact on the operations of your organization?

If there have been no periods of weakened security in your country or if there has been none during your time with the organization, please skip to Part (4) on Governmental Crisis.

SCALE
-2 = Much More Difficult
-1 = Moderately More Difficult
0 = No change
+1 = Moderately Easier
+2 = Much Easier

ACTIVITY	Do periods of weakened security make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of weakened security make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(1) attend workshops or conferences planned by other organizations (EJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) community development projects (EK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) reintegration activities (EL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) election monitoring (EM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) fundraising (including grant proposal writing and preparation) (EN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) general advocacy efforts (EO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) human rights monitoring (EP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) information-sharing or communication with other WANEP member organizations (EQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) information-sharing or communication with the WANEP secretariat in Ghana (ER)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) monitor conflict areas (ES)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) natural resource conflict management (ET)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) outreach to communities (EU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) peacebuilding activities focused on women (EV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) peer mediation in schools (EW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITY	Do periods of weakened security make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of weakened security make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(15) plan or convene conferences (EX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) plan or conduct workshops for training or capacity-building (EY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) planning or implementation of community development projects (EZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) provide mediation or conflict resolution services (FA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) telephone calls or meetings with policy-makers (FB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) transitional justice activities (FC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) trauma healing activities (FD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) writing editorials for newspapers or magazines (FE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) writing reports, manuals, or training documents (FF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Other (a) _____ (FG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Other (b) _____ (FH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Other (c) _____ (FI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

SCALE
-2 = Much More Difficult -1 = Moderately More Difficult 0 = No change +1 = Moderately Easier +2 = Much Easier

Section 5 How do national problems affect the activities performed by your organization? (cont.)

(4) Governmental Crisis – How are your organization’s activities affected during periods of governmental crisis (e.g., contested elections due to allegations of fraud, governmental collapse, significant or complete disruption of basic governmental services, etc.).

If there have been no periods of governmental crisis in your country or if there has been none during your time with the organization, please skip to Part (5) on Economic Shock.

SCALE
-2 = Much More Difficult
-1 = Moderately More Difficult
0 = No change
+1 = Moderately Easier
+2 = Much Easier

ACTIVITY	Do periods of governmental crisis make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of governmental crisis make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(1) attend workshops or conferences planned by other organizations (FJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) community development projects (FK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) reintegration activities (FL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) election monitoring (FM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) fundraising (including grant proposal writing and preparation) (FN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) general advocacy efforts (FO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) human rights monitoring (FP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) information-sharing or communication with other WANEP member organizations (FQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) information-sharing or communication with the WANEP secretariat in Ghana (FR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) monitor conflict areas (FS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) natural resource conflict management (FT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) outreach to communities (FU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) peacebuilding activities focused on women (FV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) peer mediation in schools (FW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) plan or convene conferences (FX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITY	Do periods of governmental crisis make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of governmental crisis make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(16) plan or conduct workshops for training or capacity-building (FY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) planning or implementation of community development projects (FZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) provide mediation or conflict resolution services (GA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) telephone calls or meetings with policy-makers (GB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) transitional justice activities (GC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) trauma healing activities (GD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) writing editorials for newspapers or magazines (GE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) writing reports, manuals, or training documents (GF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Other (a) _____ (GG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Other (b) _____ (GH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Other (c) _____ (GI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

SCALE
-2 = Much More Difficult -1 = Moderately More Difficult 0 = No change +1 = Moderately Easier +2 = Much Easier

Section 5 How do national problems affect the activities performed by your organization? (cont.)

(5) Economic Shock – How are your organization’s activities affected during periods of economic shock (e.g., severe loss of jobs, high levels of inflation, periods of severe economic decline).

If there have been no periods of economic shock in your country or if there has been none during your time with the organization, please skip to Section 6.

SCALE
-2 = Much More Difficult
-1 = Moderately More Difficult
0 = No change
+1 = Moderately Easier
+2 = Much Easier

ACTIVITY	Do periods of economic shock make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of economic shock make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(1) attend workshops or conferences planned by other organizations (GJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) community development projects (GK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) reintegration activities (GL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) election monitoring (GM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) fundraising (including grant proposal writing and preparation) (GN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) general advocacy efforts (GO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) human rights monitoring (GP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) information-sharing or communication with other WANEP member organizations (GQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) information-sharing or communication with the WANEP secretariat in Ghana (GR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) monitor conflict areas (GS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) natural resource conflict management (GT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) outreach to communities (GU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) peacebuilding activities focused on women (GV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) peer mediation in schools (GW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) plan or convene conferences (GX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

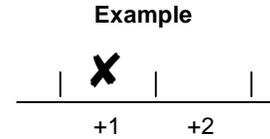
ACTIVITY	Do periods of economic shock make this activity easier or more difficult to perform? (circle one number from the scale above)	For this activity, do periods of economic shock make coordination with other WANEP member organizations easier or more difficult? (circle one number from the scale above)
(16) plan or conduct workshops for training or capacity-building (GY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) planning or implementation of community development projects (GZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) provide mediation or conflict resolution services (HA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) telephone calls or meetings with policy-makers (HB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) transitional justice activities (HC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) trauma healing activities (HD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) writing editorials for newspapers or magazines (HE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) writing reports, manuals, or training documents (HF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Other (a) _____ (HG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Other (b) _____ (HH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Other (c) _____ (HI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

SCALE
-2 = Much More Difficult -1 = Moderately More Difficult 0 = No change +1 = Moderately Easier +2 = Much Easier

Section 6 How do problems affect the WANEP network?

In this section, we will ask your opinion about how each of the five problems discussed in Section 4 affect the WANEP network of organizations. We will ask you about eight characteristics of the WANEP organization and ask you about how the different problems affect them.

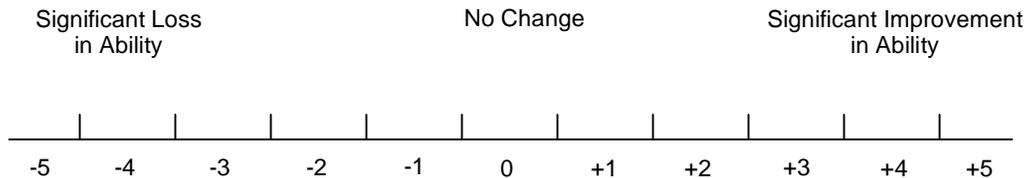
On the scales below, please place an X in one space on each line to show how you feel.



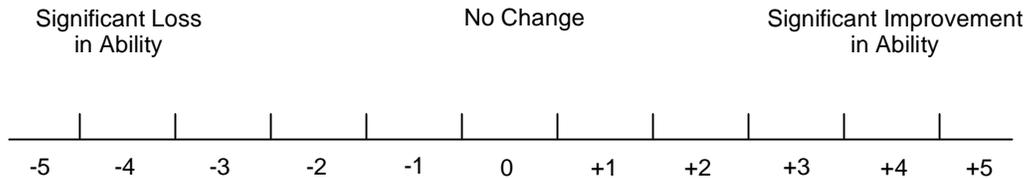
(1) Building Trust Among Member Organizations

Please think for a moment about the leadership of WANEP's national organization in your country and its ability to build trust among member organizations in your country. How is this ability affected by ...

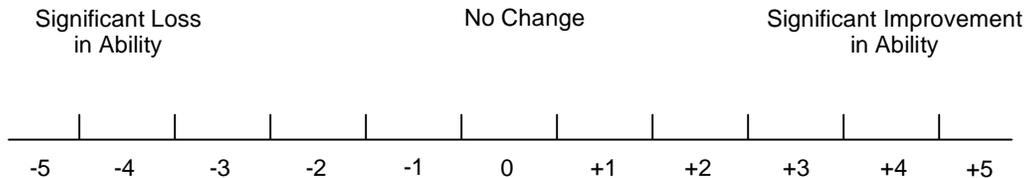
...armed conflict? ^(HJ)



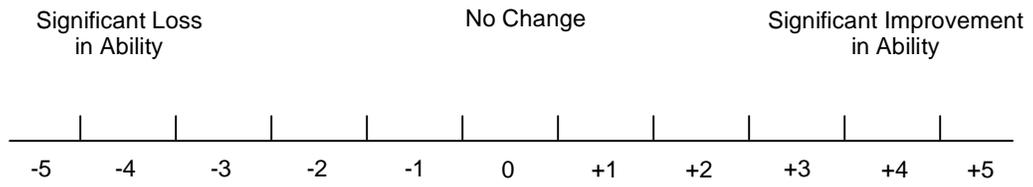
...dislocated populations? ^(HK)



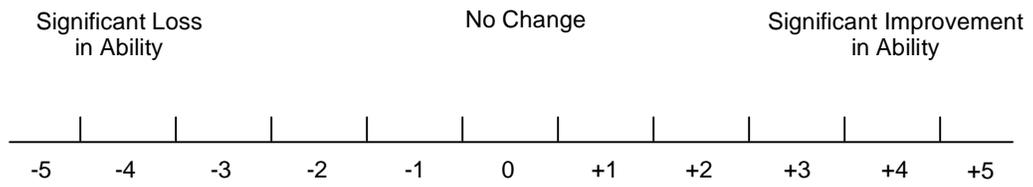
... weakened security? ^(HL)



...governmental crises? (HM)



... economic shocks? (HN)

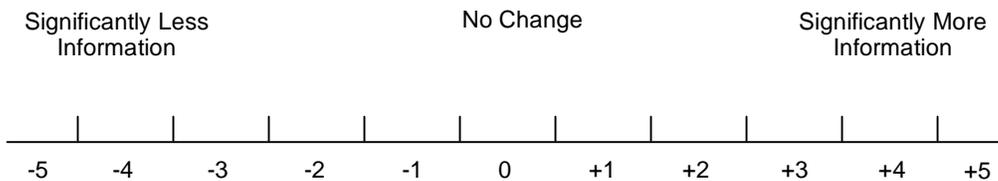


Section 6 How do problems affect the WANEP network? (cont.)

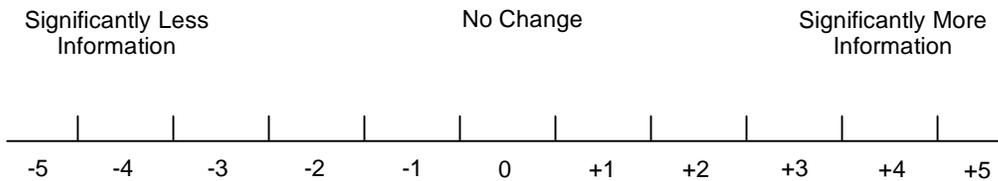
(2) Decision-Making Practices

Please think for a moment about the leadership of WANEP's national organization and the extent to which leadership shares information about the network and about its decisions (i.e. the extent of transparency). How are these practices affected by ...

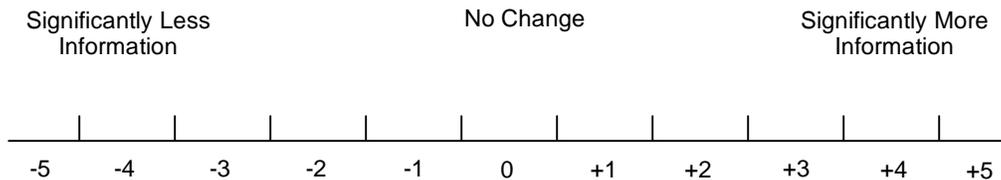
...armed conflict? ^(HO)



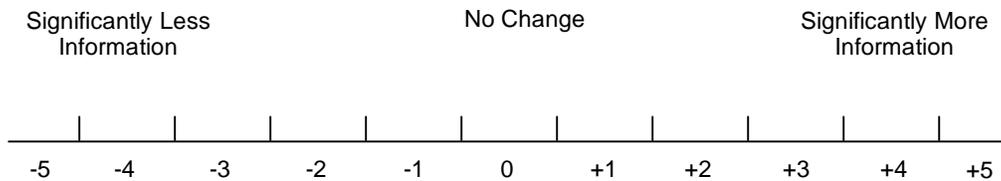
...dislocated populations? ^(HP)



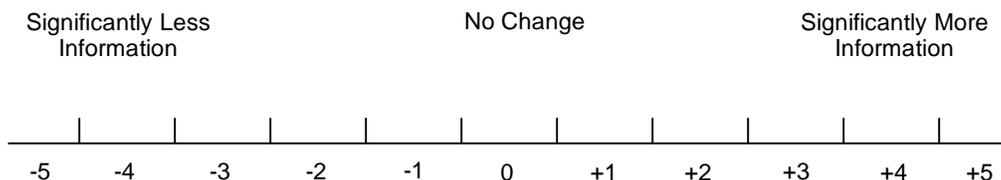
...weakened security? ^(HQ)



...governmental crises? ^(HR)



...economic shocks? ^(HS)

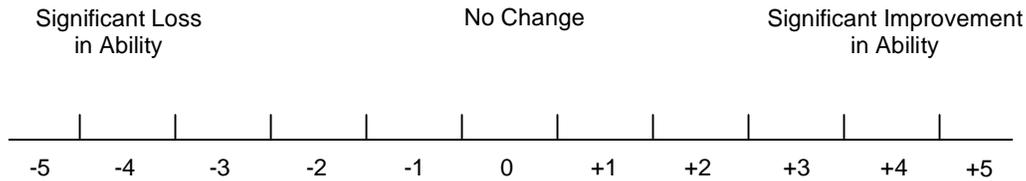


Section 6 How do problems affect the WANEP network? (cont.)

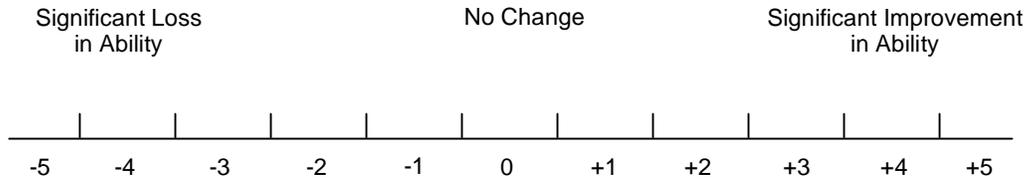
(3) Ability to Mobilize Resources from Member Organizations

Please think for a moment about the leadership of WANEP's national organization and its ability to mobilize resources and other contributions from members (i.e. its ability to motivate groups to contribute to activities sponsored by WANEP). How is this ability affected by ...

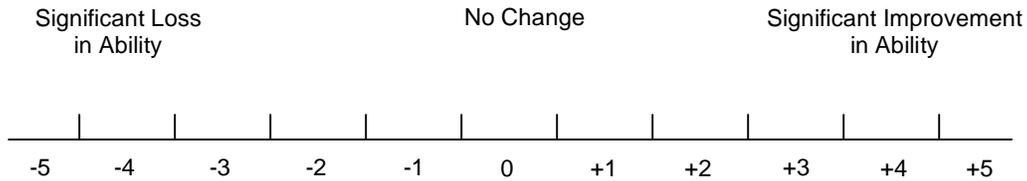
...armed conflict? ^(HT)



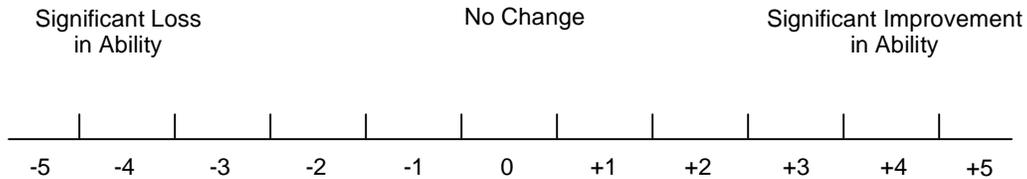
...dislocated populations? ^(HU)



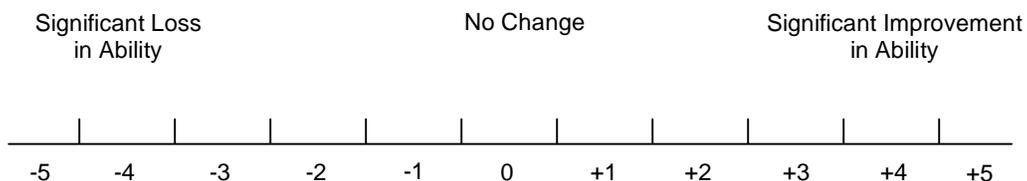
...weakened security? ^(HV)



...governmental crises? ^(HW)



...economic shocks? ^(HX)

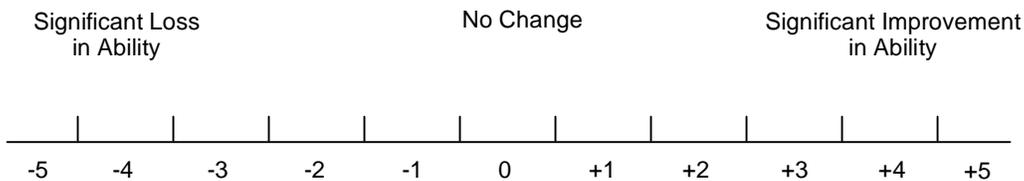


Section 6 How do problems affect the WANEP network? (cont.)

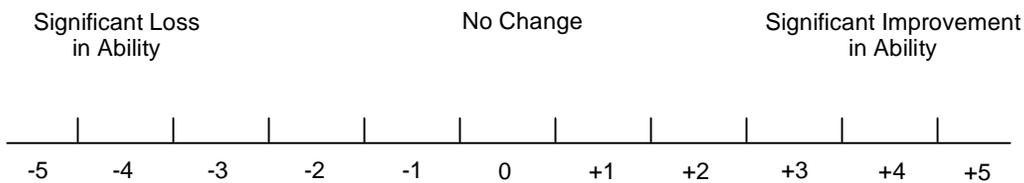
(4) Ability to Foster Innovation

Please think for a moment about the leadership of WANEP's national organization and its ability to encourage new and creative ways of thinking about problems. How is this ability affected by ...

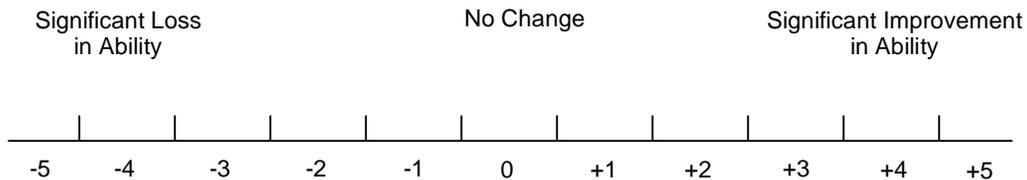
...armed conflict? ^(HY)



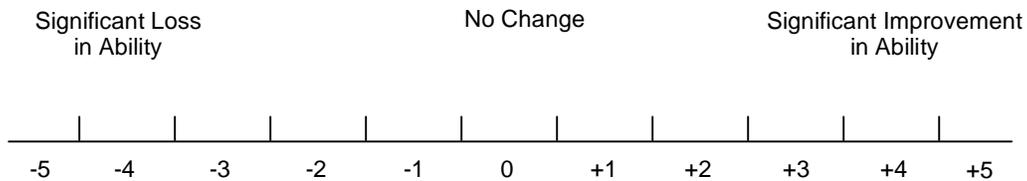
...dislocated populations? ^(HZ)



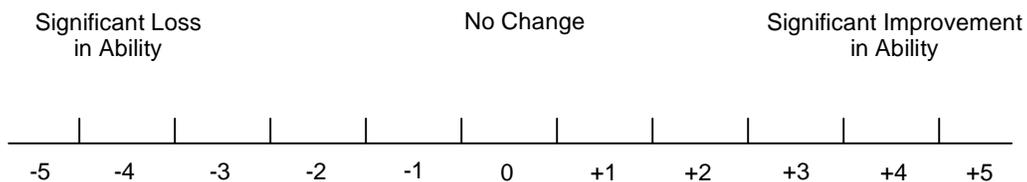
...weakened security? ^(IA)



...governmental crises? ^(IB)



...economic shocks? ^(IC)

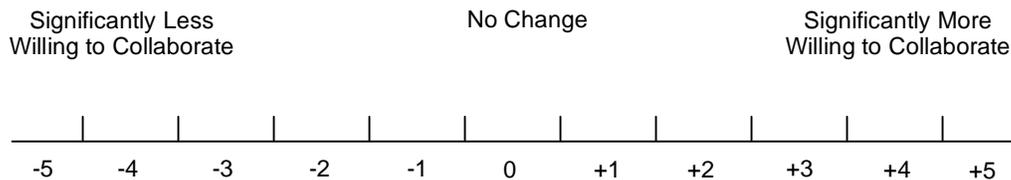


Section 6 How do problems affect the WANEP network? (cont.)

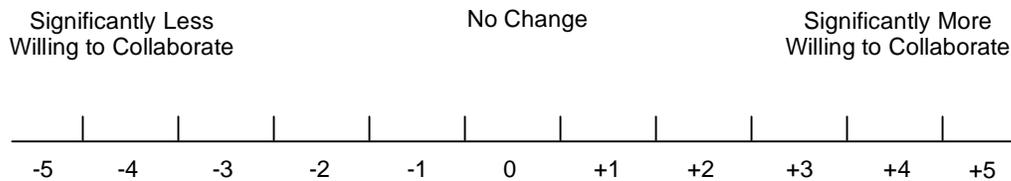
(5) Collaboration with Other WANEP Members

Please think about your group's relationships with other WANEP group members. Now consider the extent to which other organizations are willing to collaborate with your organization on various activities. How is that willingness to collaborate affected by ...

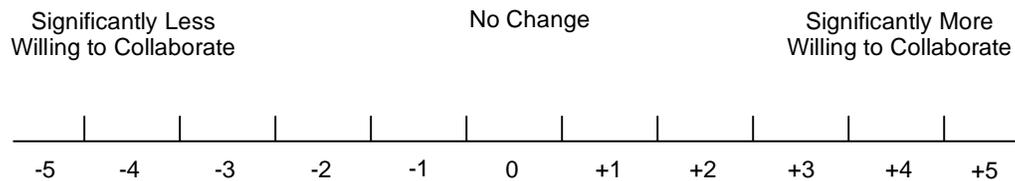
...armed conflict? (ID)



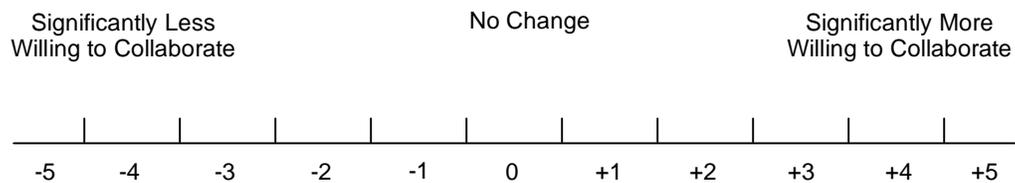
...dislocated populations? (IE)



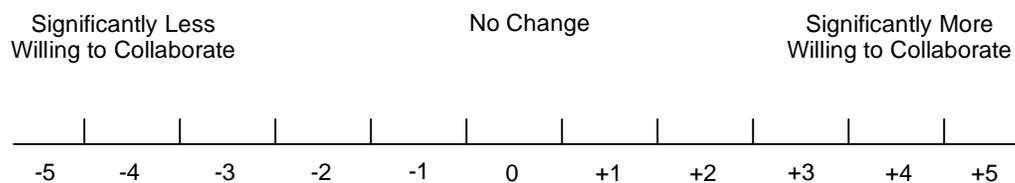
...weakened security? (IF)



...governmental crises? (IG)



...economic shocks? (IH)

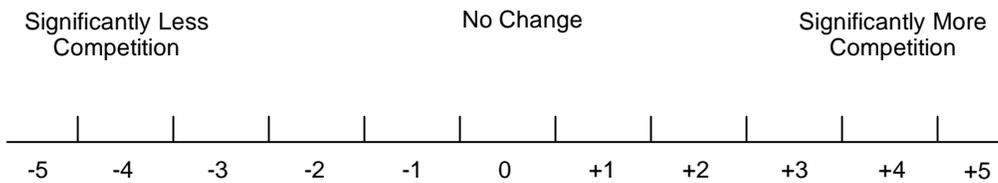


Section 6 How do problems affect the WANEP network? (cont.)

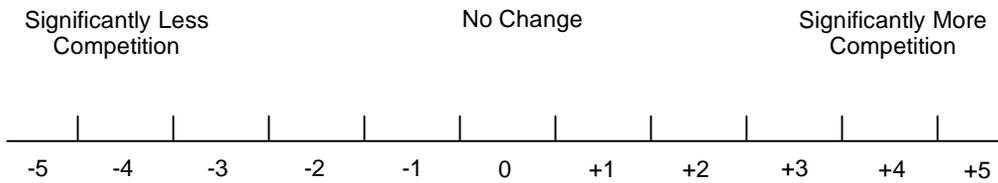
(6) Intensity of Competition for Resources

Please think about the intensity of competition involving how your group competes with other WANEP group members for funding and other valuable resources. How is that competition affected by ...

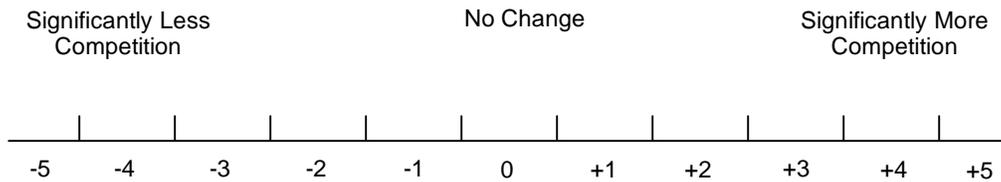
...armed conflict? (II)



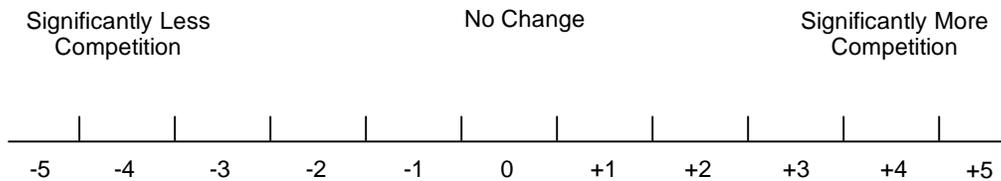
...dislocated populations? (IJ)



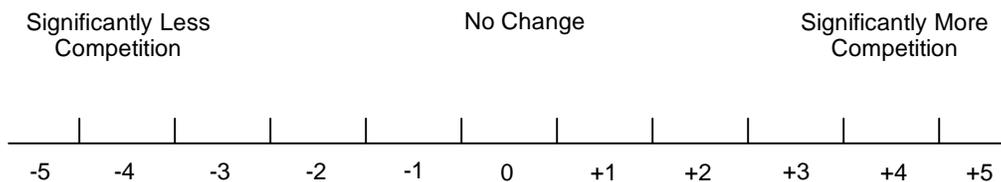
...weakened security? (IK)



...governmental crises? (IL)



...economic shocks? (IM)

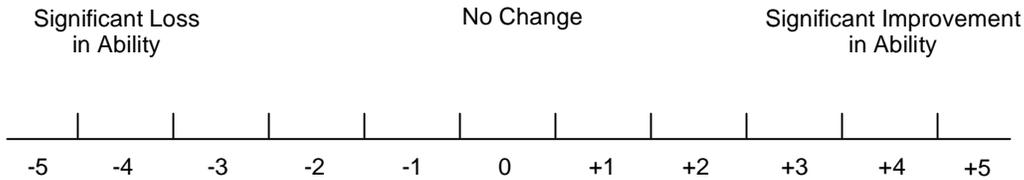


Section 6 How do problems affect the WANEP network? (cont.)

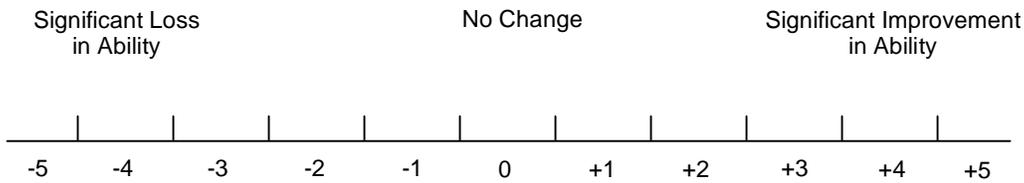
(7) Communication with Other WANEP Groups

Please think about how your organization communicates with other WANEP member organizations. How is your organization's ability to communicate effectively and clearly with other organizations affected by ...

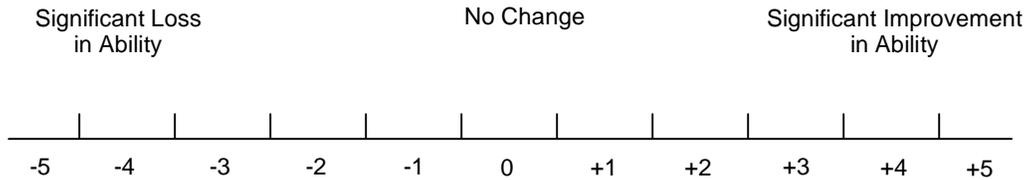
...armed conflict? (IN)



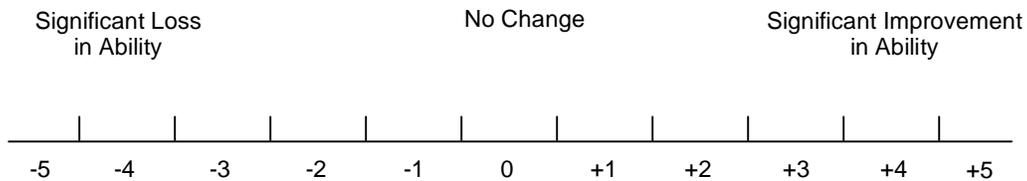
...dislocated populations? (IO)



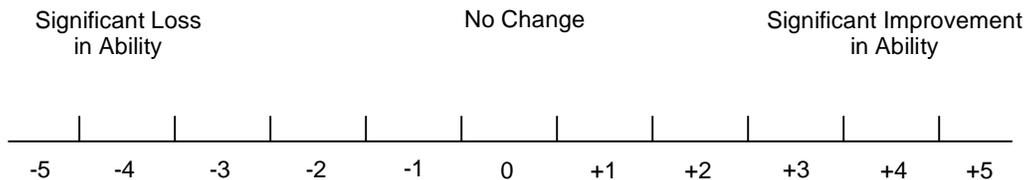
...weakened security? (IP)



...governmental crises? (IQ)



...economic shocks? (IR)

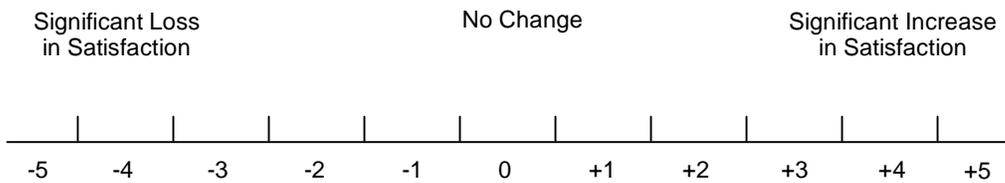


Section 6 How do problems affect the WANEP network? (cont.)

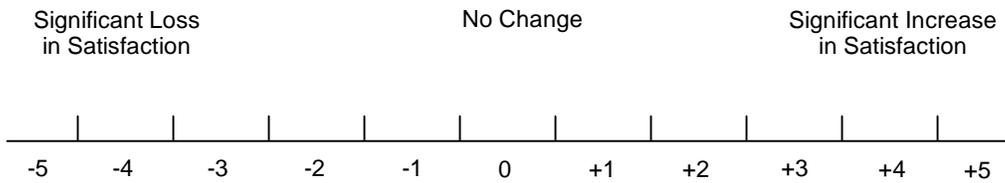
(8) Satisfaction with WANEP Membership

Please think about your organization's satisfaction with its membership in WANEP. In your opinion, how is that level of satisfaction affected by ...

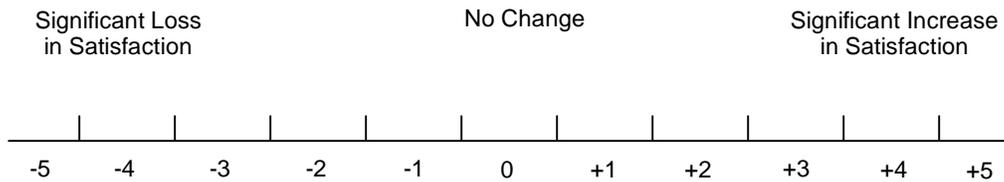
...armed conflict? (IS)



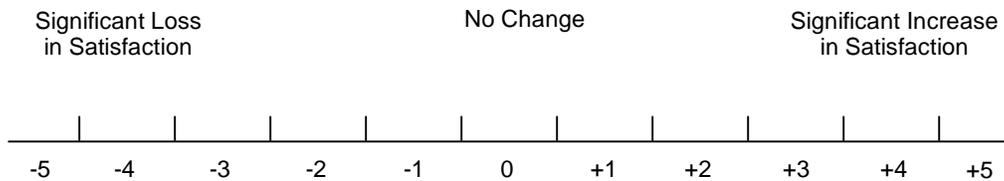
...dislocated populations? (IT)



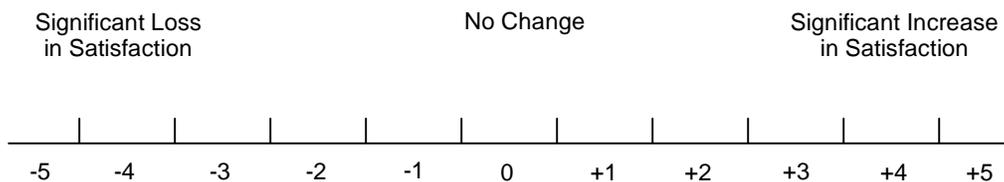
...weakened security? (IU)



...governmental crises? (IV)



...economic shocks? (2C)



Section 7 Personal Information

In this last section, we ask you to provide some brief information about yourself. Please place an **X** in the appropriate box.

(A) Please indicate your age ^(2D)

- 18-25 years old
- 26-35 years old
- 36-45 years old
- 46-55 years old
- 56-65 years old
- 66-75 years old
- older than 75 years old

(B) Gender ^(2E)

- female
- male

(C) How many years experience do you have working for peace-building organizations (including your current organization and others)? ^(2F)

- less than one year
- 1 year
- 2-3 years
- 4-6 years
- 7-10 years
- more than 10 years

Your survey is now complete. Thank you again for your time and effort. Please place your completed survey in the envelope provided. Remember to seal the envelope and place the circular envelope seals over the flap.

Activités de Référence

Veillez retirer cette page du reste du questionnaire et la mettre de côté après avoir complété la Section 1 ci-dessous. Par la suite, vous utiliserez cette page en tant que référence pour vous aider à remplir le reste des sections.

INSTRUCTIONS: Veuillez mettre un **X** sur les cadres correspondant aux activités réalisées par votre organisation.

- | | |
|---|--|
| <input type="checkbox"/> (1) Participation aux ateliers et/ou conférences planifiés par d'autres organisations | <input type="checkbox"/> (14) Médiation dans les écoles |
| <input type="checkbox"/> (2) Développement de projets communautaires | <input type="checkbox"/> (15) Organisation et/ou convocation de conférences |
| <input type="checkbox"/> (3) Activités de réinsertion | <input type="checkbox"/> (16) Organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités |
| <input type="checkbox"/> (4) Suivi d'élections | <input type="checkbox"/> (17) Organisation et/ou implémentation de projets de développement communautaires |
| <input type="checkbox"/> (5) Collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) | <input type="checkbox"/> (18) Prévision de médiation ou de services de résolution de conflit |
| <input type="checkbox"/> (6) Efforts généraux pour la défense de causes | <input type="checkbox"/> (19) Appels téléphoniques et/ou réunions avec gouvernants |
| <input type="checkbox"/> (7) Contrôle des droits humains | <input type="checkbox"/> (20) Activités transitoires de justice |
| <input type="checkbox"/> (8) Partage et communication d'information avec d'autres organisations membres de WANEP | <input type="checkbox"/> (21) Activités d'allègement de troubles moraux |
| <input type="checkbox"/> (9) Partage et communication d'information avec le secrétariat de WANEP à Ghana | <input type="checkbox"/> (22) Rédaction d'articles pour des journaux ou des magazines |
| <input type="checkbox"/> (10) Suivi des zones en conflit | <input type="checkbox"/> (23) Rédaction de rapports, de manuels ou de documents d'apprentissage |
| <input type="checkbox"/> (11) Administration de ressources naturelles dans les zones en conflit | <input type="checkbox"/> (24) Autre (a) _____ |
| <input type="checkbox"/> (12) Assistance aux communautés | <input type="checkbox"/> (25) Autre (b) _____ |
| <input type="checkbox"/> (13) Mesures de pacification centrées sur les femmes | <input type="checkbox"/> (26) Autre (c) _____ |

Veillez retirer cette page du reste du questionnaire.

Instructions Générales

Ce questionnaire fait partie d'un large projet de recherche financé par l'Agence Américaine pour le Développement International et consacré à une meilleure compréhension des événements qui affectent le travail des agences de paix dans votre pays. Ce questionnaire a été conçu afin de rassembler des informations sur votre organisation et plus spécifiquement sur les activités qu'elle réalise. De plus, nous vous demandons de penser à la coordination qui existe entre votre organisation et d'autres organisations membres de WANEP dans la réalisation de telles activités. Par la suite, ce questionnaire vous demandera vos avis sur les effets que la situation de votre pays a sur votre organisation, la réalisation de ses activités, ainsi que la coordination avec d'autres agences.

Ce questionnaire consiste de sept sections. **Veillez lire avec attention les instructions correspondant à chaque section.** Celles-ci vous aideront à remplir le questionnaire plus rapidement. Le questionnaire prendra 30-40 minutes à compléter.

La Section 1 du questionnaire vous demande d'identifier les activités réalisées par votre organisation. Puisque les sections suivantes du questionnaire feront plusieurs fois référence à ces activités, afin de faciliter le dénouement du questionnaire nous vous demandons de bien vouloir identifier vos activités sur la page des activités de référence.

Vos réponses aux questions du questionnaire seront strictement anonymes et confidentielles. Elles seront regroupées avec celles d'autres sujets afin d'accomplir une série d'analyses statistiques. Enfin, notre rapport de recherche sera distribué parmi USAID ainsi que parmi l'ensemble de sponsors.

Après avoir complété le questionnaire, veuillez l'introduire dans l'enveloppe. Refermez l'enveloppe et pour plus de sécurité placez les cachets circulaires à travers le rabat de l'enveloppe. Ensuite, rendez l'enveloppe fermée à l'administrateur du questionnaire.

Enfin, nous voudrions vous remercier d'avance du temps consacré à ce questionnaire. Nous comprenons que votre temps est important et nous sommes reconnaissants de votre contribution à cette recherche importante. Les informations que nous allons recueillir à travers de ce questionnaire seront décisives à notre compréhension sur les effets que les problèmes de votre pays ont sur votre travail.

Une fois notre recherche achevée, nous seront ravis de partager les résultats du questionnaire avec vous. Si vous souhaitez une copie de notre rapport, veuillez contacter Andy Blum (ablum@cidcm.umd.edu) ou bien Joe Hewitt (jhewitt@cidcm.umd.edu) à l'Université du Maryland.

Encore une fois, merci beaucoup de votre temps.

Section 1 Activities Performed by Your Organization

Veillez mettre un **X** sur les cadres correspondant aux activités réalisées par votre organisation. Puisque certaines activités sont menées en coopération avec d'autres organisations, cochez toutes les activités réalisées qu'elles soient faites en coopération ou pas.

- IMPORTANT -

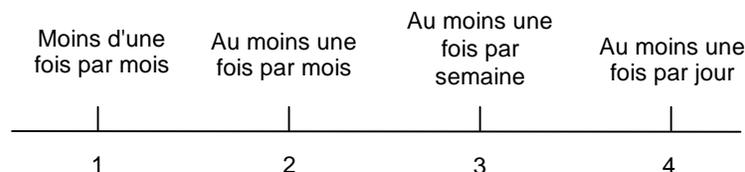
Ce questionnaire fera référence à la liste des activités sélectionnées. Vous pouvez donc copier vos choix de cette section sur la page des activités de référence. Afin de faciliter la référence, gardez cette page à votre côté lorsque vous complétez le reste du questionnaire.

- | | |
|---|--|
| <input type="checkbox"/> (1) Participation aux ateliers et/ou conférences planifiés par d'autres organisations (C) | <input type="checkbox"/> (16) Organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (R) |
| <input type="checkbox"/> (2) Développement de projets communautaires (D) | <input type="checkbox"/> (17) Organisation et/ou implémentation de projets de développement communautaires (S) |
| <input type="checkbox"/> (3) Activités de réinsertion (E) | <input type="checkbox"/> (18) Prévision de médiation ou de services de résolution de conflit (T) |
| <input type="checkbox"/> (4) Suivi d'élections (F) | <input type="checkbox"/> (19) Appels téléphoniques et/ou réunions avec gouvernants (U) |
| <input type="checkbox"/> (5) Collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (G) | <input type="checkbox"/> (20) Activités transitoires de justice (V) |
| <input type="checkbox"/> (6) Efforts généraux pour la défense de causes (H) | <input type="checkbox"/> (21) Activités d'allégement de troubles moraux (W) |
| <input type="checkbox"/> (7) Contrôle des droits humains (I) | <input type="checkbox"/> (22) Rédaction d'articles pour des journaux ou des magazines (X) |
| <input type="checkbox"/> (8) Partage et communication d'information avec d'autres organisations membres de WANEP (J) | <input type="checkbox"/> (23) Rédaction de rapports, de manuels ou de documents d'apprentissage (Y) |
| <input type="checkbox"/> (9) Partage et communication d'information avec le secrétariat de WANEP à Ghana (K) | <input type="checkbox"/> (24) Autre (a) _____ (Z) |
| <input type="checkbox"/> (10) Suivi des zones en conflit (L) | <input type="checkbox"/> (25) Autre (b) _____ (AA) |
| <input type="checkbox"/> (11) Administration de ressources naturelles dans les zones en conflit (M) | <input type="checkbox"/> (26) Autre (c) _____ (AB) |
| <input type="checkbox"/> (12) Assistance aux communautés (N) | |
| <input type="checkbox"/> (13) Mesures de pacification centrées sur les femmes (O) | |
| <input type="checkbox"/> (14) Médiation dans les écoles (P) | |
| <input type="checkbox"/> (15) Organisation et/ou convocation de conférences (Q) | |

Section 2 Quantité de Temps Passé sur les Activités Réalisées par Votre Organisation

Cette section vous demandera d'estimer la quantité de temps que vous employez sur chaque activité sélectionnée dans la section 1. Pour votre convenance, veuillez vous référer à votre la page d'activités de référence. **Vous pouvez laisser en blanc toutes les activités que vous n'avez pas sélectionnées dans la section 1.** A chaque élément, veuillez entourer le chiffre correspondant à l'échelle ci-dessous.

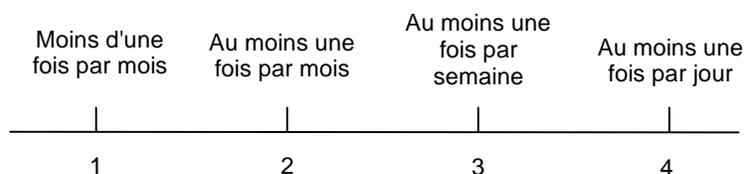
ECHELLE



ACTIVITÉ	ECHELLE (entourer le chiffre)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (AC)	1 2 3 4
(2) développement de projets communautaires (AD)	1 2 3 4
(3) activités de réinsertion (AE)	1 2 3 4
(4) suivi d'élections (AF)	1 2 3 4
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (AG)	1 2 3 4
(6) efforts généraux pour la défense de causes (AH)	1 2 3 4
(7) contrôle des droits humains (AI)	1 2 3 4
(8) partage et communication d'information avec d'autres organisations membres de WANEP (AJ)	1 2 3 4
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (AK)	1 2 3 4
(10) suivi des zones en conflit (AL)	1 2 3 4
(11) administration de ressources naturelles dans les zones en conflit (AM)	1 2 3 4
(12) assistance aux communautés (AN)	1 2 3 4
(13) mesures de pacification centrées sur les femmes (AO)	1 2 3 4
(14) médiation dans les écoles (AP)	1 2 3 4
(15) organisation et/ou convocation de conférences (AQ)	1 2 3 4
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (AR)	1 2 3 4
(17) organisation et/ou implémentation de projets de développement communautaires (AS)	1 2 3 4

ACTIVITÉ	ECHELLE (entourer le chiffre)
(18) prévision de médiation ou de services de résolution de conflit (AT)	1 2 3 4
(19) appels téléphoniques et/ou réunions avec gouvernants (AU)	1 2 3 4
(20) activités transitoires de justice (AV)	1 2 3 4
(21) activités d'allègement de troubles moraux (AW)	1 2 3 4
(22) rédaction d'articles pour des journaux ou des magazines (AX)	1 2 3 4
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (AY)	1 2 3 4
(24) Autre (a) _____ (AZ)	1 2 3 4
(25) Autre (b) _____ (BA)	1 2 3 4
(26) Autre (c) _____ (BB)	1 2 3 4

ECHELLE



Section 3 Coordination avec d'Autres Organisations

Cette section vous demandera d'estimer la fréquence sur laquelle vous réalisez des activités en coordination avec d'autres groupes. Pour votre convenance, veuillez vous référer à votre la page d'activités de référence. Vous pouvez laisser en blanc toutes les activités que vous n'avez pas sélectionnées dans la section 1. A chaque élément, veuillez cocher l'option correspondant à l'échelle ci-dessous.

ECHELLE

Jamais - Your organization always performs this activity on its own.

Parfois - Votre organisation réalise cette activité en coordination avec une autre organisation membre de WANEP parfois, mais pas toujours.

Toujours - Votre organisation réalise cette activité en coordination avec d'autres organisations membres de WANEP toujours

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ACTIVITÉ	ECHELLE (cocher l'option)		
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (BC)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(2) développement de projets communautaires (BD)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(3) activités de réinsertion (BF)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(4) suivi d'élections (BG)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (BH)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(6) efforts généraux pour la défense de causes (BI)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(7) contrôle des droits humains (BJ)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(8) partage et communication d'information avec d'autres organisations membres de WANEP (BK)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (BL)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(10) suivi des zones en conflit (BM)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(11) administration de ressources naturelles dans les zones en conflit (BN)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(12) assistance aux communautés (BO)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(13) mesures de pacification centrées sur les femmes (BP)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(14) médiation dans les écoles (BQ)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(15) organisation et/ou convocation de conférences (BR)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (BS)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours
(17) organisation et/ou implémentation de projets de développement communautaires (BT)	<input type="checkbox"/> jamais	<input type="checkbox"/> parfois	<input type="checkbox"/> toujours

ACTIVITÉ	ECHELLE (cocher l'option)
(18) prévision de médiation ou de services de résolution de conflit (BU)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(19) appels téléphoniques et/ou réunions avec gouvernants (BV)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(20) activités transitoires de justice (BW)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(21) activités d'allègement de troubles moraux (BX)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(22) rédaction d'articles pour des journaux ou des magazines (BY)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (BZ)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(24) Autre (a) _____ (CA)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(25) Autre (b) _____ (CB)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours
(26) Autre (c) _____ (CC)	<input type="checkbox"/> jamais <input type="checkbox"/> parfois <input type="checkbox"/> toujours

ECHELLE

Jamais - Your organization always performs this activity on its own.

Parfois - Votre organisation réalise cette activité en coordination avec une autre organisation membre de WANEP parfois, mais pas toujours.

Toujours - Votre organisation réalise cette activité en coordination avec d'autres organisations membres de WANEP toujours

Section 4 Autres Informations sur l'Histoire de votre Organisation

Ces cinq questions vous interrogeront au sujet de certains aspects de votre organisation.

(A) Depuis combien de temps votre organisation existe-t-elle? (CD)

- Moins qu'un an
- 1 à 3 ans
- 4 à 5 ans
- Plus de 5 ans

(B) À votre avis, quelle est l'attitude de votre gouvernement aux regards votre organisation? (CE)

- très positive
- légèrement positive
- neutre ou mixe (ni positif, ni négatif)
- légèrement négatif
- très négatif

(C) Votre organisation a-t-elle déjà travaillé sur un projet ou une activité en coopération avec le gouvernement ? (CF)

- Oui
- Non

Section 4

Autres Informations sur l'Histoire de votre Organisation

(D) À votre avis, dans quelle mesure est votre organisation satisfaite de son adhésion au réseau de WANEP? (CG)

- très satisfaite
- modérément satisfaite
- neutre ou mixte (ni satisfaite, ni mécontente)
- modérément mécontente
- très mécontente

(E) D'une manière générale, comment est-ce que l'adhésion au réseau de WANEP a-t-elle affecté les capacités de votre organisation dans la réalisation de ses buts? (CH)

- L'adhésion à WANEP a **beaucoup facilité** la réalisation de ses buts
- L'adhésion à WANEP a **légèrement facilité** la réalisation de ses buts
- L'adhésion à WANEP n'a eu **aucune différence** sur notre capacité dans la réalisation de ces buts
- L'adhésion à WANEP a rendu la réalisation de ces buts **légèrement plus difficile**
- L'adhésion à WANEP a rendu la réalisation de ces buts **beaucoup plus difficile**

Section 5 Dans Quelle Mesure les Problèmes Nationaux Affectent-ils les Activités Réalisées par votre Organisation?

Instructions: Cette section est divisée en cinq parties. Ici, nous vous demanderons d'évaluer dans quelle mesure les événements courants dans votre pays ont affecté les activités réalisées par votre organisation.

A chaque activité réalisée par votre organisation, vous adresserez deux questions. Tout d'abord, est-ce que le problème rend l'activité plus facile ou plus difficile ? Deuxièmement, est-ce que le problème rend la coordination avec d'autres membres du groupe WANEP plus facile ou plus difficile ?

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

Encore une fois, veuillez utiliser la page d'activités de référence pour votre convenance. **Comme auparavant, vous pouvez laisser en blanc toutes les activités qui ne sont pas réalisées par votre organisation.**

Pour ces deux questions, veuillez utiliser l'échelle sur la droite pour indiquer votre avis.

(1) Conflit Armé – Lorsqu'un conflit armé éclate dans les parties de votre pays où fonctionne votre organisation, comment est-ce que cela affecte les activités réalisées par votre organisation ?

S'il n'y a eu aucun conflit armé dans votre pays ou s'il n'y a eu aucun conflit armé pendant votre temps avec l'organisation, veuillez laisser en blanc la partie (2) sur les populations délocalisées.

ACTIVITÉ	Le conflit armé rend-il plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, le conflit armé rend-il plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (CI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) développement de projets communautaires (CJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) activités de réinsertion (CK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) suivi d'élections (CL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (CM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) efforts généraux pour la défense de causes (CN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) contrôle des droits humains (CO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) partage et communication d'information avec d'autres organisations membres de WANEP (CP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (CQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITÉ	Le conflit armé rend-il plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, le conflit armé rend-il plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(10) suivi des zones en conflit (CR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) administration de ressources naturelles dans les zones en conflit (CS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) assistance aux communautés (CT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) mesures de pacification centrées sur les femmes (CU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) médiation dans les écoles (CV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) organisation et/ou convocation de conférences (CW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (CX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) organisation et/ou implémentation de projets de développement communautaires (CY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) prévision de médiation ou de services de résolution de conflit (CZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) appels téléphoniques et/ou réunions avec gouvernants (DA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) activités transitoires de justice (DB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) activités d'allègement de troubles moraux (DC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) rédaction d'articles pour des journaux ou des magazines (DD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (DE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Autre (a) _____ (DF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Autre (b) _____ (DG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Autre (c) _____ (DH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

Section 5 Dans Quelle Mesure les Problèmes Nationaux Affectent-ils les Activités Réalisées par votre Organisation?

(2) Populations Délocalisées – Quel est l'impact des délocalisations de population (par exemple des gens déplacés intérieurement, des grands écoulements de réfugiés, des populations forcées en dehors de leurs maisons, etc.) sur les activités de votre organisation

S'il n'y a eu aucune délocalisation de population dans votre pays ou s'il n'y en a eu aucune pendant votre temps avec l'organisation, veuillez laisser en blanc la partie (3) sur l'affaiblissement de sécurité.

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

ACTIVITÉ	La délocalisation de populations rend-elle plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, la délocalisation de populations rend-elle plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (DI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) développement de projets communautaires (DJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) activités de réinsertion (DK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) suivi d'élections (DL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (DM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) efforts généraux pour la défense de causes (DN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) contrôle des droits humains (DO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) partage et communication d'information avec d'autres organisations membres de WANEP (DP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (DQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) suivi des zones en conflit (DR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) administration de ressources naturelles dans les zones en conflit (DS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) assistance aux communautés (DT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) mesures de pacification centrées sur les femmes (DU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) médiation dans les écoles (DV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITÉ	La délocalisation de populations rend-elle plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, la délocalisation de populations rend-elle plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(15) organisation et/ou convocation de conférences (DW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (DX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) organisation et/ou implémentation de projets de développment communautaires (DY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) prévision de médiation ou de services de résolution de conflit (DZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) appels téléphoniques et/ou réunions avec gouvernants (EA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) activités transitoires de justice (EB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) activités d'allégement de troubles moraux (EC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) rédaction d'articles pour des journaux ou des magazines (ED)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (EF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Autre (a) _____ (EG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Autre (b) _____ (EH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Autre (c) _____ (EI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ECHELLE
-2 = Beaucoup Plus Difficile -1 = Modérément Plus Difficile 0 = Aucun Changement +1 = Modérément Plus Facile +2 = Beaucoup Plus Facile

Section 5 Dans Quelle Mesure les Problèmes Nationaux Affectent-ils les Activités Réalisées par votre Organisation?

(3) Affaiblissement de Sécurité – Parfois les capacités de prévision de sécurité (application des lois, protection contre le crime, protection contre d'autres formes de violence) au sein d'un gouvernement peut se trouver affaiblie. Pendant ces périodes d'affaiblissement de sécurité, quel est l'impact sur les opérations de votre organisation?

S'il n'y a eu aucune période d'affaiblissement de sécurité dans votre pays ou s'il n'y en a eu aucune pendant votre temps avec l'organisation, veuillez laisser en blanc la partie (4) sur des crises gouvernementales.

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

ACTIVITÉ	Les périodes d'affaiblissement de sécurité rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes d'affaiblissement de sécurité rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (EJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) développement de projets communautaires (EK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) activités de réinsertion (EL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) suivi d'élections (EM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (EN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) efforts généraux pour la défense de causes (EO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) contrôle des droits humains (EP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) partage et communication d'information avec d'autres organisations membres de WANEP (EQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (ER)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) suivi des zones en conflit (ES)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) administration de ressources naturelles dans les zones en conflit (ET)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) assistance aux communautés (EU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) mesures de pacification centrées sur les femmes (EV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) médiation dans les écoles (EW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITÉ	Les périodes d'affaiblissement de sécurité rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes d'affaiblissement de sécurité rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(15) organisation et/ou convocation de conférences (EX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (EY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) organisation et/ou implémentation de projets de développement communautaires (EZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) prévision de médiation ou de services de résolution de conflit (FA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) appels téléphoniques et/ou réunions avec gouvernants (FB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) activités transitoires de justice (FC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) activités d'allègement de troubles moraux (FD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) rédaction d'articles pour des journaux ou des magazines (FE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (FF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Autre (a) _____ (FG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Autre (b) _____ (FH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Autre (c) _____ (FI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ECHELLE
-2 = Beaucoup Plus Difficile -1 = Modérément Plus Difficile 0 = Aucun Changement +1 = Modérément Plus Facile +2 = Beaucoup Plus Facile

Section 5 Dans Quelle Mesure les Problèmes Nationaux Affectent-ils les Activités Réalisées par votre Organisation?

(4) Crises Gouvernementales – Comment est-ce que les activités de votre organisation sont-elles affectées pendant les périodes de crise gouvernementale (par exemple élections contestées du a des allégations de fraude, un effondrement du pouvoir gouvernemental, un arrêt des services gouvernementaux de base, etc.).

S'il n'y a eu aucune période de crise gouvernementale dans votre pays ou s'il n'y en a eu aucune pendant votre temps avec l'organisation, veuillez laisser en blanc la partie (5) sur le choc économique.

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

ACTIVITÉ	Les périodes de crise gouvernementale rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes de crise gouvernementale rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (FJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) développement de projets communautaires (FK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) activités de réinsertion (FL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) suivi d'élections (FM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (FN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) efforts généraux pour la défense de causes (FO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) contrôle des droits humains (FP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) partage et communication d'information avec d'autres organisations membres de WANEP (FQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (FR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) suivi des zones en conflit (FS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) administration de ressources naturelles dans les zones en conflit (FT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) assistance aux communautés (FU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) mesures de pacification centrées sur les femmes (FV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) médiation dans les écoles (FW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITÉ	Les périodes de crise gouvernementale rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes de crise gouvernementale rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(15) organisation et/ou convocation de conférences (FX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (FY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) organisation et/ou implémentation de projets de développement communautaires (FZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) prévision de médiation ou de services de résolution de conflit (GA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) appels téléphoniques et/ou réunions avec gouvernants (GB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) activités transitoires de justice (GC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) activités d'allégement de troubles moraux (GD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) rédaction d'articles pour des journaux ou des magazines (GE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (GF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Autre (a) _____ (GG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Autre (b) _____ (GH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Autre (c) _____ (GI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ECHELLE
-2 = Beaucoup Plus Difficile -1 = Modérément Plus Difficile 0 = Aucun Changement +1 = Modérément Plus Facile +2 = Beaucoup Plus Facile

Section 5 Dans Quelle Mesure les Problèmes Nationaux Affectent-ils les Activités Réalisées par votre Organisation?

(5) Choc Économique – Comment est-ce que les activités de votre organisation sont-elles affectées pendant des périodes de choc économique (par exemple perte d'emplois, hauts niveaux d'inflation, périodes de déclin économique)

S'il n'y a eu aucune période de choc économique dans votre pays ou s'il n'y en a eu aucune pendant votre temps avec l'organisation, veuillez passer à la section 6.

ECHELLE
-2 = Beaucoup Plus Difficile
-1 = Modérément Plus Difficile
0 = Aucun Changement
+1 = Modérément Plus Facile
+2 = Beaucoup Plus Facile

ACTIVITÉ	Les périodes du choc économique rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes du choc économique rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(1) participation aux ateliers et/ou conférences planifiés par d'autres organisations (GJ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(2) développement de projets communautaires (GK)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(3) activités de réinsertion (GL)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(4) suivi d'élections (GM)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(5) collecte de fonds (comprenant la rédaction et la préparation de projets subventionnés) (GN)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(6) efforts généraux pour la défense de causes (GO)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(7) contrôle des droits humains (GP)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(8) partage et communication d'information avec d'autres organisations membres de WANEP (GQ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(9) partage et communication d'information avec le secrétariat de WANEP à Ghana (GR)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(10) suivi des zones en conflit (GS)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(11) administration de ressources naturelles dans les zones en conflit (GT)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(12) assistance aux communautés (GU)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(13) mesures de pacification centrées sur les femmes (GV)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(14) médiation dans les écoles (GW)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(15) organisation et/ou convocation de conférences (GX)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ACTIVITÉ	Les périodes du choc économique rendent-elles plus facile ou plus difficile la réalisation de cette activité? (entourez un chiffre sur l'échelle ci-dessus)	Pour cette activité, les périodes du choc économique rendent-elles plus facile ou plus difficile la coordination avec d'autres organisations membres de WANEP? (entourez un chiffre sur l'échelle ci-dessus)
(16) organisation et/ou administration d'ateliers d'apprentissage ou de bâtiment de capacités (GY)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(17) organisation et/ou implémentation de projets de développement communautaires (GZ)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(18) prévision de médiation ou de services de résolution de conflit (HA)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(19) appels téléphoniques et/ou réunions avec gouvernants (HB)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(20) activités transitoires de justice (HC)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(21) activités d'allègement de troubles moraux (HD)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(22) rédaction d'articles pour des journaux ou des magazines (HE)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(23) rédaction de rapports, de manuels ou de documents d'apprentissage (HF)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(24) Autre (a) _____ (HG)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(25) Autre (b) _____ (HH)	-2 -1 0 +1 +2	-2 -1 0 +1 +2
(26) Autre (c) _____ (HI)	-2 -1 0 +1 +2	-2 -1 0 +1 +2

ECHELLE
-2 = Beaucoup Plus Difficile -1 = Modérément Plus Difficile 0 = Aucun Changement +1 = Modérément Plus Facile +2 = Beaucoup Plus Facile

Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

Dans cette section, nous demanderons votre avis sur la façon dont chacun des cinq problèmes revus dans la section 4 affecte le réseau de WANEP. Nous vous poserons des questions sur huit caractéristiques de l'organisation de WANEP ainsi que sur la façon dont ces différents problèmes les affectent.

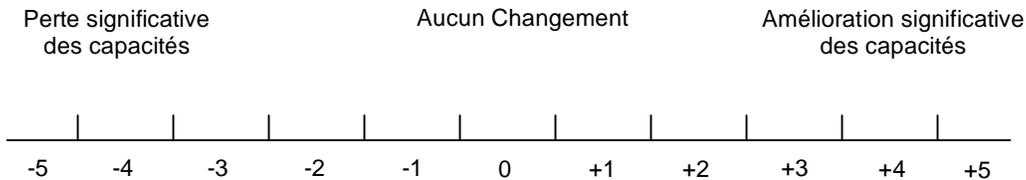
Sur l'échelle ci-dessous, veuillez placer un X dans un des espaces sur chaque ligne pour montrer votre avis.



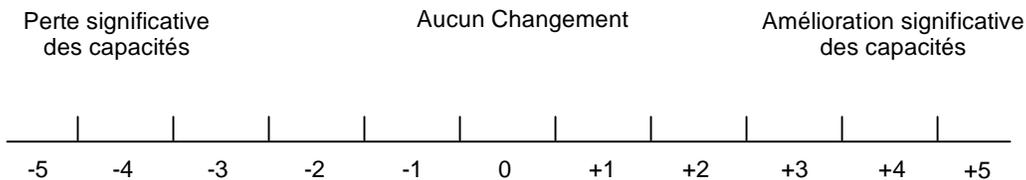
(1) Confiance De Construction Parmi Des Organismes De Membre

Pensez à l'organisation de WANEP au niveau national dans votre pays ainsi qu'à sa capacité d'établir de la confiance parmi les organisations membres de votre pays. Comment est-ce que cette aptitude est affectée par...

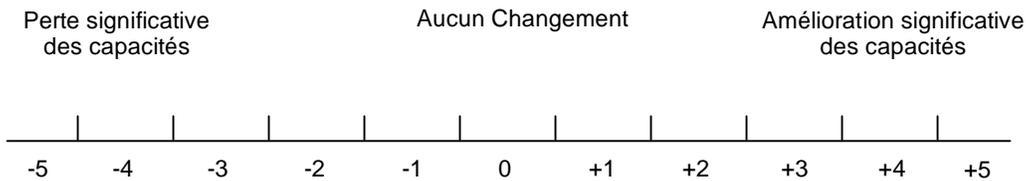
... **conflit armé?** ^(HJ)



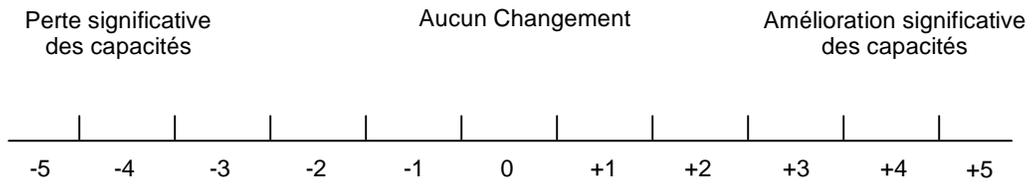
... **populations disloquées?** ^(HK)



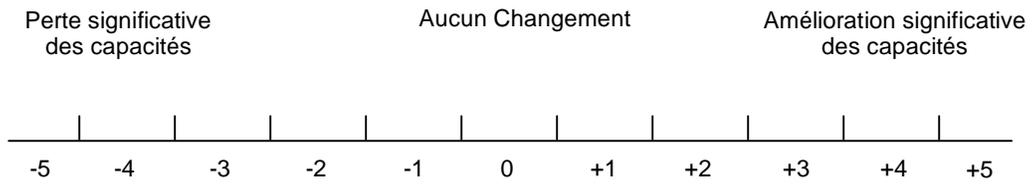
... **sécurité affaiblie?** ^(HL)



...crises gouvernementales? ^(HM)



...chocs économiques? ^(HN)

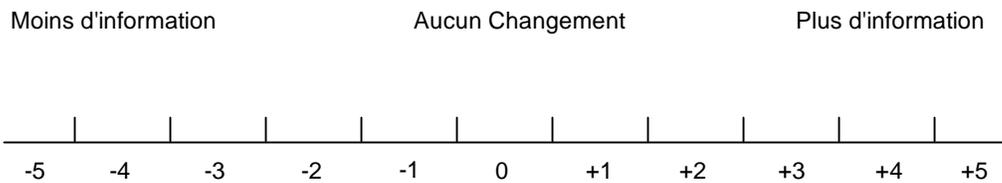


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

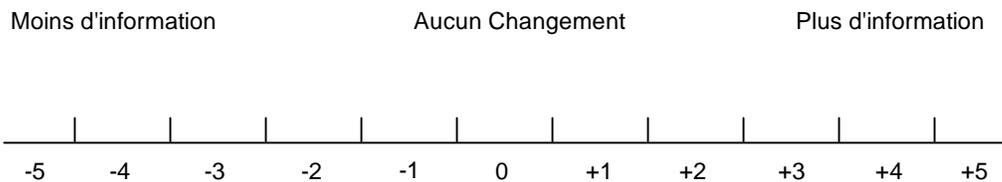
(2) Mécanismes de Décision

Pensez à l'organisation de WANEP au niveau national et à la mesure dans laquelle ses leaders partagent des informations au sujet du réseau et sur ses mécanismes de décisions (i.e. les mesures de transparence). Comment est-ce que ces pratiques sont affectées par...

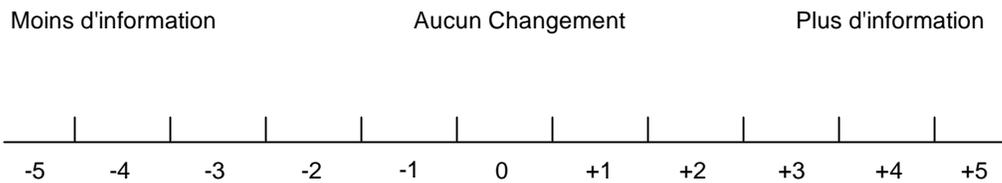
... **conflit armé?** (HO)



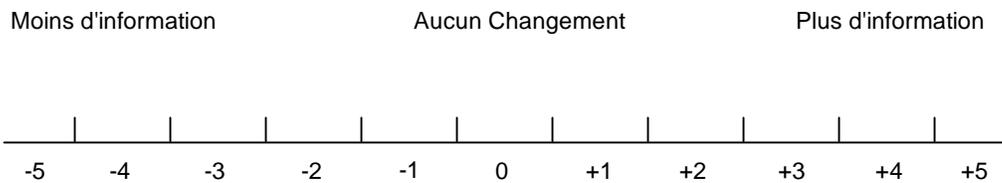
... **populations disloquées?** (HP)



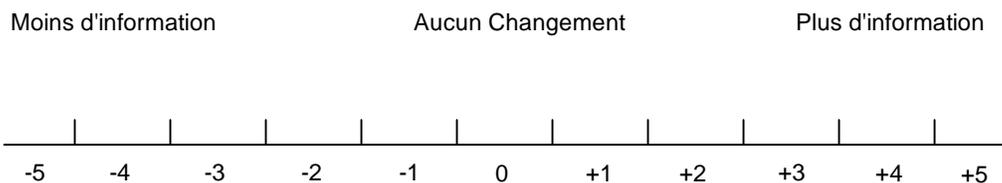
... **sécurité affaiblie?** (HQ)



... **crises gouvernementales?** (HR)



... **chocs économiques?** (HS)

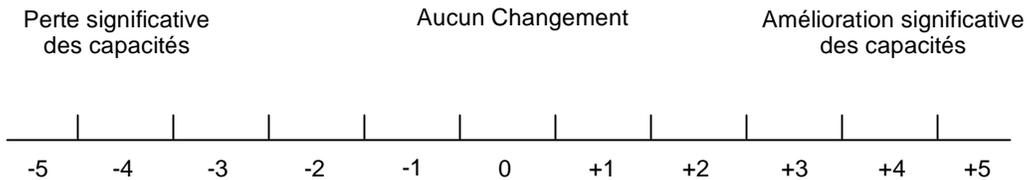


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

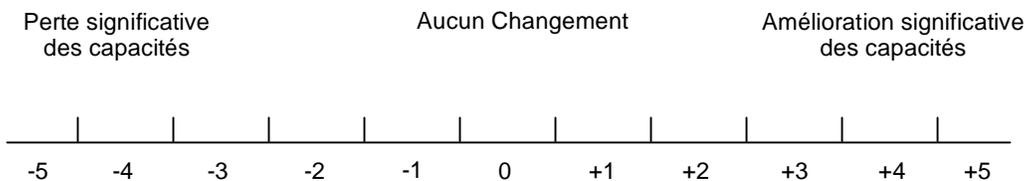
(3) Capacité de Mobiliser les Ressources Organisations Membres

Pensez à l'organisation WANEP au niveau national et à sa capacité de mobiliser des ressources et d'autres contributions des membres (i.e. sa capacité de motiver des groupes pour contribuer aux activités commandées par WANEP). Comment est-ce que cette capacité est affectée par...

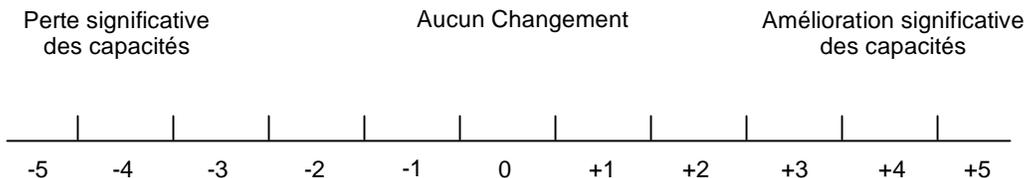
... **conflit armé?** (HT)



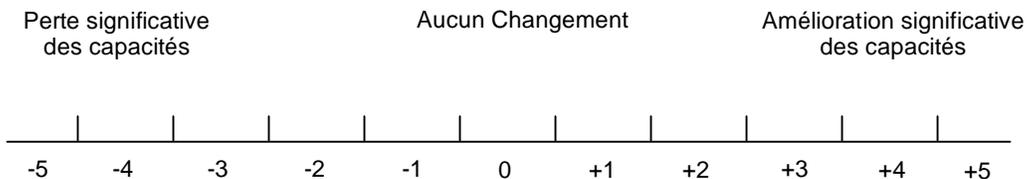
... **populations disloquées?** (HU)



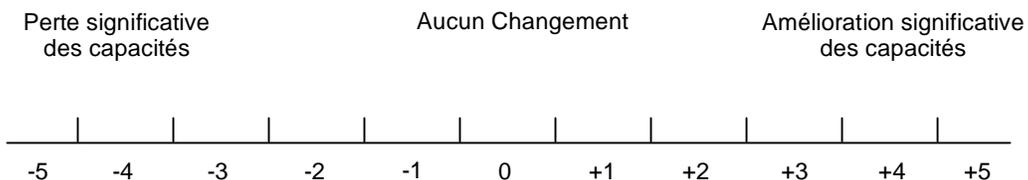
... **sécurité affaiblie?** (HV)



... **crises gouvernementales?** (HW)



... **chocs économiques?** (HX)

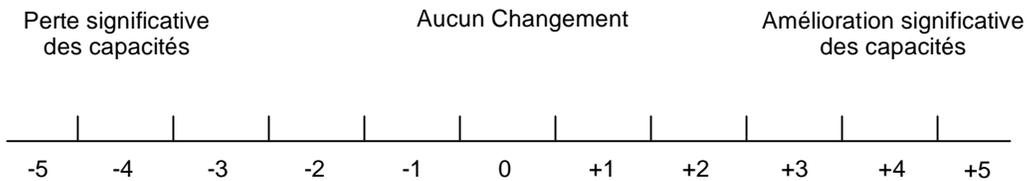


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

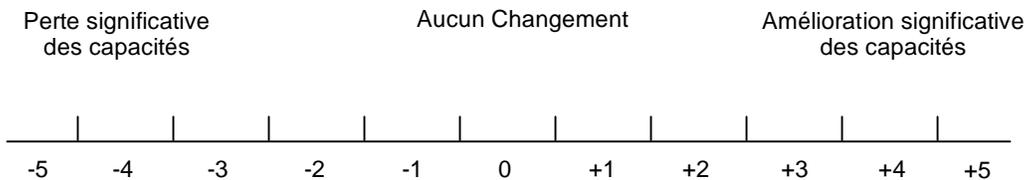
(4) Capacité d'Innovation

Pensez à l'organisation WANEP au niveau national et à sa capacité d'encourager des nouvelles manières de penser aux problèmes. Comment est-ce que cette capacité est affectée par...

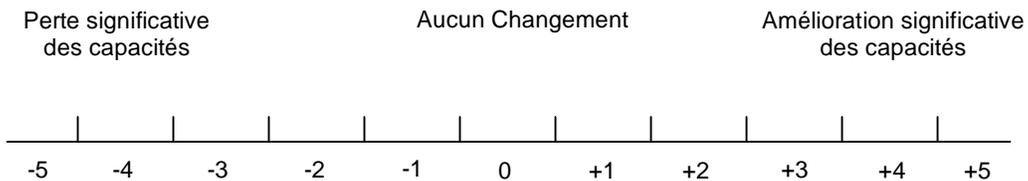
... **conflit armé?** ^(HY)



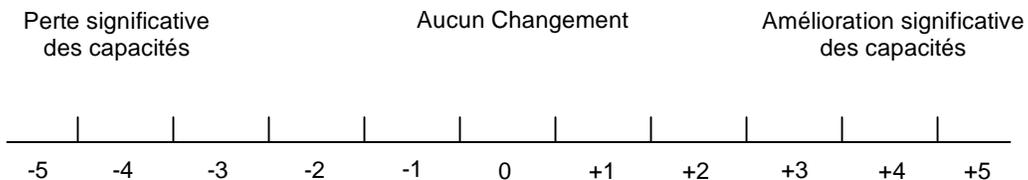
... **populations disloquées?** ^(HZ)



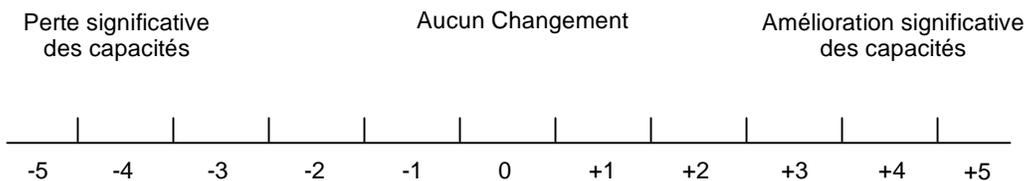
... **sécurité affaiblie?** ^(IA)



... **crises gouvernementales?** ^(IB)



... **chocs économiques?** ^(IC)

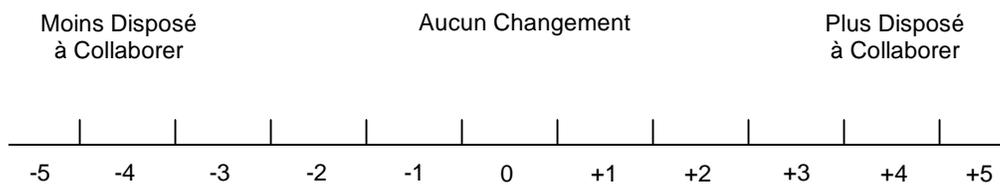


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

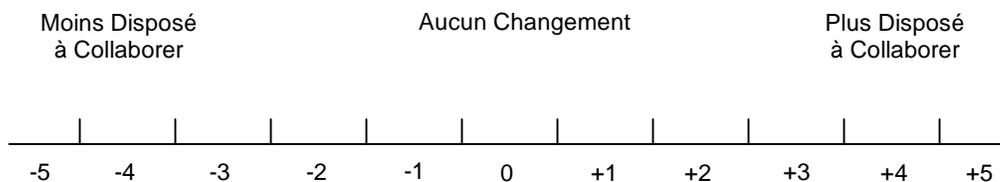
(5) Collaboration avec d'Autres Membres de WANEP

Pensez aux rapports que votre groupe a avec d'autres membres de WANEP. Considérez dans quelle mesure les autres organisations sont disposés à collaborer avec votre organisation sur plusieurs activités. Comment est-ce que cette collaboration est affectée par...

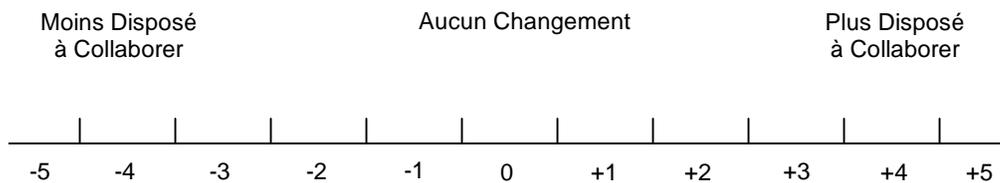
... **conflit armé?** (ID)



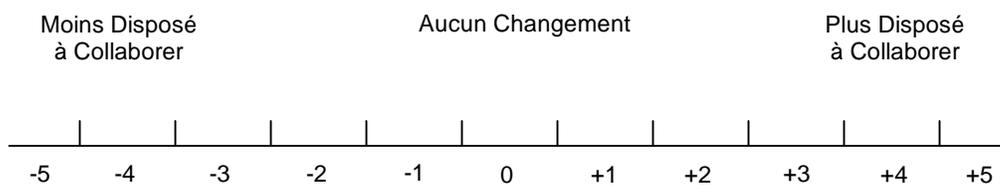
... **populations disloquées?** (IE)



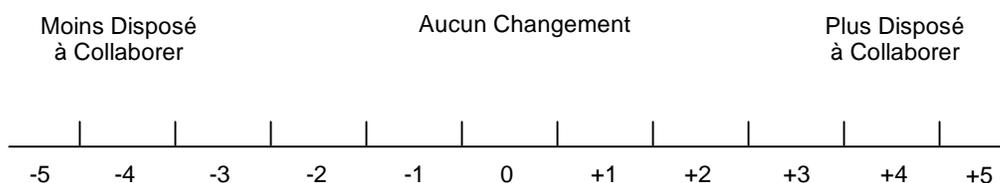
... **sécurité affaiblie?** (IF)



... **crises gouvernementales?** (IG)



... **chocs économiques?** (IH)



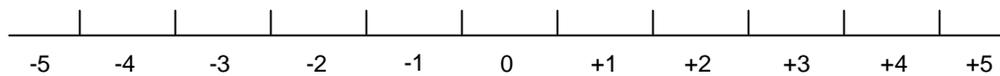
Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

(6) Intensité de Concurrence pour des Ressources

Pensez à l'intensité de la concurrence impliquant les relations entre votre organisation et d'autres membres de WANEP pour obtenir des ressources. Comment est-ce que cette concurrence est affectée par...

... **conflit armé?** ^(II)

Moins de Concurrence Aucun Changement Plus de Concurrence



... **populations disloquées?** ^(IJ)

Moins de Concurrence Aucun Changement Plus de Concurrence



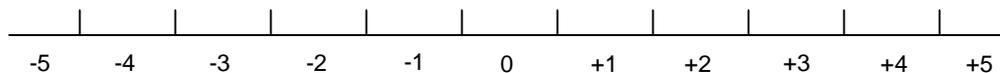
... **sécurité affaiblie?** ^(IK)

Moins de Concurrence Aucun Changement Plus de Concurrence



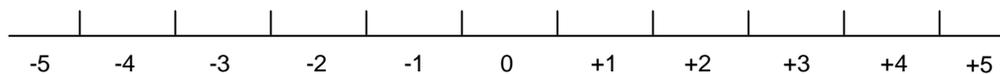
... **crises gouvernementales?** ^(IL)

Moins de Concurrence Aucun Changement Plus de Concurrence



... **chocs économiques?** ^(IM)

Moins de Concurrence Aucun Changement Plus de Concurrence

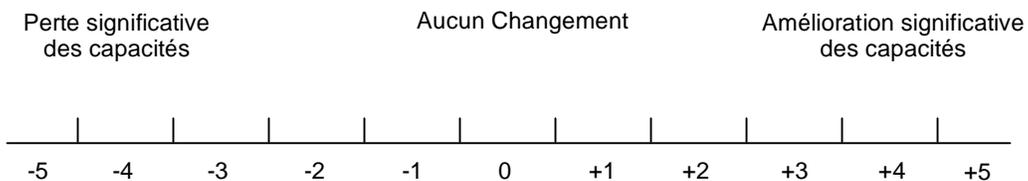


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

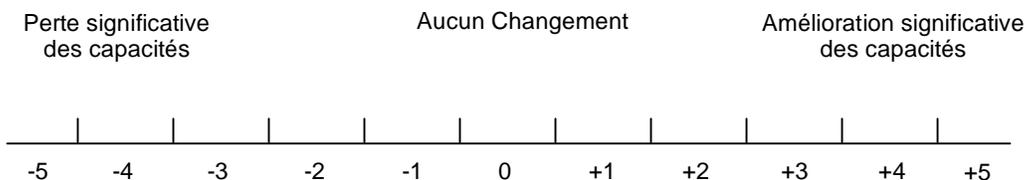
(7) Communication avec d'Autres Groupes membres de WANEP

Pensez à la façon dont votre organisation communique avec d'autres organisations membres de WANEP. Comment est-ce que cette communication est affectée par...

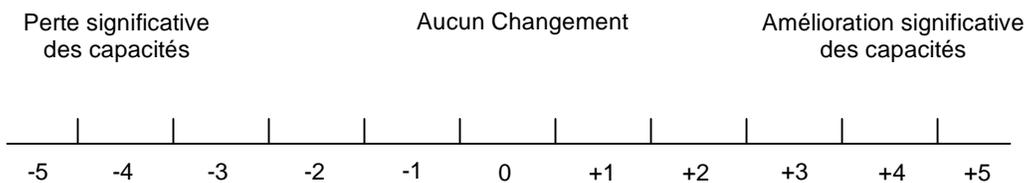
... **conflit armé?** ^(IN)



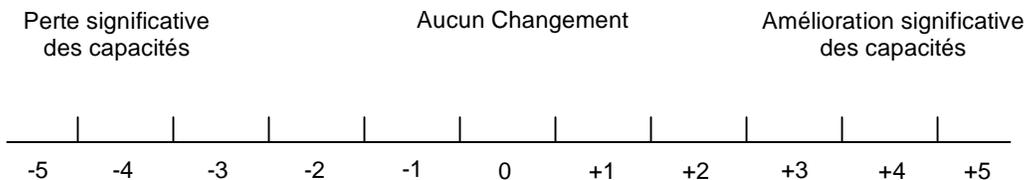
... **populations disloquées?** ^(IO)



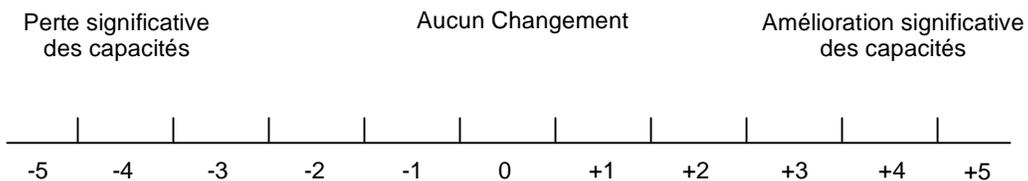
... **sécurité affaiblie?** ^(IP)



... **crises gouvernementales?** ^(IQ)



... **chocs économiques?** ^(IR)

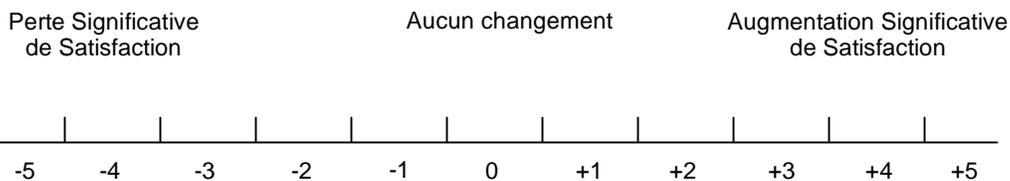


Section 6 Dans Quelle mesure est-ce que ces Problèmes affectent le réseau de WANEP?

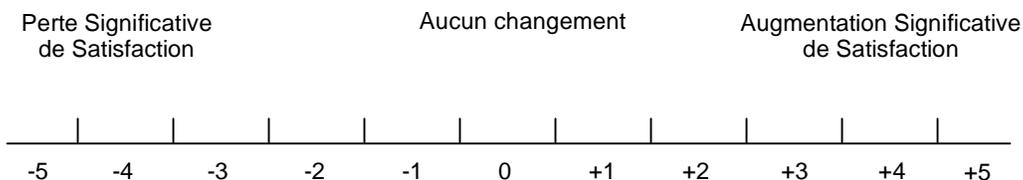
(8) Satisfaction avec l'adhésion à WANEP

Pensez au niveau de satisfaction de votre organisation avec son adhésion à WANEP. À votre avis, dans quelle mesure le niveau de satisfaction est-il affecté par...

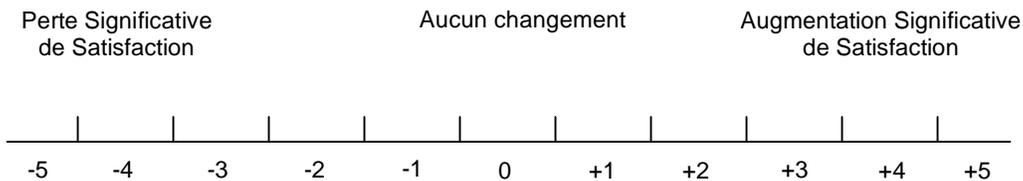
... **conflit armé?** ^(IS)



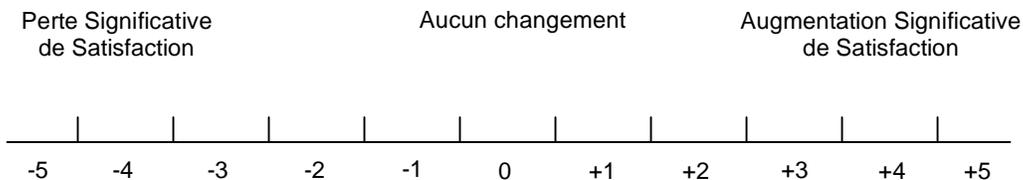
... **populations disloquées?** ^(IT)



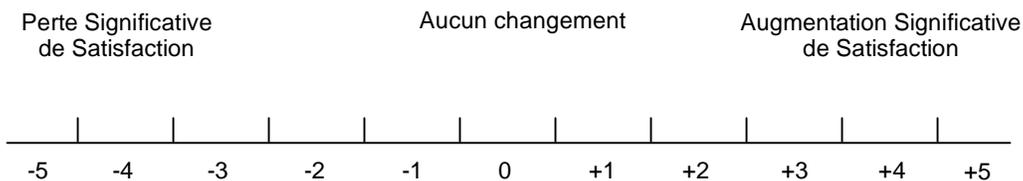
... **sécurité affaiblie?** ^(IU)



... **crises gouvernementales?** ^(IV)



... **chocs économiques?** ^(2C)



Section 7 Information Personnelle

Dans cette dernière section, nous vous demandons de fournir quelques brèves informations à votre sujet. Veuillez placer un **X** dans le cadre approprié.

(A) Veuillez indiquer votre âge ^(2D)

- 18-25 ans
- 26-35 ans
- 36-45 ans
- 46-55 ans
- 56-65 ans
- 66-75 ans
- plus de 75 ans

(B) Sexe ^(2E)

- femme
- homme

(C) A combien de temps remonte votre expérience travaillant pour des agences de paix (y compris votre organisation à ce jour)? ^(2F)

- moins d'un an
- 1 an
- 2-3 ans
- 4-6 ans
- 7-10 ans
- plus de 10 ans

Votre questionnaire est désormais achevé. Encore une fois, merci de votre temps et effort. Veuillez placer votre questionnaire dans l'enveloppe pourvue. Rappelez-vous de refermer l'enveloppe et de placer les cachets circulaires à travers le rabat.