

# NETWORK ASSESSMENT REPORT

Towards understanding the state and growth of PAL Network



**PAL NETWORK**  
People's Action for Learning

Rajarshi Singh (PhD)



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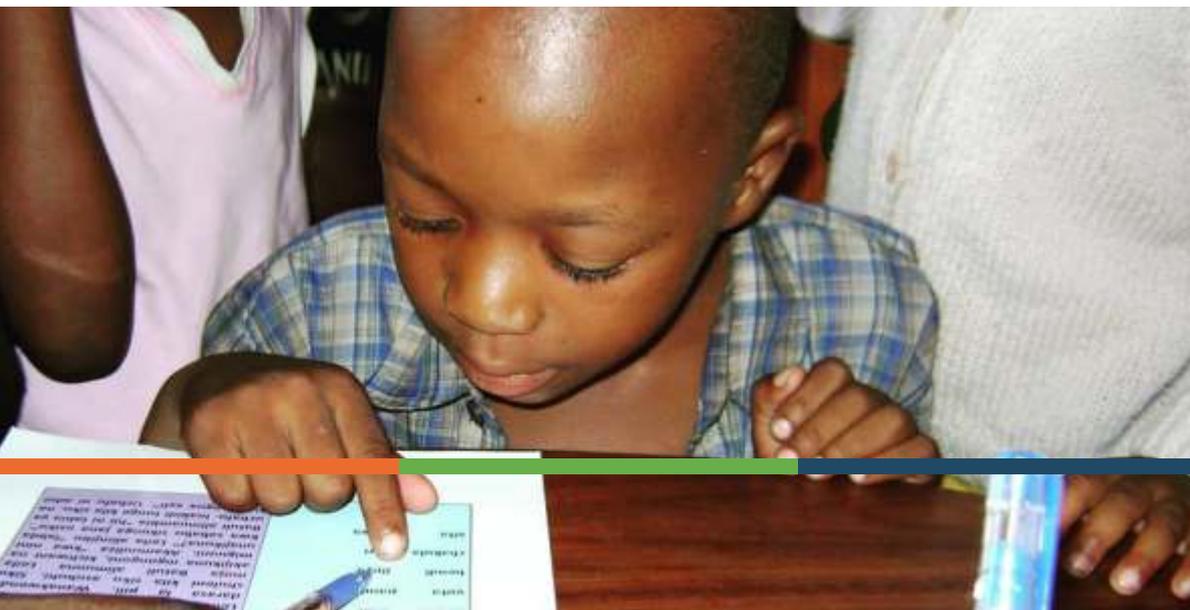
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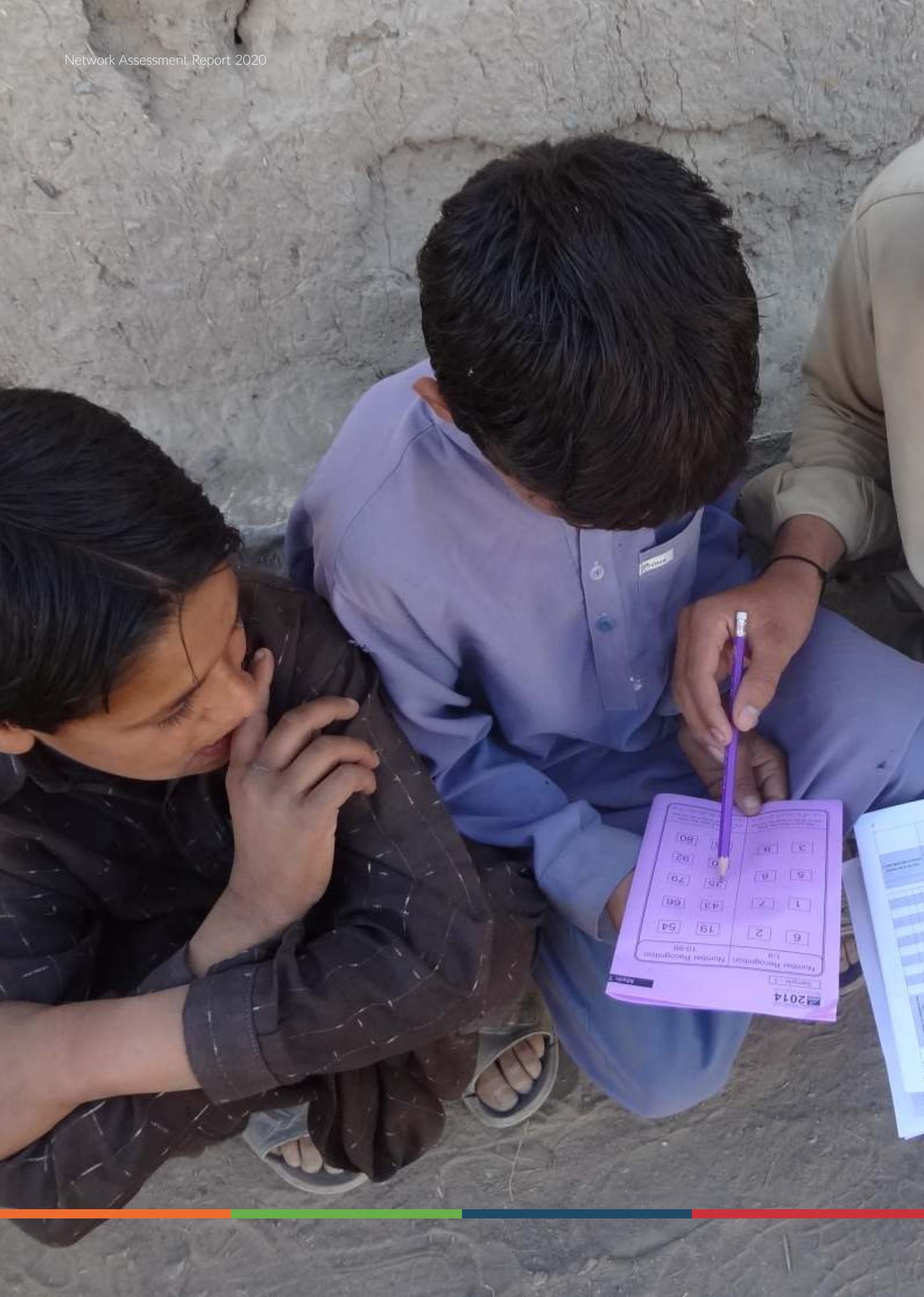
# Acronyms

ACER	Australian Council for Educational Research
ASER	Annual Status of Education Report
BRAC	Building Resources Across Communities
CAMaL	Combined Activities for Maximized Learning
CEO	Chief Executive Officer
CLA	Citizen-led Assessments
CLAN	Citizen-led Assessment of Numeracy
CRY	Child Rights and You
CSO	Civil Society Organization
DQSF	Data Quality Standards Framework
ET	Evaluation Team
EQ	Evaluation Question
ESA	East and Southern Africa
FCR	Facts, Conclusions and Recommendations
FGD	Focus-Group Discussions
GAML	Global Alliance to Monitor Learning
GEM Report	Global Education Monitoring Report
HNI	High Net-worth Individuals
IIEP	International Institute for Educational Planning
IPR	Intellectual Property Rights
ITA	Idara-e-Taleem-o-Aagahi (Pakistan)
JPAL	(The Abdul Lateef) Jameel Poverty Action Lab
KII	Key-Informant Interviews
KIX	Knowledge Innovation Exchange
KMS	Knowledge Management System
LWC	Languages for Wider Communication
MIA	Medicion Independiente de Aprendizajes (Mexico)
MELS	Monitoring, Evaluation, Learning and Sharing
NGO	Non- Governmental Organization
PAL Network	People's Action for Learning Network
REAL	(The) Research for Equitable Access and Learning (Centre)
SDG	Sustainable Development Goals
TaRL	Teaching at the Right Level
TL	Team Lead
TPC	Todos Pelas Crianças em Moçambique
UIS	UNESCO Institute for Statistics
VIdA	Valoración Intersubjetiva del Aprender

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2014  
Number Recognition (1-99)  
Name: \_\_\_\_\_  
Date: \_\_\_\_\_

3	8	1	6
9	8	1	2
0	9	7	
92	25	43	19
80	70	66	54



## Acknowledgment

I am grateful to the entire team at PAL Network for their support and cooperation. Instead of naming everybody individually, it would be better to give my thanks to teams of people who helped me through the entire journey: Many thanks to all the interview participants from PAL Network's member organizations who weathered my barrage of questions like true champions. My immense gratitude to the staff members at PAL Network's Secretariat in Nairobi, who helped me kick off the interview process. Special thanks to Ezekiel Sikutwa and Dennis Nyakundi who helped me appreciate the contractual complexities and risks faced by PAL Network, and Musa Mwamburi whose inputs for the initial design and layout were very helpful. I would like to convey my sincere appreciation to the members of PAL Network's Advisory Group and the Board of Directors for their feedback and participation. This report was significantly improved through the feedback from many reviewers and members of the evaluation team including Amos Kaburu, Paul Abok, Izel Kipruto, Maryanne Kimani and Ketan Verma. And finally much gratitude to Dr. Sara Ruto who gave me an opportunity to take up the network assessment, which helped me understand the PAL Network family and its possibilities. Asante sana.

# Executive Summary



The People's Action for Learning Network (PAL Network) is a south-to-south network of 15 organizations across 14 countries in Africa, South Asia, and the Americas. With its goal of enabling children with the foundations for lifelong learning, PAL Network supports members across four focus areas of Assessment, Action, Research and Advocacy, and three additional areas of Monitoring, Evaluation, Learning and Sharing (MELS), Communication, and Fundraising.

Over the last five years, PAL Network had commissioned three external network-wide reports to review its strategies and outcomes and a third-party evaluation of Citizen-Led Assessments (CLA).<sup>1</sup> Each report was linked to a crucial evolutionary stage of the network.

*The State of the Network Report 2015 and 2017* were linked to the formalization and registration of PAL Network. The core learnings were that PAL Network had done well to push the agenda for CLAs in the Global South, and that significant progress was made in leveraging assessments for action of the network and its members. Several challenges were showcased: Transforming assessment experience to action, contribution of members' time to network-wide activities, language issues and problems of task management.

*The Outcome Harvesting Report 2019* which identified a total of 98 outcomes as mentioned by the research participants. Significant outcomes were shown: Global visibility of the network, funding, strengthening of collective voice, improvements in action and assessment programs.

*Box 1: Summary of network-wide reports by Bennett and Blommestein (2015,2017,2019)*

The present Network Assessment Report 2020 provides actionable evidence-backed recommendations (strategic, operational, and governance related) as PAL Network refines and begins to implement its second Strategic Plan (2020-23). This report assesses PAL Network's connectivity, health, and outcomes through eight evaluation questions (EQs) examining issues of (1) Membership, (2) Communication, (3) Network value, (4) Knowledge sharing, (5) Strategic alignment, (6) Sustainability, (7) Outcomes and achievements, and (8) Leveraging.<sup>2</sup>

A mixed-method approach was adopted for the present report. Its three phases included (1) literature review and inception planning, (2) piloting of research tools and survey roll out, and (3) analysis, insight generation and reporting.

<sup>1</sup> Richard Bennett's State of the Network Reports (2015,2017), Results for Development Institute's (R4D) evaluation report titled 'Bringing Learning to Light: The Role of Citizen-led Assessments in Shifting the Education Agenda' (2015), and Nele Blommestein's Outcome Harvesting Report (2019)

<sup>2</sup> The EQs are mapped to investigative domains of connectivity (EQ1,2,4), health (EQ3,6,8), and results (EQ5,7). EQs and sub-EQs are given in the annex.

A total of 22 interviews – 20 Key-informant interviews (KIIs) and 2 Focus-group discussions (FGDs), involving 29 participants across 11 countries were successfully completed. All responses were kept confidential and anonymous following the standard practices in research ethics. The interviews generated a total of 1351 minutes of audio data (which was transcribed into machine readable texts) in addition to online survey responses. A text analysis software was used to study this data set. A total of 945 excerpts were identified and coded using multiple tags aligned with the EQs, sub-EQs and common themes. The tagged excerpts served as inputs while eliciting facts and conclusions. A summary of recommendations presented in this report are given below:

## Recommendations

- |   |  |  |
|---|--|--|
| 1 | 1.1 Understanding of membership                  | Existing ambiguity about membership must be resolved with the following steps:<br>(1) Clearly define “Selection, Renewal, Exit Guidelines” for members and associate members<br>(2) Institutionalize associate memberships to test and gauge potential of applicants. Based on satisfactory performance full membership can be awarded<br>(3) Have “named” members for the purposes of advocacy and branding and mandate MoU's with host institutions for contractual purposes |
| 2 | 1.2 Characteristic of Network                    | PAL Network should encourage level-specific interactions between and among members   |
| 3 | 1.2 Characteristic of Network                    | Focus on 'What is New' or Innovation in both Assessment & Action, and adopt country level solutions with respect to Innovation   |
| 4 | 1.3 Motivation and expectation of members        | Respond to members' needs by (1) Mapping Subject Matter Experts (SMEs) across the network and engage them in specific problem-solving activities, (2) Prioritizing expectations and demands of network members based on-ground requirements and situations, (3) Institutionalize exchange programs for PAL Leaders, senior managers and researchers, and (4) Engage consultants and dedicated researchers across focus areas.  |
| 5 | 2.1 Communication and information flow structure | Make communications explicit in terms of purpose, estimated schedule, required actions and actors<br><br>More specifically: (1) Reinitiate virtual and /or in-person annual meet, (2) Bring out Bite sized monthly (3) Innovate and popularize PAL Newsletter (4) Minimize communication protocols (5) Invest in LWC support, and (6) Diversify meeting teams (when meeting donors)  |
| 6 | 2.2 Success stories of communication             | The Communication Lines between designated managers be maintained by sticking to Communication Calendar and Protocols (with tasks, rights, duties and improve campaigns with regular feedback)   |
| 7 | 2.2 Success stories of comms                     | Engage Campaign Managers and Professionals to strengthen PAL Network social media presence by (1) Well designed media updates (2) Enhancing social media footprint through accurate and emotive story-telling, and by (3) Seeking guidance of a professional social media campaign manager to leverage PAL's multi-country, multilingual and pluri-cultural presence   |

8	2.3 Challenges of advocacy and communication	Communication Teams to create High-quality professionally designed advocacy products
9	3.1 Value of PAL Network	Enhance network value by improving its core levers: (1) Continue strengthening the voice of Global South from PAL Network (2) The CLAN and GPE KIX Global Innovation Grant projects pave a way for sustainable network-wide projects. (3) Network value can be increased by bidding for 7-10 competitive proposals per year by engaging a lean business development team (where one could expect a 15-20% conversion)
10	3.2 Limitations of the network	Overcome limitations by (1) continuous learning engagements, (2) collective fund-raising, (3) strategic communication and advocacy, (4) bringing in transparency in decision making, and (5) Involve young leaders in a bi-directional inter-hub communications
11	4.1 Knowledge sharing within the network	Track knowledge products periodically, develop a network wide KMS and train personnel accordingly
12	4.2 PAL knowledge events	Regularize and save on event cost and time by securing sponsorships, and by holding low-cost E-meetings, Hub-based meetings, and webinars
13	4.3 Knowledge sharing challenges and demands	Set up Data policies and practices, Co-create and share clear knowledge sharing protocols as to who owns the data and how to share it for the global good
14	5.1 Goals and strategy alignment	Understand different goals and diversity across different program models and bring in a harmony in your strategies for focus areas
15	5.2 Growth strategies	Plan for action and technologies for (1) Gamified learning, (2) Adaptive assessment (3) Tech enabled MELS
16	5.2 Growth strategies	Utilize PAL's global hubs to increase uptake of CLAs and CLAN. Promote CLAN on all platforms and campaign with stronger advocacy
17	6.1 Non-financial sustainability	Deepen regional relationships, Participate in regional networking opportunities, and Identify Outcomes and Tasks for hubs
18	6.2 Financial sustainability of network	Involve both leaders and others in 'Fundraising' by identifying donors and their needs, enrich relationship with governments and invest time in multiple fundraising strategies
19	7.1 Key outcome and achievements of PAL Network	Make Network's achievements and progress known to both external forces and internal players
20	8.1 Leverage (non-financial)	Continue supporting the culture of collaboration by involving the SMEs and PAL's diverse actors
21	8.2 Financial leverage	Leverage PAL network as a growth platform, Co-develop plans and timelines, and Conduct reiki of fundraising opportunities through some high impact projects



# Introduction



## About PAL Network

The People's Action for Learning Network (PAL Network) is a south-to-south partnership of 15 member organizations that conduct household-based citizen-led assessments (CLA) and/or citizen-led action programs to improve children's foundational reading and math competencies.

The origins of CLAs can be traced back to 2005 when Pratham Education Foundation (Pratham) in India, designed a large scale assessment to measure the basic reading and numeracy competencies of children, namely the Annual Status of Education Report (ASER) . This approach of conducting simple household-based assessments of foundational learning that are easy to understand, contextually relevant, and engage citizens to generate broader awareness and momentum for change, fueled the adoption of CLAs by organizations across 13 countries<sup>3</sup> in the Global South. The network's multi-year and multi-country evidence of children's foundational learning outcomes paved the way for appropriate evidence-based interventions to improve the learning of children<sup>4</sup> across PAL Network countries. The network's advocacy was also instrumental in upgrading SDG 4.1.1(a)<sup>5</sup> from a Tier III to Tier I indicator. PAL Network's efforts have significantly increased awareness and actions to improve the global learning crisis of children not making substantial learning progress despite multiple years of schooling.<sup>6</sup>

Membership in PAL Network grew from 9 to 15 between 2015-2019. PAL Network was registered as an NGO in 2018 with its headquarters in Nairobi, Kenya. In addition to being a multi-organization network, where members opt-in to participate in network-wide activities, PAL Network is a multi-tiered organization as well. An Advisory Group, comprised of seven PAL leaders, provides technical guidance to the network. The Board of Directors, headed by a Chairperson, is responsible for overseeing governance and policy formulation and the Chief Executive Officer (CEO) is responsible for overall management. PAL Network is also supported by a Secretariat with nine full-time employees who coordinate and manage the day to day operations.

As PAL Network looks to adopt and begin implementing its second Strategic Plan (2020-2023) an evaluation team<sup>7</sup> (ET) was engaged to conduct a network assessment to inform the network about the means of strengthening its core functions and managing its growth.

<sup>3</sup> PAL Network member countries include India, Pakistan, Nepal and Bangladesh in South Asia; Kenya, Uganda, Tanzania, Mozambique and Botswana in Eastern and Southern Africa; Nigeria, Mali and Senegal in West Africa; and Mexico and Nicaragua in the Americas.

<sup>4</sup> <https://palnetwork.org/case-studies/>

<sup>5</sup> Proportion of children in Grade 2 or 3 achieving at least minimum proficiency level in reading and mathematics, by sex.

<sup>6</sup> UNESCO Institute for Statistics (UIS), SDG 4 Data Digest 2018 reported that 617 million children worldwide have not achieved minimum proficiency levels

<sup>7</sup> Comprised of a Consultant (MELS and Research), a MELS officer, and the Program Manager for Assessment



## Background context

Educational inputs are crucial for economic growth and development.<sup>8</sup> Schooling and training continue to draw significant investments to augment and enhance human capital. Unfortunately, it has been pointed out that “schooling does not mean learning,”<sup>9</sup> and the evidence shows that 617 million children worldwide have not achieved minimum proficiency in foundational competencies despite multiple years of schooling. Furthermore, despite the reclassification of SDG 4 Indicator 4.1.1(a) into a Tier 1 indicator,<sup>10</sup> most major international assessments still do not measure foundational competencies pegged at grades 2 or 3 proficiency levels. Moreover, since almost all international and regional<sup>11</sup> assessments are school based, they are inherently non-inclusive: They exclude children not enrolled in school, those who are attending unrecognized schools, or are simply absent from school on the day of the assessment. As a result, even after four years of adopting the SDGs there is still no common baseline against which to measure progress of children's foundational learning. PAL Network members have conducted CLAs that have served to bridge this gap in evidence. CLAs provide accurate and timely evidence of children's learning progress in foundational reading and math across the Global South, thereby helping the global community understand children's learning, especially at the bottom of the pyramid.<sup>12</sup>

Having realized the scope and need for a standardized, scalable, and user-friendly common assessment for foundational competencies across the Global South, PAL Network has successfully undertaken a large scale pilot<sup>13</sup> (proof of concept) of the Citizen-led Assessment of Numeracy (CLAN) in 13 countries so as to report on SDG 4.1.1(a).

Identifying the need to directly address the challenges posed by low learning levels, educational inequity and exclusion across the Global South, some PAL Network member organizations have been implementing remedial education interventions in the past few years. These interventions help children gain foundational reading and math skills and are inspired by Pratham's 'Teaching at the Right Level' (TaRL) methodology. As more PAL Network members take up teaching-learning interventions, this evolution is best charted through a network assessment. Furthermore, the network assessment was commissioned to understand the state of the network in the face of a fast-changing international grant environ and the beginning of its second Strategic Plan (2020-23).

The network assessment used the earlier network-wide reports as inputs: (1) The State of the Network Report (2015) that coincided with PAL Network's formalization, (2) a second State of the Network Report (2017) linked to PAL Network's registration as an NGO, and (3) an Outcome Harvesting Report (2019) that

<sup>8</sup> Byrd, M. W. (2016). Education, Economic Growth, and Social Stability: Why the Three Are Inseparable

<sup>9</sup> <https://palnetwork.org/more-and-more-children-are-in-school-around-the-world-but-they-are-not-learning-much/>

<sup>10</sup> This means that the indicator is conceptually clear and establishes the urgency to focus on foundational learning abilities in early grades to provide corrective interventions before it is too late.

<sup>11</sup> Of several regional assessments, only PASEC and LLECE assess learning outcomes for children in these grades.

<sup>12</sup> Singh, et al. (2020) Learning challenges for the marginalized: Opportunities within the heterogeneous landscape of India (Draft manuscript)

<sup>13</sup> More than 20,000 children across 780 villages (60 villages per district) in 13 countries have been assessed.

showcased PAL Network's achievements up until the end of the first Strategy Period. The network assessment investigated PAL Network's strengths, weaknesses, opportunities and challenges (SWOC) arising from its ability to channel diverse organizations into one collective Global South voice. These learnings are systematically presented in this Network Assessment Report as findings, conclusions, and recommendations about the network's health, connectivity and results as well as its future line of action.

The network assessment examined eight issues related to (1) Membership, (2) Communication, (3) Network value, (4) Knowledge sharing, (5) Strategic alignment, (6) Sustainability, (7) Outcomes and achievements, and (8) Leveraging. Eight evaluation questions and additional sub-questions were used to investigate these broad themes (see Table 1). The network assessment provided an opportunity to collect and synthesize members' perspectives on how to improve the network and suggest course corrections. Therefore, it also served as a feedback loop to help PAL Network anticipate and respond effectively and efficiently to member needs. The exploratory questions included the following:

<b>EQ 1</b>	<b>Membership</b>	What is the understanding of "membership" and expectations of roles and responsibilities from member organizations and the Secretariat.
<b>EQ 2</b>	<b>Communication</b>	Who communicates with whom, for what purpose and to what end? What are some successes and challenges of communication?
<b>EQ 3</b>	<b>Network value</b>	What value do member organizations see in PAL Network and what are they gaining from participating in network events and activities?
<b>EQ 4</b>	<b>Knowledge sharing</b>	How is PAL Network progressing with its knowledge sharing agenda?
<b>EQ 5</b>	<b>Strategic alignment</b>	What is the degree of alignment between member organizations and PAL Network in terms of goals and strategies?
<b>EQ 6</b>	<b>Sustainability</b>	What are the ways in which the network can strengthen its sustainability and how can management lead sustainability initiative of the network?
<b>EQ 7</b>	<b>Outcomes and achievements</b>	What are the key outcomes and achievements of the PAL Network and its members that showcase the results of working together?
<b>EQ 8</b>	<b>Leveraging</b>	To what extent has the PAL Network been successful in leveraging financial and non-financial resources for its member organizations?

Table 1: Evaluation Questions for the Network Assessment





# Assessment Design and Methodology

## Research Design

The present report on network assessment used a mixed-method approach. Both quantitative and qualitative data were collected and analyzed during the assessment. A concurrent design was used, wherein the quantitative strand ran in parallel to the qualitative component. The Network Assessment Report presents facts, conclusions and recommendations based on eight evaluation questions – already enlisted. Evidence collated from interviews, PAL Network reports and other supporting documents were analyzed and presented as facts, based on which further observations and suggested action points could be spelt out. Conclusions were drawn from logical deductions of facts. The facts and conclusions were then used to synthesize recommendations, namely suggestions that may be adopted by the network actors to improve upon PAL Network's health, connectivity and results. The network assessment was carried out in three phases (Figure 1) over a period of six months, the details of which are as follows:

	<b>Inception</b> Sep - Oct 2019	<b>Data collection</b> Nov 2019 - Jan 2020	<b>Analysis and Reporting</b> Jan - March 2020
<b>Objectives</b>	<ul style="list-style-type: none"> <li>○ Kickoff network assessment</li> <li>○ Network assessment framework</li> <li>○ Finalizing questionnaires</li> <li>○ Inception report</li> </ul>	<ul style="list-style-type: none"> <li>○ Schedule interviews with target respondents across PAL Network</li> <li>○ Administer surveys and interviews</li> </ul>	<ul style="list-style-type: none"> <li>○ Coding and analysis of data</li> <li>○ Draft facts, conclusions, and recommendations (FCR) matrix</li> <li>○ Network assessment report</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>○ Presentation to PAL Network's Advisory Group and Board members</li> <li>○ Literature review of networks</li> <li>○ Framework to assess network connectivity, health, and results</li> <li>○ Development of research tools and instruments (FGD guides, KII guides, questionnaires)</li> <li>○ List of interviewees</li> <li>○ Network-wide communication about Network assessment</li> <li>○ Inception report writing</li> </ul>	<ul style="list-style-type: none"> <li>○ Interview schedule of PAL Network and member representatives</li> <li>○ Pilot and translation of research instruments and questionnaires</li> <li>○ Focus group discussions</li> <li>○ Interviews via e-teleconferencing</li> <li>○ In-person interviews</li> <li>○ Survey administration</li> <li>○ Interview scheduling follow-ups</li> <li>○ Data cleaning</li> <li>○ Transcription of interview data</li> </ul>	<ul style="list-style-type: none"> <li>○ Coding tree (based on common themes across interviews and evaluation questions)</li> <li>○ Interview coding and text analysis</li> <li>○ Data analysis</li> <li>○ Draft facts, conclusions, and recommendations (FCR) matrix</li> <li>○ Draft of Network Assessment report</li> <li>○ Feedback and finalization of report</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>○ Draft research instruments</li> <li>○ Feedback from stakeholders</li> <li>○ Inception report</li> </ul>	<ul style="list-style-type: none"> <li>○ Finalized research instruments</li> <li>○ Interview transcripts</li> <li>○ Cleaned data</li> </ul>	<ul style="list-style-type: none"> <li>○ Draft report and feedback</li> <li>○ Final report (comprising):                             <ul style="list-style-type: none"> <li>a) Approach and methodology</li> <li>b) Findings and conclusions</li> <li>c) Evidence based recommendations</li> </ul> </li> </ul>

Figure 1: Three-phase design of the network assessment

Phase I: The Inception Phase included the following: (a) A kick-off presentation to members of PAL Network's Board and Advisory Group about the objectives and methodology of the network assessment, (b) Literature review including PAL Network reports and documents, (c) Design and revision of research instruments (semi-structured questionnaire, focus group discussion guide, key informant interview guide, and a quantitative form about network members) based on feedback from member representatives affiliated to the Board of Directors and Advisory Group, (d) Identification and planning of interviews with respondents, including leaders and managers from member organizations and personnel affiliated<sup>14</sup> with the Board, Advisory Group and Secretariat, and (e) The submission of an Inception Report.

Phase II: The Data Collection Phase included (a) the circulation of a network-wide invitation to participate from the CEO's office and multiple follow-ups to schedule interviews with targeted individuals, (b) piloting, revision and translation (into French and Spanish) of research instruments, (c) 22 interviews with 29 participants (see Table 2) using one-on-one interactions, e-conferencing / telephonic discussions, and/or online survey forms, and (c) data cleaning, translation (into English) and transcription of interviews using an online software (<https://otranscribe.com>). Generating a clean data-set ready for analysis marked the end of Phase II.

### List of Participants

South Asia	East and Southern Africa	West Africa	Americas
1. Dr. Suman Bhattacharjea 2. Dr. Wilima Wadhwa 3. Baela Raza Jamil 4. Sahar Saeed 5. Rajib Timalsina 6. Syeed Ahamed	7. Dr. Emmanuel Manyasa 8. Armando Ali 9. Dr. Mary Goretti Nakabugo 10. Zaida Mgalla 11. Virginia Ngindiru 12. David Mugurusi 13. Dr. James Ciera	14. Dr. Modupe defeso-Olateju	15. Prof. Felipe Hevia 16. Ana Espinoza Morales 17. Edith Mèndez Olarte 18. Herman Van de Velde
Secretariat Staff	Consultants / Fellows	Org summary forms	
19. FGD 1 ○ Izel Kipruto ○ Paul Abok ○ Winny Cherotich ○ Spings Akumah 20. FGD 2 ○ Ezekiel Sikutwa ○ Dionne Warwick ○ Usman Muhammad ○ Dennis Nyakundi	21. Elizabeth Okio 22. Ranajit Bhattacharyya 23. Steffi Elizabeth Thomas	○ LearNigeria ○ Zizi Afrique ○ Uwezo Tanzania ○ MiA ○ ViDA ○ ASER Bangladesh	

Table 2: Respondents sampled across regions and organizations

<sup>14</sup> Some respondents were affiliated with PAL Network in multiple capacities

Phase III: The Analysis and Reporting Phase included (a) development of a coding tree to analyze the qualitative interview data-set using common themes across responses to evaluation questions, (b) line by line tagging of interviews to generate coded excerpts using *Dedoose*, an analysis software (<https://www.dedoose.com>), (c) data analysis, discovery and synthesis of facts, conclusions, and recommendations, and lastly the (d) drafting, revision (based on feedback) and submission of the Network Assessment Report.

## Data Collection and Analysis

Data was collected from 29 respondents for which a total of 22 interviews were conducted using key informant interviews, focus group discussions and survey forms (see C). The interview protocols are described below:

- FGD protocol: 4 participants formed a discussion group. Evaluation questions were presented to the group and discussions were encouraged. A moderator guided the discussions as and when required, and ensured participation of all discussants in the focus group. A note-taker kept real-time notes, in addition to recording the interview with the consent of all the participants. Data was anonymized by tagging each participant with a number between 1 to 4.
- Semi-structured interview protocol: Online / Offline forms were shared with select senior staff PAL Network member organizations. An evaluation team member was on standby to answer any queries from the interviewees.
- KII protocol: KIIs were conducted either face-to-face or electronically (using WhatsApp or e-conferencing facilities such as Zoom). Each interview lasted for about 75-90 minutes. All data was collected anonymously with the consent of the participants.

All FGDs and KIIs were recorded with the consent of participants. A web-based software<sup>15</sup> - *Otranscribe*, was used to transcribe the interviews. Transcriptions were supplemented with interview notes. The notes and transcripts served as inputs for data analyses.

The interview transcripts were scanned to identify common themes across responses. These thematic coding tags, along with those linked to evaluation questions and sub-questions were used to generate a coding tree; hierarchical relationships between themes is arranged as hierarchical codes, like a tree that has a branching structure of sub-codes. Codes in a tree relate to their parents. As stated earlier, *Dedoose*<sup>16</sup> provided the methodology for coding and text analysis. Quantitative data was analyzed and stored on *Excel*.

The coding tree had 29 thematic tags, 8 tags for evaluation questions, 43 sub-question tags, and 3 separate tags for quotes, suggestions, and observations. The ET analyzed the transcripts line-by-line. Key excerpts were identified, and its contents were tagged using the available codes. Each excerpt was tagged with a minimum of one code; multiple tagging was allowed, where an excerpt could have multiple tags or different parts of an excerpt could have different combination of tags.

<sup>15</sup> <http://otranscribe.com>

<sup>16</sup> <http://www.dedoose.com>

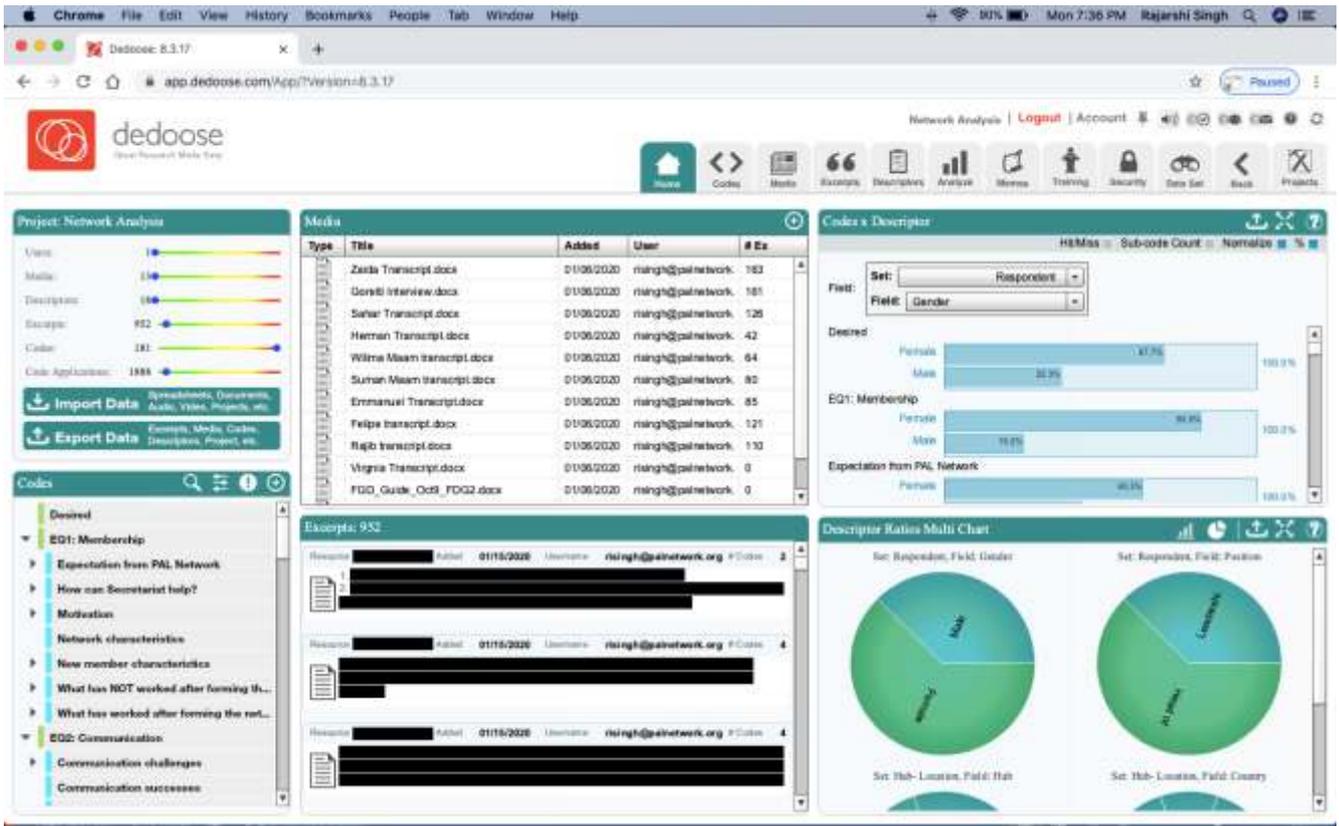


Figure 2: Qualitative software (Dedoose) analysis platform

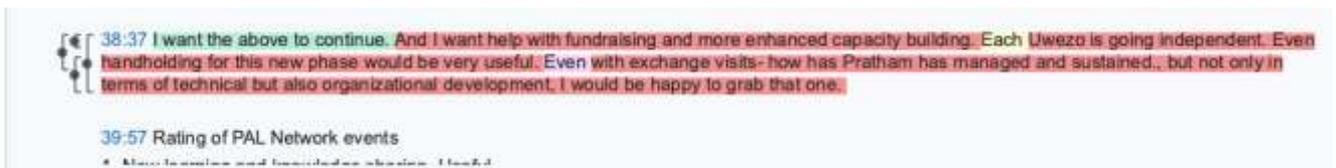


Figure 3: Example of multi tagging-feature

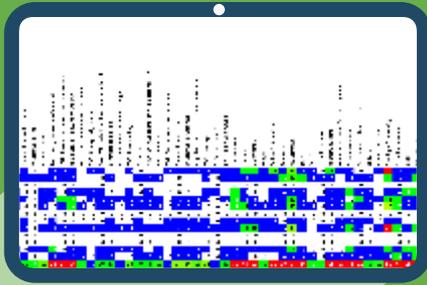
In all, 945 excerpts were identified in the data-set. On an average, every excerpt was tagged twice in the analysis.

Qualitative data was analyzed in English. Table 3 showcases the frequency of tag occurrences:

Themes/ Evaluation Questions	Sub-themes	Excerpt frequency
Partnership	Partnership	13
	Policy	5
	Practice	1
Adocay	Advocacy	30
Assessment	Assessment	84
	Clan	24
	DQSF	6
	Global mapping	6
Capacity Building	Capacity building	28
Children's learning / learning agenda	Children's learning / learning agenda	17
Communications	Communications	44
Coordination / bringing together	Coordination / bringing together	32
Culture	Culture	9
Equity / inclusion	Equity / inclusion	12
Funding / Fundraising	Funding / Fundraising	95
Global positionin	Global positionin	47
Goal	Goal	25
Governance	Governance	46
	HR related / Staffing	22
HR related / Staffing	HR related / Staffing	7
	Including more than just leaders	7
Hubs	Hubs	23
Innovation	Innovation	34
	Adapt / contextualize	7
	Knowledge management system	7
Knowledge / experience sharing	Knowledge / experience sharing	65
	Events	31
Language related	Language related	17
Location related	Location related	26
National / Regional influence	National / Regional influence	23
Network-wide projects	Network-wide projects	22
Non- PAL organizations	Non- PAL organizations	25
Organization's own networks / influence	Organization's own networks / influence	13
PAL Secretariat support	PAL Secretariat support	30
Research / Collaboration	Research / Collaboration	33
	Interesting Topics	18
	International collaborations/ exposur	15
SDG 4.1	SDG 4.1	18
Success/ Failure	Did not work	48
	Didwork	23
Technical capacity/ support	Technical capacity/ support	45
<b>Total Excerpt Count</b>		<b>1120</b>

Themes/ Evaluation Questions	Sub-themes	Frequency
Eq1: Membership	New member characteristics	36
	EQ1: Membership	32
	Expectation from PAL Network	32
	Network characteristic	27
	What has worked after forming the network?	25
	What has NOT worked after forming the network?	18
	Present motivation	16
	Expectation from Secretariat	14
	Motivation	13
	Expectation from Member	12
Past motivation	11	
How can Secretariat help?	8	
Eq2: Communication	Communication challenge	30
	Eq2: Communication	29
	Communication successes	18
	Non- PAL collaborators	12
Frequent collaboration	9	
Eq3: Network value	Eq3: Network value	22
	Weakness / limitation of network	21
	Positive value	13
	Future / Continued Support	12
	Organization contribution	11
	Missed opportunities	7
	PAL Network events	6
Hub model	4	
Eq4: Knowledge sharing and management	Challenges of knowledge sharing	20
	EQ4: Knowledge sharing and management	17
	Important Knowledge sharing event	7
Eq5: Strategic alignment	How PAL can help with organizational goals	10
	Organizational goals	10
	EQ5: Strategic alignment	5
	Strategy aligned with PAL strategy	4
Eq6: Sustainability	Eq6: Sustainability	13
	Non- financial	12
	Financial	9
How can PAL Secretariat help sustainability?	8	
Eq7: Outcomes and Achievement	Organization outcomes	14
	PAL Network outcomes	14
	Steps by Secretariat to boost innovation	13
	Eq7: Outcomes and Achievement	5
Eq8: Leverage	Eq8: Leverage	14
	Non- financial leverage	10
	Financial leverage	3
Observations Suggestions Quotes	Observations	36
	Quotes	40
	Suggestions	33
<b>Total Excerpt Count</b>		<b>735</b>

Table 3: Evaluation Questions, Themes, Sub-themes and excerpt frequencys



# RESPONSES TO EVALUATION QUESTIONS

The findings and conclusions about PAL Network's health, connectivity and results are presented in this section. The findings are comprised of facts, opinions, and perceptions of personnel across the network., while conclusions are reasoned judgements drawn from facts collected during the network assessments. The recommendations drawn from facts and conclusions, are suggested steps to improve upon the network's governance, processes, outcomes. Multiple facts and conclusions were used to synthesize the set of recommendations, which are given in the next section.



# EQ 1: Membership

## What is the understanding of "membership" and expectations of roles and responsibilities from member organizations and the Secretariat?

### Sub-EQ 1.1: What is the understanding of membership within the network?

#### Facts and Conclusions

Several respondents perceived members and their parent organizations to be one and the same, even though members and partners are clearly listed on PAL Network's website. This ambiguity was a genuine concern during contracting for a network-wide project. A PAL Network Board member observed that, "someone becomes a member when they fully meet the conditions of membership- either through CLA or action intervention." The confusion about membership does not arise from the conditions of membership, but with respect to the legal standing and programmatic nature of some members.

The relationships between members, parent organizations and the network are not clear in the absence of a contractual definition of PAL Network membership. This confusion particularly affects the network's financial management. A respondent noted that "it was confusing when sending money to members" for a network-wide common project as the funds had to be sent to the "host organization but not to the members" who were implementing the project. For example, the respondents were unclear about the differences between ASER India and Pratham and unaware that ASER Nepal's contracts are with Arc Insight and Analysis, a private limited firm.

Considering the informal and organic formation and growth of PAL Network as a family of like-minded entities engaged in CLAs, the ambiguity about membership is understandable. This ambiguity stems from PAL Network's Constitution. Given the expanded scope of the network (CLAs, learning interventions, network-wide collaborative processes, hub-based or network-wide fundraising) clarity on membership is crucial. Moving forward a more contractual understanding of membership will be required to process funds and manage risk efficiently.

### Sub-EQ 1.2: What are the characteristics of the network and its members?

#### Facts and Conclusions

There was general agreement with PAL Network's vision of enabling a "world where all children have a foundation for lifelong learning," despite different contextual approaches. As a result, the network is diverse and heterogenous. For example, despite common understanding about the importance of CLAs, only ASER India and Pakistan have continued their annual assessments.

LearNigeria, Uwezo Uganda and Tanzania, ASER India and Pakistan were the only members to release CLA reports in 2019.

In contrast to existing differences between members, respondents identified six key desired features of potential new members (Figure 4): 80% agreed that experience with citizen-led assessments was important. 53% and 47% noted that new members must have done action programs and must have the intent to do action or assessments. Independent fundraising capacity, NGO registration, and strong national networks were deemed crucial as well. Consider the following characteristics that are preferred:

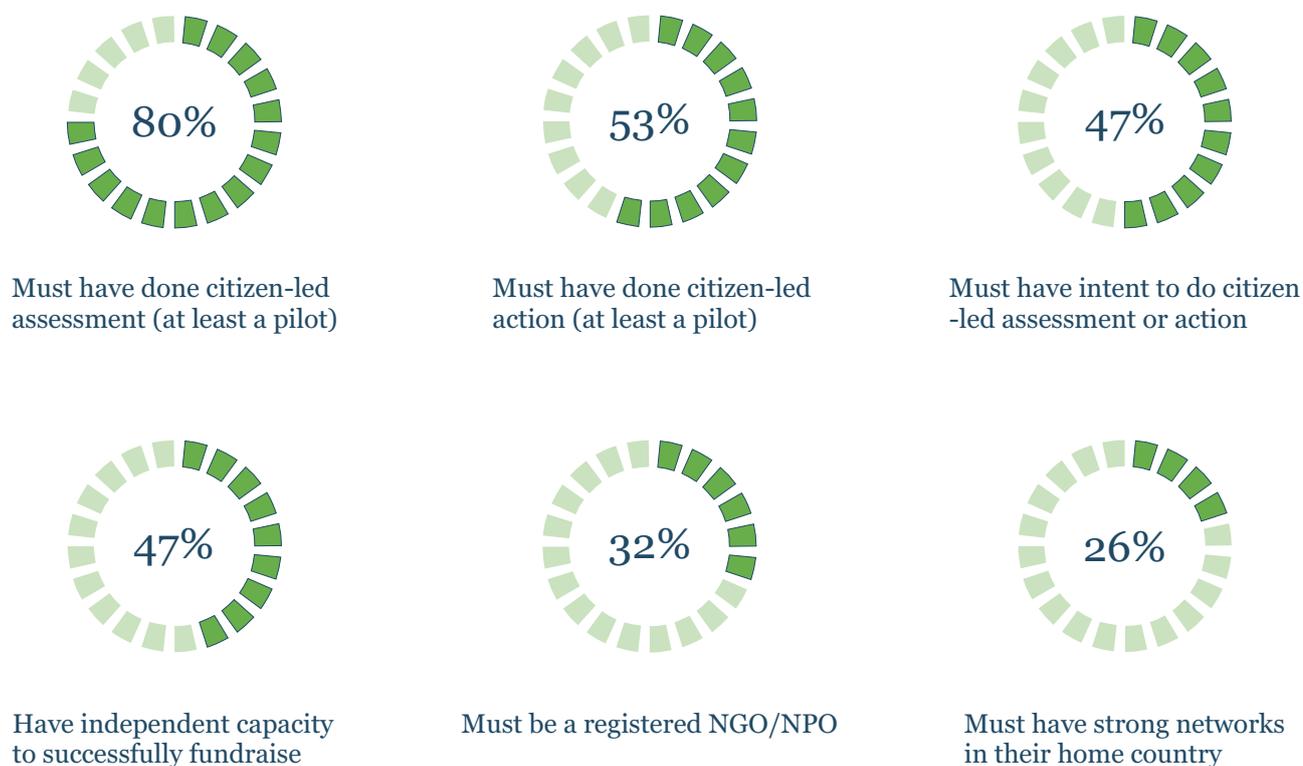


Figure 4: Preferred characteristics of new members

The focus of many members on remedial learning intervention programs was justified by a respondent who said, “as the funding context changed, the requirement has also changed.” The risks in the absence of regular CLAs and remedial programs that have yet to scale in many countries put forth by another respondent- “Till now the common product has been CLAs... it will go into SDGs...and we cannot use old data for SDGs.” Respondents thought that bringing in innovations could revive assessments. Bringing in disruptive innovations and going beyond contextualization was suggested as a way to revive CLAs and also meet donor expectations. PAL Network's response of common network-wide assessments project is a prudent approach.

**PAL Network members are diverse. Amongst other things, the members are different in terms of their funding situation, program focus, approach and methodology, technical capacity, staff size, reach, influence within their own countries and experience, amongst other things. Yet the ability of the common vision to hold the network together is commendable and should be noted.**

**The global community expects low-cost and reliable evidence about children's foundational learning from PAL Network. Considering the changing donor funding patterns and**

expectations, aligning programs, both assessment and remedial learning interventions with SDGs is important.

### Sub-EQ 1.3: What are the motivations and expectations of network members?

#### Facts and Conclusions

Member motivations were strongly associated with historic origin of the network. As a respondent noted, initially the members found themselves in a unique position as they were “all part of organizations that were doing similar things... and were there to promote the same issue of learning.” Existing need for the “coordination and promotion of work that PAL stands for” and voices from the Global South are most relevant in the present. A respondent observed that “there are a lot of organizations that include north and south, but beauty of PAL Network is that it is from the global south.” In addition to traditional motivations such as (i) coming together to have a stronger common voice, (ii) working with like-minded organizations, (iii) learning from the experiences of others, (iv) knowledge sharing and (v) access to capacity enhancement opportunities, improved network-wide fundraising and technical assistance were newer motivating factors (Figure 5).

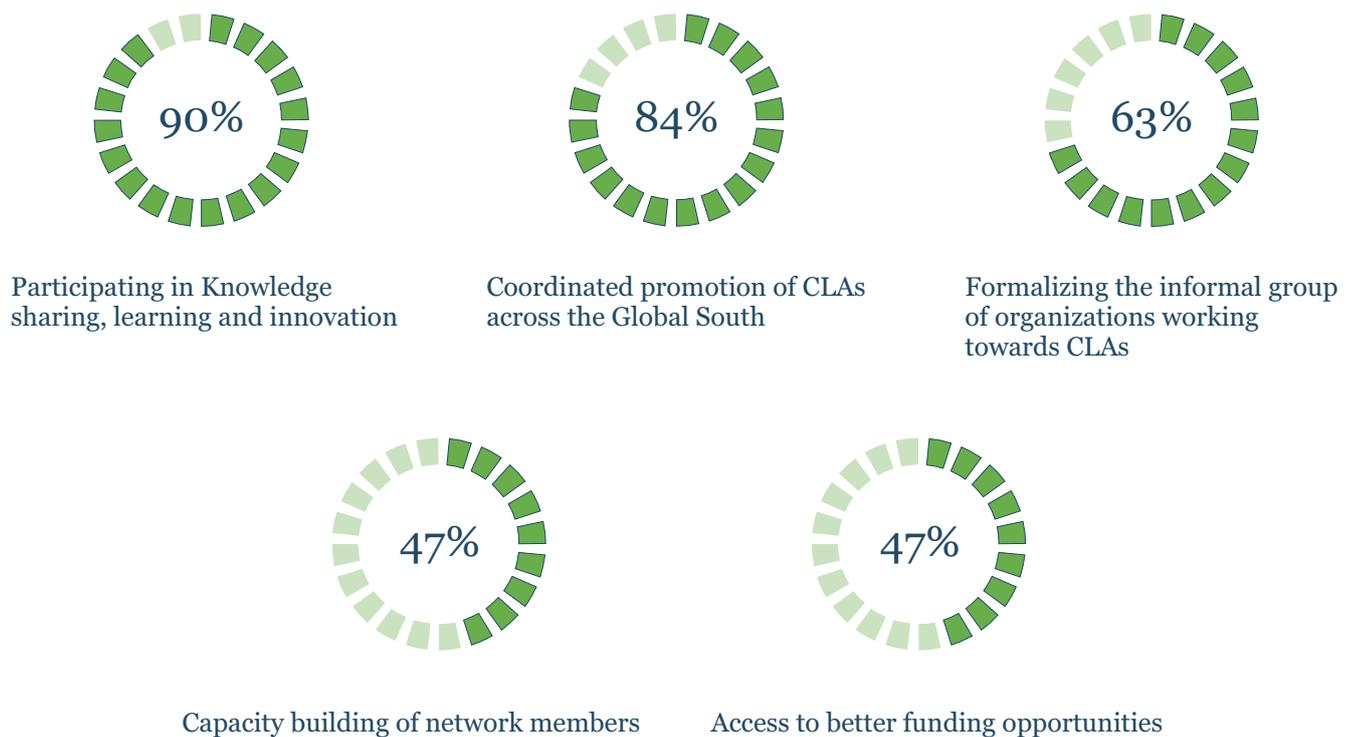


Figure 5: Motivation of network members

There was a general agreement about PAL Network meeting member expectations successfully. But for some issues related to (i) innovations, (ii) increased coordination and collaboration across member organizations, (iii) global and regional advocacy support, (iv) knowledge management, and (v) and fundraising support, respondents stated that more work was needed. Many respondents stated that even though fundraising support was not originally conceived it had become a priority given the changed needs of members.

Lastly, despite the idea as to what expectations from the network were, members' anticipation about these expectations was not specific. A respondent observed that “the network does expect very much and that is part of the problem... There is no imposition of roles and responsibilities, therefore there are members who benefit but do not do much for the network on a day to day basis.”

**Members continue to be motivated and have opted to join and remain in the network activities because of the global voice of the network. In general, “PAL Network is a very good umbrella for fundraising and sharing findings...and this umbrella is very important,” even though members have different growth trajectories. Facilitation of member to member and people to people communication is critical in order to meet member expectations. Due to shrinking institutional funding opportunities, a projectized means of raising funds for the network could serve for sure as a significant alternate stream.**

### **Sub-EQ 1.4: What has / has not worked since forming the network?**

#### Facts and Conclusions

Contribution towards the reclassification of SDG 4.1.1(a) as a Tier 1 indicator was a crucial achievement of PAL Network. Respondents pointed out that PAL Network's efforts and resultant impacts were globally aligned. Two distinct perspectives emerged: members (especially in Africa) that believed PAL Network's contribution to global dialogues significantly helped regional and national discussions, and others who believed that PAL Network's advocacy was not well positioned to significantly impact their national-level education policies.

In the absence of outputs showcasing cross-country linkages between education outcomes and policy measures, a respondent suggested that “each country could prepare education landscape briefs with overviews of schooling systems and contextual challenges,” to help stakeholders appreciate the similarities and diversities of the educational context across the Global South.

There was general satisfaction with the network's knowledge sharing and knowledge management efforts. Respondents identified additional domains where PAL Network could help:

- Organizational development support
- Exchange visits to understand management issues
- Well-structured knowledge management efforts

Hub-based operations was believed to be a positive step towards a decentralized network. In many cases hubs had catalyzed member-to-member knowledge sharing. They also provided opportunities to explore regionally relevant comparative education challenges and solutions. Some supported regional-level fundraising efforts as they believed it would be “easier to raise funds for the hubs rather than for the entire network,” because of donor interest in regional activities, smaller budgets and higher probability of effective innovative solutions. A respondent hypothesized that regional project proposals would be more effective. Respondents said that PAL Network's support with proposal development would go a long way. Specifically they noted that the “network could support through trainings, reading proposals and giving feedback, and developing a tool for everyone to use.”

Respondents thought that collaborative network-wide research projects would be beneficial to promote PAL Network's cause. With respect to the GPE funded network-wide project titled, Common scale

assessment of early and foundational math learning across the Global South, a respondent noted that, the “longitudinal research would be a huge thing” as there was no other study that could rival it, not even 'Young Lives'. They thought it was a very big achievement.

***What has worked...since registering as an NGO only in 2018. The network's successes include achievement prior to the registration date. The highlights include the following points:***

- Global recognition for CLAs by members, role played in the promotion of SDG 4.1.1(a) from Tier III to Tier I and bringing discussion about learning outcomes to the center of global educational policy
- Standardization of CLA protocols
- International collaborations with PAL Network partners such as ACER, REAL Centre,
- Representation and participation in international forums such GEM Report, GAML etc.
- Adoption of contextualized action programs by members
- Sharing knowledge and experiences across countries
- Increased count of membership- especially those invested in CLAs

***What has not worked and challenges that have cropped up including critical issues.***

- Substantial decrease in number of CLAs and scarcity of updated evidence
- Management of financial barriers to scale and sustain CLAs
- Despite the development of DQSF there are challenges of adoption
- Insufficient linkages between national and regional advocacy to PAL's global position
- Limited adoption of innovation beyond foundational reading and numeracy
- Unstructured information sharing and language related issues
- Non-involvement of multiple ranks of people from within member organizations
- Need for fundraising support for member and network sustenance
- Network Secretariat at times acting as an independent body
- Issues with human resources and staffing at the Secretariat, and need for greater diversity
- More openness and transparency in governance

*Box 2. What has and has not worked for members since forming the network*

The global recognition and position of PAL Network and its members is commendable. It sets an example where Global South organizations have successfully started an international trend, in this case policy development, educational practice and promotion of evidence-based governance through the insights from citizen-led assessments. The gaps in PAL Network emanate from its informal origins. Much work required across communications, management, and fundraising with an eye on the competitive space members operate in. Target oriented strategies that bring in professionalism, improved technical capacity, and new ideas are needed. Some aspects of PAL Network's familial structure is bound to undergo significant changes as the network evolves towards improved professionalism.

## EQ 2: Communication

### Who communicates with whom, for what purpose and to what end? What are some successes and challenges of communication?

#### Sub-EQ 2.1: How is the network communication and information flow structured?

##### Facts and Conclusions

PAL Network's communication occurs at two levels, namely the flow of information and knowledge (i) across its membership, and (ii) to its external audience that includes PAL Network partners and other stakeholders (both global and regional). Members understand the importance of communication and there is general agreement that “external communication is stronger” than within the organization.

Internal communications are often related to knowledge sharing, coordination, governance issues, and possibilities of collaboration on projects. Structured knowledge sharing is achieved mainly through PAL Network's newsletter and blog. Some respondent noted that the newsletter was “pretty comprehensive and covered everything.” General purpose emails support unstructured knowledge sharing as well. Members often used informal channels for knowledge sharing related communications; leaders reportedly simply call up others for assistance, noting they did not need to rely on the Secretariat for everything. While such informal channels were most efficient for regional level decisions, and perhaps for a quick decision-making, they failed to inform a large part of the network at times. Professional communications faced efficiency challenges because of time-consuming protocols, especially when non-leaders had to communicate with PAL leaders. A respondent noted the asymmetry in communications when they stated that the Secretariat “sends more out than what they get in return and some members don't communicate as much.” Respondents also indicated a need to make deliberate attempts to engage the members by (i) encouraging purposeful and task oriented communications, (ii) improving proactiveness of the Secretariat, and (iii) regularizing follow-ups.

Details from respondents about other PAL Network members their organization communicated with, focus areas discussed, and if at all they provided and/or took new knowledge was used to develop a communication map of the network (Figure 6). A similar exercise was repeated during PAL Network's planning workshop at Leruat, Kenya that provided the perception about communication within PAL Network. Consider the following figures:

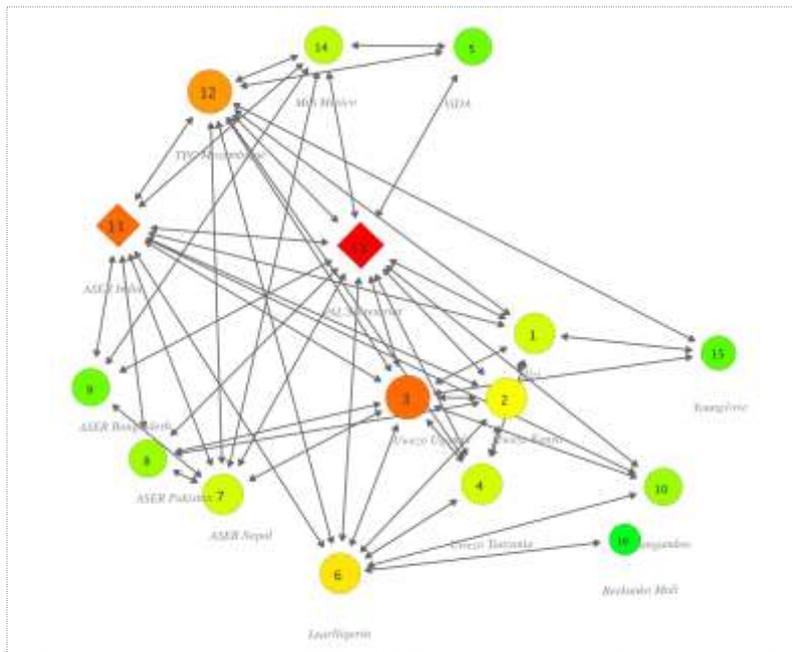


Figure 6: Communication channels within the network (who communicates with who and about what)

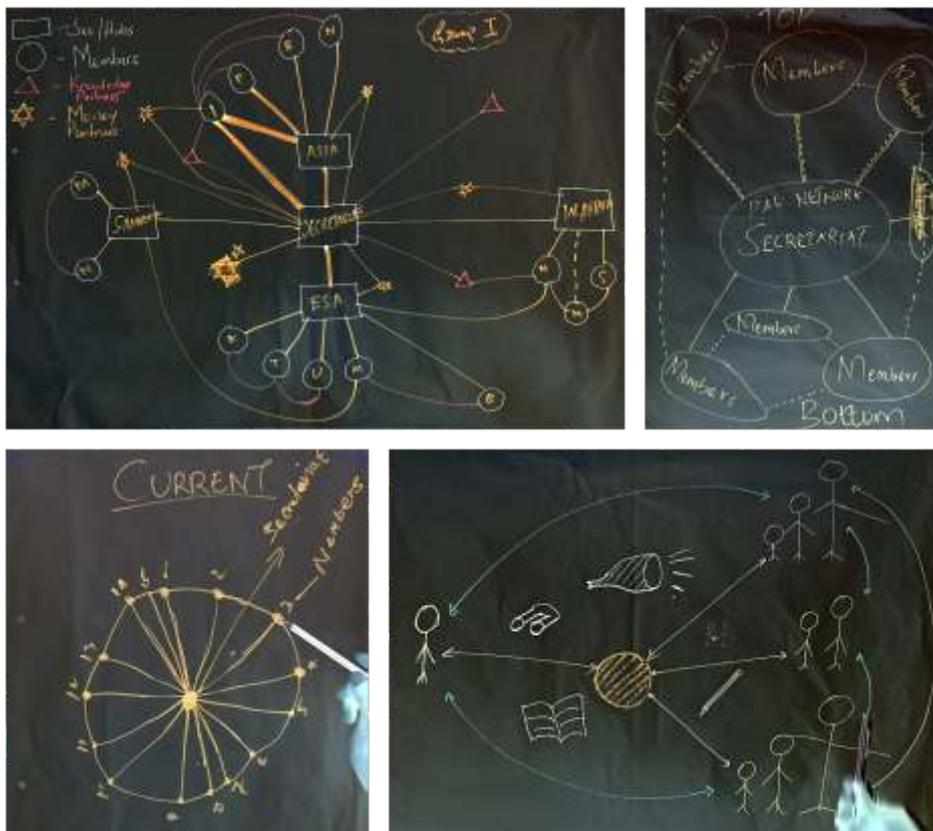


Figure 7: Network communication structure as hypothesized by Secretariat staff

Figure 6 shows that a regionalization of communication within PAL Network. Out of 105 maximum possible edges involving 15 nodes, the graphs show 52 communication channels; 49.5% connectivity. Members from Africa communicate more within their own hubs, and the same is true for members in Asia and the

Americas. The Secretariat is closer to the ESA hub. The Secretariat, ASER India and TPC Mozambique are most well connected, while Young1love, VIdA, Beekunko, and ASER Bangladesh are least connected. As a respondent noted, “our communication with the other countries was not much,” because interactions in their own language was more comfortable. Some members formed zones of comfort, which have limited connectivity within the network. Furthermore, the central placement of the Secretariat in three of four diagrams by Secretariat staff (Figure 7) indicates a bias in perception.

**Language and the similarity of contexts within hubs are key drivers of localized communication. The frequency of member-to-member interaction is in a big way driven by perceptions of leaders about the value of support from other members. And large part of this perception is fueled by asymmetry of information. Therefore, it is the Secretariat's responsibility to actively seek out stories from the hubs and share them throughout the network. Members' initiative also matters.**

**PAL Network's challenges with communication stem from the lack of clarity of purpose and associated tasks for communication. Because the network does not have well defined communication protocols and goals as a collective there is discord in communications, at times even leading to questions about transparency and openness. Furthermore, although the network and its members have rich stories to share, network communications do not encourage sharing of stories- instead they choose to report on outcomes only.**

## **Sub-EQ 2.2: What are some examples of PAL Network's advocacy successes?**

### Facts and Conclusions

PAL Network's social media presence on Facebook, Twitter and Instagram is promising- The Facebook page has 34,709 likes and 34,781 followers, compared to ASER India and Pakistan's 8,250 likes and 8,434 followers, and 48,969 likes and 49,001 followers, respectively. PAL's Twitter (@palnetworkHQ) handle has 2665 followers, compared to Child Rights and You (CRY) India's 291,980 followers and more than 10,000 tweets on a regular basis.

PAL Network was instrumental in ensuring that indicator for SDG 4.1.1(a) was reclassified from Tier 3 to Tier 1. The network's efforts ensured that learning remain at the core of the SDGs. There was general agreement, therefore, that PAL Network's external advocacy efforts had been successful. The network also played an important role in bringing the Global South perspective into the forefront of policy dialogues and discussions. This was seconded by the Outcome Harvesting Report, which observed that many of the network's 'wins' were related to external communications and global advocacy. That the Network had “done a good job with external advocacy and spreading the knowledge, products, and information” is clear. Some also observed that the network was “eager to spread members' achievements regularly through their contacts and social media.”

The global acceptance and appreciation for PAL Network's efforts translated into opportunities for network member representatives in getting invited to high-level discussions at UNESCO, UIS, and GAML. Interest in the network's efforts to improve equity and inclusion has increased as well. A respondent noted that, “this is gold. Because much bigger players are quoting our work”, and because the “international organization says this is important, so we can leverage on that.” The same respondent also noticed that similar purposeful channels were needed to improve internal communications.

**PAL Network's external advocacy and communication successes were predominantly driven by how members leveraged network as a “platform for communication.” International meetings**

and high-level interactions proved to be particularly valuable for network members, providing significant exposure and messaging opportunities. Many of these were availed by PAL leaders that put substantial pressure on their time in addition to excluding the participation of future-leaders (second tier). PAL Network's social media presence has a promising reach but they falter in terms of design quality and hygiene when compared to INGOs that have effectively used social media for their cause.

PAL Network's communication lacks agility, high content development standards, and targeted messaging. The team needs to “work swiftly, independently and package content in different ways suited for the audiences” spread over different locations.

### **Sub-EQ 2.3: What are some critical advocacy and communication challenges?**

#### Facts and Conclusions

Communications and advocacy contribute significantly to (i) fundraising and donor management, (ii) securing and executing network-wide projects, (iii) knowledge and information sharing, and (iv) strengthening synergies. Some respondents noted that the network's “very good communications” had “broken down in the past few years.” They also said that there seemed to be a lack of shared understanding of the value of outputs and outcomes, stating they sometimes received “random emails about release of reports without much thought about what the network gains from these reports.” They were also unclear about network-wide communication and sharing policies.

Some members thought that internal information was not widely shared. A respondent commented that “sometimes PAL Network becomes silent for a long time and sometimes we get email from the Secretariat at the last moment.” Last minute communiqués were challenging as “members did not get timely information” to act or comment.

The network has had clear challenges due to diversity of languages. Despite a historic demand for Spanish and French language support, the LWC's are not well represented. Given the wide-spread use of English in Asia, Eastern and Southern Africa, some respondents who primarily use English for official communications noted that the “language issue was a challenge and getting information from Senegal, Mali or Mexico was difficult because of the language barrier.”

Furthermore, careful planning of “how often communications need to happen,” and “how to consult with people and have real solid discussions around what is important,” was suggested as an important need for the network.

**Cross country sharing of outputs and outcomes faces challenges of language, a common understanding about the importance of some content, and response efficiency. The language gap continues to be not fully addressed, leading to language related tensions. Instituting a democratic sharing mechanism is much needed to improve internal communications within the network.**

## EQ 3: Network value

### What value do member organizations see in PAL Network and what are they gaining from participating in network events and activities?

#### Sub-EQ 3.1: What is the value of the network for members?

##### Facts and Conclusions

Network members gain value from the opportunities for learning and knowledge sharing, capacity building, and having a combined voice as well as because of the branding of the organization. One of the most important value propositions of the network is access to a global platform. Almost all respondents praised how PAL Network “increased the magnitude” of their voice. Members reported gaining more international branding exposure than at the national level.

Working together as a group has also helped streamline some actions, especially those related to assessment processes. A respondent remarked “every country was doing its own thing and now the activities are coordinated at the network level.” Despite the heterogeneity at the national / sub-national level, the coverage, reach, periodicity, competencies tested by assessments by member organizations in 13 countries has no doubt created a critical mass, which in turn has helped promote PAL Network's brand of assessment. Potential CLAs in new geographies such as Myanmar, Afghanistan, and Malawi, and Eswatini provide means of “amplifying the core messages” and enriching the conversation on children's foundational learning.

Almost all respondents unanimously agreed over PAL Network's contribution towards partnership development, knowledge sharing, and capacity enhancement. PAL Network has successfully created international collaboration opportunities for its partners and members. A respondent admitted by saying: “They (PAL Network) are making a lot of effort to connect us with different actors in the world.” Many also agreed that PAL Network was member-led. Respondents, however, found timeliness of communications, ability to promote innovation and contribution to fundraising as lacking. On the other hand, in addition to organizational benefits, the respondent identified some high-value individual gains, namely the feeling of working together as a group, stating that it was important that they were not alone and were rather “part of a network...doing work across 14 countries...believing in the same thing and assuring the quality of each other's work. That gave strength and made the brand stronger.” The responses are shown in Figure 8.

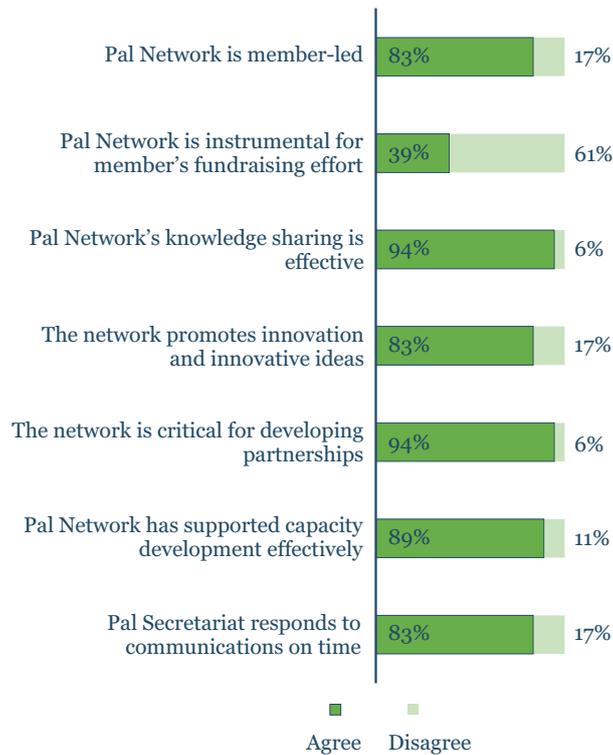


Figure 8: Agreement with PAL Network's value proposition for members

Members find value in PAL Network because of multiple gains without any particular cost of membership. Membership brought organizations and individuals a handful of “good to have” gains despite the absence of “must have” gains. Added benefits of working together as a large group privy to guidance, technical help and content from experienced members had helped many members to quickly adapt and adopt innovative solutions as per their context. PAL Network's delayed response to member expectations for fundraising support is a gap area needing immediate attention.

### Sub-EQ 3.2: What are the limitations of the network?

#### Facts and Conclusions

The limitations of the network are related to three broad areas, namely (1) Coordination, (2) Communication, and (3) Fundraising. A respondent said that there was a “feeling that not all members are at the center of the network.” Some members felt that the network was more distant for them; geographic and language differences posed a challenge. Members suggested that involving more than just PAL leaders and regularized communications were essential for improved operations, purposeful communication and transparency. They deemed hubs as ideal units for increased participation and inclusive management of the network. The lack of outcome based communications and weak internal communications were identified as drawbacks.

Many respondents opined that PAL Network had not been sufficiently “aggressive for raising funds as a network.” This compounded with the belief that the Secretariat had funds led to some dissatisfaction regarding funding, which they thought was a “critical issue for the network.”

Despite PAL Network's potential, the network's success was being limited by its capacity to (1) address the challenge of multiple member perspectives, (2) engage members to contribute more to the network, and (3) implement effective communications plans. These limitations had resulted in tempered gains that were not crucial for the growth of members.



# EQ 4: Knowledge Sharing

## How is PAL Network progressing with its knowledge sharing agenda?

### Sub-EQ 4.1: What is the importance of knowledge sharing and how to improve it?

#### Facts and Conclusions

As it has already been stated, the founding members of PAL Network had historically come together to work as a team- to promote the Global South learnings and agenda about children's foundational learning. Its formation thus facilitated knowledge sharing, collaborative learning and the quick adoption of contextually suitable in this field. Those who appreciated the effort pointed out that the network provided opportunities for “personal learning,” and one said that the chance to talk to and learn from “brilliant persons and find inspiration from them” was itself a big gain.

All members agreed that they benefitted from the network's knowledge sharing and learning activities. The network, in its turn, has also learned a lot from ASER India and ASER Pakistan. Given their size of operation and history, their knowledge outputs are higher than many other members. ASER and Uwezo reports continue to serve as inspiration for the network. A respondent observed that members “learned a lot from partners... from every country there was a lot of learning as to how they deal with logistics and practical aspects about assessment and action, in addition to handling strategic issues.” Sharing knowledge about the diversity of children's contexts, their learning, adaptations for effective solutions continue to remain crucial for the network's growth. The knowledge transfer across the network has also helped the development and dissemination of innovations. A respondent remarked that sharing was so crucial that “any innovation... should not be considered an innovation at all, unless it was shared.”

Challenges related to communications, namely, insufficient planning, lenient protocols, absence of a structured sharing system, and language barriers, also posed problems for knowledge sharing. Some have commented that sharing should become part of PAL Network's DNA. The network's trend of encouraging free-flow of knowledge and data is critical for continued growth. Of course, what is required is a clearly framed Data sharing policies and processes as members mature and expect more evolved data ownership, dissemination, usage, and management protocols. These are presently not well formulated or documented.

### Sub-EQ 4.2: How useful were PAL Network's events and what should change?

#### Facts and Conclusions

PAL Network conducted multiple workshops and events between 2015 and 2019 which the members

highly appreciated. They were particularly praiseful of the Secretariat's coordination and event management efforts. The events that respondents recalled were bucketed in three categories as shown in Table 4:

### List of PAL Network events

Capacity enhancement events	Government related events	Advocacy and knowledge sharing events
<ul style="list-style-type: none"> <li>○ Assessment workshop (Limuru, Kenya)</li> <li>○ CLAN trainings</li> <li>○ DQSF trainings</li> <li>○ TaRL/CAMaL and action program workshops and trainings</li> </ul>	<ul style="list-style-type: none"> <li>○ Family meetings</li> <li>○ Board meetings</li> <li>○ Meeting in Senegal</li> <li>○ Meeting in Xalapa, Mexico</li> </ul>	<ul style="list-style-type: none"> <li>○ PAL Conference (Kathmandu, Nepal)</li> <li>○ Country visits especially to ASER India and Pratham programs</li> <li>○ International meetings/ conferences</li> </ul>

Table 4: List of PAL Network events (based on recall)

Respondents rated PAL Network's events in terms of their usefulness for (1) new learning and knowledge sharing, (2) networking opportunities, (3) capacity development, (4) technical support, and (5) branding. As shown in Figure 9, the workshops on assessment design, data management and action program were decidedly appreciated. A respondent noted that it was very important that PAL Network had initiated workshops to enhance network personnel's "abilities to construct assessment," and appreciate the methodological differences between countries and implement assessments while also "respecting differences."

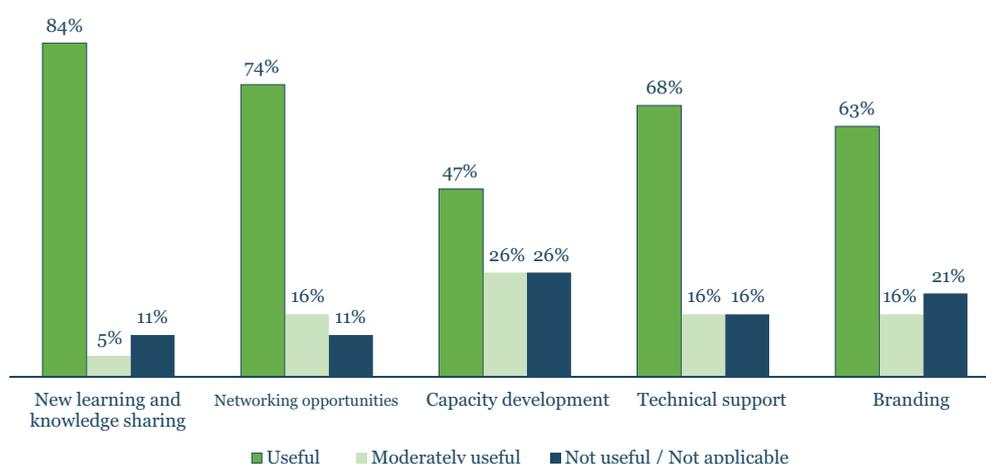


Figure 9: Rating (by members) of PAL Network events

Some members thought that family meetings were extremely important as they provided opportunities to "thrash out ideas and then build towards something common." PAL Network had had such meetings annually, but it was decided to reduce these interactions to a biannual basis to reduce costs. But some members suggested that the network might like to adopt "financially prudent and cost saving options" to address sustainability issues.

PAL Network's events, workshops, and trainings were uniformly appreciated by all, although cost-effectiveness of organizing such events was a general concern. In addition to expectations of more regular meetings that allowed members to explore common ideas and share experiences, introducing virtual interactions was explored as a means of increasing efficiency and increasing sustainability. Members were open to regular hub-based interactions, and network-wide virtual meetings, and low-cost family gatherings.

### **Sub-EQ 4.3: What are the knowledge sharing challenges and demands of members?**

#### Facts and Conclusions

Since both CLAs and TaRL/CAMaL methodologies were innovated and adopted very early on in South Asia, it was only natural that they would provide leadership in producing and sharing knowledge. Also, MiA (Mexico) with its body of research on citizenship and citizen-led assessments in academic forums are leading contributors to knowledge products. Although Jangandoo has experimented in their programs with digital surveying and other modifications, the language barrier had limited the consumption of their knowledge outputs by Anglophone and Spanish speaking members. Overall, each member has brought out reports and shared them with others as well as with all their other connections.

It was observed that at times, sharing over personal communication channels has made the reach of these knowledge products limited. Whenever the Secretariat did not share the knowledge products with all, many members not connected with the knowledge producer missed out on availing of the benefits through these reports and publications. A respondent reflected saying that “PAL provided information on request and not beyond that,” while another observed that “knowledge was limited to a very few people.” The absence of clear directives about “who should be kept in the loop, what knowledge should be shared, or timely sharing of knowledge, and follow up emails” would go a long way in improving the management. Because of this lack of centralized efforts, the network did not have an up-to-date information about member activities, outputs, and outcomes. A respondent suggested two steps in this context: “First to collect and put together, and then to share with teams.”

Challenges of knowledge management in PAL Network also had to do with inefficient feedback loops. It was observed that feedback on reports was limited. Members also raised the desire to make linkages to donors. Even though the Secretariat had developed a practice of informing members about potential proposals, members believed more could be done. Lastly, some believed that the benefits of the network were disproportionately larger for the leadership than other staff. Hub-based action program activities and CLAN trainings had benefitted the second-tier personnel across the network and had paved a means of creating holistic buy-in to solutions.

**Not having a robust knowledge management framework has hindered success of the Network to some extent. Having no structured system to disseminate internally and externally can be detrimental, especially when new ideas and innovations are made by the network members. It is necessary to have professionally managed information channels within the network, namely single point of contact between the Secretariat and members for all updates.**

**More needs to be done in the area of democratization of network gains. Although PAL Network has successfully advocated for a focus on foundational learning, its value has been restricted to merely providing evidence. Except for its inability to produce larger amount of knowledge products, PAL Network has done well on knowledge sharing.**

## EQ 5: Strategic alignment

### What is the degree of alignment between member organizations and PAL Network in terms of goals and strategies?

#### Sub-EQ 5.1: How aligned are members and network-wide strategies?

##### Facts and Conclusions

PAL Network's Strategic Plan (2020-2023) document was developed based on multiple consultations with members between March 2019 and November 2019. Inputs and feedback from members, donors, PAL leaders, Secretariat staff and consultants were incorporated into the Strategic Plan. An interim strategy paper was presented on November 05, 2019 at a conference in Nepal. Recommendations and learnings from there were used to finalize the strategy.

Some major changes that were needed to be considered while finalizing the strategy had to do with (i) Uwezo Kenya, (ii) Tanzania and Uganda's independence from Twaweza, and (iii) the goal of MIA Mexico to float an NGO in the near future- separating its research and programmatic arms, and any other imminent changing dynamics at the global, regional or national scales.

PAL Network members have already initiated remedial programs as a core focus of their operations. The model for these interventions were inspired by Pratham's TaRL/CAMaL model. PAL Network organized a workshop in December 2019 to understand and document the differences between member's interventions and the TaRL/CAMaL model. The workshop also enabled participants to share their learning and experiences, in addition to realizing as a group that the network's action programs needed a greater degree of harmonization.

**The broad alignment between the goals of members and PAL Network can be best showcased by its continued importance on all four pillars, namely, assessment, action, research and advocacy. An action plan is needed to execute the outline strategy with specifics drawn out for fundraising targets, donor management, technical support, engagement models for technical resources, capacity enhancement, communication, and staffing. The network members' demands point towards more structured support by PAL Network. Considering the nascent stage of the remedial learning interventions across the network, the process of how to harmonize the action programs is still an open question.**

#### Sub-EQ 5.2: How can the network help with members' growth strategies?

##### Facts and Conclusions

PAL Network's continued emphasis on the following has been useful for members:

- Support CLAs to measure children's learning outcomes

- Deepen focus on equity, inclusion, and citizenship
- Capacity enhancement
- Fundraising and management support

Members who have yet to begin their action programs wanted the network's help with (i) understanding the option of remedial interventions and in selecting an appropriate model, and (ii) in providing a platform to share knowledge, information, and technical assistance.

Innovation was identified by all respondents as a critical element. Members commented that “CLAN was going to be a key element.” They also noted that scaling innovations while rationalizing costs was important. It was also observed that relationships with organizations that use CLAs (available from Global Mapping) could potentially serve as a source of learning from other organizations working to improve children's learning outcomes.

**Members' demands for technical support, capacity development and knowledge sharing support were primarily based on an inward view. The network has missed out on learning from the innovations by other organizations invested in child growth and education and leveraging technology for education.**



## EQ 6: Sustainability

### What are the ways in which the network can strengthen its sustainability and how can management lead sustainability initiative of the network?

#### Sub-EQ 6.1: How is the non-financial sustainability of the network and what can be done to improve it?

##### Facts and Conclusions

The PAL Network model is an example of locally-led development supported by cross-boundary learnings and collaboration. The network's actions to promote the voice and decision making from the Global South and their impact on the global view on foundational learning is commendable. Localization and contextualization play critical roles in PAL Network's development model.

It was observed that the network's support was required for CLAs across member countries. A respondent observed that “if member countries cannot run their CLAs, it will affect the network's position and sustainability.” Network-wide common project based assessments such as CLAN provides a suitable means of reviving the network's contribution to generating globally relevant and reliable evidence of children's foundational learning- not only does the data-set serve as proof of concept, it also provides a notional view of cross-country performance. The CLAN assessment is pegged to SDGs as well.

Some respondents shared their expectations for “deliberate efforts to grow the Francophone membership and hub” They stated that equal support to all four hubs was essential. It was also noted that PAL Network provided a platform to build capacity, amplify the Global South voice, engage in research and innovate. To fully utilize the strength within the network, they believed it was necessary to ensure that “within one organization it was not just one person that was participating” but many so as to establish a protocol for continuity.

Respondents rated their satisfaction with PAL Network's sustainability across six dimensions as shown in Figure 10. Many were not satisfied with PAL Network's trend watching, fundraising and innovation efforts. They justified their ratings by pointing out that even PAL had dedicated staff for communications and coordination, but not “technically supporting member countries.”

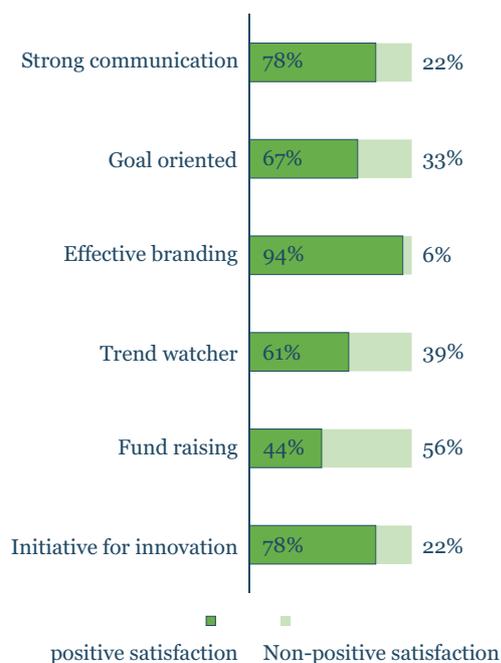


Figure 10: Satisfaction across dimensions promoting PAL Network's sustainability

Respondents appreciated the positive impact PAL Network had had on discussions on children's foundational learning, but some said that the network was still not yet stable or sufficiently established. They suggested that the network would benefit if it “packaged and put its products out there.” A menu based approach was suggested as an ideal solution.

All in all the general consensus is that PAL Network has immense potential and “can remain a strong and sustainable network with proper coordination at various stages.” PAL Network's help was identified as critical part of members' growth stories.

Sustainable operations depend on speed, agility, authenticity and holistic responses of PAL Network to face a wide ranging issues such as risk management, reputation management, financial stability, portfolio diversification, capacity enhancement, donor management, innovation and change management. For PAL Network this means balancing its member-led ethos processes for timely completion of projects and quality controls. Regional hubs were suitably decentralized levels to manage actions for the network's sustainability. Member-led efforts and their management was important for network cohesion and operations. , their management and promotion throughout the network was important.

## Sub-EQ 6.2: What is the state of the network's financial sustainability and how can it be improved?

### Facts and Conclusions

PAL Network events and activities are expensive. Coordination and logistics across multiple countries typically increase costs. Given the situation of finances and “knowing that the money was running dry” some respondents suggested exploring economical alternatives- ranging from e-meetings, selecting economical destinations for events, and having hub-based meets to save on time and cost. It was

suggested that the network think with two distinct scenarios in mind: the first where the network has a lot of funding, and second where it is strapped for funds.

While only some respondents were interested in cutting expenses and improving sustainable operations by avoiding face-to-face meetings, they all generally agreed that PAL Network needed dedicated fundraising effort through multiple streams- organizational funds from select donors, projectized funding, regional and hub-based funds to sustain network-wide activities. It was also observed that some members were undergoing changes for which they'd require change management support. Members had a general opinion that "fundraising for the Secretariat was stronger than for the network." PAL Network's is funded by seven donors- a significant improvement from its dependence on a much limited set of donors in 2018. It was expected that "PAL network would support in the technical part of producing quality fund raising proposals" to support members' funding situations.

Active involvement of all member in PAL Network activities is important. The hub-based approach has the potential of enabling increased participation but contingencies that overcome the tendency of clustering such as hub-to-hub collaborations and discussions are necessary. Francophone members and those from the Americas provide a unique opportunity to explore donor bases untapped by the network- French and Canadian donor networks invested in Francophone Africa, and donors with an interest in Mexico and Latin America.

Financial sustainability, especially in the context of shrinking donor funding, was not only a network issue but also a concern for individual member organizations. Fundraising support by engaging a team responsible for year-round business development may be necessary. Any donor supported program is still limited by their funding cycles and interest. Partnerships with governments would enable wider scale adoption of PAL Network's programs. Regional campaigns would be better suited for this.



# EQ 7: Outcomes and achievements

**What are the key outcomes and achievements of the PAL Network and its members that showcase the results of working together?**

**Sub-EQ 7.1: What are the key outcomes and achievements of the PAL Network that showcase the results of working together?**

Facts and Conclusions

88% of respondents were satisfied with the network's efforts of managing events and network-wide cooperation on projects, while only 61% were satisfied with the network's collaboration on research and innovation tasks as shown in Figure 11.

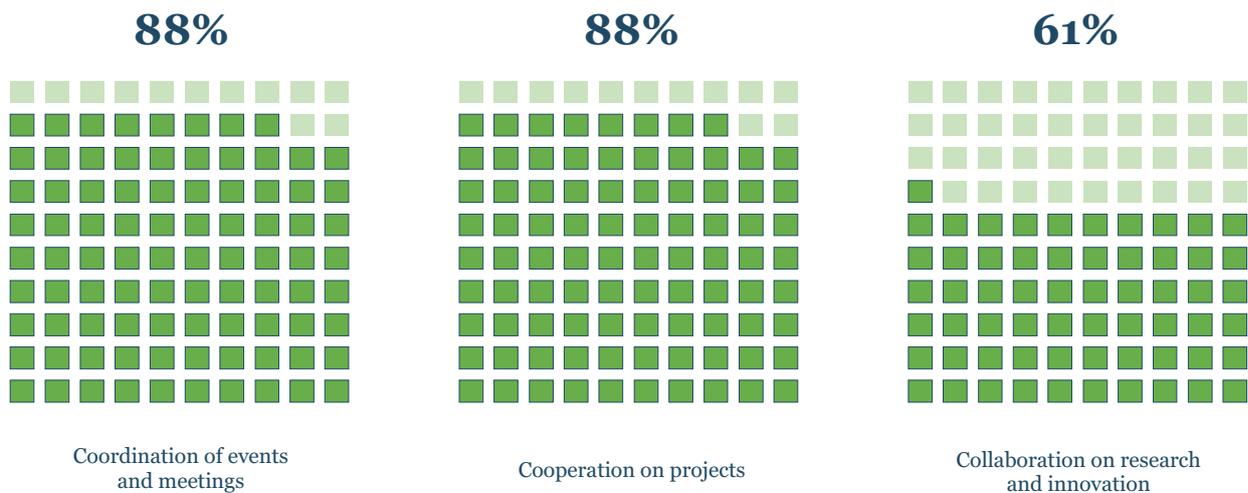


Figure 11: Satisfaction with Secretariat's efforts

The Outcome Harvesting Report (2019) commissioned by PAL Network detailed the outcomes of the network, showcasing a total of 98 outcomes. 77 of these were external and 21 were internal outcomes. The Outcome Harvesting Report also stated that much of PAL Network's outcomes were internationally aligned. An overview of the key activities and outcomes for each of the four focus areas of the network is shown in Table 6.

### Network activities and outcomes

	Activities	Key outcomes
<b>Assessment</b>	<ul style="list-style-type: none"> <li>○ CLAs adopted by 13 member countries</li> <li>○ CLAN project across 12 countries</li> <li>○ Increase in membership from 9 to 15 between 2015-19</li> <li>○ Formulation of the Data Quality Standards Framework</li> <li>○ Assessment workshops</li> </ul>	<ul style="list-style-type: none"> <li>○ CLAs were adopted by 13 PAL Network countries, and Global Mapping showed that ASER/ Uwezo tools are being used by 40+ organizations across 30 nations</li> <li>○ DQSF developed for PAL network (limited applicability to CLAs given that most countries have not done assessments after DQSF formulation)</li> </ul>
<b>Action</b>	<ul style="list-style-type: none"> <li>○ Remedial reading and math programs implemented by 8 new countries</li> <li>○ Capacity enhancement workshops (TaRL training) by Pratham and PAL Network consultants</li> <li>○ Action workshops</li> </ul>	<ul style="list-style-type: none"> <li>○ PAL Network members have responded to the need of evidence-to-action programs</li> <li>○ Network has increased its capacity to adapt and adopt TaRL/CAMaL programs. Independent remedial program development is pending</li> </ul>
<b>Advocacy</b>	<ul style="list-style-type: none"> <li>○ SDG 4.1.1(a) indicator promoted from Tier 3 to Tier 1 indicator</li> <li>○ PAL Network data showcased on UIS</li> <li>○ Participation in high level meetings such as GAML and association with GEM Report</li> </ul>	<ul style="list-style-type: none"> <li>○ Global South voice represented in international forums, and need to focus on foundational learnings is now part of SDGs due to the network's efforts</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>○ PAL Network briefs in collaboration with internationally renowned academicians</li> <li>○ Common numeracy assessment tool</li> <li>○ Nepal conference</li> </ul>	<ul style="list-style-type: none"> <li>○ Limited research outputs by PAL Network. Much of the insights are generated by third party members who may/may not collaborate with PAL for the research.</li> <li>○ Global showcasing of research based on PAL Network data</li> </ul>

Table 5: Network activities and outcomes

Considering respondents' lesser degree of satisfaction with networks collaboration efforts for research and innovation, members were also asked to rate the effectiveness of PAL Network on some key innovation related tasks: 73% respondents were satisfied with the network's support for member outcomes. And equal proportion also thought that the network had effectively disseminated innovations across the network. 67% respondents believed that partnerships for innovation had been developed effectively. Fewer respondents (60% each) thought PAL Network had done well to nurture innovative ideas or identify and underscore innovations.

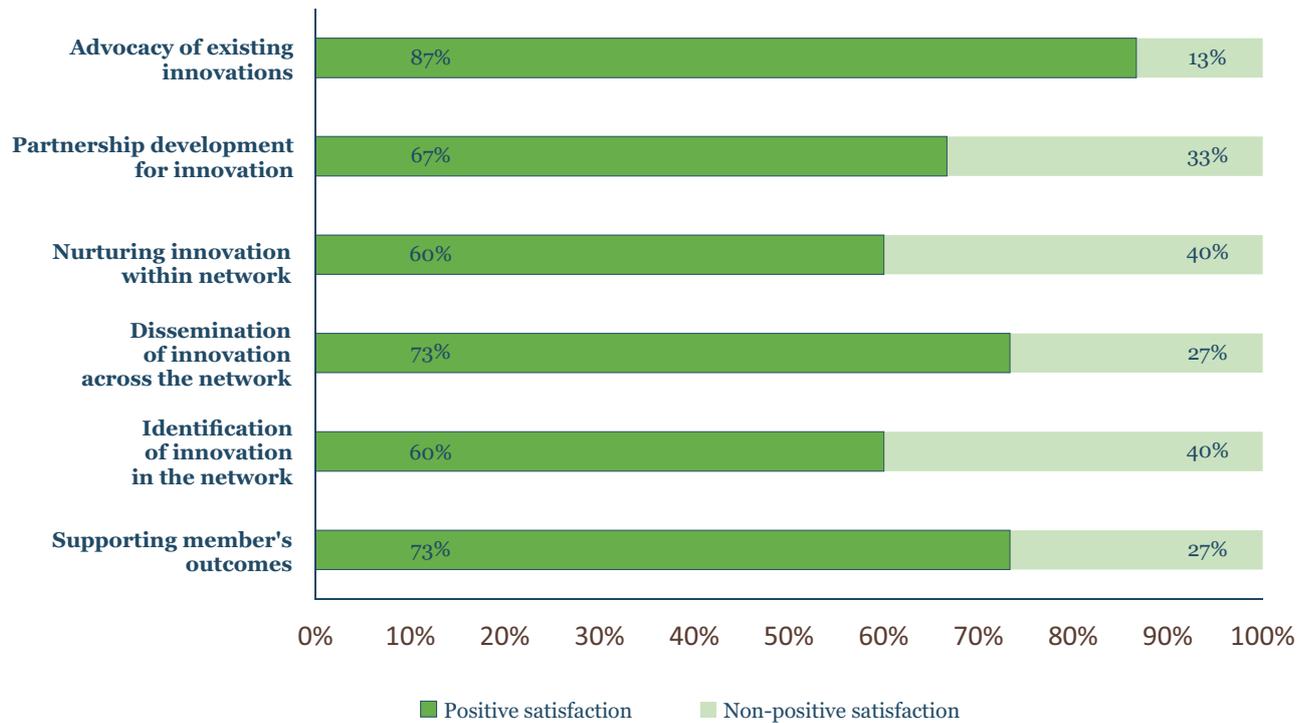


Figure 12: Satisfaction with PAL Network's innovation support

When asked to list key organizational level outcomes by individual members, the respondents identified the outcomes given below. The list of 23 organizational outcomes reported by members is given below.

- Regional level (136 municipalities covered) assessment in Nepal (by a new member)
- Social marketing has resulted in many organizations becoming aware of ASER in Nepal
- Technical support for network-wide capacity enhancement such as the test development workshop
- Data Quality and Standards Framework developed and adopted by the network
- Improved understanding of quality of data for assessments across the members
- Participation in multiple events as a network potentially leading to organizational collaborations
- Partnership with many national and regional organizations
- Participation and presentation at PAL Network's conference in Nepal
- Participation in CLAN
- Production of policy briefs using PAL Network data
- Review of education policies for Kenya
- Contribution to CSO's report on SDG global monitoring
- Scale up of action program in a new province- despite difficulty of terrain
- Successful ASER for the past ten years
- Adaptation of CLA tools for sign language and braille
- Program for displaced refugee children advocated in Global Education Monitoring report
- Sub-national level CLAs in Nigeria
- Use of assessment data to mobilize community to take action to improve learning outcomes
- Influenced exerted on the government to introduce interventions both on action and assessment; For example, Tanzania introduced a learning assessment for class 2 level to make sure that they know which children did not have literacy and numeracy skills so that support could be provided
- Influencing changes in Class 1 and Class 2 curriculum in Tanzania
- TaRL adaptation and implementation

- Scaling up of interventions- 20000+ children in our intentions in Mexico
- Academic publications on CLAs by MIA

Most notable global outcomes of the network are related to (1) the network's Global South oriented advocacy that successfully showcased a common voice and was instrumental in promoting SDG 4.1.1(a) from a Tier 3 to Tier 1 indicator, (2) spread of foundational learning assessments and/or remedial interventions across 14 PAL Network countries. The assessments were adopted by other organizations across 18 non-PAL countries, indicating wide-spread acceptance of PAL Network's assessment data, (3) publication of briefs and academic outputs by member organizations and PAL Network, (4) implementation and scaling of remedial learning camps in many PAL Network countries, and lastly (5) the participation of 12 countries in the network-wide CLAN project. PAL Network and its members have done well to make an impact and use evidence for action in their programs.



# EQ 8: Leverage

## To what extent has the PAL Network been successful in leveraging financial and non-financial resources for its member organizations?

### Sub-EQ 8.1: How have members leveraged PAL Network (non-financially)?

#### Facts and Conclusions

Respondents, especially from the ESA and Asia Hubs confirmed that the network did play a crucial role in amplifying their voice internationally. Being a member of PAL Network had facilitated partnerships, and “PAL's success in global advocacy” provided much learnings to them, which even non-PAL organizations believed they would gain from if they partnered with network members. Adding to this sentiment respondents highlighted the opportunity of working as a group to solve a most challenging problem of foundational learning. A respondent mentioned how they leveraged PAL Network's brand and name to “affirm and reiterate” their point. It was critically important for members that so many organizations from different countries were collaborating and coordinating to solve a Global South problem. Respondents noted that PAL Network had supported them to attend some crucial meetings in international forums on SDGs. General satisfaction with PAL Network's leveraging efforts are shown below:

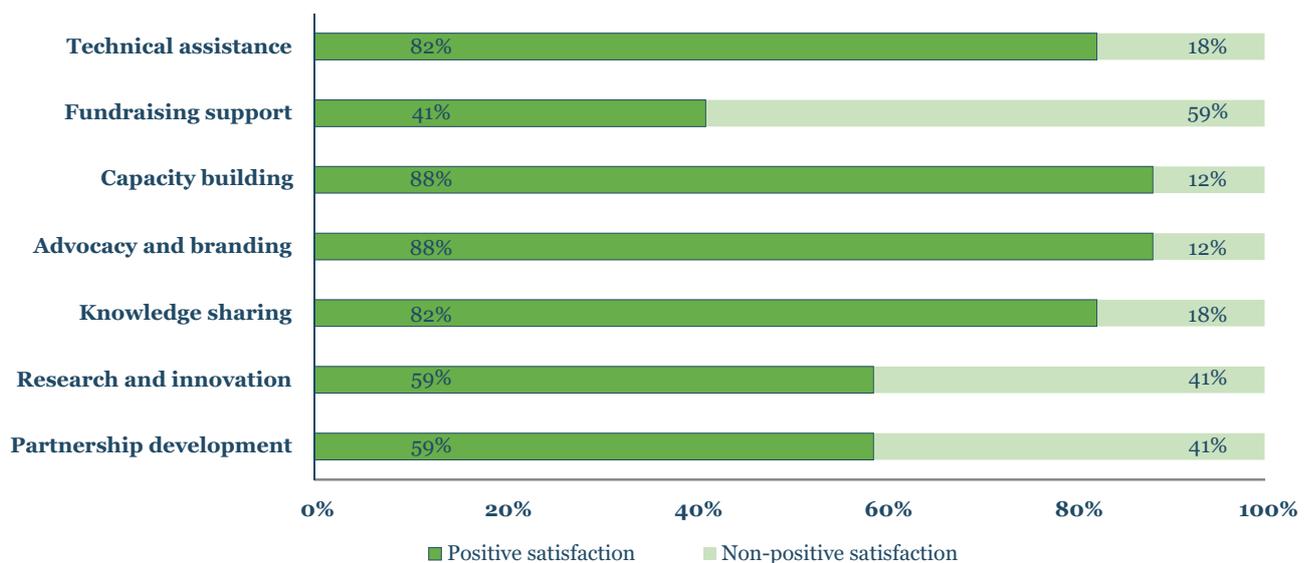


Figure 13: Satisfaction with PAL Network's leveraging

The magnification of PAL Network members' voices in the international development space is a very important contribution of PAL Network. Bringing in 14 countries under one umbrella and helping another 18 countries outside the network had helped the members leverage CLAs and remedial learning camps in their own countries. This had also facilitated them in securing support from their donors. Some member had successfully leveraged PAL Network to build relationships with research partners such as ACER, University of Leeds, University of Cambridge, JPAL and various national research centers in their own countries. In addition, the opportunity to partner with academic institutions was a significant contribution. A member noted that "if it weren't for PAL's engagement with REAL Centre, the organization wouldn't have partnered with an academic." Members leveraged the network to strengthen their ties by providing the institutions access to richer multi-country data sets. As noted by a respondent, "It was not that we got in touch with REAL Centre because of PAL but we have leveraged PAL to deepen the relation." In some cases the scope of the collaborations were limited, where partners utilized members to source learning related data.

**There was a broad agreement that members did succeed in leveraging PAL Network for non-financial gains. The strength of one coherent Global South voice could be achieved because of the network's strength in numbers. Being a part of the network, the members also leveraged each other's experience to build their own contextualized programs. For example, new programs could showcase the success of similar models in other countries to find support for their own interventions. While the leveraging efforts were successful on multiple fronts it was wanting in creating network-wide donor relationships (the Hewlett Foundation being an exception), mobilization of technical support, and the development of knowledge products. Even though PAL Network as an organization provides a platform to leverage the growth mindset, technical limitations have restricted the extent to which members could fully gain from leveraging its culture of collaboration and people.**

## **Sub-EQ 8.2: How have members financially leveraged PAL Network?**

### Facts and Conclusions

Respondents wholly supported the idea of PAL Network as a platform for collaboration and growth. PAL Network had steered away from fundraising for network members on principle. But the network was leveraged indirectly for fundraising. For example, a member said that sometimes they had limited funds for travel and attend international conferences and this was when PAL Network would fund their participation. Some members, especially those who had received funds from Hewlett Foundation noted the advantage of being a part of PAL Network for that particular round of grants. "It may not be explicit but because we are part of the PAL Network... even the funders get confidence," a respondent said. They went to observe that donors such as DFID who had funded other PAL Network members were comfortable in supporting others under the PAL Network umbrella. A few others noted that mentioning the network and member's association with the network typically strengthened proposals to prospective donors. Project based proposals is relatively new in PAL Network. Although there is an expectation that the network will support in developing these proposals, the extent and degree of help the network is willing to provide is not clear.

**Although details of financial leveraging are not available and are beyond the scope of the current report, members admitted that they indeed benefitted from PAL Network for increased donor confidence, visibility, and participation in events.**



# LIST OF RECOMMENDATIONS

A total of 22 recommendations were identified- 10 high priority recommendations (marked in orange) and 12 moderate priority recommendations (marked with blue). The recommendations are either for the network or for the Secretariat specifically. It is suggested that the end users of the report review the recommendations and consider who within the network is best suited to lead its implementation. Estimated timeframes (short, medium, and long-term), lead actor and effort estimates are also marked in the table of recommendations. Three of them are long time-frame, eleven are medium time-frame and the remaining eight are actions that would require a short time-frame. The recommendations are inductively categorized as follows:

- Focus: programmatic specificity in terms of what PAL Network aims to accomplish;
- Management and governance: Especially, the way PAL Network is run, including decision-making, sense of ownership and finances;
- Communication: Sharing of processes, methodologies, results and impacts, and how members, and partners can learn from each other;
- Secretariat support: Mainly, the nature of service and support PAL Secretariat provides members

Key recommendations within the ambit of the evaluation questions and sub-questions.

R1	Theme of Recommendation	Lead	Effort	Timeframe
	Governance and management	Network	Medium	Medium term
EQ 1.1	Membership within PAL Network			
Existing ambiguity about membership must be resolved with the following steps: (1) Clearly define “Selection, Renewal, Exit Guidelines” for members and associate members (2) Institutionalize associate memberships to test and gauge potential of applicants. Based on satisfactory performance full membership can be awarded. Have “named” members for the purposes of advocacy and branding but support it with MoU's with host institutions for contractual purposes.				

<b>R2</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Governance and management	Network	Medium	Medium term

<b>EQ 1.2</b>	<b>Characteristic of the Network</b>			
	PAL Network should encourage level-specific interactions between and among members			

<b>R3</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Network	High	Medium term

<b>EQ 1.2</b>	<b>Characteristic of the Network</b>			
	Focus on 'What is New' or Innovation in both Assessment & Action, and adopt country level solutions with respect to Innovation			

<b>R4</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Secretariat support	Secretariat	Medium	Medium term

<b>EQ 1.3</b>	<b>Motivation and expectation of members</b>			
	Respond to members' needs by (1) Mapping Subject Matter Experts (SMEs) across the network and engage them in specific problem-solving activities, (2) Prioritizing expectations and demands of network members based on-ground requirements and situations, (3) Institutionalize exchange programs for PAL Leaders, senior managers and researchers, and (4) Engage consultants and dedicated researchers across focus areas.			

<b>R5</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Communication and advocacy	Network	Medium	Medium term

<b>EQ 2.1</b>	<b>Communication and information flow structure</b>			
	Make communications explicit in terms of purpose, estimated schedule, required actions and actors. More specifically: (1) Reinitiate virtual and /or in-person annual meet, (2) Bring out Bite sized monthly (3) Innovate and popularize PAL Newsletter (4) Minimize communication protocols (5) Invest in LWC support, and (6) Diversify meeting teams (when meeting donors)			

<b>R6</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Communication and advocacy	Network	Medium	Medium term
<b>EQ 2.2</b>	Success stories and effectiveness of communication and advocacy			
	The Communication Lines between designated managers be maintained by sticking to Communication Calendar and Protocols (with tasks, rights, duties and improve campaigns with regular feedback)			

<b>R7</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Communication and advocacy	Network	High	Medium term
<b>EQ 2.2</b>	Success stories and effectiveness of communication and advocacy			
	Engage Campaign Managers and Professionals to strengthen PAL Network social media presence by (1) Well designed media updates (2) Enhancing social media footprint through accurate and emotive story-telling, and by (3) Seeking guidance of a professional social media campaign manager to leverage PAL's multi-country, multilingual and pluri-cultural presence.			

<b>R8</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Communication and advocacy	Secretariat	High	Medium term
<b>EQ 2.3</b>	Advocacy and communication challenges			
	Communication Teams to create High-quality professionally designed advocacy products			

<b>R9</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Network	High	Medium term
<b>EQ 3.1</b>	Value of PAL Network			
	<p>Enhance network value by improving its core levers:</p> <ul style="list-style-type: none"> <li>(4) Continue strengthening the voice of Global South from PAL Network</li> <li>(5) The CLAN and GPE KIX Global Innovation Grant projects pave a way for sustainable network-wide projects.</li> <li>(6) Network value can be increased by bidding for 7-10 competitive proposals per year by engaging a lean business development team (where one could expect a 15-20% conversion).</li> </ul>			

<b>R10</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Governance and management	Network	Medium	Medium term

<b>EQ 3.2</b>	<b>Limitations of the network</b>			
	Overcome limitations by (1) continuous learning engagements, (2) collective fund-raising, (3) strategic communication and advocacy, (4) bringing in transparency in decision making, and (5) Involve the young leaders in a Bi-Directional Inter-hub Communication			

<b>R11</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Secretariat	High	Short term

<b>EQ 4.1</b>	<b>Knowledge sharing within the network</b>			
	Track knowledge products periodically, develop a network wide KMS and train personnel accordingly			

<b>R12</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Secretariat support	Secretariat	Medium	Short term

<b>EQ 4.2</b>	<b>PAL Network knowledge events</b>			
	Regularize and save on event cost and time by securing sponsorships, and by holding low-cost E-meetings, Hub-based meetings, and webinars			

<b>R13</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Secretariat support	Secretariat	Low	Short term

<b>EQ 4.3</b>	<b>Knowledge sharing challenges and demands</b>			
	Set up Data policies and practices, Co-create and share clear knowledge sharing protocols as to who owns the data and how to share it for the global good			

<b>R14</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Governance and management	Network	Medium	Medium term

<b>EQ 5.1</b>	<b>Goals and strategy alignment</b>
	Understand different goals and diversity across different program models and bring in a harmony in your strategies for focus areas

<b>R15</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Network	High	Long term

<b>EQ 5.2</b>	<b>Growth strategies</b>
	Plan for action and technologies for (1) Gamified learning, (2) Adaptive assessment (3) Tech enabled MELS

<b>R16</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Secretariat	Low	Short term

<b>EQ 5.2</b>	<b>Growth strategies</b>
	Utilize PAL's global hubs to increase uptake of CLAs and CLAN. Promote CLAN on all platforms and campaign with stronger advocacy

<b>R17</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Governance and management	Network	Medium	Medium term

<b>EQ 6.1</b>	<b>Non-financial sustainability</b>
	Deepen regional relationships, Participate in regional networking opportunities, and Identify Outcomes and Tasks for hubs

<b>R18</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Network	High	Medium term

<b>EQ 6.2</b>	Financial sustainability			
	Involve both leaders and others in 'Fundraising' by identifying donors and their needs, enrich relationship with governments and invest time in multiple fundraising strategies			

<b>R19</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Communication and advocacy	Network	Medium	Short term

<b>EQ 7.1</b>	Outcomes and achievements			
	Make Network's achievements and progress known to both external forces and internal players			

<b>R20</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Members	High	Long term

<b>EQ 8.1</b>	Non-financial leverage			
	Continue supporting the culture of collaboration by involving the SMEs and PAL's diverse actors			

<b>R21</b>	<b>Theme of Recommendation</b>	<b>Lead</b>	<b>Effort</b>	<b>Timeframe</b>
	Focus	Network	High	Long term

<b>EQ 8.2</b>	Financial leverage			
	Leverage PAL network as a growth platform, Co-develop plans and timelines, and Conduct reiki of fundraising opportunities through some high impact projects			



