



WINGSForum Evaluation

Istanbul March 27 to March 29 2014

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Executive Summary

This report evaluates the WINGSForum 2014 that took place from Thursday March 27 to Saturday March 29 in Istanbul. The theme was 'The Power of Networks: Building Connected Global Philanthropy'.

This was an extremely successful meeting. Sessions were well-regarded, social events enjoyable and organisation and logistics well managed. For 97 per cent of people, the convening either 'met' or 'exceeded' their expectations.

Here are some typical statements to illustrate how most people felt about the meeting:

'I enjoyed the Forum and learned a lot that I can bring back home and apply immediately. Great work!'

'It was a great opportunity to learn and to network.'

'Created opportunities to think.'

'Great mixture of people, fantastic networking opportunities, very well organised. Inspiring.'

There were many such statements about the meeting. Such responses were made by different kinds of people – WINGS members, non-members, board members, programme staff, funders and others. All of these groups felt well served by the meeting.

Having said that, there were some variations in how people rated various sessions. Sessions that worked best were those that engaged participants directly, combined humour with a serious purpose, and had good content. Sessions that cast participants in a passive role tended to be less successful.

Notwithstanding these variations, the meeting overall was well regarded. Statistical analysis of what drove the success of the meeting revealed two different factors at work. The first was the overall quality of the sessions – plenary, concurrent, and preconference – combined with the well-organised nature of the event. The second was a combination of two important takeaways from the meeting – learning that could be applied when people got home and contacts made during the meeting that could result in further collaboration.

Moving forward, and building on this success, there are various lessons for the WINGS Office to consider in conjunction with their members. These relate both to the organisation of future meetings and also to the work more generally.

The first and most important lesson is that people said that the format worked so that there is little sense in changing it.

Suggestions for improvement came from an expressed high level of satisfaction about the current way that WINGS works. In considering enhancements, people suggested that future meetings should involve more participative approaches and less listening to people talk. There should be more attention paid to local culture in organising future Forums, and more use of the diversity of WINGS members during the meeting itself. There should be more attention given to professional development and the global research on philanthropy should be given high priority. Finally, WINGS should not be afraid to engage controversy and should follow up the 'Associations on Trial' session to address the issues raised.

WINGSForum Evaluation Full Report

Purpose of evaluation

This evaluation has two main purposes. The first is to assess the value of the meeting to the different groups that attended. The second is to learn from what participants say about the meeting to improve such meetings in the future.

In publishing the evaluation, WINGS is demonstrating accountability to its constituency and supporters, as well as communicating with a range of stakeholders outside its immediate purview. Publishing results – whether good or bad – is important for the transparency of the field.

Methods

An online questionnaire was sent to all conference participants following the meeting. To complete this, participants were asked to tick answers to pre-coded questions, most commonly using a five-point scale from 'very good' to 'very poor' to assess their satisfaction with a particular aspect of the meeting. People were also given the opportunity to comment on each question.

The questionnaire covered an assessment of each plenary session, an overview of the plenary sessions, an assessment of the organisation and logistics of the meeting, together with views on the value of the meeting from the point of view of expectations, learning and networking. Participants were asked to give their views on how to improve future WINGSForums and to give suggestions for the priority for WINGS as a whole.

The survey was completed by 108 people (40 per cent) of the 270 people who attended the meeting.

There were two supplementary questionnaires, one for the concurrent sessions and one for preconference sessions. Both followed the same format and asked systematically for six ratings on: 'overall value', 'content', 'process', 'relationships', 'facilitation', 'organisation' and 'logistics'. People were also asked to say what they particularly liked and disliked about the session, and what action (if any) they planned to take as a result of it. Both preconference sessions and 15 of 19 concurrent sessions were evaluated in this way.

In the pages that follow, we consider the findings in detail. We structure the report as follows.

First, we look at what happened at the meeting, at the plenary sessions, concurrent sessions, pre-meeting sessions and social events. Second, we examine the organisation and logistics of the meeting. Third, we bring the data from the evaluation together and examine the extent to which expectations were met and what factors led to this. Finally,

we report on the data that relates to WINGS going forward towards its next Forum and the wider work of WINGS.

Plenaries

In this section, we examine the plenary sessions that took place over the three days of the meeting.

It was clear that people enjoyed the plenary sessions. Here are some typical comments:

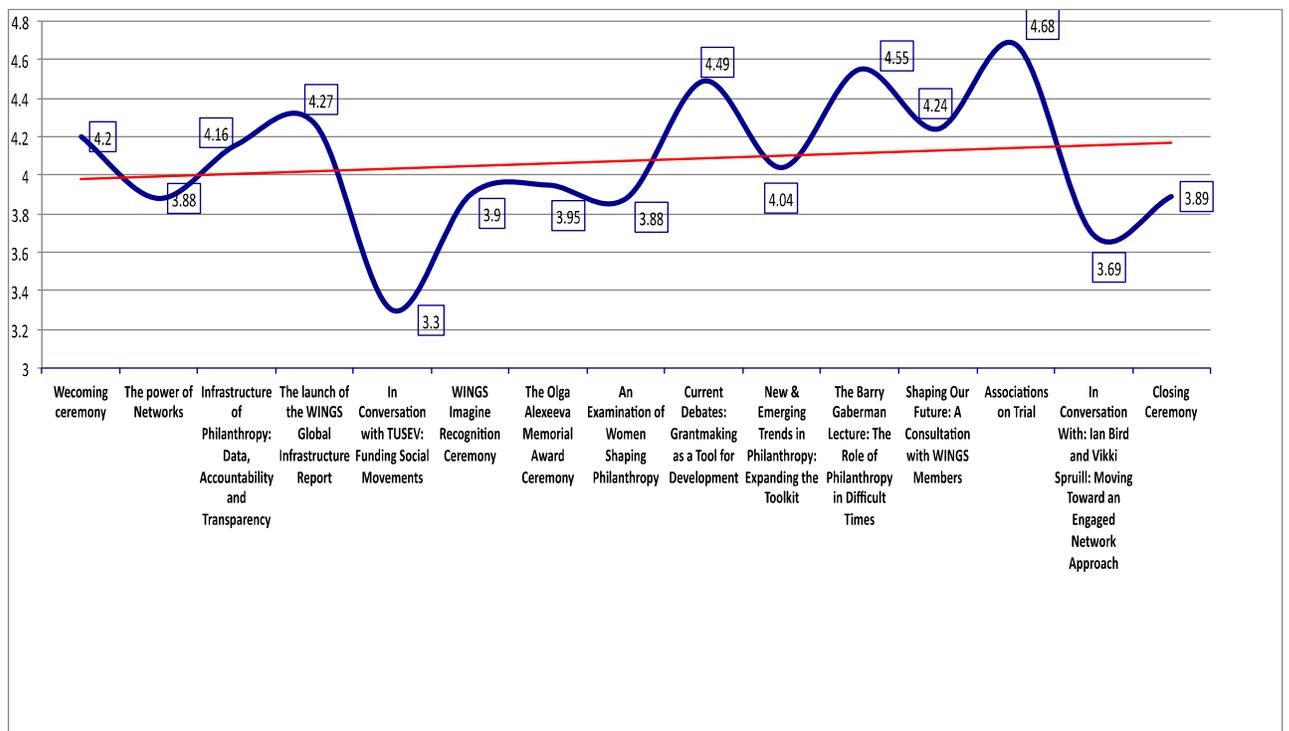
‘Overall, I was really impressed and loved the mix of people.’

‘Good variety of themes; excellent speakers.’

‘The plenaries were all great.’

To investigate the value of individual sessions more closely, participants were asked to rate each plenary session on a five-point scale. The scale points were: ‘very poor’ (1), ‘poor’ (2), ‘average’ (3) ‘good’ (4) and ‘very good’ (5). Chart 1 displays the mean scores for each of the sessions.

Chart 1: Mean ratings of plenary sessions on a five-point scale (where 1 is very poor and 5 is very good)



The blue line denotes the flow of the meeting.
 The red line denotes the underlying trend throughout the meeting.

The overall mean of the ratings for the 15 plenary sessions was 4.07. This equates to 'good' on the scale. The mean score of the lowest rated session was 3.3 and the highest 4.68. This means that mean ratings for sessions fall either between 'average to good' or 'good to very good'. A table setting out selected descriptive statistics, including the number of people assessing the session, the mean score, the minimum score, the maximum score, and the standard deviation is included in Annex A.

The highlight of the first day was the 'Launch of the WINGS Global Infrastructure report'. On the second day, the two sessions with the highest ratings were 'Current Debates: Grantmaking as a Tool for Development' and 'The Barry Gaberman Lecture: The Role of Philanthropy in Difficult Times'. On the third day, the most popular session – and indeed the standout session at the entire meeting – was 'Associations on Trial'.

It was noteworthy that the two least successful sessions were the sessions prefaced with 'In conversation with'. These were: 'In Conversation with Ian Bird and Vikki Spruill: Moving Toward an Engaged Network Approach' and 'In Conversation with TUSEV: Funding Social Movements'.

Part of the explanation of the variations between the different sessions is the level of engagement of the audience. Sessions that were rated highly tended to be described as 'entertaining', 'participative', and 'humorous', while simultaneously containing good content. The session that attracted the highest ratings, for example, 'Associations on Trial' blended challenging content with a humorous approach. As one participant put it, the session 'both made me think and made me laugh'. The 'Launch of the WINGS Global Infrastructure report' was praised for 'building the evidence base of the field', while 'bringing a light-hearted approach to statistics'. The fishbowl technique employed in the session on 'Current Debates: Grantmaking for Social Development' was regarded as 'brilliant' because, as one participant suggested, 'it allowed the session to take advantage of the massive expertise in the room'.

On the other hand, sessions where participants were cast as passive listeners were less popular. An exception to this was the 'Barry Gaberman Lecture', which was highly rated because people found the content stimulating. In contrast, the session on 'the Power of Networks', although valued highly by some, was seen by others as 'a lost opportunity'. One participant said, 'I wish the keynote speech on the power of networking had been more powerful and addressed issues beyond the 101 of networking.'

A common view was that expressed by a participant who said 'the sessions were good but would have benefited from some design creativity'. There was a sense that 'too much time is sitting and listening to others.' The two conversations, one about Turkey and the other about North America, attracted lower ratings because some people found them 'dull'. There were complaints about the North American's session, feeling that its narrow geographical focus was unhelpful. One participant noted 'the panel with Ms.

Spruill and Mr Bird seemed particularly bizarre: haven't we moved past the point of 'North Americans know best?'

The flow between sessions is noteworthy. As can be seen from the red line in Chart 1, there was a general tendency for the rating of sessions to improve over the three days. As one participant noted: 'the sessions just got better and better.' At the same time, the last two sessions went against this trend, and one participant noted, 'the meeting seemed to fizzle out.'

Concurrent sessions

Overall, the concurrent sessions were a success. Here is a selection of comments:

'The concurrent sessions I attended were very good, content wise, lively, very engaged audience.'

'Enjoyed the interactive nature – realise that the time was very short in which to handle a lot of content so think the presenters and panellists did well.'

'Concurrent sessions were very good. The time was not sufficient for most of them, meaning that the conversations were so good that the attendees did not want to leave.'

To gain a systematic assessment of the concurrent sessions, people were asked: 'In general, what did you think of the concurrent sessions that you attended?' Answer options employed the same five-point scale we used with the earlier question about plenary sessions: very poor (1), poor (2), average (3), good (4), and very good (5).

The mean score for concurrent sessions was 4.2. This means that, on average, the sessions were 'good' to 'very good'.

There were, of course, some variations and some people did not enjoy particular sessions.

'Two were great, informative, powerful and truly shared knowledge and skills and two were average – shared basic facts or were rushed, so the average is good.'

'The concurrent sessions were mixed. However, as a conference organiser myself, I know how difficult that this can be to orchestrate.'

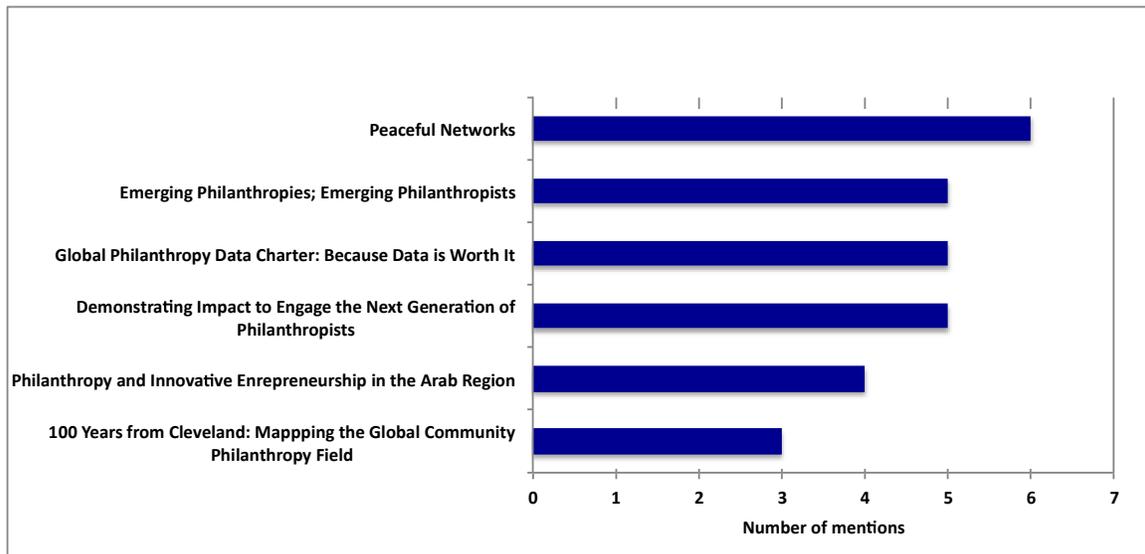
Overall, however, the variations in quality between concurrent sessions were less marked than is commonly the case in meetings of this type. One person suggested: 'there was a good range of options for concurrent sessions and they all worked for me.' What tended to bring down ratings was the situation where 'a report is presented and

audience participation is limited to questions’. For the most part organisers managed to avoid that. Our evidence for this statement is given in Annex B. This gives details about how people felt about the concurrent sessions using data that was collected during or immediately after each workshop.

We asked people: ‘What was the most memorable concurrent session you attended and why was it so?’ Seventy-one of the 108 people who answered the questionnaire gave a response to this question. It was striking that each and every concurrent session was mentioned at least once. This is a good sign because it meant that each session had at least some measurable value.

Six sessions were mentioned as ‘most memorable’ by three or more people. These particularly noteworthy sessions are listed in Chart 2.

Chart 2: Most memorable concurrent sessions



We can conclude from the analysis that the concurrent sessions were a valuable addition to the meeting.

Preconference events

The two preconference sessions were both successful. Both sessions were on networks. One, organised by Steve Waddell, had a mean overall score of 4.04. The other, organized, by the interaction Institute for Social Change (IISC) and had a mean score of 4.64.

It was clear from what people said that both sessions were well organised, had good materials and had strong content. What appeared to make the difference in the ratings between the two sessions was that the IISC session was more interactive and participative, with more participants saying that they would implement their learning

when they got home. More detailed analysis of these two sessions is included in Annex C.

Social events

There were two social events at the meeting. The first was the UBS Global Philanthropy Compass Panel and Cocktail Reception; the second the Gala Dinner. Again, both of these events were successful with the reception gaining aimed a mean score of 4.16 and the dinner a mean score of 4.35.

Neither event attracted much comment among respondents to the survey. One or two people suggested that the band at the dinner was too loud and disrupted interesting table conversations.

Logistics and organisation

There was a general consensus that the WINGSForum was well organised and executed.

Typical comments on the organisation of the event were as follows:

‘Really an exceptional and well-organised event all around.’

‘Thank you to WINGS staff for their wonderful support.’

‘Excellent support and logistics.’

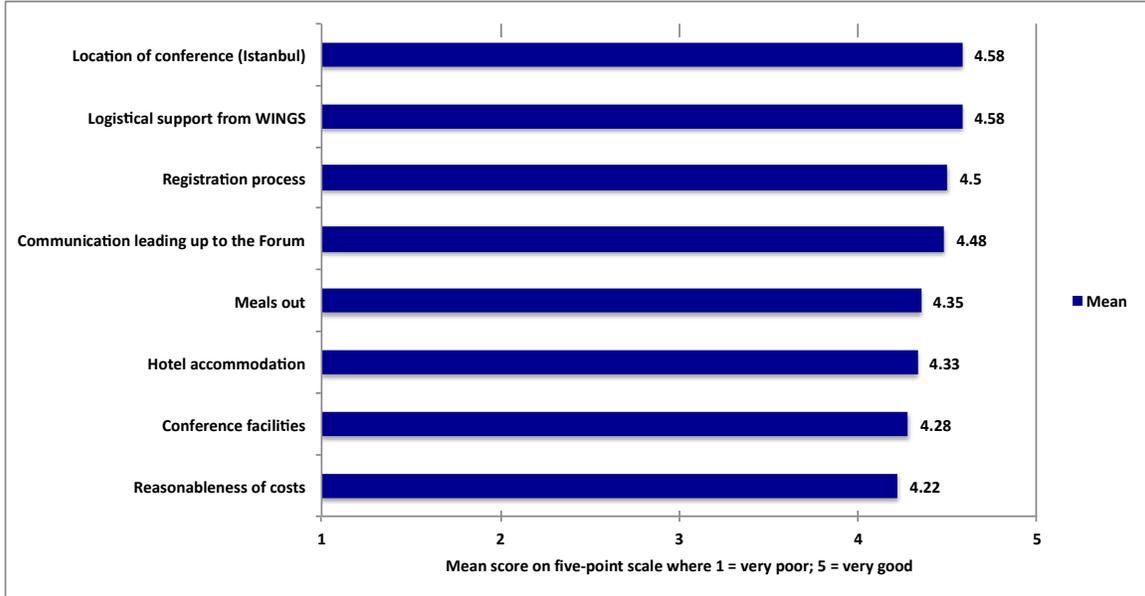
‘Thank you for taking care of us.’

‘WINGS staff extremely efficient, courteous and helpful.’

Again, we asked people to rate a number of features of the organisation and logistics of the meeting on the five-point scale we used earlier. The scale points were: ‘very poor’ (1), ‘poor’ (2), ‘average’ (3), ‘good’ (4) and ‘very good’ (5). The items we asked about were: communication leading up to forum, registration process, costs, conference facilities, location (Istanbul), hotel, meals out, and support from WINGS.

Chart 3 shows the mean scores on the ratings of organisation and logistics.

Chart 3: Mean scores on ratings of organisation and logistics



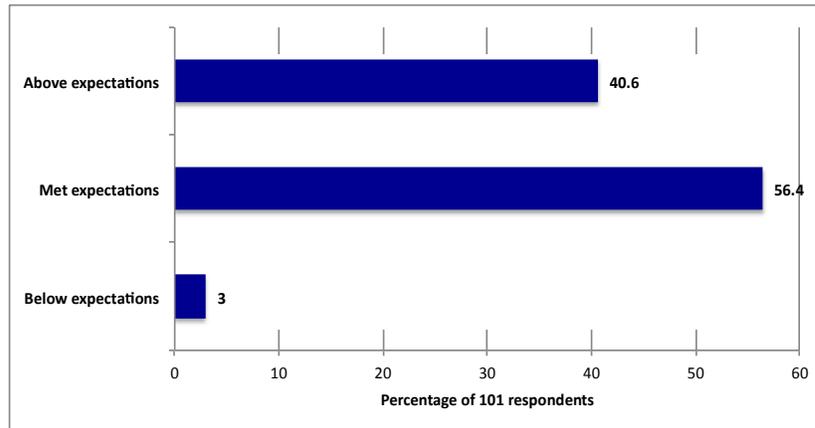
These scores speak for themselves. All are in the range from ‘good’ to ‘very good’.

Notwithstanding these ratings, there were a raft of comments about the venue, particularly the lack of light in the rooms and the vagaries of the lifts in the hotel. Overall, it was clear that these factors did not damage the enjoyment of the sessions nor the ratings of the logistics and organisation, which suggests that organisers did a good job in overcoming factors that could have been a focus for complaint had the meeting not been so good.

Meeting expectations

People were asked to say whether their expectations of the meeting were met. Answer options included: ‘below expectations’, ‘met expectations’, or ‘above expectations’. One hundred and one people of the 108 respondents to the survey answered the question, and the frequency count of their responses is shown in the Chart 4.

Chart 4: Were the expectations of the meeting met?



More than any other single measure, the fact that 97 per cent of people said that the meeting either met or exceeded their expectations is a powerful indicator of performance.

Two other measures of performance are typically important for meetings of this kind: learning and networking. Indeed, in evaluation of other large meetings, we have found that what people take home from the meeting, both in terms of what lessons they can apply in their local situation and in locating people that they can draw on for further connection, support and collaboration, is critical to how they evaluate the meeting.

We asked questions about learning and networking. Taking learning first, we asked people to say whether the meeting had resulted in 'no useful learning', 'learned some things that could be useful', or 'learned much that I can apply when I get home'.

Of 101 people who answered this question, 3 per cent said that there had been no useful learning, 64.4 per cent had learned some things that could be useful, and 32.7 per cent said that they had learned much that could be applied when they got home.

Similar results emerged with networking. Of 106 people who answered the question, 39.6 per cent 'agreed to follow up with a meeting participant on a joint idea', 74.5 per cent 'met interesting people which might lead to joint work in the future', and 23.6 per cent met up with old friends without but without any collaboration in prospect'. Only one person said that there was 'no useful networking' at the meeting.¹

Those people with high ratings on learning tended to be the same people as those people who gave high scores on networking. Scores on both learning were, in turn, related to the scores on whether expectations had been met. All of these relationships were statistically significant.

¹ Numbers do not add up to 100 per cent here because people could tick more than one option.

By extending this analysis still further we were able to locate the drivers of success of the meeting. Through a statistical procedure called factor analysis, we were able to identify two factors that, independently of each other, were related to the ratings of whether the meeting met people’s expectations.

Table 1: Factor analysis of items associated with success of the meeting

Question	Sessions and logistics	Learning and networking
Organisation and logistics	0.73	
Combined score on plenary sessions	0.87	
Did you learn anything useful from the meeting?		0.69
Agreed to follow up with meeting participant on a joint idea		0.83
In general, what did you think of the concurrent sessions that you attended?	0.58	0.39

The technique involves combining different items that are very closely related to one another and separating out those that are not, with a view to finding the underlying combination of variables responsible for driving success during the meeting. Essentially, the analysis reveals that two factors – independently of each other - formed the basis of the success of the meeting. The first was a combination of good organisation and logistics combined with high ratings on plenary and concurrent sessions. The second factor was the learning and networking at the meeting.

The experience of different groups

In the questionnaire, we asked basic questions to distinguish different groups at the meeting. We were interested to distinguish the experience of different groups based on type of organisation represented (association of grantmaker, support organisation, funder, other non profit organisation, consultant, or other), role within organisation (board member, chief executive/president, program staff, or other), whether WINGS member or not, and number of times attended WINGSForum.

We conducted analyses to investigate whether these different groups experienced the different aspects of WINGSForum differently and whether there were any patterns related to the status of the person making the rating. There was only one significant difference in all of the comparisons made. Those people who had attended two or more WINGSForums rated the plenary session on the Launch of the WINGS Global Infrastructure report significantly higher than those for whom the Istanbul meeting was their first experience. We can be reasonably confident that all groups benefited more or less equally from the WINGSForum 2014.

Comparison with WINGSForum 2010

The question arises about whether WINGSForum in Istanbul was an improvement on earlier meetings, most particularly the 2010 WINGSForum in Lake Como. From the evidence we have, this appears to be the case – even though the Lake Como meeting was regarded as very good. Our evidence for claiming improvement comes from three

main sources: a comparison of the ratings at the two meetings, a comparison of the diversity of attendance, and the views of people who were at both meetings.

To enable comparison between meetings, the same indicators of evaluation were used at both. A comparison of the ratings of the two meetings, suggests that the meeting in Istanbul had higher ratings on plenary sessions and concurrent sessions, while views on learning and networking were around the same. What most sharply distinguished the two events was the quality of organization - seen as problematic in Lake Como but well regarded in Istanbul.

The Istanbul meeting was more diverse than the meeting in Lake Como, with 34 countries being represented – a gain of 17 per cent over 2010.

Turning to the views of people who attended both meetings, although we had no direct questions asking people to compare their experiences, there were various spontaneous comments from people who had been at both. One respondent, who had attended all four WINGSForums, commented: 'This is easily the best yet.' Another, who had attended three of the four, suggested: 'This Forum brought WINGS to a whole new platform. Although many of the earlier meetings were good, this was much more solid. There is now a sense that WINGS has arrived.'

Enhancing the Forum

We asked: 'On the basis of your attendance at the WINGSForum, please give us any suggestions about how we can improve WINGS meetings in the future.' This was an open-ended question, and was answered by 66 of the 108 people who responded to the survey.

Although each response was unique, there were seven commonly recurring themes among the responses.

The first of these was essentially, as one participant put it, to 'just keep it as it is.' One participant suggested: 'Keep the same format; it was excellent.' Another said: 'The WINGSForum was very, very interesting and I hope the next Forum will be like this.' Yet another commented: 'I think that this is a winning format.'

Since this was such a common view, it would be prudent for conference organisers to consider the following set of seven suggested changes as possible enhancements of a good format, rather than as proposals for radical change.

The second strand of commentary, which is the commonest type of suggestion, is to improve the balance between active participation and listening during the meeting. One participant commented: 'More interactive presentations, discussions, networking activities and icebreakers.' Another suggested: 'fewer plenaries (not a good idea to have three in a row), more breakout sessions, less panel discussions, more BLARRY shows,

debates and trials, more networking/coffee/toilet breaks between sessions so people are not late for concurrent sessions, and more provocative speakers like Avilla Kilmurray.' A third suggested: 'more space for networking and participative sessions. Jenny's fishbowl and the trial showed that they can raise many more issues and in the meantime catch people's attention a lot.' There were many more comments in this vein.

The third strand was to follow up the challenges posed by the trial. Although a 'not guilty' verdict was brought in, many participants felt that the issues raised by the trial warranted serious consideration at future meetings. One participant noted: 'Although most of us would agree that social justice and peace is a core goal of philanthropy, we need to deepen our understanding of what this means in our daily practice and how to address structural injustice more effectively. How can our respective networks learn more about this job?' Another commented: 'the trial at the end of the WINGSForum brought a very important message to the sector. How can we balance the importance of improving the way we do philanthropy, but also the importance of improving our awareness regarding what social issues we should be supporting?' A third commented: 'We should continue to create challenges for the associations regarding leadership and offer examples of how to improve it (for example, by learning from the role that Community Foundations of Canada played in promoting social justice).'

The fourth strand was to pay more attention to the professional development needs of the sector. One participant commented: 'Offer more opportunities for membership associations to share learning and practice, rather than just networking.' Another said: 'More tools in the capacity building sessions, not just sharing of experiences.' The third said: 'More time for members to work together to learn from each other's successes in dealing with practical problems that arise in day-to-day work.'

The fifth strand concerned the use of the local culture. Some people felt that more effective use should be made of the host country, for example by offering site visits to relevant projects. One participant commented: 'It would have been good to have learned more about Turkish culture, music, economics, politics and history. Is it possible to do this with one or two excellent speakers and perhaps some local musicians, drawing on local culture, humour and art?'

The sixth strand was about making better use of the diversity of WINGS members during the sessions. One participant commented: 'Although good progress was made, there were still too many Western and North Americans speakers on stage, and it would be good to have further diversity and balance.'

The final strand was about the frequency of meetings. There were several comments about increasing the frequency. One participant said: 'I think that the accelerating pace at which global development is taking place, along with a high level of engagement of the participants at the Forum, suggest that three years is too long to wait for the next

Forum.’ Another commented: ‘every two years instead of three. As the network grows in scope and activity, face-to-face gatherings will become even more important.’

Enhancing the network

We asked: ‘More generally, how could WINGS meet your needs more effectively in the future?’ Again, this was an open-ended question, and was answered by 44 of the 108 respondents to the questionnaire.

While the answers to the question about enhancing the forum were clear and focused, answers to this question were more obtuse and scattered. Asking a general question of this kind in the context of questionnaire about the Forum may not be the best way of gaining this kind of information.

Notwithstanding this qualification, there were three clear themes to emerge.

The first of these was that there was a significant strand of opinion that suggested that WINGS is doing a good job as it is, and there is little need to do anything different. To take some examples of what people said:

‘WINGS meets my needs nicely.’

‘Keep doing what you are doing – great job everyone.’

‘I'm more than happy.’

‘My needs were well met, thank you!’

Besides a general air of contentment, there were two main suggestions. The first was to continue the research-based agenda. One person said: ‘Follow up the report on WINGS members.’ Another said: ‘Increase research based presentations. The once presented at the Forum was highly informative.’ A third commented: ‘More bird’s eye view and analysis on the global philanthropy sector, for example like the very useful infrastructure report.’

The second suggestion has already been mentioned, and is to follow up the issues raised in ‘Associations on Trial’. Some people suggested that the trial left issues hanging in the air. For example, one participant commented:

‘We need to challenge associations to stay honest on their missions. I'd like to see WINGS provoke conversations to help associations break out of just the ‘service delivery’ approach and realise their power and be proactive in promoting more effective, sustainable, humble, responsive approaches in philanthropy.’

Another said:

‘How can we balance the needs of members using a social justice lens with those doing service provision and charity? Or corporate versus the grassroots? Are there ways to have these conversations? Can we discuss the role of philanthropy in the change and social change from a long-term perspective? The lack of conversation about the political context in Turkey and the very important elections happening right while we were there was interesting.’

Conclusion

The facts of the evaluation given earlier in this report speak for themselves. The meeting was highly successful on nearly every dimension measured: plenary sessions, concurrent sessions, pre-meeting sessions, social events, and logistics and organisation. These factors led to the overwhelming majority of people having their expectations met or exceeded. The Istanbul Forum compared favourably with the Forum held in Lake Como in 2010 - a considerable achievement because the earlier meeting was rated very highly.

The meeting provided a platform for opportunities for learning and networking, which also contributed to the high ratings on meeting expectations.

There were some features of the meeting that were more successful than others. Such variation is unavoidable and did little to undermine the sense of the Forum being a good meeting. The constructive suggestions given for improving the Forum in future were framed in a manner suggesting the enhancement of the current framework, rather than making radical changes to it.

At various points, the meeting provoked controversy – most notably and successfully – during ‘Associations on Trial’. The evaluation suggests that controversy was an important feature of the success of the meeting and one that the WINGS constituency wishes to embrace.

Annex A: Ratings of plenary sessions

In this annex, we give more details of rating of the plenary sessions. Descriptive statistics are included in the following table.

Plenary session	N	Minimum	Maximum	Mean	Std. Deviation
Associations on Trial	93	3	5	4.68	0.57
The Barry Gaberman Lecture: The Role of Philanthropy in Difficult Times	92	3	5	4.55	0.62
Current Debates: Grantmaking as a Tool for Development	88	3	5	4.49	0.63
The launch of the WINGS Global Infrastructure Report	97	2	5	4.27	0.65
Shaping Our Future: A Consultation with WINGS Members	58	3	5	4.24	0.63
Wecoming ceremony	97	2	5	4.2	0.72
Infrastructure of Philanthropy: Data, Accountability and Transparency	100	2	5	4.16	0.66
New & Emerging Trends in Philanthropy: Expanding the Toolkit	80	2	5	4.04	0.75
The Olga Alexeeva Memorial Award Ceremony	78	2	5	3.95	0.80
WINGS Imagine Recognition Ceremony	77	1	5	3.9	0.88
Closing Ceremony	89	2	5	3.89	0.85
An Examination of Women Shaping Philanthropy	50	3	5	3.88	0.63
The power of Networks	101	1	5	3.88	1.16
In Conversation With: Ian Bird and Vikki Spruill: Moving Toward an Engaged Network Approach	81	1	5	3.69	0.89
In Conversation with TUSEV: Funding Social Movements	87	1	5	3.3	0.97

The column of the table headed 'N' gives the number of people who answered the question. The term 'Minimum' means the lowest rating given; the term 'Maximum' gives the highest'. The 'Mean' is the arithmetic average. The 'Standard Deviation' is a measure of disagreement, with the higher the score, the more the disagreement. Taking the item 'Associations on Trial', the standard deviation is 0.57. Compare this with the 'Power of Networks' with a standard deviation of 1.16. From this, we can conclude that there was more variability in the ratings of the Power of Networks than of the Trial.

Annex B: Ratings of concurrent sessions

This Annex gives more details of the ratings of concurrent sessions. The information in this Annex is based on immediate impressions and complements the results given in the main text, which was based on reflections at the end of the meeting. The following table gives mean scores for a number of ratings made of the sessions.

Concurrent session	N	Overall	Content	Process	Relationships	Facilitation	Organization	Logistics
Philanthropication thru Privatisation	7	5.00	5.00	4.43	4.43	4.43	4.57	4.29
Peaceful networks	11	4.73	4.73	4.45	4.36	4.86	4.91	3.82
Talent management	4	4.67	4.00	4.00	4.00	4.00	4.00	4.50
Philanthropy and innovation in the Arab Region	19	4.63	4.53	4.32	4.14	4.37	4.50	4.28
Strategies for collaboration	12	4.42	4.58	4.17	4.18	4.25	4.25	3.91
Networked network	5	4.40	4.00	4.00	4.60	4.20	4.40	4.40
Countries in transition	9	4.33	4.56	4.22	4.63	4.33	4.11	4.33
Demonstrating impact	12	4.33	4.25	4.25	3.91	4.25	4.25	4.25
Cleveland Community Foundation Atlas	13	4.31	4.69	4.38	4.09	4.69	4.38	4.38
Donor storytelling	15	4.27	4.27	4.00	4.29	4.53	4.13	4.33
Impact of security	16	4.21	4.31	4.20	4.00	4.69	4.38	4.25
Cross border philanthropy	9	4.11	4.22	4.22	4.11	4.22	4.50	4.50
Emerging countries	9	4.00	3.56	3.63	3.44	3.67	3.63	3.56
Graduating philanthropist	19	3.94	3.68	3.58	3.56	3.89	4.00	4.16
Global Philanthropy Data Charter	14	3.86	3.86	3.69	3.75	4.21	3.79	3.79

The table gives the number of people who made the rating, the overall mean rating, and mean ratings of content, process, relationships, facilitation, organisation and logistics.

People were asked to say what they liked most at the session, what they liked least and what (if anything) they would do as a result of the session. We summarise the main comments made below.

Demonstrating impact

What people liked most about the session was that it was dynamic, interactive, rich in content and highly participative. What people liked least was the shortage of time and the sense that the session only scratched the surface of the problem. In terms of action to be taken, the main result was people wished to learn more about the technique.

Donor storytelling

What people liked most from the session was that it was highly engaging with a good process and passionate facilitation. People said they had a chance to reflect on important and relevant issues. What people liked least was the time pressure, so there was little chance to interact as much as people wanted. In considering next steps, several participants said they would become more professional in their approach to communication and use stories more effectively.

Global Philanthropy Data Charter

What people liked most about this session was that the charter is something owned by the sector. People enjoyed learning about what it is, and appreciated the style of facilitation. What people liked least was the fact that the charter was not available for scrutiny and there was too little time for discussion. Follow-up actions included: signing the Charter, finding out more about it, and discussing it when they get home.

Impact of security

What people liked most about the session was the interesting and fresh content. The session was well presented and facilitated. What people liked least was that there was insufficient time to get to grips with the issue. What people will do next is to connect with the European Foundation Centre to learn more, and to discuss with colleagues at home.

Philanthropy and innovation in the Arab Region

What people liked most about the session was that it was lively and concrete, with good speakers telling relevant and helpful stories that were sometimes inspiring.

What people liked least was the limited time. There were two main takeaways from the session. Several participants said they would be in touch with presenters to learn more; others said they would develop social enterprise in their work.

The Cleveland Community Foundation Atlas

What people liked most about the session was that there was real substance, with new information and a refreshing way of presenting it and discussing it afterwards. People felt that the session was highly participative. The main drawback was the lack of time. The main outcomes were to increase the participation in the study and to follow it with interest.

Cross-border philanthropy

Although quite a few people attended the session, few made any comments. What people liked most about the session was that it was a well-rehearsed presentation with good content. What they like least were too many presenters. There was little in the way of follow-up.

Graduating philanthropist

What people liked most from the session was that it was an interesting presentation with some good content. What they liked least was that they wanted more concrete examples, sharper focus to the session, and a clearer sense of what the added value of this would be. Despite some reservations, there was a desire to form an affinity group and to explore options with universities in home countries.

Strategies for collaboration

What people liked most was the quality of information over such a wide area. What they liked least was that time was too short. There was little in the way of follow-up.

The networked network

There were few people at this session. What people liked was the fishbowl technique and the good discussion. Follow-up included a desire to experiment with the fishbowl technique, intention to contact a colleague, and to write an article.

Talent management

There were too few people at the session to make much comment. A couple of people said that they would try to talk to other people to engage them in this important issue.

Countries in transition

What people liked most about the session was the clear presentation with concrete examples. What they liked least was the short time for discussion. Action points included taking the document home and developing a clearinghouse for diaspora.

Emerging philanthropies

What people liked most about this session was the panel and their ideas. What they liked least was the shortage of time for discussion. Action points including getting in touch with the presenters.

Peaceful networks

What people liked most about this session was the excellent content, the quality of the speakers, the analytical information and the facilitation. What they liked least was the shortage of time for discussion and the inability to go into the topics or deeply. What people would like to take forward from the session is to get more involved, by finding more about Community Foundations of Canada toolkit, becoming involved in the Working Group in Philanthropy for Social Justice and Peace, and learning more.

Annex C: Preconference sessions

This annex gives further information on preconference sessions conducted by Steve Waddell and IISC on networking. Results for the Steve Waddell session are in the following table:

Steve Waddell	N	Minimum	Maximum	Mean	Std. Deviation
Overall	12	3	5	4.08	0.52
Content	12	3	5	4.08	0.67
Process	12	3	5	4	0.74
Relationships	12	2	5	4	0.95
Facilitation	12	4	5	4.33	0.49
Organization	12	3	5	4.25	0.75
Logistics	12	3	5	4.42	0.67

Results for IISC are as follows:

IISC	N	Minimum	Maximum	Mean	Std. Deviation
Overall	11	4	5	4.64	0.51
Content	11	4	5	4.64	0.51
Process	11	4	5	4.45	0.52
Relationships	11	4	5	4.64	0.51
Facilitation	11	4	5	4.73	0.47
Organization	11	3	5	4.55	0.69
Logistics	11	2	5	3.82	1.25