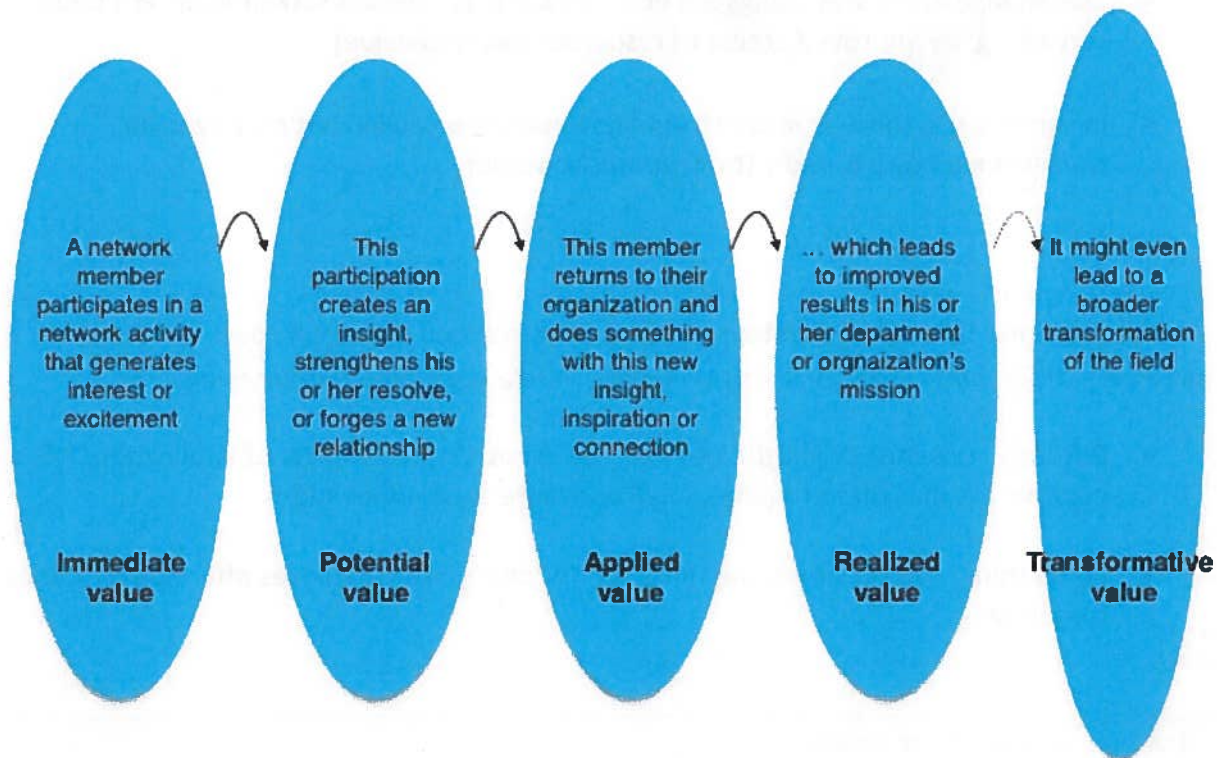


Value creation framework

Monitoring and promoting value creation in networks and communities¹

The framework proposes an underlying theory of change for how social learning² in networks makes a difference in the world:



Creating value

Each step in the process creates a certain type of value for network members and stakeholders. For instance:

- Network members find value in engaging in activities such as conferences, peer reviews, learning journeys, workshops, training, and social events with other people who share similar concerns (*immediate value*)

¹ An earlier version of this framework was published as Wenger, E., Trayner, B., and de Laat, M. (2011) Promoting and assessing value creation in communities and networks: a conceptual framework. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands. A new version of the framework will be published in 2017.

² Social learning takes place when people learn together to advance issues of common concern rather than as a result of training. This kind of learning is typical of networks and communities of practice.

- During these events they produce insights, deepen or form new relationships, develop plans and resources which could be helpful to them and others in the future (*potential value*)
- These insights, plans, etc. might inspire, inform or motivate network members to change the way they do things when they return to their respective organizations (*applied value*)
- This change in the way things are done means that relevant stakeholders are better served e.g. by improved access to resources (*realized value*)
- In some cases, the way in which land governance is carried out may even be transformed more broadly (*transformative value*)

Learning loops

As learning flows through these steps, it is important to feed the results back to the members. How things work in practice – or not – are a key element of learning.

- Putting a new idea or insight into practice is not simply a matter of application; it is a creative act that often requires small and large social innovations
- Some things “work” and some things go “wrong” - both instances offer opportunities for learning

Strategic and enabling value

Learning in networks does not happen in a vacuum. It takes place in a strategic context and with resources provided by stakeholders. To include this broader learning system the framework considers two additional types of value:

- **Strategic value** refers to the clarity of the strategic context in which the network is operating and the ability of the network to engage in strategic conversations about the value it creates.
- **Enabling value** refers to the support processes that make the network’s life possible. It includes internal leadership as well as external support, such as a dynamic support team, logistical support, and good technology. It is important because it is a sign of sustainable activities and results for the network.

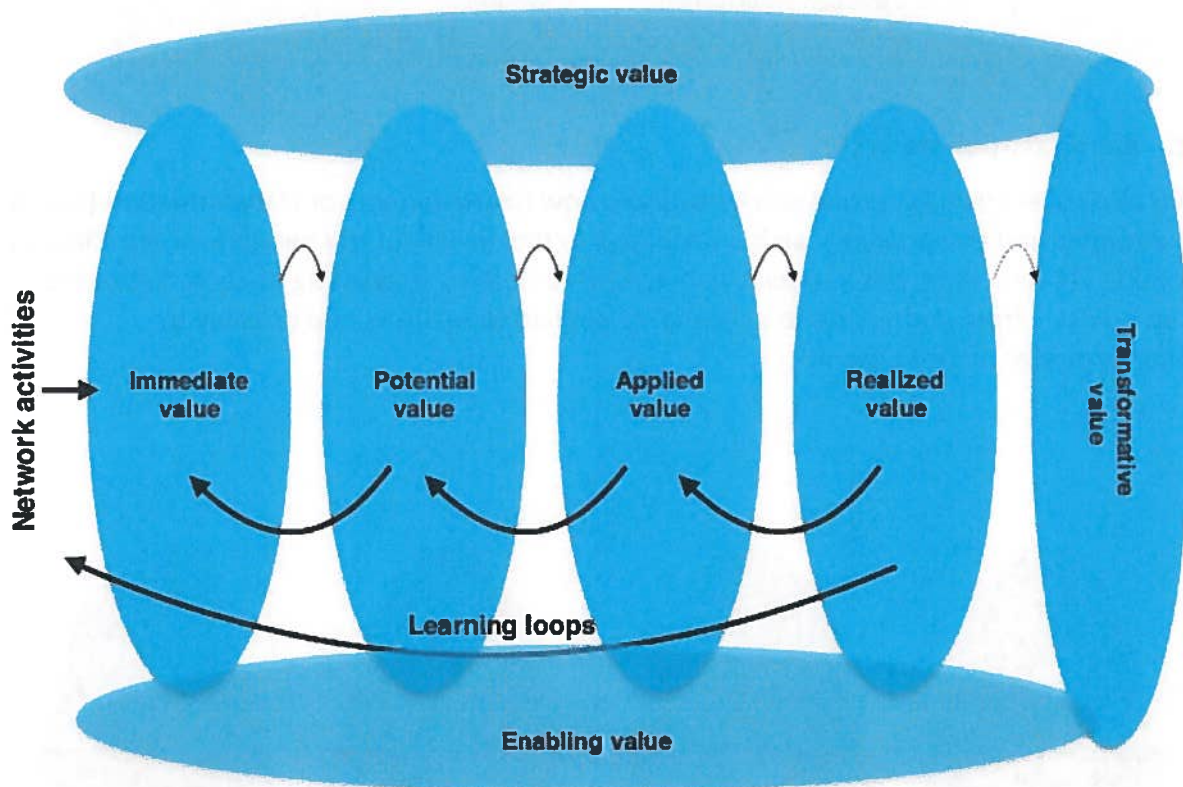
Integrating these two types of value as part of the learning system is key to the long- term sustainability of the process:

- Events and sequences of events are largely unpredictable - a powerful learning

system is agile and iterative under changing circumstances

- The strategic and enabling contexts of the network - and the interaction between them - are essential elements for creating a flexible and dynamic learning system that will be sustainable over time.

The different types of value and the learning loops can be seen in the figure below.



Using the framework to assess network learning

The framework provides a rigorous method to assess learning in a network. It combines two types of data:

1. Indicators – to show value at each cycle
2. Value-creation stories – to show value across cycles

1. Indicators

One can define and monitor indicators of value creation at each cycle. The table below provides examples:

Indicators of **immediate value** are often collected as feedback at the end of a meeting. They include level of satisfaction, level of engagement, number of participants etc.

Indicators of **potential value** include the number of insights reported on feedback forms, number of resources produced, or the number of new relationships generated through participation

Indicators of **applied value** might include the number of new collaborations that start between network members, number of projects that implement a tool produced by the network etc.

Indicators of **realized value** might include new agreements made with local governments, new policies and practices set up for securing access to land, new alliances or regional cooperation

2. Value creation stories

We also collect value creation stories to show how improvements or transformation (e.g. in promoting land governance) can be attributed to the activity of the network, at least in part. A value creation story has a specific genre, with something happening at each step of the framework – from immediate to potential to applied to realized, and possibly to transformative. It looks like this...

