Results Knowledge Management for Development baseline survey for learning and monitoring 2012-2013

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Contents

Rationale

For some of us, KM4Dev has been an incredible source of inspiration, learning and action, whether individual or collective. Yet we have very little evidence of this. As part of the KM4Dev action plan 2012-2013, we have a Learning and Monitoring (L&M) plan that aims at exploring what KM4Dev really provides its members and where it can improve.

The baseline survey was shared on the KM4Dev mailing list and Ning site on 21 May and was started by 144 participants (by 8 July) and completed by 129 participants (89.6%).

Summary of results

Key Recommendations

- **Increase core group transparency**: Core group work should be made more transparent and accessible regarding who are members, what they are supposed to do, what they have done recently, what decisions they have taken on what basis.

- **Actively guide new member**s: New members should be able to easily find information about e.g. what are the KM4Dev communication/knowledge sharing platforms and how they work; what they can do (as new members) to get involved in KM4Dev in various ways, how others have benefitted from or are using KM4Dev etc.

- **Engage in learning-based action**: We have to explore, perhaps through one of this year's focused conversations how to move from learning to doing – we have lots of rich discussions but little real action is happening inside KM4Dev. This could be explored further.

- **Integrate and clarify technology**: All KM4Dev communication and knowledge sharing platforms should be assessed and we should prepare guidelines to clarify how they work and how they are integrated.

- **Use stories about KM4Dev**: We have collected a lot of stories which could be collated and used for different purposes: newcomer orientation, testimonies of success for reporting to donors and fundraising, laying out current gaps and next challenges.

- **Inform the community about what is going on**: We could think of monthly updates about the community (possibly partly automated through RSS feeds) with the help of the monthly rotating facilitation team, to inform the community about what is going on: current discussions, recent postings on Ning or on the wiki, core group discussions and work etc.

Most of survey respondents think the community's activities, outputs, vision, principles and values are well or sufficiently shared. Furthermore, the great majority of the community accept the vision, values and principles, and are generally happy with the performance of the core group, although around half of network members responding feel that they don't manage to participate enough and to commit themselves to implementing activities. The mailing list is the most appreciated channel as a way to foster dialogue and learning, while the Ning and Wiki receive mixed reviews on their usefulness.

Most respondents consider that the community outputs are good and, overwhelmingly, the quality of the conversations is considered excellent, good or at least fair. The community members are evenly split in "finding their place in the community".

KM4Dev has had a balanced range of influences on discourse, thinking and general inspiration: through different mechanisms, KM4Dev seems to have influenced the practice of many of its members but not

always led to develop new artefacts (with the exception of innovations on participatory methods/events, tools and approaches and strategies), less so to have a certain 'livelihood' impact.

In general, and throughout the whole survey, KM4Dev is described as an open, vibrant, diverse, respectful, professional and exemplary community of practice that leads to synthesis of conversations about knowledge management for development. KM4Dev members say they need guidance, recognise they could participate more and would definitely like more interaction with one another, face-to-face but also virtually, among local groups and as one whole community.

Our main recommendations, derived from the analysis of responses, have to do with implementing focused conversations on specific insights from this survey, and posting of the objectives and ways of functioning and choosing core group members (and their strengths, etc.). A number of these and other new activities should involve KM4Dev members from the community (beyond the core group) who indicated they would like to become more involved and given a chance at leadership.

Results

1.   Sharing of activities and outputs

Over 41% respondents think the community's activities and outputs (very) well shared and an additional 31% think it is sufficient, while about 22% think that activities and outputs are not very much or not at all shared.

From individual comments made, it seems difficult to know about the level of activity sharing although three respondents mentioned the efforts made to garden/prune (the wiki?), to stimulate access to all resources and share important discussions. On the other hand, a couple also mentioned the lack of transparency regarding core group activities and selection and one respondent indicated "There is also no systematic sharing of blog posts etc. (based on online combos) across the different communication channels of KM4Dev".

Recommendation(s):

The core team and community should try to share conversations and increase its transparency even more, perhaps by means of a monthly update of the community conversations (inside the core and outside) in a very simple format.

1. Are all KM4Dev conversations, decisions, initiatives, reification* activities and the selection of core group members systematically shared and made accessible with community members? (*reification: the reproduction or declination of conversations into tangible outputs (e.g. blog post, wiki entry, journal articles))		
Answer Options	**Response %**	**Response Count**
Very much	22.7%	32
Much	18.4%	26
Sufficiently	31.2%	44
Not very much	18.4%	26
Not at all	3.5%	5
NA	5.7%	8
Examples or additional comments		18
answered question		**141**
skipped question		**3**
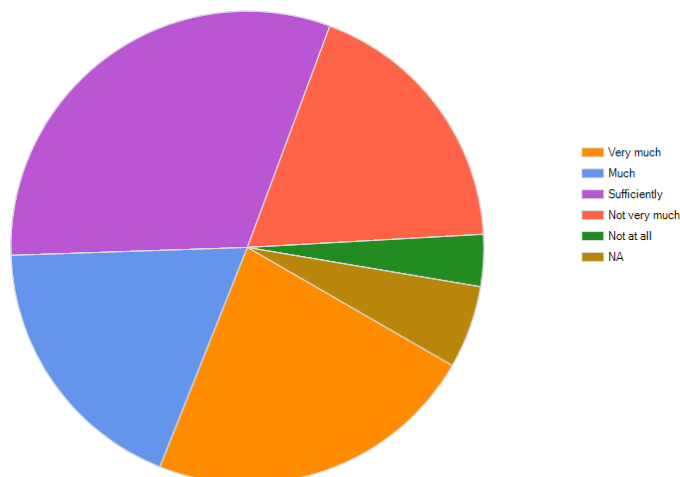
2.   Clarity of vision and principles

Opinions are also quite divided about the visibility and clarity of the communities' vision, principles and values. 44% state that they are clear or very clear and visible, 30% think they are "sufficiently" clear, visible and understandable. 25% think they are not very much or not at all clear and understandable. Additional comments suggest the principles and vision are there but scattered around, not very explicit nor accessible.

Recommendation(s):

The principles, vision and values of the community should be made available on the wiki and on the Ning group – and reminded to all members (on the mailing list and on the Ning site) about these.

2. Are the general vision, principles and values for the community of practice visible, clear and understandable?		
Answer Options	Response %	Response Count
Very much	12.9%	18
Much	30.7%	43
Sufficiently	30.7%	43
Not very much	22.9%	32
Not at all	1.4%	2
NA	1.4%	2
Examples or additional comments		9
answered question		**140**
skipped question		**4**

3.   Acceptance of vision, values and principles

Only 6 respondents skipped a question that was intended for people who indicated they have clarity about principles and vision. This suggests that respondents who are not totally clear about the community's vision and principles accept them: **Over 74% accept the vision, values and principles** (very/much/ sufficiently), 3.6% don't agree very much or at all.

Recommendation(s):

The fact that most members seem to agree to these principles should be restated to the entire membership to reinforce transparency and acknowledgement of these principles.

3. Provided they are clear, how much do you agree with / accept the vision, values and principles?		
Answer Options	Response %	Response Count
Very much	26.8%	37
Much	34.1%	47
Sufficiently	23.9%	33
Not very much	2.9%	4
Not at all	0.7%	1
NA	11.6%	16
Examples or additional comments		6
answered question		**138**
skipped question		**6**

4. Function of the core group and transparency / governance model

KM4dev members are generally happy with their core group (and only 2 out of 144 skipped the question): 53.5% of the respondents think that the core groups performs very much or much in accordance with the well-being of the community as a whole and is happy to leave them that type of responsibility. 30% think they perform sufficiently well, under 10% think that the core groups does not perform well enough or not at all.

Among the 15 comments, 7 indicate lack of information about the core group, who the members and what their TORs are.

"This is the one area of KM4Dev that is not sufficiently transparent. This is not to indicate concern about their role or action; only that little is shared about their selection, qualifications, TOR, actions, evaluation." (a survey respondent)

Recommendation(s):

Every selection process of the core group members should be shared transparently. Core group activities could be reported about in the monthly update about the community perhaps…

In addition, it would be great to develop a standard 'welcome message' for all new members offering some links including to pages explaining what the core group is doing.

4. Are you happy with the core group? Do you think they perform in accordance with the well-being of the community as a whole and are you happy to leave them that type of responsibility?		
Answer Options	Response %	Response Count
Very much	30.3%	43
Much	23.2%	33
Sufficiently	30.3%	43
Not enough	6.3%	9
Not at all	3.5%	5
NA- Not applicable	6.3%	9
Examples or additional comments		15
answered question		**142**
skipped question		**2**
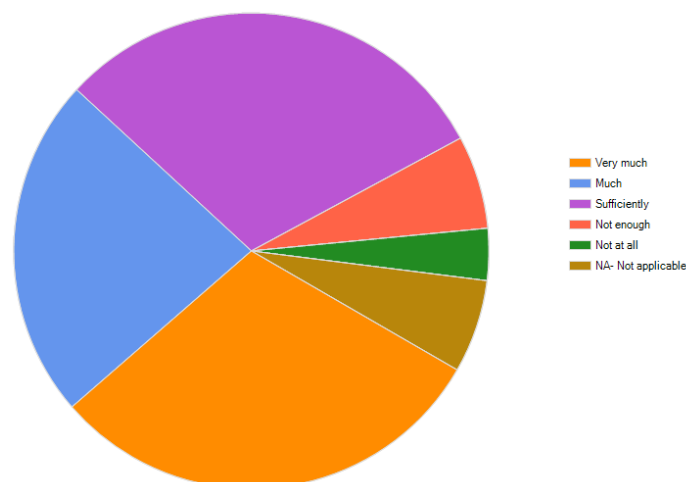
5.   Stimulating leadership in the community

The leadership seeks feedback, but could improve how it incorporates this feedback and encourage more active leadership. Over 55% respondents think that the existing leadership seeks much or very much feedback from the community and 22% sufficiently, against 24% who thinks it does not enough (at all). Only 35% think that the feedback collected is incorporated (and an additional 46% deeming this 'sufficient' - 15% were not sure). A similar level of responses is given to the question whether existing leadership encourages new leaders to step in: Over 21% this is not enough, 29% think it is sufficient, 36% think it's done well or very well.

One respondent mentioned "Group reaches out to encourage others to participate."

Recommendation(s):

The core group should clearly explain how the feedback sought has been taken up in activities. This should also be done systematically by anyone undertaking activities requesting feedback from the community.

As regards encouraging new leaders to step in leadership, core group members could perhaps invite more systematically others to join in activities, to join the core group, to encourage reification (e.g. by the people in charge of the management of the list?).

| 5. Stimulating leadership in the community							
Answer Options	Very much	Much	Suffi-ciently	Not very much	Not at all	NA	Response Count
Does the existing leadership (core group) seek feedback from the community?	26	49	30	22	2	7	136
Does the existing leadership (core group) incorporate it into activities?	17	30	46	16	2	21	132
Does the existing leadership (core group) encourage new leaders to step in leadership?	19	30	39	26	3	16	133
Comments							11
answered question							**139**
skipped question							**5**
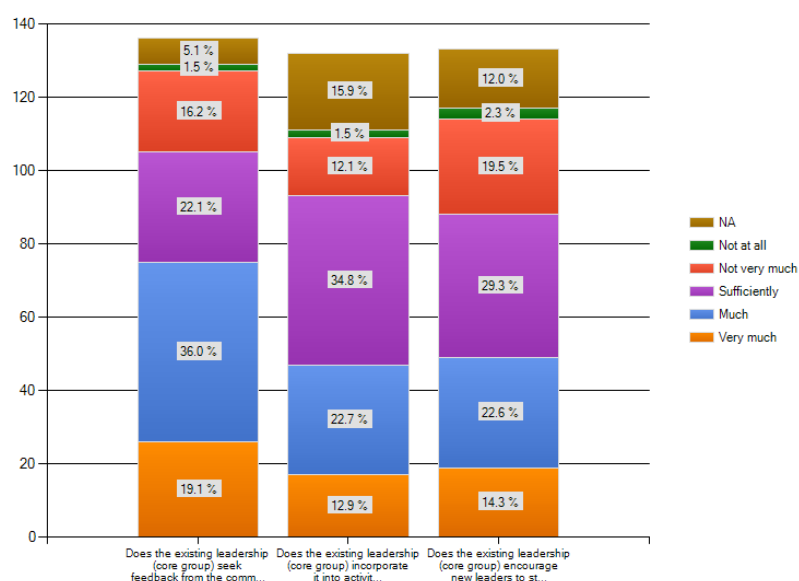
6.   Participation in the community

Respectively 13% and 14% of the respondents manage to 1) take part in important community discussions and 2) the implementation of activities. 37% say that they participate sometimes in discussions. Around 49% think they don't do manage to participate enough and over 54% don't manage to commit themselves to implementing activities.

Recommendation(s):

Perhaps a conversation thread about how to make the most efficient/effective use of KM4Dev conversations and of documentation activities could be scheduled as one of the focused conversations, to explore this further and provide concrete suggestions?

6. To what extent...							
Answer Options	Very much	Much	Some-times	Not enough	Not at all	NA	Response Count
do you manage to take part to important discussions of the community?	7	11	50	51	17	0	136
do you manage to commit yourself to implement community activities?	5	13	26	51	35	3	133
answered question							**136**
skipped question							**8**
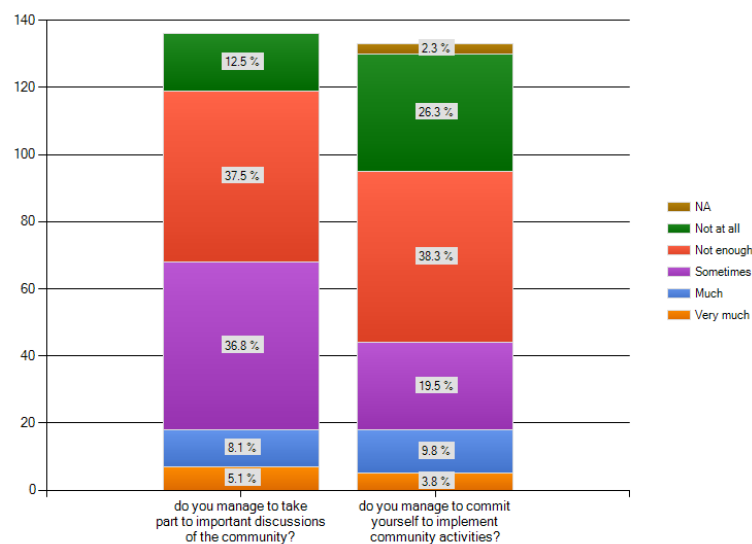
7.   Delivery of commitments

There is perhaps not enough done to provide evidence from learning and sharing it but the rules are loose too. 45% did not answer this question, which might just reflect the fact that some respondents did not commit to activities and could not respond to this question. The rest states that they deliver "well" or "sometimes" according to plan for 23%, that they provide evidence from learning in those activities and share useful evidence (for 18%) but just 10% have been able to share evidence from their activities with the wider community. Between 13 and 24%% think they didn't do it enough in terms of delivering, providing evidence and sharing it. One of the respondents usefully explains: "There was no deadline given to the wiki summaries so it didn't feel like I 'had to deliver' against a plan. I have shared the wiki entries with the community and they had lot of valuable lessons learned in it (from the conversation)."

Recommendation(s):

Perhaps as a follow up to the previous recommendation, another focused conversation could zoom in on how to move from conversations only to documenting and learning from conversations, to explore and suggest ways forward.

7. If you have committed yourself to carry out a community activity, to what extent...							
Answer Options	Very much	Well	Some-times	Not enough	Not at all	NA	Response Count
have you managed to deliver according to plan?	8	21	22	13	4	57	125
have you been able to provide useful evidence of learning from these activities?	5	18	23	16	6	58	126
have you been able to share this evidence with the wider KM4dev community?	2	11	27	19	11	57	127
Comments							11
answered question							**126**
skipped question							**16**

8.   Communication and engagement channels

The mailing list is the most appreciated channel as a way to foster dialogue and learning (84% say it has helped very much or much), followed by the annual meeting (27%). Ning doesn't help very much or at all for 45% ("The Ning never seemed to catch up with the listserv."). Respondents are divided on the wiki: It helps very much or much for 37%, sufficiently for 22% and not very much or not at all for 28%.

Annual meetings seemed to be rated very highly by people who participated to them (e.g. "Annual Meeting should have a higher rating…VERY VERY much, numero uno!" and "Have been to one annual meeting which was amazing") but an overwhelming majority of commentators mentioned it was very difficult for them to attend a KM4Dev gathering (due to time and money required).
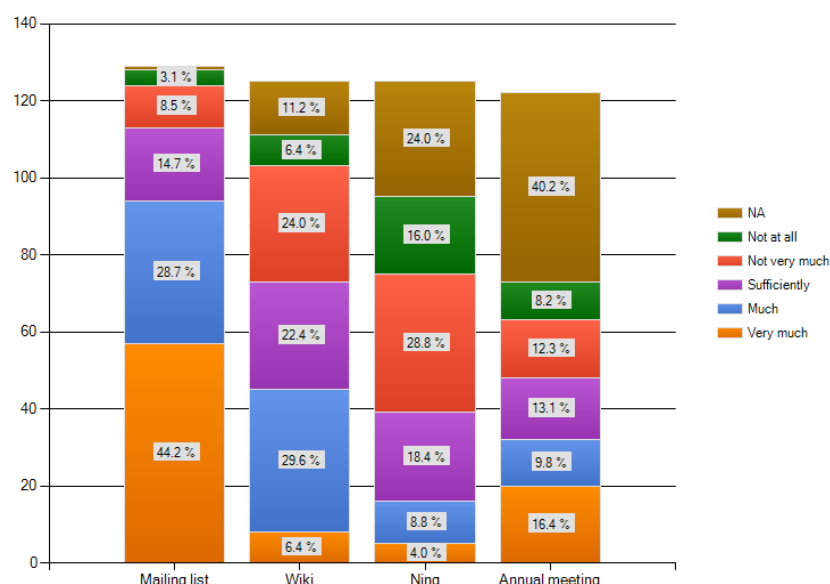
Recommendation(s):

The wiki and Ning site could be perhaps briefly reintroduced, either as a slide cast, or as a slideshow, or simply with a page explaining how to make most effective use of it? Showcasing interesting sections would help. And pulling information from conversations going on those platforms into the monthly mailing would be a very beneficial activity for the whole community to connect dots between the community technological platforms and assets.

The work carried out by the CTLab group on the various KM4Dev communication channels may also inform decisions as to keeping intact / modifying / stopping these platforms. Perhaps a survey of sorts could gather more feedback about these particular platforms.

Additionally, the funding of participation to KM4Dev meetings should be very much encouraged to reveal some of the more exciting and useful parts of KM4Dev and to further forge linkages among community members.

8. Would you say that the following KM4Dev communication and engagement channels have helped to foster dialogue and learning…							
Answer Options	Very much	Much	Suffi-ciently	Not very much	Not at all	NA	Response Count
Mailing list	57	37	19	11	4	1	127
Wiki	8	37	28	30	8	14	123
Ning	5	11	23	36	20	30	123
Annual meeting	20	12	16	15	10	49	120
Please specify							19
answered question							**130**
skipped question							**14**

9.   Production of community outputs

Most respondents consider that the community outputs are good: 8% think they are excellent, 47% good and 30% fair. 10% think they're not good (including 3% 'terrible').

Recommendation(s):

Perhaps some guidelines as to the quality standards for different outputs (blog posts, journal articles, wiki summaries etc.) could be shared to help people improve the quality. Again, this aspect might also be a place of choice to explore in a future 'focused conversation' to drill further down.

9. How would you rate the frequency and quality of reification*/ production of Outputs? (*reification: the re- production or declination of conversations into tangible outputs (e.g. blog post, wiki entry, journal articles))		
Answer Options	**Response %**	**Response Count**
Excellent	8.5%	11
Good	46.9%	61
Fair	30.0%	39
Not very good	6.9%	9
Terrible	3.1%	4
NA	4.6%	6
Examples or additional comments		11
answered question		**130**
skipped question		**14**

10. Quality of conversations

Overwhelmingly, the quality of the conversations is considered excellent, good or fair (by 95%) and (very) poor by 3%.

10. How would you rate the quality of the conversations you have read/ followed around the domain of Knowledge Management and/ or the KM4dev community?		
Answer Options	Response %	Response Count
Excellent	32.1%	42
Good	42.0%	55
Fair	20.6%	2
Not very good	2.3%	3
Terrible	0.8%	1
NA	2.3%	3
Examples or additional comments		10
answered question		**131**
skipped question		**13**

11. Your place in KM4Dev

A whole range of positions between those that find their place in the community or not (reflecting perhaps differences between older and younger members)? 35% feel "very much" or "much" that they have a place in the community, 30% consider it sufficient, and 32% think "not very much" or "not at all".

Recommendation(s):

For members that cannot find their place, having a wiki entry on the community – perhaps also posted as a blog post on Ning and shared on the list, could highlight some ways new members can explore KM4Dev. There isn't much information for new members as such – at least not explicitly. In the core group, the buddy system (a process whereby new core group members can, if they wish, be assigned a more experienced 'buddy' that can help them make sense of their role of core group member) is just starting and could prove useful and could perhaps be extended to the wider list?

| 11. Do you feel embraced by and that you have a place within the KM4dev community?		
Answer Options	Response %	Response Count
Very much	19.4%	25
Much	14.7%	19
Sufficiently	30.2%	39
Not very much	23.3%	30
Not at all	8.5%	11
NA	3.9%	5
Examples or additional comments		17
answered question		**129**
skipped question		**15**

12.   Influence of KM4Dev in the way of thinking?

KM4Dev has had a balanced range of influences on discourse, thinking and general inspiration. We can observe a very equally distributed spectrum of responses. Between 19% and 32% have changed through their interactions in KM4Dev, mainly being (much or very much) inspired (54%), changing their way of thinking or their discourse. 26 to 29% think they have sufficiently been influenced by KM4Dev. 15 to 20% consider that they haven't been much influenced (at all).

Recommendation(s):

Perhaps community members could try and adopt a more 'forward thinking', action-oriented approach to the conversations going on by requesting more feedback, asking more often what people intend to do with this (relate to their commitments).

12. Do you think that through your participation in KM4Dev you have							
Answer Options	Very much	Much	Suffi-ciently	Not enough	Not at all	NA	Response Count
drawn new "actionable" insights?	25	32	37	20	6	7	127
changed your way of thinking about knowledge management for development and related topics?	24	40	37	13	7	5	126
changed your discourse about knowledge management for development and related topics?	24	37	34	17	6	7	125
been inspired by KM4Dev activities?	34	36	33	16	5	3	127
answered question							**126**
skipped question							**16**
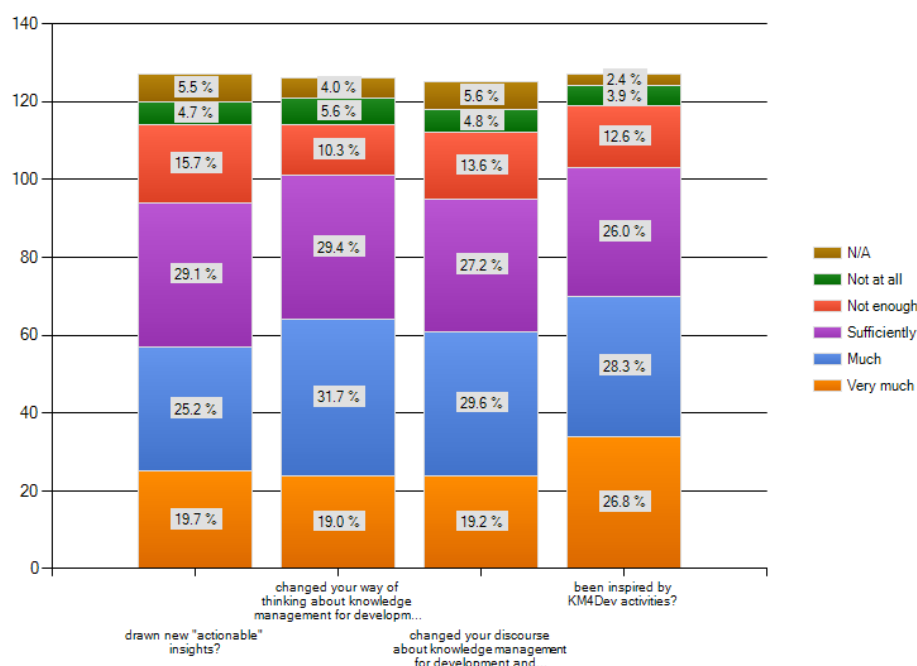
13. Influence of KM4Dev in practice

KM4dev exchange and reflections have changed members' way of thinking or talking about KM through several mechanisms: by providing them with more awareness of varied topics related to KM uses and more holistic views of what KM is, and also by providing improved knowledge thanks to a specific KM4Dev service or discussion experienced. For many members, the changes experienced relate to the openness they now feel towards sharing and the feeling of renewed excitement and inspiration for changing practices and incorporating KM into their work.

The table below provides a comprehensive overview of these examples:

Can you share at least one example of how KM4Dev exchange and reflections have changed your way of thinking or talking about KM issues?

By providing me with more awareness / knowledge of: ■ Specific parameters of not-for-profit organizations ■ NGO in community engagement ■ Various perspectives on KM and M&E ■ Number of ways how KM can be applicable and used ■ Monitoring and evaluation of programs with use of KM principles ■ That for development to occur knowledge has to be preserved and shared ■ That KM is more like a cluster of objectives, methodologies, and tools from different disciplines, all under the flagship of learning ■ Distinguishing between KM and learning ■ That Knowledge Management is more about people not technology ■ Difference between info management and knowledge management ■ Knowledge management beyond organizational boundaries (KM for innovation and development) ■ Importance of a core group to knowledge sharing ■ Methods and tools for dissemination info ■ Perspective of low technology use ■ Importance and value of "real time" knowledge sharing ■ Use of cell phones in developing countries ■ Bridging science to mainstream knowledge uptake	**17**
By providing improvement thanks to a specific KM4Dev service or discussion provided/ experienced, such as: ■ KM4D team reviews of papers and team authorship of joint papers ■ Videos on monitoring and evaluation ■ Well researched articles ■ Exchange with Carl Jackson on policy briefs ■ The Hamilton K* conference and discussion on definitions ■ Experiencing Open Space – self - facilitation at the Lisbon Annual Gathering ■ Exchanges on learning on how to go about with the Open Space methodology ■ Discussion on exit interviews, idea of 'stay interviews' ■ F2F events and the power of KM methods in supporting participation ■ Wealth of information about CoPs	**14**

■ KM4Dev posts, reading postings and receiving messages ■ Accessing documents from the KM4Dev community ■ Discussions and wikis ■ Facilitation methods (world cafe, fish bowl, OST), concepts (confusiasm, knowledge sharing vs knowledge management) ■ Tools (most social media- wikis) ■ Recent KS manual and ideas for KM audit	
Openness, sharing, creativity and innovation ■ People taking others seriously ■ Openness to different approaches on wide range of development issues ■ Openness to share resources/best practices, to share opportunities ■ Courage of members to seek assistance from others who have undergone some previous learning ■ Sharing without fear…i can give and share my ideas ■ Feeling that I am part of a community that shares similar values and no longer alone in my corner with those ideas ■ The KM4Dev itself: An outstanding example of a good functioning network of people who are eager to share their best wisdom with the rest of the world!	**9**
Changed perspectives: ■ Allowed me to broaden my perspective on KM ■ A more holistic approach ■ The KM4Dev members approach KM in a much broader way than the traditional view of KM (business-related) ■ "Modernization" of the way I initially understood communities of practices ■ "Shaping" thinking on KM, Just "shaping" my thinking ■ Changed approach- my KM issues approach ■ Adapting KM into thematic work as opposed to generic development ■ Validated my thinking on KM, KM4Dev is a conducive environment that we needed to roll out our ideas and activities.	**9**
By providing renewed excitement about/ inspiration for: ■ Practical impact of KM ■ Becoming active in a subgroup ■ Potential for positive organizational change and the promotion of a culture of learning ■ Inspired me to facilitate and to do it differently, to take charge ■ To facilitate online communities and discussion groups ■ To try out new approaches ■ Reinforced a practice of seeking and valuing inputs, however informal, from a variety of sources	**6**
Changed the discourse: ■ Hard to pinpoint an example as I think so much of how I talk about KM has been shaped by KM4D. ■ The metaphor of the KM practitioner as a gardener has influenced how I talk about KM, giving me language and tools to enact these changes ■ More confidence to discuss tools and methods	**5**

■ Review the words I use to describe the field of KM4D and what I do in it ■ Able to better articulate what KM implies to non-KM professionals	
Changed practices: ■ Integrating knowledge sharing or KM in project design ■ Hearing about KM examples from other sectors, such as public health, has helped me incorporate interesting examples into my dialogues about KM ■ The discussions about metaphors for KM in organizations, and seeing how members frame different aspects of KM differently, has allowed me to better communicate value of KM initiatives to colleagues ■ It has helped me to understand discussions with people outside of the organization involved in KM, has helped me frame the issues that people within the organization have raised ■ Have helped me develop proposals to the organization	**5**
By incorporating specific ideas: ■ Into my work on the Afripeace board ■ Into discussions of how to evaluate km activities ■ Into discussions on technological solutions to KM	**3**

Recommendation(s):

These examples could be aggregated, sorted out and pulled in for potential donors and also for the pages explaining what KM4Dev is and how it can be useful (Ning and wiki). A lot of emphasis is on changed understanding (broadening of the concept) and maybe this should be added as an explicit objective of KM4Dev.

13. Can you share at least one example of how KM4Dev exchange and reflections have changed your way of thinking or talking about KM issues?	
Answer Options	Response Count
	66
answered question	**66**
skipped question	**78**

14.   Influence of KM4Dev in the way of acting

KM4Dev seems to have influenced the practice of many of its members but not always led to develop new artifacts, less so to have a certain 'livelihood' impact. 37% of the respondents say that KM4Dev has "very much" or "much" modified their behaviour/practice, 27% have developed tangible products or methods as a result (which supports the idea of encouraging members to engage in reification activities) and only 20% think they have achieved some impact on the autonomy and/or livelihood of communities they work with/for. 43% say they haven't been influenced enough or at all (on these last two indicators). Fewer think that they have been able to influence others significantly (20%). Still, between 24% and 29% think they have done all three sufficiently.

Recommendation(s):

The examples of modified behaviour, production of artefacts should be teased out to illustrate to community members and donors the value of the community. These can be found in answers to other questions or could be proposed in an online 'impact share fair '(or blogathon) where KM4Dev members could share their stories of impact from the community as well as the artefacts they have developed as a result of their interactions on KM4Dev.

From a practical point of view, this question needs to be reflected upon by the community, as the insufficient results might be the a reflection of either the lack of incentives from the KM4Dev facilitation team or lack of personal initiative from the individual members.

Perhaps a facilitated discussion on 'how to link community conversations with effective action/application' could help explore this interesting set of responses in more details.

14. Do you think that through your participation in KM4Dev you have							
Answer Options	Very much	Much	Suffi-ciently	Not enough	Not at all	NA	Response Count
modified your behaviour or practice in your area of influence	16	31	37	27	10	6	127
produced new artefacts, methods or other items that are available for the wider public	13	22	30	40	15	7	127
contributed to changes in the autonomy and/or livelihood of people and/or communities you have contact with	7	18	31	36	19	14	125
answered question							**126**
skipped question							**16**
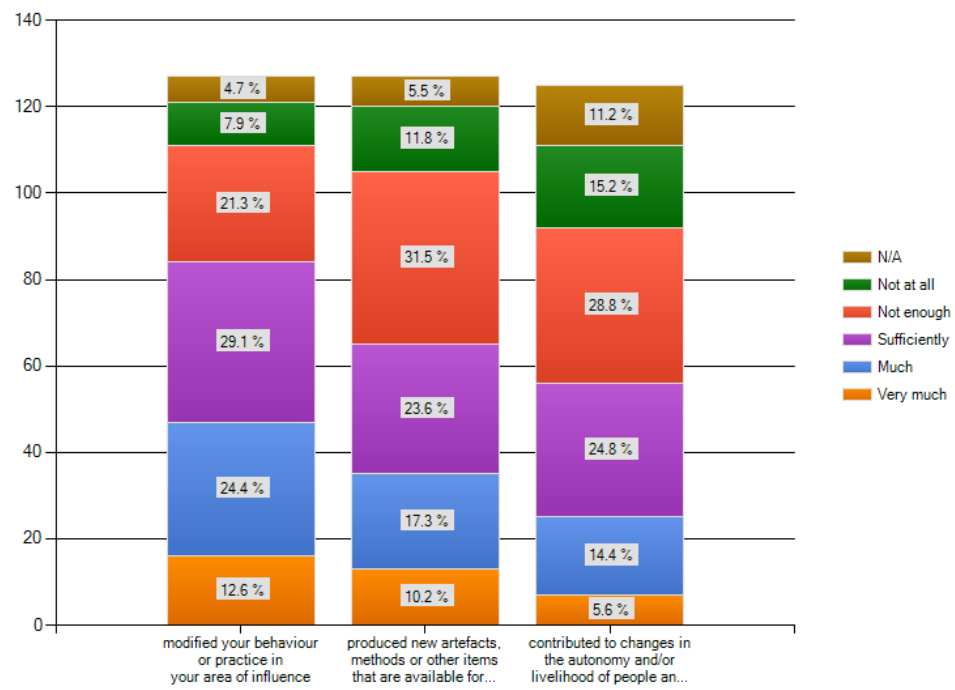
15. Influence of KM4Dev on innovation

KM4Dev helps innovate on participatory methods/events, tools and approaches, strategies and specific concrete issues faced in the organisation. 56 respondents answered the question, but only 31 replies directly address the issue. Out of those 31 replies, examples that are commonly referred to are: **information about participatory methodologies** and how to facilitate events/workshops and do social reporting, information about specific platforms which help inform decisions about them (e.g. using Share-Point), practical information about new platforms (e.g. wikis) or approaches (e.g. NetMap, Gift Garden), informing communication and KM strategies, working on specific organizational challenges (e.g. sharing tacit knowledge, organizing hand over of jobs, capturing lessons learned, developing a KM strategy). 5 respondents mention the usefulness of the participation in KM4Dev in terms of their ability to advance in their personal thinking and capacity to formulate recommendations.

Recommendation(s):

These examples could be aggregated, sorted out and pulled in for potential donors and also for the pages explaining what KM4Dev is and how it can be useful (Ning and wiki) – this should be an activity taken care of by community members themselves.

15. Can you share an example of how your participation in KM4Dev has contributed to innovation by bringing about any of the above?	
Answer Options	Response Count
	56
answered question	**56**
skipped question	**88**

16. Unique selling point of KM4Dev

KM4Dev is an open, vibrant, diverse, respectful, professional, exemplary community of practice that leads to synthesis of conversations about knowledge management for development and a place to the extent that one participant says 'I find myself referring KM4Dev to people all the time'. A strong 74 people answered this question.

- 21 of them mentioned a vibrant and unique community/network on knowledge / learning, a source of learning and adding value

- 17 people referred to the diversity of its members (background, geography, experience) and perspectives and their commitment to KM4Dev

- 9 praised the openness of the community (eliciting fresh ideas, dialogue, free flow of thoughts) where everyone's voice has a weight

- 4 referred to knowledge sharing

- 3 lauded professional development and leadership modelling

- 3 people referred to the community's focus on development from a KM perspective

- 3 referred to the synthesis of ideas - the *reification* process

Recommendation(s):

Again, these answers could be collated and presented in a page for potential donors and for new members to find out about the community. The comments also encourage the multi-faceted (multi-lingual) development of sister communities that echo the vibrant diversity of KM4Dev.

The comments related about the spirit and principles of KM4Dev could also be pulled into those wiki pages.

16. What do you think is the unique value of KM4Dev?	
Answer Options	**Response Count**
	74
answered question	**74**
skipped question	**70**

17.   Ways to improve KM4Dev

KM4Dev members need guidance, recognise they could participate more and would definitely like more interaction with one another, face-to-face but also virtually, among local groups and as one whole community.

This final question garnered 65 responses:

- 11 people expressed the need for more guidance in order to: bring new members along, to know who is who, to mentor new members and encourage them to participate, to explain what is KM4Dev and what it does (3 people mentioned consolidated reports and other information about community activities), to help find information from past conversations etc. Regular, reliable leadership and having more people to play a role in facilitating the community would be great!

- 4 people asked for more knowledge sharing from and about KM experts, using case studies, including e.g. a policy library where organisations share their KM/OL policies.

- 5 people would like to see more involvement from the members in e.g. participatory learning (not just sharing knowledge as in this survey), in peer-review, collaboration, particularly from the South, publications in the journal etc.

- 7 people definitely want more interactions **within** national regional groups and **among** them: these groups should be encouraged and enhanced to e.g. overcome language barriers. And then they should connect conversations across all these groups.

- More face-to-face interactions through workshops, particularly in developing countries (to put KM4Dev in practice) but also Skype or Google+ hang-outs was plebiscited by 8 people.

- The communication channels can be improved: the email discussion group could be improved, the website as well, and there is a confusing list of channels. Even though one person suggested having more online spaces and another one a mobile app.

- Three people agree that there is too much traffic.

- 5 people plead for a balance in the conversations between practical and theoretical conversations, exploring practical applications in developing countries, more insights about how to influence development practices and inquiring the development aid systems, focus less on tools (or precisely provide more information about tools – both 1 person).

- More funding is the suggestion of two people to help develop more outputs.

- Two people also mentioned that it's working well as of now (e.g. "as I can dip in and out").

Recommendation(s):

- The newbie/guidance pages explaining what KM4Dev is about and what it can bring to people would be a major step forward. This should include the key channels/platforms and specific pages or resources available for the community.

- Invitations to lead the community, take part to its activities etc. could be encouraged further – or joint activities involving them.

- Active efforts to link conversations from the different national/regional groups could also be encouraged – perhaps around a 'shades of KM4Dev' carnival day where each community would organise something and weave it together with other communities (but decide what they want to do themselves).

- If volunteers want to start Google hangouts or Skype discussions these could be encouraged (e.g. as part of the journal reviews but perhaps of other interactions too)?

- The overview of communication platforms should be improved and some additional guidelines for how to best use them would improve the usability. Where applicable, the CTLab group could play a key role in this to improve the usability and design of the platforms.

- Some discussions on the list could be started about how to influence the development system through knowledge.

- And finally, additional funding activities could be sourced from community members themselves.

- These recommendations should be aligned with the recommendations from the discussion that just started on KM4Dev about the desired state of KM4Dev in the future.

17. To have even more value, what do you think is the one major area for improvement for KM4Dev?	
Answer Options	Response Count
	65
answered question	**65**
skipped question	**79**

Overall recommendations

- Develop a simple monthly update on what is going on in the community;

- A series of focused conversations on specific insights from this survey could prove helpful to better understand appreciation by KM4Dev members of the community assets and conversations, e.g.: about

- The objectives and ways of functioning and choosing core group members (and their strengths, etc) should be posted and made readily available to all. Maybe these could come from another focused conversation.

- There are a number of comments that would inform new members and potential donors about the value of KM4Dev and what they can hope to find there. This information could be collated and made available on the wiki and Ning site accordingly.

- A number of these activities should involve KM4Dev members from the community (beyond the core group) who indicated they would like to become more involved and turned into leaders too.