

Report on the online Phase 1 of the

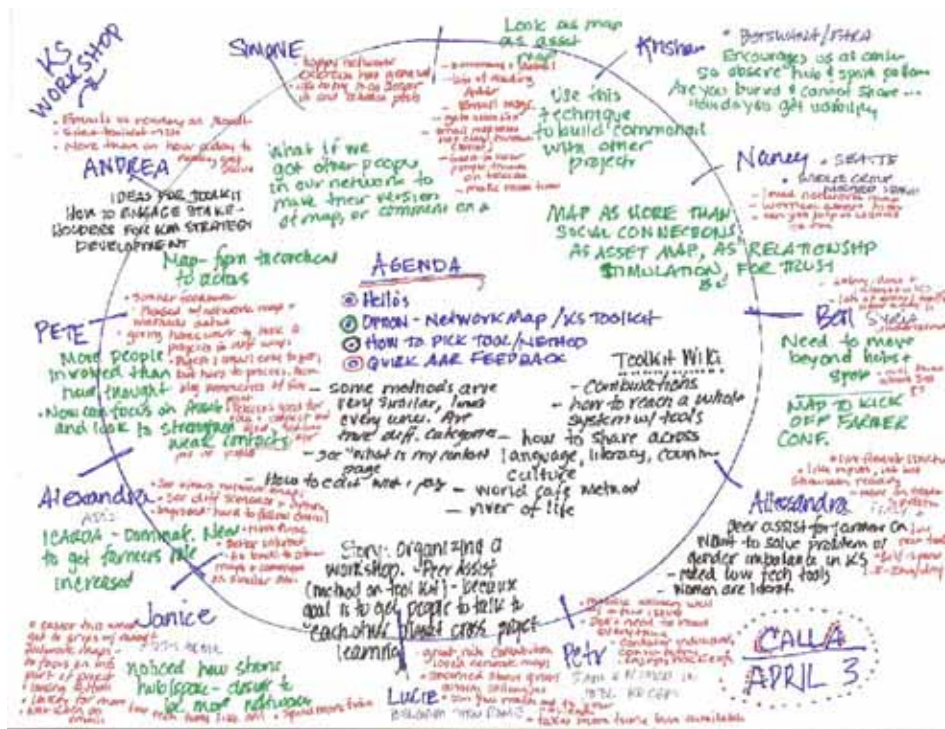
Knowledge Sharing Workshop

*Collaboration for excellence:
opportunities for discovering, understanding, and applying
innovative knowledge-sharing approaches for impact*

24 March to 18 April

Executive Summary, Workshop Results and Evaluation

Simone Staiger-Rivas, Leader, Institutional Knowledge Sharing Project
The KS Workshop Team: Nancy White, Lucie Lamoureux, and Petr Kosina
All the KS Workshop Participants



Nancy White: Notes from a workshop conference call

“It’s what we, the participants, make of it—contacts, the Toolkit, links, and so forth, which are all there for us to pick up and use—that leaves one with a good feeling like the end of the course is just the beginning.”

Andrea Pape-Christiansen, ICARDA

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Executive Summary

The ICT-KM Program and its Institutional Knowledge Sharing Project developed a knowledge-sharing (KS) workshop as part of its activity plan. The workshop, divided into three phases, aims to scale up use of knowledge-sharing practices, tools, and principles by CGIAR staff and their research partners. This document reports on phase 1, which was held online from 24 March to 18 April 2008.

The expected result overall was for participants to understand and appreciate the role and value of KS in research and institutional arenas; discover how to apply KS concepts and approaches; and interact effectively with CGIAR staff and research partners. The workshop was designed for researchers, HR managers, communications officers, IT managers, and others interested in learning about effective and interactive communications. The workshop methodology was based on Action Learning principles and offered a systemic approach to KS. All course materials and contents had been developed in an open-access environment and are considered as forming a global public good.

The workshop had 37 active participants from CGIAR centers, FAO, and FARA. A team, composed of ICT-KM and CGIAR staff and two consultants, was in charge of the overall workshop design and the event's facilitation.

For this online phase, a Web-based Moodle platform was customized to enable participants and facilitators to interact and access resources. The KS Toolkit was the center piece of the workshop, around which most activities and discussions took place. Weekly teleconferences, podcasts, and two surveys were also offered to participants as additional communication channels.

After the welcome and introductions, the participants carried out activities and shared discussions on (1) network maps to understand participants' work environments, (2) the question: "Why share knowledge?", (3) the question: "Who are we sharing knowledge with?", (4) scanning for tools that meet our needs (with 9 threads), and (5) exploring different tools and methods (with 19 threads). Continuous individual reflection was also articulated through the creation of 29 workshop learning logs.

The 27 participants who participated in the evaluation survey expressed their overall satisfaction with the workshop as follows: 26 rated the event as either excellent (50%) or good (46%); 23 thought that their initial expectations were met; and 24 felt that the workshop increased their ability to apply KS principles, methods, and tools in their work.

Participants also suggested improvements, mainly to design the event so that more time was provided to take better advantage of the workshop. That is, they felt that the Moodle platform and resources should have been introduced first and participants given more time to become familiar with them.

The KS workshop team believes that the overall design and facilitation was successful and the objective of phase 1 had been accomplished, although the team sees similar opportunities for improvement as do the participants. The team was greatly satisfied with the event, but recognizes that the time put into it was enormous and went far beyond expectations.

I. Overview of Results and Evaluation

Background

This document reports on phase 1 of a 3-phase workshop to scale up use of knowledge-sharing practices, tools, and principles by CGIAR staff and their research partners. Phase 1 was held online from 24 March to 18 April 2008. Phase 2, a face-to-face meeting in Africa, will be held in May, and phase 3 will consist of online coaching of participants to implement small KS projects in their organizations. In all, the three phases will take 6 months.

Of the 44 participants who inscribed to the 4-week event, 37 participated actively. Of these, 20 came from the CGIAR, 15 from FARA–RAILS, 6 from FAO, and 3 from a CGIAR partner organization. Of the FARA–RAILS group, 10 participated actively. As an indicator of levels of participation, observed as recorded viewings of posts and materials and active contributions on the Moodle platform (which does not take into account readings of posts via e-mail), there was a variation from the champion level (2 participants, each with more than 1000 records), through very active (10 with 300 to 600 each), active (8 with 200 to 300), regular (8 with 100 to 200), to poor (9 with fewer than 100).

The workshop team included Nancy White (Consultant, Full Circle Associates), Lucie Lamoureux (Consultant), Petr Kosina (CIMMYT), and Simone Staiger-Rivas (ICT-KM/IKS). The team was in charge of the overall workshop design and the facilitation of the online event. Their tasks were as follows:

- Marketing the event
- Contributing to and testing the KS Toolkit
- Designing and analyzing a pre-workshop survey
- Directing individual orientation phone calls
- Customizing the Moodle platform
- Podcasting interviews with KS experts
- Designing and facilitating teleconferences
- Facilitating virtual discussions and activities
- Writing up the weekly summaries
- Following up individual participants

For this online phase, a Web-based Moodle platform was customized to enable participants and facilitators to interact and access resources. The Moodle platform allowed e-mail notifications and subscription to RSS feeds. More than 600 messages were exchanged on the workshop platform.

Weekly teleconference calls provided an additional communications channel. A high-speed conferencing system was used to allow good sound quality, and enable podcasting. Participants in different time zones chose from 12 teleconferences schedules for weekly calls; they were podcasted to enable those who could not attend the calls to listen to them afterwards.

The workshop's centerpiece was the KS Toolkit, around which most activities and discussions took place. During the workshop, 11 participants signed up on the Toolkit and 166 wiki edits were made in all. The Toolkit received a total of 9908 viewings during the workshop.

Other activities were:

- The establishment of a workshop blog
- Two surveys, one before and the other after the event, to discover participants' expectations and assessments
- Individual phone calls made to 17 interested participants to clarify expectations and give orientation
- Six interviews were podcast before and during the event with KS practitioners and experts for additional input on specific topics of interest
- Participants launched three blogs and one wiki during the workshop

After the welcome and introductions, the workshop participants carried out activities and shared discussion topics on (1) network maps to understand the participants' work environments, (2) the question: "Why share knowledge?", (3) the question: "Who are we sharing knowledge with?", (4) scanning for tools that meet needs (with 9 threads), and (5) exploring different tools and methods (with 19 threads). Continuous individual reflection was also expressed through the creation of 29 workshop learning logs.

Evaluations by participants

In the final evaluation survey, 27 participants expressed their overall satisfaction with the workshop; 26 participants rated the event as either excellent (50%) or good (46%); 23 believed that their initial expectations were met; and 24 felt that the workshop increased their ability to apply KS principles, methods, and tools in their work. All respondents stated that the pre-workshop communications (online survey, website information, e-mail exchanges, and individual calls) helped them understand the workshop's objectives and dynamics.

All the weeks were almost equally useful for the participants, with Week 1 (Welcome and Introductions, Why share knowledge discussion, Network Mapping exercise) being the most useful for 18 respondents. The communication channels and resources were almost equally appreciated with a preference for the weekly summaries and the KS Toolkit. Overall, the Moodle platform got good ratings, but with suggestions for improvement in organizing information. The facilitators were rated as excellent by 19 respondents, and 7 thought they were good.

Participants had mixed reactions to the group's size: 16 found that the group size was just right, whereas 10 found it too big. Interaction among participants was rated as average by 12 respondents, but 23 respondents said they had made useful contacts beyond the workshop. Another 4 said no, mainly because of lack of participation in the event. All respondents found that being with participants from other organizations was either very useful (54%) or useful (46%).

When asked for the workshop's main strengths, participants first highlighted aspects related to participation and interaction such as the group's diversity and energy, the richness of experiences, and the combination of fun and serious interactions. Respondents also appreciated the wide range of tools, methods, and resources available, specifically the KS Toolkit. On the workshop's design, respondents highlighted the event's flexibility, scope, and structure. They appreciated the effective support, availability, and experience of the workshop facilitators. Finally, respondents found the Moodle platform useful, as well as the e-mail notifications, and teleconferences.

Most of the suggestions made by the 27 respondents were to improve the event so more time was provided to take better advantage of the workshop. That is, participants should have more time before the workshop to become familiar with the Moodle platform and the resources offered.

Indeed, many felt overwhelmed with the richness of the workshop's environment. Suggestions were also made for participant groups to be smaller.

Evaluation by the KS workshop team

The KS workshop team reviewed the event as follows:

- The overall design and facilitation was successful and the objective of phase 1 was accomplished. Among the things that went well were the adjustable agenda, variety of communication channels, the Toolkit as an “unfinished product” that encouraged contributions, the network mapping exercise and related discussions, collaboration within the KS workshop team, and the podcasts. The team was very pleased with the level of engagement by the FAO participants, and those FARA–RAILS participants who managed to connect with and participate in the event.
- The team also saw opportunities for improvement such as possibly organizing a “Week 0” to orient participants, organizing the Moodle into an easier-to-navigate space, and the need to combine activities and discussion to enable participants to focus more easily on each week's activities. The team believes that the overall design could be adjusted slightly, as Weeks 1 and 2 seemed overcrowded. The teleconference design could also be varied more to make each call different.
- The team is greatly satisfied with the event, but acknowledges that the time put into it was enormous and went far beyond expectations. We recommend developing a document that would allow other facilitators to easily take over and lead this workshop.

Among other issues that the workshop team would like to explore further are the questions of (1) finding the best rhythm in the interaction among participants and facilitators (who had the double role of orienting and supporting participation, and providing expert input), and (2) of increasing interaction among participants. We would also like to focus more on methods related to interpersonal aspects of KS, whereas the workshop quickly focused on technology-related tools. The question is how to tackle process-related KS issues in an online environment?

Finally, we wonder how to deal with participants who are inscribed through intermediaries such as the FARA–RAILS group. Some members of this group participated very little or not at all, thus raising questions about their selection, motivation, and awareness of the workshop's objectives and methodology. This also raises the language issue, as some participants could not benefit from the viewings and postings, nor contribute, as their level of English was insufficient.

II. Context and Workshop Overview

The KS Workshop is an activity of the Institutional Knowledge Sharing (IKS) project, and offered in the framework of the ICT-Km program of the CGIAR. The IKS project focuses on scaling up project activities in CGIAR Centers and Programs, with the aim of mainstreaming knowledge sharing principles and tools. The project also aims at fostering further development of the community of KS practitioners in the CGIAR, expanding it to involve professionals from all areas of the Centers' work, including research, capacity building, research support, and management.

Rational for the workshop development: More than 30 years after participatory research approaches emerged, we still face formidable obstacles to take up, use, and ultimately achieve impact from the results of CGIAR agricultural research. One missing element is the appropriate and effective sharing of knowledge, whether within our institutions, between Centers, or with our partners. At the same time, new and effective approaches and tools have been developed and proven to strengthen collaboration. Recent possibilities of Participatory Web open new doors to more inclusive and transparent collaboration for excellence. In this context, the ICT-KM Program of the CGIAR has been offering a first Knowledge Sharing Workshop.

The overall expected result was for participants to obtain an understanding and appreciation of the role and value of KS in research and institutional arenas; to undergo experiences on how to apply KS concepts and approaches; and interact effectively with CGIAR staff and research partners.

Case Scenario

Joe Researcher has been working on a smallholder cacao project in Ecuador. He gradually realizes his role is not only that of a researcher, but also as mediator in his project partners' network between his fellow scientists and the cacao farmers. When he reframes his work to consider how knowledge emerges, flows, and is shared across the project, he was amazed to discover how productive and focused his team became. Three of his early lessons were (1) network weaving - finding and connecting people; (2) convening useful gatherings for project work; and (3) keeping the project information flow moving outwards. He used to think the third lesson or area was his priority, but discovered that without the first two areas, the information was often ignored or misapplied. After investing in the three areas, he finds that, in fact, he had more time to do his research and easier access to his partners for consultations.

The workshop design is allowing CGIAR colleagues and partners to work in an innovative 3-phase action-research-based design:

- Phase 1 – DISCOVER: 4-week-long online event. We (a) explored knowledge-sharing challenges and opportunities, (b) discussed and experimented with possible ways to

make the most out of face-to-face and virtual collaboration, and (c) explore the crucial role of networks in research projects and institutional settings. March 24–April 18, 2008

- Phase 2 – FOCUS: 3-day face-to-face meeting. We will work in teams to understand more in-depth those of the participants’ specific interests that were identified during phase 1. We will also design activities that participants can then implement. May 6–8, 2008 at ILRI Campus in Addis Ababa
- Phase 3 – APPLY: With virtual support from a coach, participants will apply the KS principles and methods covered in phases 1 and 2. These experiences will be documented in a joint publication. May to end of September 2008

Participants are choosing to participate in phases 1, 1+2, or 1+2+3 of the course.

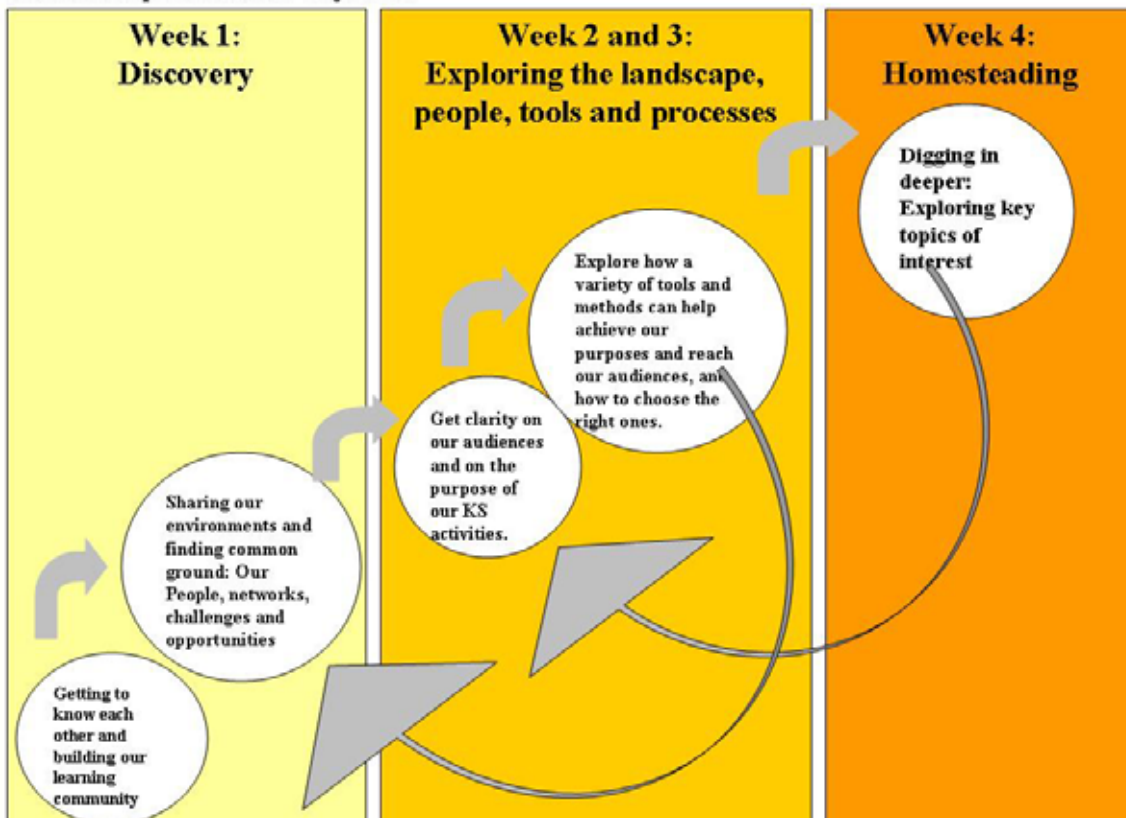
The course methodology is based on action learning principles and offers a systemic approach to KS. The facilitators and participants actively reflected and jointly explored opportunities, using blogs, wikis, and other virtual collaboration tools. We experienced different meeting techniques, draw network maps, and used KS principles and tools throughout the activities. All course materials and contents were developed in an open access environment and are considered as a global public good. In phase 3, care will be taken to design activities that are feasible, that is, possible for the time and resources available.

Target Group: The workshop has been designed for Researchers, HR managers, Communications Officers, IT Managers, and all those who are interested in learning about effective and interactive communications.

Content of phase 1: Based on the workshop outline and principles (see above) that have been discussed with the ICT-KM, and the KS project team the workshop team started to lay out a more detailed agenda (see Annex 2). The 4-week event was structured as shown in the following diagram:

- Week 1 was designed to welcome and introductory messages, as well as to a network mapping exercise with the objectives of (1) getting to know each other, (2) build a learning community, and (3) share our working / project / team environments
- Week 2 was dedicated to better grasp the audiences and purposes of our KS activities. This was done through the network maps analysis and the discussion on “Whom do we share knowledge with?”
- During week 3 the suggested focus was on exploring tools and methods as a means to achieve KS purposes and reach targeted audiences. Several discussion topics were suggested based on participant’s feedback and input
- Week 4 was conceived as a space and time for digging in deeper in participants’ specific areas of interest, again in form of group discussions

KS workshop Outline and Objectives



Course Development Team and Facilitators

- **Nancy White**
Nancy works with organizations to strengthen collaboration and communication online and offline. She has a special interest in online facilitation, teams and communities of practice, and whole systems change. She is currently writing a book on technologies in support of communities and learning graphic facilitation.
- **Petr Kosina**
Petr is the Knowledge Sharing and Capacity Building Coordinator at CIMMYT (Mexico). He has a background in biological sciences and education. His responsibilities include course design and development, facilitation of knowledge-sharing processes (both inside and outside institutions), and “soft skills” development. Petr is responsible for the knowledge management components of several CIMMYT projects.
- **Lucie Lamoureux**
Lucie is an information professional with 8 years’ experience in knowledge management within the field of international development. Her main focus is capacity or skills development, specifically, knowledge-sharing approaches and online networking. She also regularly designs and facilitates face-to-face meetings.
- **Simone Staiger-Rivas**
Simone is leader of the Institutional Knowledge Sharing Project. She is a trained social communicator with 13 years’ experience in the coordination of electronic communications projects. Her interest lies in the enhancement of collaboration in institutional settings that contribute to organizational learning and change. Simone is based at CIAT, Colombia.

III. Workshop Design and Promotion

“We have a growing network of boundary partners on the ground, and we want to build a community of practise to share experience, knowledge, tools, and other resources with different communities (academic, policymakers, private sector, NGOs). I hope that this course can help me pick up some useful technologies and techniques for facilitating information sharing in a large and diverse network!”

Quote from participant.

The Workshop was **promoted** through various channels:

A (1) [leaflet](#) was designed with input from the KS Workshop team, and in blog format. 500 copies were printed for distribution at (2) AGM07, and published for download on the (3) [KS Web site](#). The leaflet content was the baseline information that served as a starting point for a (4) [KS workshop blog](#). An (5) e-mail announcement was sent by Enrica Porcari to her main contact database. This e-mail didn't generate direct expressions of interest. However forwarding it to (6) KS team personal networks, we managed to get the desired number of participants on board.

The contact with FARA was made at AGM and this generated a subscription of 10 participants.

Workshop design process: The workshop team used Google Docs and held several conference calls to collectively improve the first agenda draft, and shared it with colleagues within and outside the CGIAR in order to further fine-tune it. A Dgroup was set up for team communications purposes: An average of 120 messages per month has been shared since the beginning of 2008 for a total of 500 messages up to date.

Design of workshop **communication channels:** The workshop team selected a set of communication and learning opportunities in order to allow the participants to choose and experiment among a variety of possibilities:

- Moodle Platform:
 - Activities
 - Discussions
 - Weekly Summaries
 - Learning logs
 - Podcasts
 - Resource Library
 - E-mail Notifications
 - RSS feeds
- Teleconferences
- KS toolkit
- Individual E-mails
- Workshop Blog
- 2 Surveys (pre-workshop, and evaluation)

Who did what? The table below shows the different activities of the KS workshop team and how the tasks have been distributed. This distribution of tasks and responsibilities was done on the criteria of (1) personal interest, (2) experience, (3) time availability.

** Lead

* Participation / Contribution / Feedback

	Nancy	Petr	Lucie	Simone	Comments
Workshop promotional materials (Leaflet, blog, announcements)	*	*	*	**	The ICT-KM Program also contributed in the Marketing of the event.
Marketing of the event through personal targeting of participants				**	
Contributing / testing of toolkit	**		*	*	An additional contract was made beforehand with Nancy to build this new version of the toolkit.
Pre-workshop survey	*	*	*	**	
Individual orientation phone calls	**	**	**	**	17 calls were split among us depending of language and availability.
Customization of Moodle platform	**	**			
Podcasts	**	*	*	*	
Teleconferences	**	**	**	*	
Facilitation	**	*	*	*	
Summaries of activities	**	**	**	**	
Individual follow up with participants	**	**	**	**	The total group of participants was split in 4 subgroups before the workshop so that each of the facilitators could follow up individually with the same participants throughout the event.

Pre-Workshop Survey

The workshop team designed a pre-workshop with the objective of

- Gathering baseline information on participants' technology infrastructure, use and context to allow the team to adjust communication channels throughout the workshop
- Get to know participants' expectations

Respondants could specify if they wished an individual phone call with one of the workshop facilitators.

The survey has been filled out by 35 of the 44 registered participants. See a full summary in Annex 2.

Most participants work in the area of communications and research, but capacity building, and IT were also and almost equally represented.

The Internet access is good for most participants with ISDN, ADSL, Satellite Broadband or TI connection.

78% of the users of this survey spend more than 3 hours per day online.

Most participants have tried or are regular users of the online services that were surveyed. Among the less known tools are: Web2Mobile, Social Bookmarking, RSS feeds Images, and Wikis.

When asked about their expectations, most participants were looking for a better understanding of KS tools, methods, and processes. But the expectation of networking and sharing among like-minded colleagues is almost as important. Furthermore, participants expressed that they would like to acquire specific skills, understand which KS tool or method to apply to specific user groups, and get a more general overview of KS theory and practice. Fewer users were looking for input to KS strategy development.

Participants mentioned that they want to learn how to use KS tools and methods effectively. They are looking for their project / research / organizational / Web-based communication to become innovative, better, and different.

They would like to apply and share their learnings generally within their projects, teams and organizations, but they are also looking for specific improvements in their existing KS tools, like Web sites, and platforms.

Some Lessons Learned about the Design and Pre-workshop Phase

What worked well	What can be improved
The KS team highlights the excellent group work and level of trust within the team. Nancy's decision making capability on planning phase was crucial	The KS team thinks that we need to be clearer on language issues. Participants who do not read English easily should not participate

What worked well	What can be improved
It was good to have an adjustable agenda that was not planned too much into detail	The KS team suggests to have a week 0 for orientation, with an extra call: how to use Moodle, how to use conference calls
The workshop design and preparation took a huge amount of time, which was worthwhile	A more concerted effort within ICT-KM is needed to promote the workshop. Participants were attracted almost only through efforts of the IKS leader
The concept of the toolkit and its role in the workshop design. The strategy to have an “unfinished” toolkit	As designers and facilitators, we need to plan our time better. Take notes of the hours spent
All the 27 participants who filled out the workshop evaluation survey stated that the pre-workshop communication was useful	Teleconference calls: Encourage mobility of participants between the different sessions of the call and maybe more KS methods to be tested and used for this type of interaction. (even some participants could lead the call if instructed before hand...)
Survey respondents liked that learning was designed to be applied to an ongoing project/program	Find solutions for participants with poor connectivity for better podcast and telecoms access (poor or unavailable skype, too expensive normal landline connection)
Survey respondents liked the phased approach to the workshop makes its easy to follow and understand	Survey respondents need more time: for starting week 1 and 2, more time between teleconferences - 10 days was good, more times to do the activity (home work...), more time to explore deeply
Survey respondents liked the design and variety of the communication channels, like the teleconference, email notifications, the podcast and the Moodle platform	The survey respondents also suggest a greater effort in orientating participants through the Moodle platform before the workshop begins

IV. Communication Channels

“I am really looking forward to continue to learn more with the KS tool kit.”

Quote from participant.

Moodle Platform. For this on-line phase a Moodle platform has been customized. The CGIAR has an account and several courses have been held already within the ICT-KM Program. Nancy White and Petr Kosina took over the customization of the platform (colors, structure, sections). Through this Web based platform participants and facilitators could interact and get access to resources. Moodle allows the organization of information into discussion topics, activities, resources, documents and pictures can be uploaded. It is possible to set up individual participants profiles and to include ID pictures. Moodle has a wiki and blog function which the KS team decided not to use, because considered not very user-friendly and because a KS blog and the toolkit wiki already existed. For writing posts, Moodle has a basic text editor. Discussions are organized in threads to make it easier for the reader to follow the discussion flow and logic. The Moodle platform allowed e-mail notifications and subscription to RSS feeds. More than 600 messages were exchanged on the workshop platform.

Teleconference Calls. Weekly teleconference calls provided an additional communications channel. A high speed conferencing system was used to allow good quality of sound, and the possibility of podcasting. 12 teleconferences schedules were offered for participants of different time zones to choose from for a weekly call; they were podcasted to enable those who couldn't attend the calls to listen to them afterwards. Links to those podcasts were put on the Moodle site. For each call, two facilitators were available. Each weekly teleconference call had its own agenda. Week one was dedicated to get to know each other better and to give an overview of the Moodle platform. Week two was to discuss the network mapping exercise. In the call of week three we looked at the KS Toolkit and at specific tools and methods that attracted participant's attention and that they wanted to explore further. The last call's agenda was mainly dedicated to a workshop evaluation.

Teleconferences	Number of participants
Teleconference #1	21
Teleconference #2	19
Teleconference #3	19
Teleconference #4	13

KS Toolkit. The KS Toolkit was the center piece of the workshop around which most activities and discussions took place. The toolkit originally existed as a Web site using a Content Management System (CMS) and it was limited to face-to-face KS methods. The IKS project team worked together with Nancy White in an extra consultancy in order to (1) switch from CMS to a wiki in order to allow easier sign up and contribution by users, (2) improve the overall structure and include situational entry points (in which context to use the different tools and methods), (3) include tools and methods related to virtual interaction. Currently there are 57 different tools and methods that are outlined on the wiki, and each follows a template including definition, how-to-do, when to use, additional resources and stories, as well as contacts to know more. The approach chosen by the Toolkit team was to leave the kit

deliberately unfinished so that users would find it easier to jump in and contribute. The expectation was to start to create a user community around the workshop participants. During the workshop period 11 workshop participants signed up on the KS toolkit and 166 wiki edits were made in total. The KS toolkit received a total 9908 views during the workshop period. More than 50 users bookmarked the kit on delicious at that moment in time.

Podcasts. The workshop team decided to undertake a series of podcasts with the objective of bringing in concrete experiences and testimonials from KS practitioners, on topics related to the workshop agenda and to the interests of participants:

[Podcast #1: Patti Anklam on 'why map our networks?'](#)

[Podcast #2: Jackie Nnam on learning together](#)

[Podcast #3: Beverly Trainer on usefulness of KS tools](#)

[Podcast #4: Shawn Callahan on Jumpstart Storytelling](#)

[Podcast #5: Scott Leslie on Trailfire](#)

[Podcast #6: Eva Schiffer on Social Network Analysis](#)

[The clock technique for teleconferences, Nancy White](#)

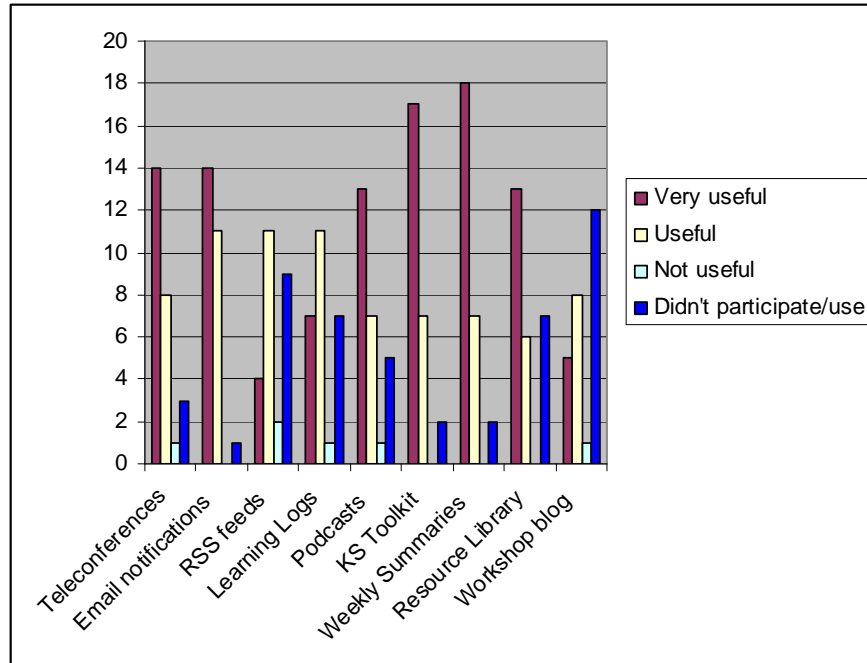
Workshop blog. In addition the workshop was commented via a workshop blog. This blog is part of the ICT-KM blog. A category was created for the workshop and since the launch of the workshop concept, 19 blog posts have been posted. Three workshop created blogs and one group set up a wiki during the workshop period.

Surveys. 2 Surveys were offered before and after the event and helped understand participant's expectations and evaluation. The surveys were set up via SurveyMonkey and conceived jointly by the workshop team. The pre-workshop survey was filled out by 39 participants and the evaluation survey by 27. Please refer to the relevant sections of this report for further information of the survey results.

Phone Calls. In the pre-workshop survey we offered the option of to allow clarifications around workshop expectations, agenda, and communication channels. 17 participants expressed their interest and the individual phone calls were held by the workshop team.

Participants Evaluation of the Communication Channels. The weekly summaries and the KS Toolkit were rated as the most useful communication channels. But the teleconferences, e-mail notifications, the podcasts and the resource library were also highly rated. The less useful or used channels were the RSS feeds and the workshop blog. When asked "If you did not do some of the activities, can you share why?" 22 respondents mention the lack of time. The Moodle platform got good ratings, also 8 respondents found the structure and organization of the site average. The suggestions for improvement go also in that direction: less crowded; make it possible to quickly zoom into the priority areas; and less threads and activities ongoing in parallel are some of the suggestions. The Toolkit got excellent ratings in terms of usefulness of content and Ease of access. The ease in contributing and editing as well as the connectivity were scored as good. The look and feel is the aspect that could be improved.

Question 6 of the evaluation survey: Please rate the usefulness of each of the communication channels and resources.



Some Lessons Learned around the Communication Channels

What worked well	What can be improved
<p>From KS team After Action review</p> <ul style="list-style-type: none"> The concept of the toolkit and its role in the workshop design. The strategy to have an “unfinished” toolkit The Calls and the visuals to tackle workshop topics The Toolkit was an excellent centerpiece The Podcasts <p>From Participants Evaluation</p> <ul style="list-style-type: none"> Survey respondents liked the design and variety of the communication channels, like the teleconference, email notifications, the podcast and the Moodle platform The KS toolkit The resources, links shared by the participants and available 24/7 The teleconferences: Great to think about the major topics of the workshop E-mails notifications. Very good to follow the discussions The Moodle site and its use as a very organized platform to support the KS processes, and a possibility to get 	<ul style="list-style-type: none"> The KS team suggests to have a week 0 for orientation, with an extra call: how to use Moodle, how to use conference calls The Moodle space can be improved: make it easier to navigate. Suppose that participants who were less active had more problems of orientation and navigation Have a Moodle site map Teleconference calls: Encourage mobility of participants between the different sessions of the call and maybe more KS methods to be tested and used for this type of interaction. (even some participants could lead the call if instructed before hand...) Find solutions for participants with poor connectivity for better podcast and telecoms access (poor or unavailable skype, too expensive normal landline connection) <p>From Participants Evaluation</p> <ul style="list-style-type: none"> The survey respondents also suggest a greater effort in orientating participants through the Moodle platform before the workshop begins Re-organize the Moodle site with less entry

What worked well	What can be improved
familiarized with it	<p>points for discussion</p> <ul style="list-style-type: none"> • The Moodle website was difficult to follow, I could not find the resources easily • Time zones make this difficult, but getting individuals to participate in different conference calls at different times would have added to the learning experience • To add more teleconference instead of once a week • Teleconferences were more about socializing then content • Use Video in the teleconferences? • More practical videos/slide shows to explain new tools/methods • Provide in advance the videos/podcasts in CD format to places with internet connectivity problems • Not only podcast, maybe also opportunity to invite these specialists to share virtual table with participants • Email responses should contain the original question below • Getting dozens of small not important updates every day is obscuring more important content • Make better use of personal logs at latter stage (good but implied information overload)

V. Participation

“I really liked the sometimes informal tone that was used and how that mixed well with the clear professionalism that was demonstrated by the facilitators, which encouraged participation and created a friendly atmosphere - amazing how well that came across even in this online format. I felt very comfortable, contributions and questions did not have to be perfectly written and polished for hours before sending”

Quote from participant.

Participants and Level of Participation

From the 44 participants who were subscribed to the 4-week event, 37 participated actively. 20 participants came from the CGIAR, 15 from FARA-RAILS, 6 from FAO, and 3 from a CGIAR partner organization.

The following table shows the list of participants, their names and organizations they belong to, and their e-mail addresses.

Name	E-mail	Participation in Phase 2
Peter Shelton (IFPRI)	p.shelton@cgiar.org	YES
Andrea Carvajal (CIAT)	a.carvajal@cgiar.org	
Alessandra Galie (ICARDA)	a.galie@cgiar.org	
Andrea Pape-Christiansen (ICARDA)	A.Pape-Christiansen@cgiar.org	
Bernhard Hack (ICARDA)	bernhard.hack@gmail.com	
Vanessa Meadu (ICRAF)	v.meadu@cgiar.org	YES
Nicole Demers (Bioversity)	nicole.demers@cgiar.org	YES
Maria Alexandra Jorge (Bioversity/ILRI)	a.jorge@cgiar.org	YES
Grace Ndungu (ILRI)	g.ndungu@cgiar.org	YES
Janice Proud (ILRI)	j.proud@cgiar.org	YES
Jean Hanson (ILRI)	j.hanson@cgiar.org	YES
Selam Alemayehu (ILRI)	s.alemayehu@cgiar.org	YES
Florencia Tateossian (CG Secretariat)	f.tateossian@cgiar.org	YES
Dina Satrio (CIFOR)	d.satrio@cgiar.org	YES
Edwin Yulianto (CIFOR)	e.yulianto@cgiar.org	
Feby Litamahuputty (CIFOR)	f.litamahuputty@cgiar.org	
Yuan Octavian (CIFOR)	y.octavian@cgiar.org	YES
Sandra Velarde (Amazon Initiative)	s.velarde@cgiar.org	YES
Jorge Mario Quiceno (HARVEST +)	j.m.quiceno@cgiar.org	

Name	E-mail	Participation in Phase 2
Antonia Okono (GCP)	a.okono@cgiar.org	
Justin Chisenga (FAO)	Justin.Chisenga@fao.org	
Maria Grazia Bovo (FAO)	MariaGrazia.Bovo@fao.org	YES
Michael Riggs (FAO)	Michael.Riggs@fao.org	
Gauri Salokhe (FAO)	Gauri.Salokhe@fao.org	YES
Magdi Latif (FAO)	Magdi.Latif@fao.org	
Franz Martin (FAO)	Franz.Martin@fao.org	
Jacqueline Nyagahima (FARA/RAILS)	j.nyagahima@asareca.org	YES
Krishan Bheenick (FARA/RAILS)	kbheenick@sadc.int	YES
Francois Stepman (FARA/RAILS)	fstepman@fara-africa.org	YES
Sam Joel (FARA/RAILS)	jsam@workmail.com	
Tumbo Siza (FARA/RAILS)	sdt116@suanet.ac.tz	
Jocelin Eyel'nzo Makoko (FARA/RAILS)	makjoce@yahoo.fr	
Boniface Bouan (FARA/RAILS)	bonifacebouan@yahoo.fr	
Dady Demby (FARA/RAILS)	ddemby@fara-africa.org	YES
Davy Simumba (FARA/RAILS)	simumba08085@alumni.itc.nl	YES
Adriana Sanchez (Sula Batsú)	adris@sulabatsu.com	
Innocent BALAGIZI (Plateforme Diobass)	balkarh@yahoo.fr	
Facilitators / Organizers		
Petr Kosina (CIMMYT)	p.kosina@cgiar.org	YES
Nancy White (Full Circle Associates)	nancyw@fullcirc.com	YES
Simone Staiger-Rivas (CIAT)	s.staiger@cgiar.org	YES
Lucie Lamoureux (Bellanet)	llamoureux@bellanet.org	
Enrica Porcari (ICT-KM)	e.porcari@cgiar.org	

Overview of Level of Participation by Weekly Activities

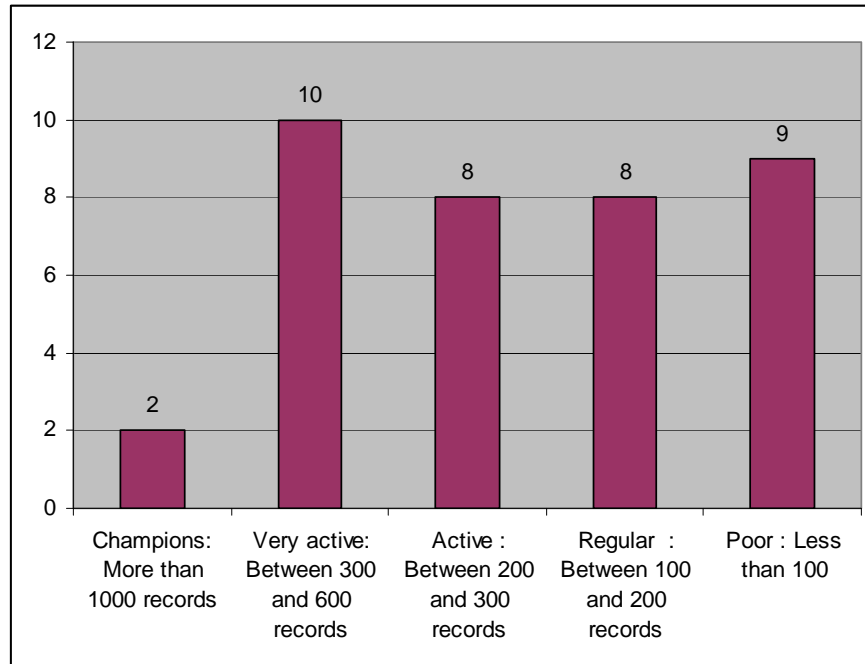
The pre-workshop activities got an excellent level of participation (see also section above). The level of active participation dropped down over the 4 weeks, which the KS team considers as a “normal” user behavior.

Activities and discussions	Number of active participants	Number of messages exchanged
Pre-workshop		
Pre-workshop survey	39	-
Individual phone calls	17	-
Week 1		
Welcome and Introductions	31	67
Network Mapping	23	71
Why share knowledge?	23	41
Teleconference #1	21	-
Week 2		
Teleconference #2	19	-
Who are we sharing knowledge with?	13	30
Scanning for Tools and Methods that meet your need	19	43
Week 3		
Exploring specific tools and Methods (Week 3 and 4)	17	161
Teleconference #3	19	-
Week 4		
Teleconference #4	13	-
Exploring specific tools and Methods (cont.)	See under week 3	
Final Burning Questions, Reflections and Ongoing Resources	5	14
Workshop Evaluation Survey	27	-
Permanent Activities		
Learning Logs	29	127
Workshop Central and Announcements	15	52
Total	37 + 4 facilitators	606

Overview of Level of Participation by Individual Numbers of Records

From the FARA/RAILS group only 10 did participate actively in the event.

The level of participation observed in terms of records which means views/readings of posts and materials, as well as active contributions varied from a champion level (2 participants with more than 1000 records) to very active (10 participants with 300 to 600 records), active (8 participants with 200 to 300 records), regular (8 participants with 100 to 200 records) to poor (9 participants with less than a 100 records) levels of participation.



Some Lessons Learned around Workshop Participation

What worked well	What can be improved
<p>From KS team After Action review</p> <ul style="list-style-type: none"> • Diversity of the group • Geographical spread of the group • Great FAO participants engagement • Those from Africa who engaged really added a component to the workshop • Lucie trying to connect with French speakers • Our adjustments to participants suggestion to combine activities and discussions <p>From Participants Evaluation</p> <ul style="list-style-type: none"> • Ability to connect people worldwide • Sharing knowledge with people around the world 	<ul style="list-style-type: none"> • How to find the best rhythm in the interaction among participants and facilitators, and how to increase interaction among participants <p>From Participants Evaluation</p> <ul style="list-style-type: none"> • Time zones make this difficult, but getting individuals to participate in different conference calls at different times would have added to the learning experience. Just wondering how we could improve the participation of more Sub Saharan Africa colleagues

What worked well	What can be improved
<ul style="list-style-type: none"> • The creation of a particular community on the use of KS methods and tools in agric research • Energy to keep people participating • Active communication both by the facilitators and participants • Diversity of participants • Collaboration & communication to share ideas • Short and valuable replies • The combination of fun and serious • Opportunity to listen to people from different contexts, centers, challenges 	<ul style="list-style-type: none"> • A smaller group of participants • To include more activities related to enforce the interaction among participants

VI. The Workshop Week by Week

“I don't think the era of intranets is over, but the "classical intranet" as we know it (static content, centrally managed) is on its way out and will be replaced by dynamic intranets that interact with new web-based information sharing tools and platforms (a.k.a. Web 2.0)”

Quote from participant.

Week 1

Agenda

- Welcome and Introductions.
- Teleconference #1: Review the course, the Moodle site and begin conversation about sharing knowledge
- Discussion #1: Why Share Knowledge? How and why KS matters in our work and what are the patterns of use
- Activity #1: Starting the Learning Log - A weekly reflective practice
- Activity #2: Mapping your Social Network
- Resources:
 - Podcast with Jackie Nnam on learning together
 - Podcast with Patti Anklam on why map our networks
 - FAO Imark Module on Facilitating Online Communities

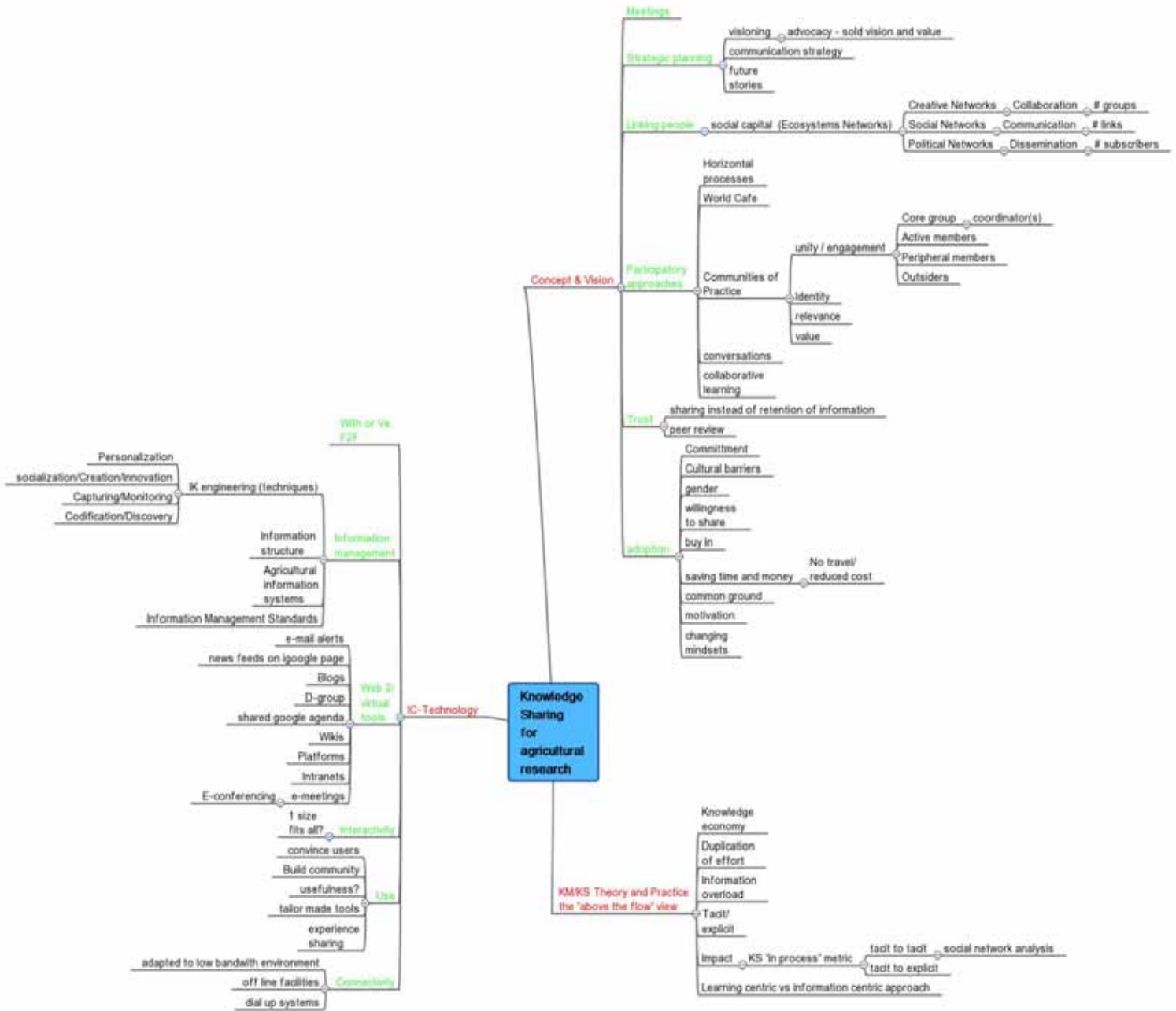
Summaries

Summary: Welcome and Introductions

Simone went through participant's posts and stories of the phone She tried to find some commonalities in the use of words, thoughts, and needs. She extracted keywords from the stories and started to place them around on the floor of her office. And then made cards with participant's names and placed “them” nearby their keywords. Nancy then started a collaborative, web based mind map to take what Simone captured. She used a web based tool called [MindMeister](#). 3 main entry points are emerging

- KS and relationships
- KS and Technology
- KS Theory and Practice

Participants Entry Points into KS – Photo



Discussion Summary: Why share Knowledge or know what you want to accomplish before you start making plans!

In this first week we developed a context for knowledge sharing. For example, KS in research might look different than KS in external communications or in professional networks. Knowing what we want to accomplish helps us develop the plans, skills and resources we need to successfully share knowledge. Nancy offered us a tag cloud that highlights the contexts that we tackled in the posts:

- Connections we know (we are aware of) and we don't know (unknown linkages and partners)
- It was recognized that through existing connections the new connections are appearing and also the influence that the 'actors' can have on other connections within the network
- In order to know more about unknown within our network and its connections it is necessary to get the information from the 'nodes' - e.g. give them the network map to fill the blank spaces
- Important question was raised on what happens if one of the network nodes (person) leaves the system. What does that mean for the network? Can the knowledge of network be captured (e.g. exit interviews)?

Hub & spoke pattern

Project network maps tend to have author in the center. Most of the presented maps are exhibiting some degree of the hub&spoke pattern. Several issues accompanying this pattern have been raised and discussed:

- Software tools for mind mapping tend to have clear center and hence leading author towards hub & spoke pattern
- Hub&spoke pattern can be intentional (for institutional communication = information dissemination). On the other side hub&spoke pattern can to some degree control the knowledge flow
- Hub of the network can become overloaded. It can be helpful to identify connections that do not need to go through the hub. How many 'connections' can one hub effectively handle? At what point are the intermediaries needed (network of networks)? How to scale out the network with hub & spoke pattern?

Some other issues and questions were raised during the discussions:

- How detailed the network map shall be in order to be useful?
- Format of communication - feeding from one network/node to another.
- The exercise generated lots of interest about social network analysis

Week 2

Agenda

- Telecon #2: Thursday April 3/Fri April 4 for Asia with three options at 12:00 GMT, 15:00 GMT and 1:00 GMT the next day: to discuss the network mapping exercise and the report outs from Activity #3
- Discussion #2: Who are we sharing knowledge WITH?
- ACTIVITY #3: Scanning for Tools and Methods that Meet Your Needs
- Podcast #3 - Beverly Trayner - usefulness of knowledge sharing tools

In week one we talked about the different applications of knowledge sharing (KS) in our work. From these conversations, we have identified some common types of applications. Week 2

aims to build small group of peers who share some similar KS needs and start to think about tools and methods to support that activity.

Besides helping think about scanning and picking KS tools and methods, this will give you a short experience in virtual team work.

Summaries

Discussion #2 summary: WHO are the stakeholders?

Question: WHO are these stakeholders, users or audiences and what do they need, want and desire from us? Are there gaps or weaknesses in our interactions with them that we need to address? Do we need to change some of our tools and methods to improve KS and to look for opportunities to better leverage our knowledge?

Key points:

- Knowledge for what? It cannot be extracted from the larger context, KS is not something that is general, it has to be for something that matters to people
- "Who needs to share with whom"? Sometimes we need to get out of the middle, sometimes we need to be in the middle as catalyst. If the stakeholder list is too long, think about who else you can activate to be catalysts instead of trying to carry the burden alone. Then, what would be "in it" for them to take on this role?

Who are the WHO:

- Researchers, management (ICARDA - Andrea)
- Learning team members, Networking Support Functions and FARA secretariat (FARA - Dady)
- Genebank managers from different backgrounds, students, technicians (ILRI - Alexandra)
- Project/network partners from different parts of the world (Sula Batsu - Adriana)
- HarvestPlus Crop leaders and community (CIAT - Mario)
- Government (esp. policy makers), other international & regional organizations (esp. individuals in ICT4D), intermediary groups for rural communities, private sector (involved in ICT4D), FAO internal and researchers/scientists to a lesser degree (FAO - Michael)

How do we find out their needs:

- Feedback surveys and questionnaires
- Whole group processes to help a group of stakeholders have a vision and clarity on the role of KS in that vision (it then becomes easier to pick tools and methods towards that purpose)
- Various other methods found in toolkit
- workshops
- SWOT analysis

- Consultation with users, collecting information from them and obtaining their reaction to the draft product (sharing the digested information in a different format)
- Regular feedbacks/updates (knowing that this is often an iterative process)

What are the gaps in interaction with them:

- Difficult access to communication tools, low penetration speed of new ICT tools and server issues
- Weak support from leadership for networking
- No incentives to share
- Gaps caused by cultural, language and physical distance issues
- Difficulty in the collective construction of all the information produced during KS processes

What are ways to address the gaps (suggestions refer to the specific numbers above):

- Documenting success stories
- Developing national strategies involving diverse stakeholders (including international partners) to have a stronger voice towards leaders
- Use Board meetings to sensitize top management
- Develop incentives for network members in terms of recognition, awards, being shortlisted for consultancies, etc.
- Use wikis and blogs when documenting using the systematization technique

Discussion Summary: Stakeholders are known yet are deliberately NOT consulted

Question: What to do in a organizational culture where, even though there is agreement on who the stakeholders are, these are being left out of the process, because a) it is believed that we already know/or know better what they need, b) it is believed it will not add value to involve them early, let's wait and present our solution to them.

Comments/ideas/suggestions:

- Most scientists only listen to 'scientific' arguments (i.e. numbers and statistics) so we need to learn to use better their language, in a way that is both understandable and can be perceived as win-win
- Make an effort to look for new problems that we did not pay attention before, as these must have been already captured somewhere
- Look at the incentive/feedback system under which an individual operates, as there are serious challenges to KM / KS in organizational systems that do not reward or support sharing
- An important goal should be to seek to remove disincentives for KS
- Use a "stealth approach" to KM / KS (although it has its limits)
- Visioning process with partners confirms they feel left out, that we are not open enough and need to change our practices
- Dealing with a challenging cultural background in the region where participation is perhaps a less appreciated practice... try to get external input such as donors (who say that they want more stakeholder involvement)

- At the CG system level, this is currently a discussion point of the Change Management Process
- Look at the methods grouped under the "Whole Systems Change" methods

Some key principles behind whole systems change methods:

- "Get the whole system into the room" - this may be F2F or online, but it means bringing in all or representatives of all the diverse stakeholders
- Get people into relationship through small conversations with diverse constituents - in other words, mix people up in small groups representing different constituencies then offer questions that matter to begin the conversation
- People who create their own vision and paths to that vision are more likely to attain that vision
- Listen, don't give advice!

Week 3

Agenda

Week 3 has been dedicated to exploring specific KS tools and methods. Previously in the workshop we focused on some of the analytical aspects of KS - the why and the who. The week had less structured discussions and focused on exploratory activities. Participants had to pick what tools and methods they wanted to explore more deeply. Then we discussed them on Moodle and during the teleconferences, and took "field trips" to some of them.

- This week's **telecons** are on **Tuesday, April 8** (Call C early on the 9th) at the same GMT times of 12:00, 15:00 and 1:00. Participants were invited to join a different call in order to get to hear some different voices and perceive their different "personalities"
- Our **discussion forum** focused on picking tools/methods then sharing what we learn about them
- To give a peek at one method, a **podcast** with Australian Shawn Callahan on Jump Start Storytelling

Summary

With the more theoretical discussions of week 1 and 2, it was easier to create a text or visual summary that focused on content. In week 3, we have moved into PRACTICE which is a little harder to summarize - but here is my best attempt. It would be interesting to hear your feedback.

Teleconferences

We again had three rounds of teleconferences that have been recorded. Nancy provided visual summaries of calls B and C.

The key learning from the telecons were the conversations not just about the tools or methods we wanted to explore but also about...

- some lack of clarity on the distinction between a tool and a method. A tool is infrastructure, a method is a process with people. Is it a blurry line between them? Absolutely. So the question I'm left with, is it a useful distinction to help organize the toolkit or not? I'd love to hear your thoughts
- we all have questions about specific tools and processes, but the question about how to pick a tool or method is still not clear. How might we move that question forward in our last week?

Discussion/Activity

Our main work was in Discussion #3/Activity #4 which were combined per participant's request to keep things compact on the Moodle site where we have begun to dig into and learn about specific tools and methods. Some started editing the KS toolkit wiki (see the "recent changes" page to keep track of the latest) and are contributing their learning out to the world. This continued to be our primary activity through Wednesday of week 4.

Resources

Beyond the KS Toolkit wiki, we offered Podcast #4: Shawn Callahan on Jumpstart Storytelling, Podcast #5: Scott Leslie on Trailfire and on Friday Simone shared Podcast #6: Eva Schiffer on Social Network Analysis. Eventually we'll link these into the KS toolkit so you can share them with your colleagues and networks.

We also quietly unveiled a new feature on the Moodle site, an RSS feed (a subscription that pulls in external content) of the <http://del.icio.us> tag "KS-Workshop" where we facilitators have been tagging web content/URLs that you might find useful. It is on the right navigation bar on the site, below the "new messages" box. Check it out. If you want to know more about tagging, RSS, or del.icio.us - start a topic in the Discussion 3/Activity 4 area!

Week 4

After looking at purpose (week 1) and audience (week 2) we are ready to dive into exploring tools and methods. Our goal of week 3 and 4 was to identify some tools and methods you want to get to know better. We'll opened a discussion thread for each tool or method, shared resources, stories of application and any insights we have about them. We also talked about interest in specific tools and methods on Teleconference #3.

The following topics were opened on the moodle site:

Topic	Number of participants	Number of posts
Blogs	9	34
Dgroups	9	20
Facilitating Engagement with New Tools	7	17
Podcasting	4	11
Storytelling	4	10

Topic	Number of participants	Number of posts
SNA	4	9
Moodle	4	7
Mobile Phones	5	7
Intranets and Web sites	4	6
Wikis	3	6
Yellow Pages	4	5
Communities of Practice	4	5
File Sharing	4	5
Best Practices	4	5
Critical Moments	2	4
Trailfire	2	4
Peer Assists	3	3
Outcome Mapping	1	2
Mind Mapping	1	2

Summaries of the Tool and Method Topics

1. Blogs

The exploration of **blogs** as a Knowledge Sharing tool has been very intense, in fact the thread with the biggest number of posts: 33!

Difficulties and tips were shared, the usage of RSS feeds was discussed.

Challenges

- Handling a project blog versus a personal blog (balance with personal insights and project interests)
- A blog as a means to create a space of discussion
- Engaging people into new interactive tools
- Feel comfortable writing
- Handling frustration about not getting comments.
- Usage of RSS and tags
- Give up editorial control
- Have organizational blogging policies

Tips

- Use <http://www.feedreader.com> to redirect a feed to a new site
Aggregate personal Blogs into a Group Blog in your organization to achieve greater transparency

- Start small, don't try big and massive rollouts: Experiment a bit and talk about it, think of it as iterative investments of time
- Roll out when you have a concrete application/need for a tool or method (vs. 'hey, here is an interesting tool')
- Harness examples
- Show the tool and how to use it
- Share lessons learned
- Sometimes we are asked to use a tool because it is "in vogue" (Hey, we have to have a blog! What for? I don't know!) so we may have to find a reason
- Sometimes an individual innovator/early adopter helps us discover a need

Some resources shared

- Screencast: <http://www.commoncraft.com/blogs>
- Guide by Opera to its staff on how and what to Blog: <http://my.opera.com/community/blogs/corp-policy/>
- Wikipedia's list of blogging terms http://en.wikipedia.org/wiki/List_of_blogging_terms

Workshop participants or facilitators blogs (some created during the event!)

- [Michael Rigg's Blog](#)
- [Gauri's Blog](#)
- [Pete Shelton \(With Stephen Dorn\)'s Blog](#)
- [Nancy's Blog](#)
- [Alexandra's Blog](#)

2. Dgroups

Here is the Dgroups exploration summary:

- Simone and Nancy shared the links to [Dgroup](#), to its [FAQ](#), to the section in the [KS wiki toolkit](#), as well as to the [CGIAR contact](#) for Dgroups
- Petr shared [Google groups](#) as an alternative to Dgroups
- Vanessa has been exploring Dgroups but had a question about message threading, which is possible but unfortunately somewhat messy when people change the subject heading. Petr suggested instructing contributors to maintain the email subjects of each separate conversation intact
- François posted an in depth analysis of his Dgroups experiences. His 3 golden rules for Dgroup facilitation:
 1. Have an initial concept note around which you can work
 2. Indicate clearly to the Dgroup members when particular discussions will take place: from... till...
 3. Administrators/facilitators need to systematically "REWARD" members who do a contribution

Other Dgroups stories:

- Adriana: had a 3-day workshop (KS process of learning networks) on a Dgroup
- Justin: member of the Africa Chapter of the International Association of Agricultural Information Specialists' Chapter's Board and they use it to communicate and share information about the Chapter's activities
- Gauri: used D-Groups last year to run an E-Conference and made this choice because it required low-bandwidth and allowed for good asynchronous discussion
- Simone: had a similar experience with a 4-week long Virtual Conversation for the CGIAR. Participants liked the platform but complained about the high number of e-mails. The Dgroup daily digest has problems

Outstanding questions:

- François: can ICT-KM provide FARA some coaching in order to:
 - Elaborate and implement a tailor made training programme aimed at helping knowledge and information flows

Facilitate a training session in Web 2.0 tools which are relevant for agricultural research purposes in Africa and the RAILS Learning team

3. Facilitating Engagement with New Tools

We had a nice, if meandering conversation over the last 10 days about the social processes of helping foster KS through the use of new tools. It was clear that tools alone are not the universal answer. People may be resistant to tools for technology and/or social reasons. They don't understand the value. They may be scared of technology. They may be resisting KS itself as sharing may not be rewarded by an organization.

Three core aspects surfaced:

- How we learn
- How we cling to old ways, even if newer ways might be useful (i.e. Pete pointing out an article on clinging to email - excluding cases where bandwidth makes email the preferred/only choice as noted by Maria Jorge)
- How our organizational, professional and national cultures impact tool adoption (and how it is easy to ignore these issues - but at our peril!)
- François shared some examples of introducing new tools and together we started developing some "rules of thumb" for the introduction of new tools
 1. **Start where people are** - so if they are "in their email boxes" start there and move out
 2. **Use a short, useful experiment that has a beginning and an end.** Make sure you debrief at the end. (Failures especially included) Make the experiment either so quick and easy that people find it hard to say no, or make it directly relevant to their work
 3. **Introduce ONE thing at a time.** Slow and steady like the tortoise
 4. **Where possible, support "over the shoulder" learning.** Invite people to coffee to look at the tool together. Identify local mentors who know it and can

show some tips and tricks. But get at least 2 people together. This increases the possibility of seeing the tool more deeply and evaluating it

5. **Recognize people's successes.** Many people feel insecure about technology. Cheer them on where you can!
6. **Create specific strategies for the "time starved."** So many of us don't have the time to fully take advantage of KS - tools or not - so offer the "tiny bite" as well as the "full meal."
7. **For online tools - think about sequence - there may be reasons to start F2F and reasons to start online.** Context matters

4. Podcats

- Recording of the phone call can be done through some small programs like Pamela or Evoca Call Recorder - some of them are free (often with recording time limitation) some of them have to be purchased
- Some telephone/skype bridge have recording possibility built in (e.g. www.highspeedconferencing.com)
- There many editing programs for sound files - one recommended open-source editing program is Audacity
- Suggested sound files are MP3 (small size, reasonably good quality and playable on iPods)
- Good support for storing audio files on the web for free is not so easy to find - one tested option is www.ourmedia.org (in collaboration with www.archive.org and SpinXpress2)
- As always it is important to know well the targeted audience - not everybody is able to put long-time attention to audio only and not everybody has internet connection good enough to be able to listen to streaming audio (download to the local computer can be alternative solution)
- Please, help us to fill experience and suggestions about Moodle to [our KStoolkit wiki](#)

5. Storytelling

Storytelling as a KS methods was spread all over the workshop thanks to Alessandra's and Bernhard's ICARDA Farmers Conference Project (see the wiki they set up during our KS workshop <http://farmersconference.pbwiki.com/>) They will use storytelling as principle method to encourage meaningful conversations among farmers.

Alessandra, whose research is focused on Gender was very interested in story telling as a gender-sensitive method. She hopes that it will brake down the hierarchies and put all the tellers and their knowledge on the same level. She wonders about the role of facilitation of the story telling process to make sure men and women are given equal time slots, equal opportunities to ask questions.

Simone shared two experiences with storytelling, one from CIAT where a women's group organized a KS session on Sole Heads of Household; and another example, the [Knowledge Expedition](#) idea that tried at some point to approach exploration around KS themes through storytelling.

Two resources were shared:

- SDC storytelling guide: http://www.deza.ch/ressources/resource_en_155620.pdf
- A story generation worksheet
http://www.worklore.com/documents/WorkLore%20QuestionFirst_Storyline.pdf

Related thread: Mobile phones and their use for storytelling:

<http://ariadne.cs.kuleuven.be/cgmoodle/mod/forum/discuss.php?d=412#2587>

6. Social Network Analysis

Social Network Analysis was shared with workshop participants through the network mapping exercise in week 1 and 2.

The 70 post thread and 2 podcasts were dedicated to understand collectively the usefulness of network mapping and analysis.

Many participants of the teleconference call #3 mentioned their interest in SNA, but finally very few gathered in the related discussion topic during the last week.

Simone and Andrea shared experiences with SNA exercises that can be done in face to face meetings without the need to use software but as a way to illustrate the importance of relationships and their evolution and even as an icebreaker in meetings that aim to strengthen working groups.

Shared resources:

- Podcast with Eva Schiffer:
<http://ariadne.cs.kuleuven.be/cgmoodle/mod/resource/view.php?id=1147>
- Net Map Toolbox blog: <http://netmap.wordpress.com/>
- Podcast with Patti Anklam:
http://www.archive.org/download/NancyWhitePodcastwithPattiAnklamon_whymapournetworks_/PattiAnklamsocialnetworking.mp3
- Building Sustainable Communities through Network Building:
http://www.supportingadvancement.com/web_sightings/community_building/community_building.htm
- Network Perspectives In The Evaluation Of Development Interventions: More Than A Metaphor <http://www.mande.co.uk/docs/nape.pdf>
- Participation, Relationships and Dynamic Change:
<http://www.ucl.ac.uk/dpu/publications/working%20papers%20pdf/WP121.pdf>
- The Strength of weak ties: a network theory revisited:
http://www.si.umich.edu/~rfrost/courses/SI110/readings/In_Out_and_Beyond/Granovetter.pdf

7. Moodle

- Moodle can be downloaded from <http://www.moodle.org> and that is also place where to look for detailed information
- There is number of screencasts about Moodle on the web (check e.g. YouTube)

- One issue that was mentioned several times during the course is the complexity (as a first impression) - all the different areas you can participate, etc. => suggestion is to (1) have a "0 course week" or Moodle-introductory call for participants to get familiar with Moodle environment and (2) fill the course space with content step by step. Also participants have to visit the space and read the content regularly
- To monitor the discussions, the alert emails coming to inbox and linked directly to the discussion in Moodle have proved to be very useful
- Please, help us to fill experience and suggestions about Moodle to [our KStoolkit wiki](#)

8. Mobile Phones

Ben, Maria Jorge, Justin and Nancy shared some stories about Mobile phones. Ben is planning on using mobiles to make short knowledge sharing videos at their Farmer's conference. Justin shared some experiences in the wiki page with the use of mobiles for market prices.

<http://kstoolkit.wikis.cgiar.org/Mobile+Phones>

Clearly, this is an area of up and coming growth since connectivity via mobiles is far greater than through the internet in areas such as Africa, India and parts of Asia. I keep wondering, who is helping mobilise in this area in agricultural development? Generally, [Mobileactive](#) is doing a lot of work, but it seems like something important to nurture.

9. Intranets and Web sites:

- the era of intranet's is not over, but there is a movement from static centrally managed intranets into dynamic intranets that interact with new web-based information sharing tools and platforms
- Some organizations are using SharePoint as intranet platform - [here is summary of KM4DEV discussion on this issue](#)
- [Pete's BLOG about Intranet 2.0](#)

Pending questions:

- Does anyone use things like iGoogle or Netvibes as personal home pages rather than a centralized intranet? or is the openness of that antithetical to most ag/development organizations?
- What other features does intranet need to have (besides dynamic and 'decentralized') in order to become the real knowledge sharing platform within the organization?

10. Wikis

- Establishing new wiki (similarly as a e.g. blog) is not so difficult
- It is very important to define clearly what is the purpose of the wiki - based on that it may be more practical to work in closed group (number of contributors) or open public
- Based on the purpose sometimes it may be also necessary to control more tightly the editorial process
- It is also very important to set up basic shared practices or group's agreement about wiki page management (e.g. deleting content) - talk about your practices together!

- Formatting tools vary slightly depending on the software running the wiki (confluence, tiki wiki, media wiki, etc.). In general formatting tools of wikis are more limited compared to text editing programs (e.g. Word)
- Similarly the 'underlying' software is determining the way how the comments or discussions can be linked to the content
- It is possible to insert RSS feed of the BLOG to wiki (how to depends again on underlying software)
- It is possible to insert link to Dgroup web interface and possibly also the RSS feed if the Dgroup has it, however we didn't test the second one
- Please, help us to fill experience and suggestions about WIKIs to [our KS toolkit wiki](#)

11. Yellow Pages

Summary missing

12. Communities of Practice

Summary missing

13. File Libraries and File Sharing

- Currently there are number of websites providing free-hosting of various types of files on the web (sometimes there is a limit of file size or number of downloads/visits per day). Some example of those services are above
- Some of these services are however alive thanks to adverts. Important to point that some types of adverts can be culturally unacceptable in some countries
- One commercial software for sharing files within and across institutions is Sharepoint. Some institutions are using Sharepoint instead of intranet. It seems that within KSworkshop audience nobody has much experience with Sharepoint, however here is a link to some [summary of information about Share point from KM4DEV](#)
- Please, help us to fill experience and suggestions about Moodle to [our KStoolkit wiki](#)

14. Sharing Good Practices

- Lucie felt that "good practice databases" rarely work because the practices are removed from the context
- Michael agreed with the importance of context but feels that there is great potential value in a good practice database within the context of a CoP
- Michael also stressed the need to have a way of converting tacit knowledge into explicit, in order to replicate successes and hopefully have a positive impact
- Lucie shared the link to the [KM4Dev](#) community and our [wiki knowledge base](#), where we are trying to capture experiences and good practices
- Simone shared a story which was an analogy to cooking. IIRI developed a basic course in research data management and taught survival skills and how to avoid the most common mistakes. To complement the course, they developed a wiki site that contained short recipes on how to solve specific problems. These recipes provide the data and procedure in such detail that users can understand the solution and apply it to their specific problem. And for problems beyond that, users call the helpdesk and ask for assistance

15. Critical Moments

We did not have a chance to go deeply into Critical Moments (still unfinished wiki page at <http://kstoolkit.wikis.cgiar.org/Critical+Moments>). We identified that there is a similarity with Most Significant Change (<http://kstoolkit.wikis.cgiar.org/Most+Significant+Change>) in that both methods share roots in storytelling and reflection. Alessandra noted that these methods might be good for their farmer's conference, but already overloaded. That helps us realize we do have to choose.

16. Trailfire

After being alerted to a "web trail mapping" tool, Trailfire, <http://trailfire.com/>, Nancy decided to explore this topic. Web trail tools allow you to capture the trail of your websurfing, so that others can follow your path of discovery. This can be useful for creating a learning path for workshops or lessons, to help other team members benefit from your explorations and, with more sophisticated tools, allow others to branch off and extend the trail. Nancy has not seen any evidence of this, but there might even be application in research.

To learn more about Trailfire, Nancy did a short podcast with [Scott Leslie](#), and experience user, and started a [page on the wiki](#) (which is still mostly blank!)

17. Peer Assists

No discussion

18. Outcome Mapping

Sadly, this topic wasn't picked up ... but François put in a very interesting link to how FARA is using outcome mapping on the wiki (which includes two interviews): <http://kstoolkit.wikis.cgiar.org/FARA+and+outcome+mapping>

19. Mind Mapping

No discussion

Some Lessons Learned about the Workshop Content

What worked well	What can be improved
<p>From KS Workshop Team</p> <ul style="list-style-type: none">• Objective of phase 1 (DISCOVERY) accomplished• The Calls and the visuals to tackle workshop topics• The Toolkit was an excellent centerpiece.• The Network Mapping exercise• Organical evolvement of our respective input in the workshop team	<p>From KS Workshop Team</p> <ul style="list-style-type: none">• Slow-down in week 3 and 4• The moodle space: make it easier to navigate. Suppose that participants who were less active had more problems of orientation and navigation• Have guests, like Eva Schiffer for network mapping analyses and discussions

What worked well	What can be improved
<ul style="list-style-type: none"> • The Podcasts • Great FAO participants engagement • Greatly danced between huge amount of material • Encouraging that people expressed desire to make the moodle site public • Our adjustments to participants suggestion to combine activities and discussions 	<ul style="list-style-type: none"> • Spread week one more into week 2 • Double role of facilitators (process) and expert input (content) is tricky and time consuming • How not loosing focus on methods, interpersonal aspects of KS. How to tackle process related KS issues in an online environment? • How do we serve other groups in other languages better or in other ways?
<p>From Participants Evaluation</p> <ul style="list-style-type: none"> • Clear descriptions of tools and methods • The KS toolkit • The resources, links shared by the participants and available 24/7 • Learning new stuff that is free and useful. • The opportunity to have a hand-on experience with the tools 	<p>From Participants Evaluation</p> <ul style="list-style-type: none"> • Tracking useful information was sometimes hard • Too much material to be read? • More resources should be available • More references: i.e. recommended websites, articles... to see what others are doing practically • More practical videos/slide shows to explain new tools/methods • Provide in advance the videos/podcasts in cd format to places with internet connectivity problems

VII. Evaluation, Lessons Learnt

27 participants expressed their overall satisfaction with the workshop in the evaluation survey. 26 participants rated the event as excellent (50%) or good (46%). 23 respondents think that their initial expectations were met; 24 feel that the workshop increased their ability to apply KS principles, methods and tools in their work. All respondents state that the pre-workshop communication (Online survey, Web site information, e-mail exchanges, individual calls) helped them to understand the objectives and dynamics of this workshop. Each week was almost equally useful for participants, week 1 (Welcome and introductions, Why share knowledge discussion, Network Mapping exercise) being the most useful for 18 respondents. The communication channels and resources were almost equally appreciated with a preference for the weekly summaries and the KS toolkit. The Moodle platform got overall good ratings with suggestions for improvement in the organization of the information. 19 respondents think that the facilitators were excellent, 7 rated them as good. Participants had mixed feelings about the size of the group: 16 found that the size of the group was just right, and 10 found it too big. Also the interaction among participants was rated as average by 12 respondents, 23 respondents say that they made useful contacts beyond the workshop, 4 said no, mainly because of lack of participation in the event. All respondents found it very useful (54%) or useful (46%) to be with participants from other organizations.

When asked for main strengths of the workshop, participants highlight firstly the aspects related to participation and interaction, like the diversity and energy in the group, the richness of experiences, and the combination of fun and serious interactions. Respondents also appreciated the wide range of tools, methods and resources available, specifically the KS toolkit. On the design of the workshop, respondents highlight the flexibility, the scope and the structure of the event. They appreciated the effective support, the availability and the experience of the workshop facilitators. Finally, respondents found the Moodle platform useful, as well as the Email notifications, and the teleconferences.

The 27 respondents also have suggestions for improvement, mainly on the design of the event in the sense that they feel that more time was needed to make most out of the workshop. A need was also expressed to introduce the Moodle platform and the resources beforehand and to give participants more time to become familiar with them. Indeed many expressed the feeling of being overwhelmed with the richness of the workshop environment. Some also suggested the group of participants to be smaller.

The KS workshop team made the following review of the event:

The overall design and facilitation was successful and the objective of phase 1 has been accomplished. Among the things that went well are: the adjustable agenda, the variety of communication channels, the toolkit as an “unfinished product” that encouraged contributions, the network mapping exercise and related discussions, the collaboration within the KS workshop team, the podcasts. The group is very pleased with the level of engagement of the FAO participants, as well as with those FAR/RAILS participants managed to connect with and participate in the event. We also see opportunities for improvement, like the possibility to organize a week 0 for participant’s orientation, the effort to organize the Moodle in an easier-to-navigate space, and the need to combine activities and discussion in order to allow participants to focus more easily on each week’s activities. We think that the overall design can be slightly readjusted, as week 1 and 2 seemed overcrowded. We also would vary more on the teleconference design to make each call different.

We feel a great satisfaction with the event, but recognize the enormous amount of time that we all put into it, which went far beyond our expectations. We recommend working on a document that would allow other facilitators to easily take over and lead this workshop.

Among other issues that the workshop team would like to explore further are the question on how to find the best rhythm in the interaction among participants and facilitators (who had the double role of orientating and supporting participations, as well as giving expert input), and how to increase interaction among participants. We would also like to keep more focus on methods related to interpersonal aspects of KS, whereas the workshop quickly focused on technology related tools. The question is how to tackle process related KS issues in an online environment?

Finally, we wonder how to deal with participants that are subscribed by intermediaries, like the FARA/RAILS group. Some members of this group did participate very little or not at all, which raised questions about their selection, motivation, awareness of the objectives and methodology of the workshop. A support from our main FARA contact may have helped to engage this group more effectively. This raises also the language issue as some participants were not able to benefit from the readings and posts, nor contribute as their level of English was insufficient.

Annex 1: Overall Agenda

This workshop has been designed around some key principles:

- learning by doing, so the activities are focussed on activities and discussions
- learning by applying learning to our real work
- a course design based on what we know in advance, but adjusted as we learn more about each others' needs. So things may and will likely change in some areas as we go forward
- supporting our learning with a variety of resources which participants can use during or save to explore after the workshop

Here is an overview of the 4-week online component (Phase 1) as planned before the workshop. Adjustments might have been made throughout the event:

Week 1 – Discovery and purpose (March 24–28)	Activities	Objectives & Information
90 minutes	Teleconference #1 Tuesday, March 25th (26th for those in Asia) PICK ONE Call A: GMT 12:00 (Facilitators Petr and Lucie) Call B: GMT 15:00 (Facilitators Simone and Nancy) Call C: GMT 1:00 (Facilitators Nancy and Simone or/Petr)	<ul style="list-style-type: none"> • To create conditions to get to know each other and to form our learning community • To provide an overview of the workshop • To clarify the agenda and our expectations <p>Our first call will give us a chance to get to know each other and get "on the same page" for the workshop. Plan to call in a few minutes early to make sure your phone/skype connection is working. Please know how to mute and unmute your phone or Skype.</p>
Allocate an hour over the course of the week	Moodle Discussion #1 <ul style="list-style-type: none"> • Introduction to the Workshop Central support area • Why Share Knowledge? 	<p>This topic will be to continue from our telecon and answer any remaining issues and questions.</p> <ul style="list-style-type: none"> • To ensure everyone can access tools and resources they need • To develop a context for knowledge sharing and know what you want to accomplish
Allocate one hour for the exercise and 15 minutes for a debrief with a facilitator	Exercise #1 Map your network: <ul style="list-style-type: none"> • Individual Network mapping with coaching from facilitators • Post your network map on Flickr 	<p>This exercise has three parts. You will find all the instructions in our Moodle space. We suggest you don't leave this for the last minute!</p> <ul style="list-style-type: none"> • To scan the landscapes and see what connections exist and what connections need to be fostered • To enable the understanding of each other's contexts and find common ground

Week 1 – Discovery and purpose (March 24–28)	Activities	Objectives & Information
Allocate 20 minutes to listen to the podcasts	Guest Podcast #1 and #2 <ul style="list-style-type: none"> • Patti Anklam on Social Network Analysis • A Guest on learning together in community (TBC) 	To provide additional voices, views and opinions on this week’s topics. You can listen to this on the web, or download them to an MP3 player to listen to at your convenience.
Allocate 20 minutes towards the end of the week	Personal Reflection #1 <ul style="list-style-type: none"> • Share your story and identify your purpose, opportunities and challenges and review others • Sign up for group to work on a specific challenge or opportunity 	Please do this by the end of week #1 in your personal Learning Log space on Moodle. We'll post the groups once people have posted their challenges. <ul style="list-style-type: none"> • To understand our real needs at work for KS • To connect workshop to real work needs • To find common ground
Allocate 5 minutes to review the summary and next week's agenda	Summary and looking towards week 2	<ul style="list-style-type: none"> • To review the common challenges for following weeks • To get an overview of activities and exercises for week 2
Allocate 30 minutes for reading	Reading/Resource of the week	IMARK Online Community Modules This e-learning offering gives you a chance to look at a variety of ideas and approaches for building online community. Since we are creating a short term community here in the workshop, we thought this resource might be helpful. Pick 2-3 lessons of your choice.
Allocate 15 minutes	Tool of the week: Moodle	To explore Moodle and its potential for our work. Look at the Moodle screen cast in the tool area on the right of the Moodle workshop home page. A couple of things to consider about Moodle: it is an Open Source product and it's common application is in learning, but it can be used for other functions.

Week 2 – Exploring the landscape, people, tools and processes (March 31– April 4)	Activities	Objectives & Information
	Exercise #2 Small group work on matching activities to tools and methods	To scan for tools and methods to meet the challenges identified in Week 1 for report out in teleconference #2. Full instructions will be posted in the Moodle space.
60 minutes	Teleconference #2 Getting clarity on benefits Thursday, April 3rd (April 4th for Asia) PICK ONE Call A: GMT 12:00 (Facilitators Petr and Lucie) Call B: GMT 15:00 (Facilitators Simone and Nancy) Call C: GMT 1:00 (Facilitators Nancy and Simone or/Petr)	<ul style="list-style-type: none"> • To understand what type of interaction benefits from KS in our own contexts and identify key benefits • To introduce KS tools and methods • To start to link challenges / opportunities, and purposes to KS principles and tools
Allocate an hour over the course of the week	Moodle Discussion #2 <ul style="list-style-type: none"> • Getting clarity on our audiences 	To understand who is involved in KS, who are the users and explore the mapping exercises from week 1.
Allocate 10 minutes to listen to the podcast	Guest podcast #2 (TBD)	To provide additional voices, views and opinions on this week’s topics.
Allocate 20 minutes towards the end of the week	Personal reflection #2	To provide a chance to reflect on your learnings and context. You will be offered a prompt. Please respond in your Learning Log on Moodle.
Allocate 5 minutes to review the summary and next week’s agenda	Summary and looking towards week 3	To review and revise as necessary and give an overview of what’s coming up in week 3.
Allocate 30 minutes for reading	Reading/Resource of the week	KS Toolkit http://kstoolkit.wikis.cgiar.org/ The KS Toolkit is a resource that is partially complete. We will be using it as a resource AND we will be improving it as we explore specific KS tools and methods. Take 30 minutes to browse through this resource. Create an account and contribute to at least one page.

Week 2 – Exploring the landscape, people, tools and processes (March 31–April 4)	Activities	Objectives & Information
Allocate 30 minutes	Tools of the week Wikispaces and Social Networking Sites	Option A - Wikis: The wiki we are using for the tool kit is http://www.wikispaces.com Take a look at this tool. Compare it to another wiki, http://www.pbwiki.com Option B - Social Networking Sites: People are talking about social networking sites as ways for people to connect, have a public identity on the web and even collaborate. Check out and compare these two sites: http://www.linkedin.com and http://www.facebook.com . Try and find one of the facilitators on each of the sites. If you don't already, create an account for yourself and think about how you want to portray your identity on these sites.
Week 3 – A closer look at people, tools and processes -cont. (April 7–11)	Activities	Objectives & Information
60 minutes	Teleconference #3 Tools and Methods: How do we choose? Tuesday, April 8th (9th for Asia) PICK ONE Call A: GMT 12:00 (Facilitators Petr and Lucie) Call B: GMT 15:00 (Facilitators Simone and Nancy) Call C: GMT 1:00 (Facilitators Nancy and Simone or/Petr)	To share our findings of individual and group explorations and examine the patterns we notice in trying to match needs with tools and processes.
Allocate an hour over the course of the week	Discussion #3 Introducing a few tools and methods	To decide together what tools we will explore.
Allocate 30 minutes per tool or method	Activity #3 Tool and Method Tours	To start to link more deeply our challenges, opportunities, audiences and purposes to specific KS principles and tools.

Week 3 – A closer look at people, tools and processes -cont. (April 7–11)	Activities	Objectives & Information
Allocate 10 minutes to listen to the podcast	Guest Podcast #3 Bev Trayner - what tool should I pick for my community of practice?	To provide an additional voice, views and opinions on this week’s topics.
Allocate 20 minutes towards the end of the week	Personal reflection #3	Reflect on the tools and methods that we already use and those you would want to further explore. You will be offered a prompt. Please respond in your Learning Log on Moodle.
Allocate 5 minutes to review the summary and next week's agenda	Summary and looking towards week 4	To review and revise as necessary and give an overview of what’s coming up in week 4. To have an overview of tools. To suggest and sign up for our specific topics of interest.
Allocate 30 minutes for reading	Reading/Resource of the week	TBD
Week 4 – Homesteading. focusing of key topics of interest that emerged throughout the workshop (April 14–18)	Activities	Objectives & Information
60 minutes	Teleconference #4 Open Space introduction (topics to be determined in week 3) Thursday, April 17th (18th for Asia) PICK ONE Call A: GMT 12:00 (Facilitators Petr and Lucie) Call B: GMT 15:00 (Facilitators Simone and Nancy) Call C: GMT 1:00 (Facilitators Nancy and Simone or/Petr)	To delve further into a topic that reflects key needs for participants.
Allocate an hour over the course of the week	Discussion #4 Addressing each topic following the Open Space matrix	To explore using different tools at different time.

Week 4 – Homesteading. focusing of key topics of interest that emerged throughout the workshop (April 14 -18)	Activities	Objectives & Information
Allocate 30 minutes	Activity #4 Prepare for face to face	To start thinking about develop action plans to implement the tools and methods in new or ongoing projects.
Allocate 10 minutes to listen to the podcast	Guest podcast #4 TBD	To provide an additional voice, views and opinions on this week’s topics.
Allocate 20 minutes towards the end of the week	Personal reflection #4	To reflect on the learnings of this workshop and how we can apply what we learned. You will be offered a prompt. Please respond in your Learning Log on Moodle.
Allocate 20 minutes to review the summary	Summary and looking towards the face to face workshop	To revise and wrap-up.
Allocate 30 minutes for reading	Reading/Resource of the week	TBD

Annex 2: KS Pre Workshop Survey Results

Summary, March 18

Simone Staiger

This is a summary of the pre-workshop survey. 44 participants have registered for the workshop, 20 from the CG, and 24 from partner organizations.

The survey has been filled out by 34 of the 44 registered participants (18 CGIAR staff, 3 from partners organizations, 5 members of FARA's RAILS network, 6 FAO staff), and by the 4 facilitators as a test.

Most participants work in the area of communications and research, but capacity building, and IT are also and almost equally represented.

The Internet access is good with most participants having a ISDN, ADSL, Satellite Broadband or TI connection.

78% of the users of this survey spend more than 3 hours per day online.

Most participants have tried or are regular users of the online services that were surveyed.

Among the less known tools are: Web2Mobile, Social Bookmarking, RSS feeds Images, and Wikis.

When asked about their expectations, most participants are looking for a better understanding of KS tools, methods, and processes. But the expectation of networking and sharing among like-minded colleagues is almost as important. Furthermore, participants would like to acquire specific skills, understand which KS tool or method to apply to specific user groups, and get a more general overview of KS theory and practice. Fewer users are looking for input to KS strategy development.

Participants want to learn how to use KS tools and methods effectively. They want their project / research / organizational / Web-based communication become innovative, better, and different.

They would like to apply and share their learnings generally within their projects, teams and organizations, but they are also looking for specific improvements in their existing KS tools, (Web sites, platforms).

44 Participants

- Organizations and countries
- 6 FAO (Egypt, Ghana, Chile, Italy, Thailand)
- 1 Ecoagriculture Partners (USA)
- 3 ILRI (Ethiopia)
- 1 Bioversity (Ethiopia)
- 1 Bioversity (Rome)

- 4 CIFOR (Indonesia)
- 2 IFPRI (USA)
- 3 ICARDA (Syria)
- 1 Iniciativa Amazonica / CIAT (Brazil)
- 2 Cooperativa Sulá Batsú RL (Costa Rica)
- 2 ICRAF (Kenya)
- 1 Generation Challenge Programme (Mexico)
- 1 Harvest Plus / CIAT (Colombia)
- 1 CIAT
- 15 (FARA)

Area of Work (multiple replies allowed)

- 20 Communications
- 14 Research
- 12 Information Technology
- 11 Training&Capacity Building
- 4 Management
- 1 Human Resources
- 1 Corporate Services

Type of Internet Connection

- 0 Kbps modem
- 2 ISDN
- 8 ADSL
- 14 Satellite Broadband
- 9 T1 or better

Time Spent on-line per Day

- 1 I do not go on-line every day
- 1 Less then one hour
- 6 1-3 hours
- 29 More than 3 hours

Use of Online Services

	Don't know what it is	Can't access	Know what it is but never used it	Have tried it	Am a regular user	Response Count
Instant Messenger or chat (e.g. MSN/Google talk, Yahoo Messenger, AIM)	0.0% (0)	0.0% (0)	5.7% (2)	25.7% (9)	68.6% (24)	35

	Don't know what it is	Can't access	Know what it is but never used it	Have tried it	Am a regular user	Response Count
Email-based discussion or forums (e.g. Dgroups, Yahoo groups, Google groups)	0.0% (0)	0.0% (0)	8.3% (3)	27.8% (10)	63.9% (23)	36
Voice Communication (VOIP e.g. Skype, Jabber)	2.8% (1)	2.8% (1)	8.3% (3)	30.6% (11)	55.6% (20)	36
Audio (e.g. podcasting, iTunes)	2.9% (1)	0.0% (0)	28.6% (10)	31.4% (11)	37.1% (13)	35
Images (e.g. Flickr, Zoto)	18.2% (6)	3.0% (1)	15.2% (5)	27.3% (9)	36.4% (12)	33
Mapping (e.g. Google Maps, Map Builder)	9.1% (3)	0.0% (0)	12.1% (4)	42.4% (14)	36.4% (12)	33
Video (e.g. YouTube, ClipShack)	0.0% (0)	2.9% (1)	17.1% (6)	48.6% (17)	31.4% (11)	35
Blogs (e.g. Blogger, Live Journal, WordPress)	0.0% (0)	0.0% (0)	20.6% (7)	32.4% (11)	47.1% (16)	34
Wiki (e.g. MediaWiki, Wetpaint)	11.4% (4)	0.0% (0)	14.3% (5)	31.4% (11)	42.9% (15)	35
Social Networking (e.g. Orkut, MySpace, Dgroups, Facebook, Linked In, Plaxo)	2.8% (1)	0.0% (0)	22.2% (8)	19.4% (7)	55.6% (20)	36
Social bookmarking (e.g. del.icio.us, Furl)	28.6% (10)	0.0% (0)	20.0% (7)	31.4% (11)	20.0% (7)	35
RSS (e.g. FeedBurner, FeedBlitz, RSS Bandit)	28.6% (10)	0.0% (0)	11.4% (4)	22.9% (8)	37.1% (13)	35

	Don't know what it is	Can't access	Know what it is but never used it	Have tried it	Am a regular user	Response Count
Web2Mobile (e.g. TradeNet, BluePulse)	37.1% (13)	5.7% (2)	40.0% (14)	14.3% (5)	2.9% (1)	35
Surveys/Polls (e.g. SurveyMonkey, WebEnq, DPols)	8.3% (3)	0.0% (0)	13.9% (5)	47.2% (17)	30.6% (11)	36

Blog Related to Your Work

- 8 indicate a URL

Access to the Moodle Platform

- 2 couldn't access

Expectations

Tools / Approaches / Processes / Methods

- To get acquainted with the appropriate and effective approaches for sharing of knowledge, whether within our organization, within institutions, between Centers, or with our partners
- Clear understanding of knowledge sharing processes
- To undergo experiences on how to apply KS concepts and approaches
- Learn how to use the wiki
- Using wiki technology to automate Knowledge base.
- Best practices for online communication
- Find viable and effective KS tools to enhance collaboration in a network of project partners
- Get to learn new methodologies
- Implement Outcome mapping tools
- Awareness of available tools to facilitate knowledge sharing
- Discover latest and most effective tools for KS
- Knowledge sharing methods and key strategic trends
- To know the problems in online communities
- Understand how communities of practice can best be designed and developed
- Using cyberspace for internal communication and documentation
- What are the means (tools) available for encouraging KS in FAO
- ICT for efficient storage and retrieval of information
- Learn more about how knowledge sharing tools and methods
- Better knowledge of Web tools for communicating with partners

- Better awareness of some strategies or tips to improve interactive communication and knowledge sharing
- Expect to know more about knowledge sharing tools and methods
- How these knowledge sharing tools and methods have been applied in rural communities and research environment
- Learning about communications tools
- Implement user-friendly knowledge sharing tools for scientists
- Learn effective knowledge sharing using new tools and not new tools for knowledge sharing
- Know more about the different approaches and tools for KS

Networking / Sharing

- I hope to make connections with other communications people at CG centers and other institutions
- Exchange of experiences among participants
- Network with others working in KS
- Meet w/ colleagues/potential collaborators
- To share what we and other centers have done on KS
- Sharing knowledge
- Learn from experts
- Networking with other colleagues working in KS field.
- More network
- Contacts to people in KS
- Get to share what I know
- To establish a network where we can discuss the issue further
- Hear from partners about their experiences with knowledge sharing
- Have fun
- Get to know better the KS resource persons and practitioners in the ag research and dev scene
- Participate in ongoing community of practice
- Sharing experience
- Partage d'expérience
- Echange d'information
- Learn from experiences of others and test these myself
- Developing strong African KS knowledge
- Sharing knowledge

Skills

- Learn new skills
- Improve skills in KS and facilitating KS
- Communicate more confidently
- More experience
- How to apply the knowledge sharing principles in relation to my work
- I hope to develop an interesting project with some EP collaborators that uses some of the new technologies I will have just learned to use
- Communicate faster

- Capacity building
- Be able to reuse the knowledge acquired during the workshop
- Improve my understanding of qualities of a successful online workshops
- Create short online facilitation courses for partners
- Able to train another
- Renforcement de capacité
- To acquire skills in bringing together researchers and influencing them to share their information/research results
- Be able to access tools/mechanisms for building capacity in researchers to easily access and share information
- Facilitate knowledge sharing between extension officers/farmers & scientists

KS and environments (5)

- Explore methods for knowledge sharing in different social environments
- Understanding of how knowledge sharing can be implemented in multi-disciplinary, multi-cultural environment
- To understand how to get people share their knowledge
- Understand how to strategically target knowledge/communications products to different groups
- I hope to learn to use a number of new technologies and be able to make educated choices about which ones are best to use within my organizational context
- I have confidence that this workshop will help me to enable researchers focus more on the needs of the end-users who want to use our research results/technologies

General understanding of KS (4)

- A better understanding of the knowledge sharing
- Learn what KS entails
- More knowledge
- KS introduction, a bit of theory would be nice (KM vs KS, etc.)
- Better understand what knowledge sharing is in practical

Strategy (3)

- How it can be incorporated in Knowledge Management Strategy and Terms of References
- Ideas for formulating a KS/KM/communication strategy at ICARDA
- To develop action plans to implement KS methods and principles in new or ongoing institutional projects

What Do You Want to Learn?

Tools / Approaches / Processes / Methods

- KS principles, methods and opportunities and how to apply them in the regional and national institutional projects for development (KS4D)

- The new and effective approaches and tools developed and proven to strengthen KS for development and transparent collaboration for excellence
- Web 2.0
- Learn how to use web 2.0 tools and how to apply them to our websites
- How to effectively fuse web2.0 with low-tech tools for KS
- Applications and implementations of the KS tools
- Effective KS tools and their applications/limitations - ideas in setting up Expert System/decision support tools (an area ICARDA- is interested in, and I am skeptical of their usefulness for poor farmers, their sustainability)
- I am currently working on the FAO Permanent Representatives' website. I would like to learn how to:
 - Transfer information in form of communication
 - Use and promote new technologies and feel comfortable about them
 - Maintain a website which will function as a channel of communication between FAO and users
 - Build strategies that will transform a static website into a compelling tool for Knowledge sharing
 - Select the right information
 - Organize effectively the information selected
- A better understanding of the knowledge base systems and be able to make a better use of their potential
- Better conceptual understanding of KS, its approaches and methods
- To learn more about how to share a knowledge
- How to use KS principles and tools to improve my work. Some understanding of which tools are more appropriate for which scenario. This would cover both ICT4D type projects in developing countries as well as "corporate" level KM in my organization
- How others are using KM tools, particularly in low-bandwidth environments
- I would like the workshop to help me understand knowledge sharing dynamics at different levels, to supply me with effective methods to communicate with project partners, to support my discovering and developing methods to document and share Local Knowledge
- I want to learn about innovative KS methodologies that can be adapted to our context in LAC. In general, learn more about KS and online facilitation
- I would like to learn about different better ways to share knowledge among staff. Especially I want to know "tips and tricks" to encourage research staff sharing their experiences in easy ways
- I would like to learn new approaches to strengthen collaboration with partners specifically in sharing knowledge and experiences
- Learn more about how knowledge sharing tools and methods
- Blog, web2, wiki, creation et gestion des site web, mise à jour des site
- I would like to know better the vast array of Web tools now freely available to communicate with partners in the regions. I would like to test these and see if they are appropriate in the context of our work and how we can integrate them in our Website or as part of our communication strategy with our partners
- To learn from others how they have used ICT cost-effectively to reach out to rural farmers
- Communication tools and their uses

- What are the better ICT tools for KS

Strategy

- How to implement knowledge sharing activities in an organization
- I would like to know what KS is and what it entails and applies to organization as big as FAO. I am also working in the team that will come up with KM strategy for FAO and this means that I need to understand how we can streamline KM in our day to day work life. The streamlining process will only work if we are able to provide solutions that can be well integrated into the way people work
- How to develop a KS strategy within an organization and while working with outside stakeholders

Skills

- Information handling, sharing and dissemination skills
- How to do my job better in facilitating in information management (storage and retrieval)
- To improve on knowledge and skills in information provision using ICT tools to the research scientists in Ghana
- How to manage information well and interact effectively with researchers within my own organisation and those from other relevant institutions to improve the flow of information. Time is a limiting factor and therefore, if there was a way of strengthening linkages within and across individuals/institutions which are so diverse but strongly dependent upon each other it would help improve the livelihoods of those we are trying to serve
- Learn how to change people to start knowledge sharing
- How farmer are practicing KS between them

Build trust

- Build trust among partners with limited resources (both sides) (people, time, \$\$\$), what to offer? what to expect?

How Do You Intend to Apply this in Your Work?

Com strategy

- I hope to be able to assist our (Ecoagriculture Partners') programs in using these new tools. Our organization is all about networking, creating communities, maximizing synergies and enabling innovation, so everybody wants to use Web 2.0 technologies. But none of us yet knows enough about the various tools to be able to make educated choices! So I look forward to helping us move forward on this
- I am working in the team that will write the KM strategy for FAO so this will surely be my first application. However, I also look forward to adapting some of the KS methods in my own way of working as well as in my Group

Platforms / Websites / Applications

- Improve/make the best of the newly develop web site I am working on
- As we are building a regional platform for knowledge sharing and collaboration for rural and agricultural development in Near East and North Africa, the innovative and successful ways and means of KS and collaboration learned during this workshop will be applied/implemented to strengthening KS and collaboration within the regional and national thematic knowledge networks (community of practice) developed in this platform
- Directly applying the learning experiences into the website (<http://kb.inibap.org/>) under development during 2008, scheduled to be finalized in 2009
- Adapt some of our bandwidth heavy Web2 applications to better suit developing country users
- Offer / pass on KS tools to research teams here at the center to improve their skills - apply KS tools in interacting w KS/KM community- of practice in future on a website that will above all greatly improve timing and efficiency of communications

Within Projects / organizations

- Apply what I will learn from the workshop at FAO Regional Office for Africa, and in a project that I am working on here in Ghana (Ghana AGRIS Pilot Project) which has some components of knowledge sharing
- New project I am coordinating has large information and M&E comments which I do not feel equipped to handle
- I intend apply new methods in opportunities for interventions to enhance KS in our office and field activities
- This is immediately relevant to my KM4D work at FAO: explaining why KS is important; assisting countries and other stakeholders in identifying means to improve their KS; improving the KS of FAO
- A World Bank funded project where a shared database for the Amazon and video conferences are part of the outputs (2008-9). I would also like to give back all points learned to members of the Amazon Initiative who are keen on knowledge sharing, in at least one event in Belem and online
- I am currently doing research with women farmers in Syria and will need KS tools to discuss and disseminate my findings. I intend to work in the field of Social Impact Assessment. Understanding gaps or problems in knowledge sharing can help me address project shortcomings and improve the results of my own work. I am currently helping organize a Farmers' Conference. The challenge of organizing the conference in a participatory manner and of sharing the local knowledge the conference aims to focus on, are already evident
- We'll use it to develop KS tools for the farmer's conference we're working on
- I have created wiki for small projects using mediawiki so I believe I could benefit more to expanding this wiki institutional wide for our everyone to use
- Sulá Batsú works in collaborative networks and facilitation. We use KS to facilitate our workshops and always try to adapt the techniques and methodologies to our context and the context of our counterparts. Learning more about KS will help us a lot to be more innovative in our processes

- To share what I've learned from the workshop in the small group (our unit, ISG - Information Services Group) and later to broader group
- My intention is to use all I learn in this workshop to strengthen the CSO-CGIAR engagement program
- I will be helping set up a community of practice for Pro-Poor Rewards for Environmental Services in Africa (PRESA), and would like to implement innovative knowledge sharing techniques. I will also be developing a communications strategy for this project
- To improve both internal and external communication through applications of KS methods
- Package information in a manner that would help to surface its value, and not have it buried in the 'information graveyard'. There's already so much information. How best can we manage so that it's information for and in use and not for 'silo' storage?
- Member of RAILS Taskforce and national learning team, I will share this workshop knowledge with our national team
- Partager d'information avec les autres agents de l'institution, formation des autres sur les outils utilisés
- By using these Web based communication tools, we would like to improve our links with our partners in the region, improve the feed back we have with them about our respective work and strengthen their contribution to the implementation of our program. So we will include some of these Web tools into our Website and try to facilitate communications with our partners and try to make it easier for them to have interactions with us
- Dissemination of information
- ZARI has its presence in each of the nine provinces of Zambia; thus having ten (nine+HQ)research stations. Its not easy to share information when research stations are so scattered and many kilometers apart. Lack of information breeds discontent among researchers. Its increasingly becoming difficult to bring researchers together to discuss the research agenda and other relevant issues due to budgetary cuts. Beginning of last year ZARI has embarked on an outreach program. It is my sincere hope that the lack of knowledge sharing culture among researchers could be reduced through open exchange of ideas and bringing other means and ways of dialogue and engagement. I would like to see how good policy guidelines within ZARI can influence sharing of information. Improving skills and capacities of researchers in accessing and sharing information without necessarily taking them away from their core business of research is the key. I am at the centre of developing the ZARI website and obtaining content from researchers is so difficult. Now I have realized that content development requires skills. Also researchers requires basic skills to share the content which they have without taking much of their time. Almost all research stations have access to dial-up. I know three research stations including HQ have VSATs. Knowledge gained from this workshop would go a long way in helping others obtain similar skills at almost no cost except for staff time put in to learn
- I am basically working with Community based organization while progressing in international partnerships linking farmers research organizations and other stakeholders, within the Kivu. I intend to apply acquired knowledge from this workshop into our work. It should help us to make more improvements
- Develop a KS strategy within our project (involving the different stakeholders at national, sub regional and regional levels)

Annex 3: Network Mapping Exercise

Your Network Map

We can think about knowledge in many forms: **information** that comes in many forms - some of it captured in documents, web pages and databases, **guidance** or knowledge shared by a peer, or something we learn through doing/experience. The key aspect is that we want to apply this thing we call knowledge, both for ourselves and with others. In agricultural development, we won't meet our goals unless the knowledge can spread and be applied.

One way to see how **knowledge flows** out to application is to look at the network of people involved with our work. Mapping our networks helps us see where we are or are not sharing knowledge, where we may need to change some of our tools and methods to improve KS and to look for opportunities to better leverage our knowledge.

This first exercise asks you to map your network. Attached to the first discussion thread ([Step 1: Activity Instructions](#)) is a document describing the activity that gives full instructions. Please read this first.

If you are taking this workshop with others you work with, we invite you to do this exercise together.

Everyone in the workshop will have access to a facilitator who can answer your questions here in Moodle, or have a Skype call to review and discuss your map. This is an important part of the activity - when others look at our maps, they may see things differently, giving us ideas about how to better utilize our networks.

To complement this exercise, we have some resources for you.

- A [podcast with Social Network expert Patti Anklam](#),
- [Net-Map Toolbox](#): A very useful document on social network mapping from which this exercise was extracted. You may also enjoy [Eva's blog](#).
- a link to the [Social Network Analysis](#) page on our KS Toolkit Wiki.
- Boru Douthwaite's useful page on [network mapping](#).

Activity #2: Map Your Network

This information is also attached as a word document for easier printing.

Brief description:

This activity offers an introduction to social network mapping. Using paper, pens and post-it notes, you can create an informal map for your network and then discuss it with others in and outside of your network. Discussing with your network partners offers their perspective of how they fit into your network, which you may not always easily see. Discussing with workshop participants gives you a chance to see the diagram from another's point of view.

Together, these help inform your strategy for working with and sharing knowledge with those in your network.

Purpose:

- Understand a simple application of social network mapping
- Consider how best to utilize your network for your project
- Use the multiple perspectives of others to improve your understanding of your network
- Visualize and get a better understanding of your networks KS paths

Materials:

- 2 pieces of flip chart paper (an extra just in case!)
- Small Post-It notes (or pieces of paper and tape)
- Pencil
- Marker pens (2-3 colors)
- Digital camera

Steps:

- Think of a project that you are working on that requires knowledge sharing. Ideally, this is a real project and one you will be working on throughout the workshop
- List all the people and organizations involved with your project, putting each one on a small Post-It note. We'll call these "notes" from now on
- Create a note that represents you or your immediate working group or organization
- Starting with your note, arrange the notes on the flip chart paper. Place the other notes in relationship to you/your organization. In other words, people or organizations you most frequently do things with should be closer to your note than ones you only interact with infrequently. We do this just to simplify the drawing of lines. In social network analysis, distance isn't always used. If your work is all internal, consider other departments, etc.
- If people or organizations on the notes have relationships or interactions with each other, try and place those notes closer to each other. Move the notes around until you have a general sense of how each person/organization relates to you and to the other notes
- Now with a pencil, draw an arrow from you to any of the other people/organizations to whom you regularly share knowledge. The direction of the arrow should be from your note to their note. Then draw lines from other people/organizations who regularly give you information or share knowledge (or you WISH they would!). This time the direction of the arrows should be from them to you. Finally, repeat this process for where other people/organizations share knowledge with any of the other people/organizations. You should now have a set of penciled, directional lines
- Now, look at the network again and consider how both knowledge and communication flows. Do you want to reorganize the notes in any new arrangement? Is there a clumping of some people/organizations? Are some with few or no pencil lines and should be moved further away from your note to help highlight their lack of connections? Go ahead and move them

- With your rearranged notes, draw in the knowledge sharing flow lines in pen. Put the flow from you to others in one color, and from others to you in a second color. Add a third, dotted line between any post its where there are the strongest connections. These identify primary connections in the network
- Take a moment to step back and look at your map. What do you notice?
 - With whom do you have the strongest knowledge sharing connections (two way arrows and dotted lines)?
 - With whom do you THINK you should have the strongest connections? If they are not the same as (a) what might you do to strengthen them?
 - Who is an important knowledge intermediary or connector in your network? These would be people/organizations that have lots of connections with other nodes. Which have very few connections and what are the implications for your work?
 - What might you do to strengthen weak connections? To manage where you have too many connections? If you are the only current ‘connector’ who else might help play that role?
- If you have time, show your map to someone in your network and see what they see when they look at it. Make a note of their observations and any changes they might suggest
- Take a digital picture of your network image. Go to our Moodle site to [Step 2: Post Your Network Map and Observations Here](#). Follow the instructions to post the picture of your map and the observation you did in step 9 and, if you had time, step 10. If you have an account on <http://www.flickr.com>, you could upload your image there, then put a link to it in your post
- Look at the maps of others, read their observations and give your perspective on at least one other person’s map. A workshop facilitator will also offer their observations, so everyone will get some feedback
- After you have received feedback, post a short reflection in your Learning Log on the Moodle site about any insights you had about your network and how you can best use it for your work

Annex 4: KS Workshop Evaluation and Feedback Survey

Summary

27 participants expressed their overall satisfaction with the workshop in the evaluation survey. 26 participants rated the event as excellent (50%) or good (46%). 23 respondents think that their initial expectations were met; 24 feel that the workshop increased their ability to apply KS principles, methods and tools in their work. All respondents state that the pre- workshop communication (Online survey, Web site information, e-mail exchanges, individual calls) helped them to understand the objectives and dynamics of this workshop. Each week was almost equally useful for participants, week 1 (Welcome and introductions, Why share knowledge discussion, Network Mapping exercise) being the most useful for 18 respondents. The communication channels and resources were almost equally appreciated with a preference for the weekly summaries and the KS toolkit. The Moodle platform got overall good ratings with suggestions for improvement in the organization of the information. 19 respondents think that the facilitators were excellent, 7 rated them as good. Participants had mixed feelings about the size of the group: 16 found that the size of the group was just right, and 10 found it too big. Also the interaction among participants was rated as average by 12 respondents, 23 respondents say that they made useful contacts beyond the workshop, 4 said no, mainly because of lack of participation in the event. All respondents found it very useful (54%) or useful (46 %) to be with participants from other organizations.

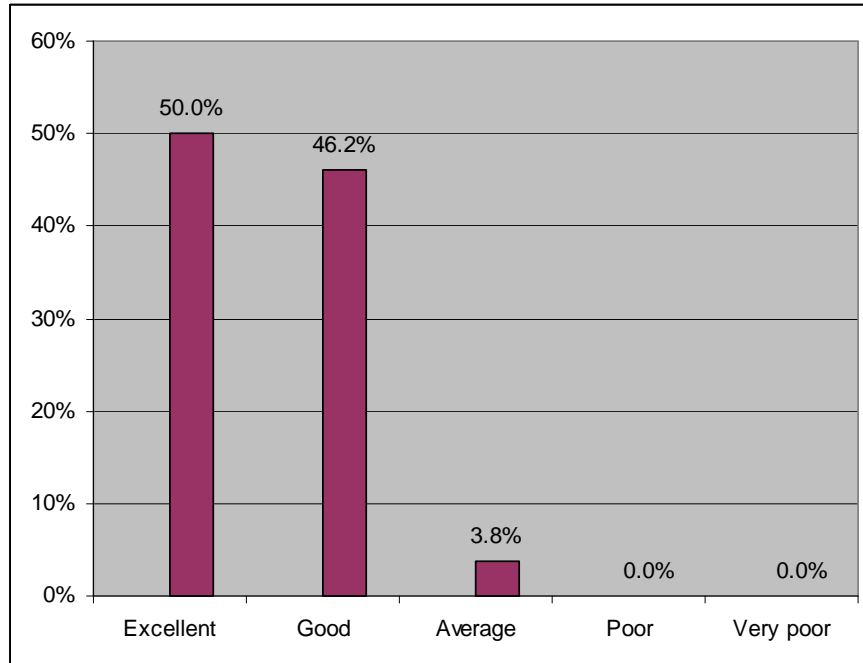
When asked for main strengths of the workshop, participants highlight firstly the aspects related to participation and interaction, like the diversity and energy in the group, the richness of experiences, and the combination of fun and serious interactions. Respondents also appreciated the wide range of tools, methods and resources available, specifically the KS toolkit. On the design of the workshop, respondents highlight the flexibility, the scope and the structure of the event. They appreciated the effective support, the availability and the experience of the workshop facilitators. Finally, respondents found the Moodle platform useful, as well as the Email notifications, and the teleconferences.

The 27 respondents also have suggestions for improvement, mainly on the design of the event in the sense that they feel that more time was needed to make most out of the workshop. A need was also expressed to introduce the Moodle platform and the resources beforehand and to give participants more time to become familiar with them. Indeed many expressed the feeling of being overwhelmed with the richness of the workshop environment. Some also suggested the group of participants to be smaller.

Results Question by Question

Question 1: Overall, on a scale of 1 to 5, please rate Phase 1 of the KS Workshop.

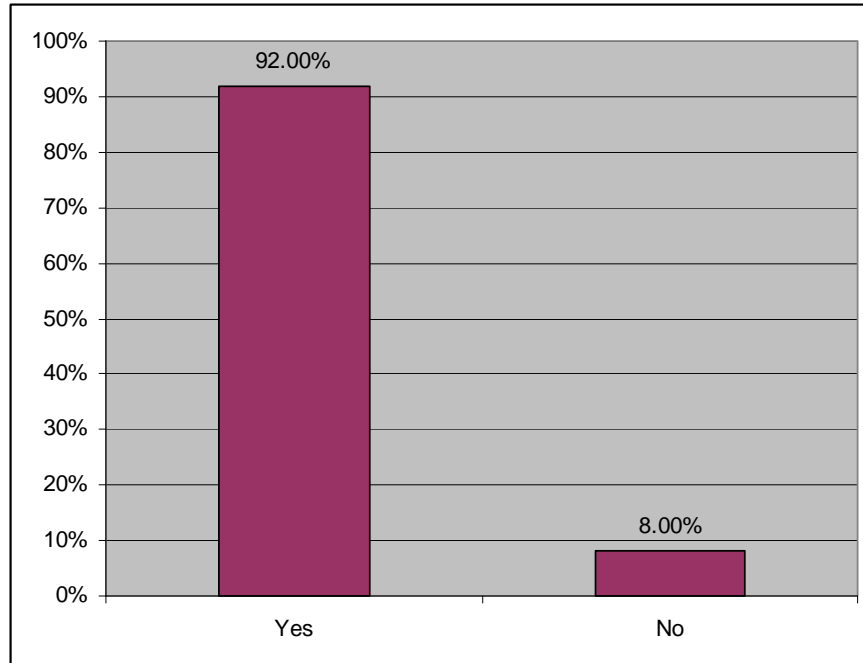
13 participants rated the workshop as excellent. 12 rated it as good, 1 as average. None rated it as poor or very poor.



Question 2: Think about your initial expectations: Did the workshop meet those expectations?

23 respondents say that the workshop met their initial expectations, 2 say no, 2 skipped the question. When asked “If no, why”, the following replies were submitted:

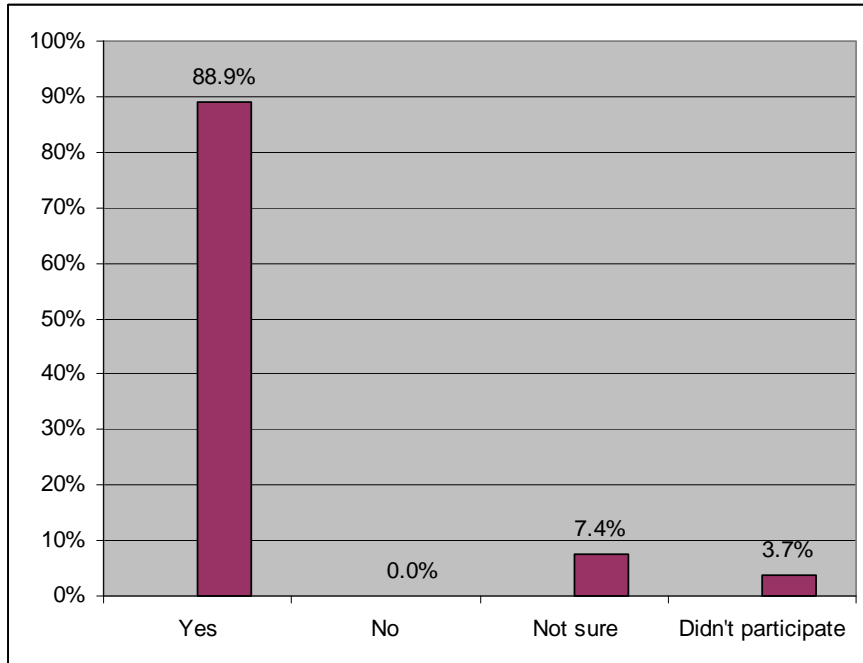
- It is my responsibility actually, not being able to participate more actively due to lack of time
- Did not have the time to participate
- Partly. I liked the material that was supplied at the beginning of the workshop but felt that not much more material was added afterwards. The facilitators were nicely available. In the workshop blog it was difficult to locate activities and information. I got lost many times
- Yes my expectations were met but I was initially skeptical about the introduction question "why share?" in which I missed the agricultural research focus



Question 3: After participating in this workshop do you feel you have increased your ability to apply KS principles, methods and tools in your work?

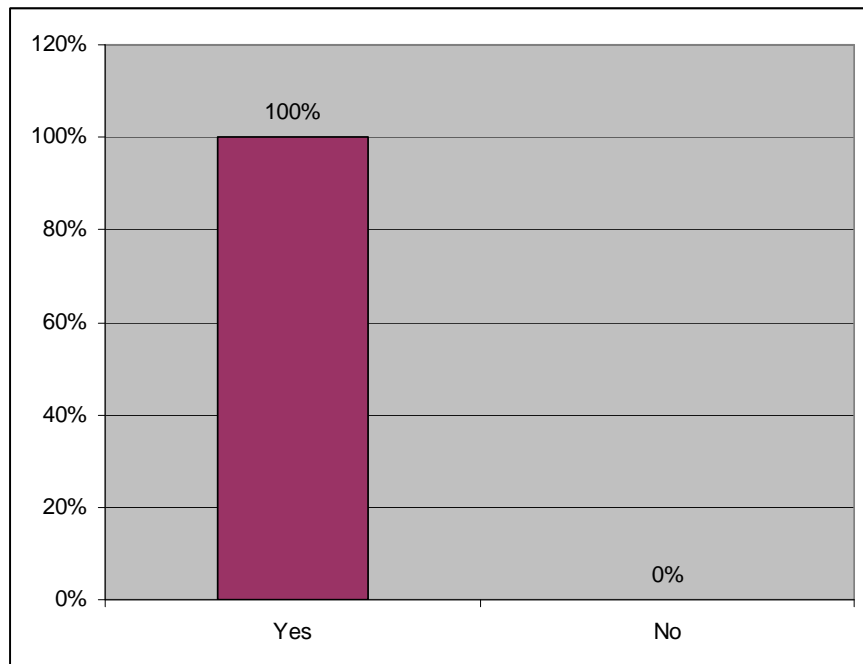
24 participants feel that they have increased their ability to apply KS principles, methods and tools in their work. Time is stated as a limiting factor, as 3 participants comment:

- Did not have the time to participate
- I started very well and later on had problems with power at our research station. This is not only for our research station but in Zambia loadshedding of power has become a problem lately. So I could not participate fully
- All depends on how much time you put into the workshop. What you invest is what you get. Some difficulties about integrating KS principles methods and tools in the work sphere was discussed although many participants were still to start with the application of those tools



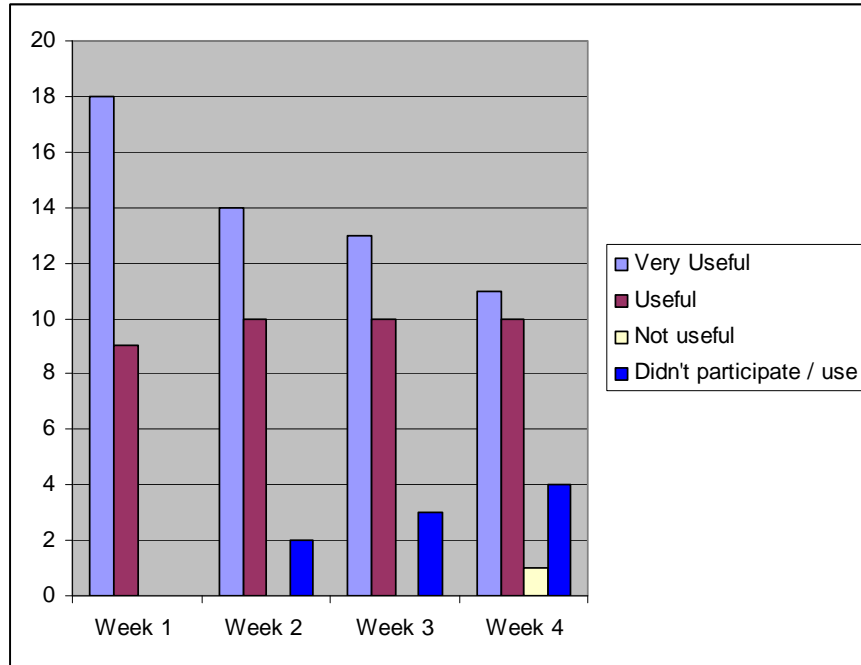
Question 4: Did the pre-workshop communication (Online survey, Web site information, e-mail exchanges, individual calls) help you to understand the objectives and dynamics of this workshop?

All respondents found the pre-workshop communication useful. Among the suggestions for improvement was to spend an extra-time for an introduction to the Moodle platform.



Question 5: Please rate the usefulness of each week's activities and focus

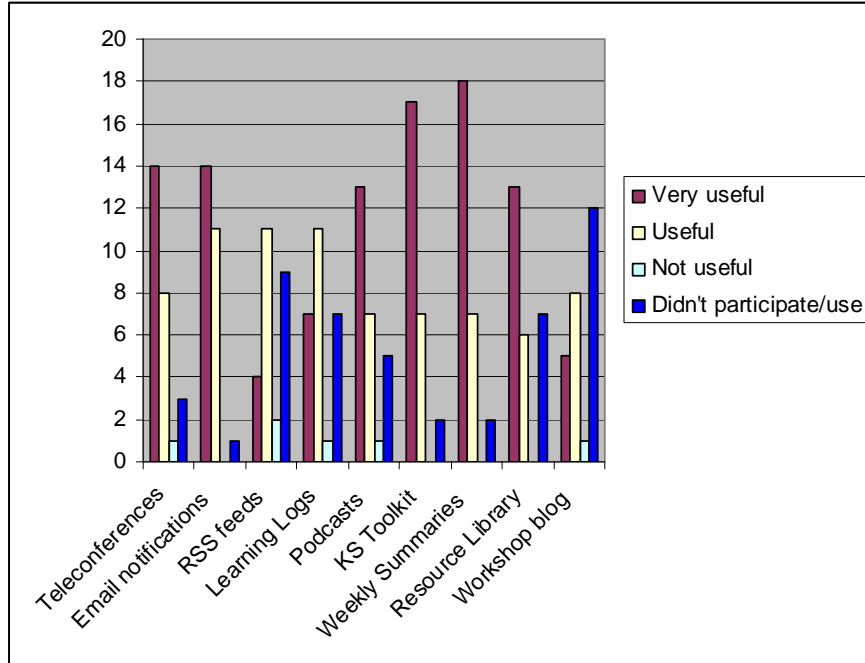
Week one was rated as the very useful by 18 respondents. Overall a slight increase in non participation can be observed over the weeks (from 0 to 4 respondents), and a shift from scoring the weeks “very useful” to “useful”.



Question 6: Please rate the usefulness of each of the communication channels and resources.

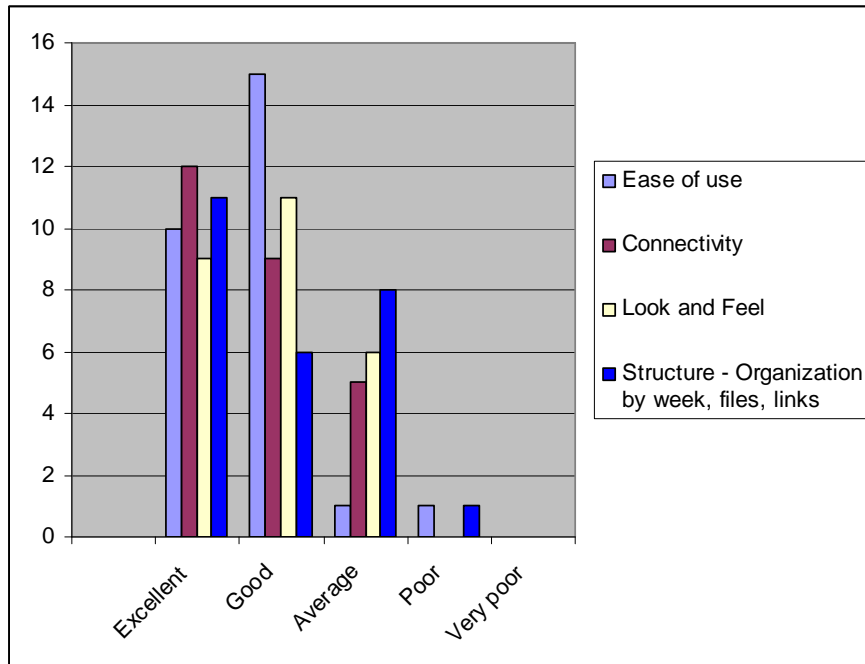
The weekly summaries and the KS Toolkit were rated as the most useful communication channels. But the teleconferences, e-mail notifications, the podcasts and the resource library were also highly rated. The less useful or used channels were the RSS feeds and the workshop blog.

Question 7: When asked “If you did not do some of the activities, can you share why?” 22 respondents mention the lack of time.



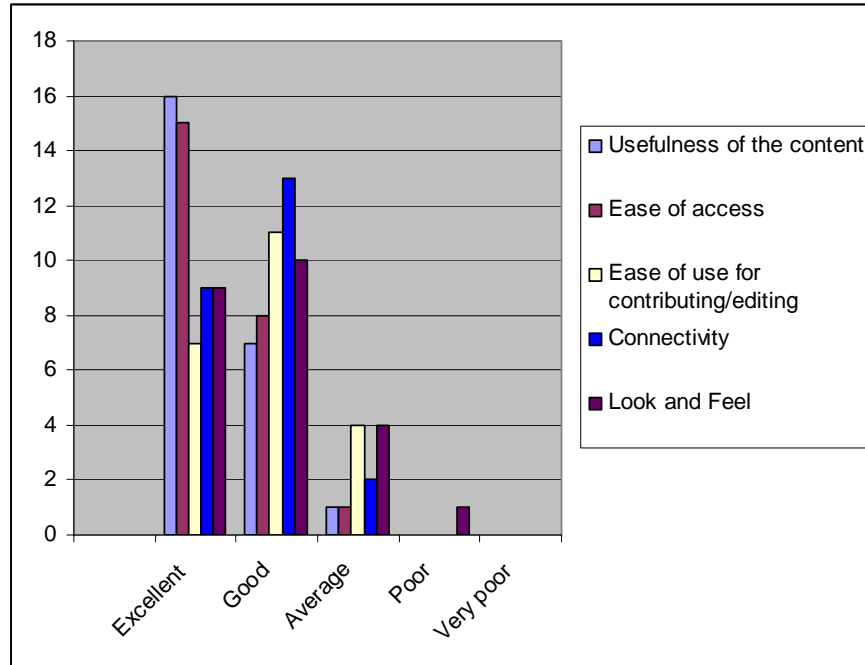
Question 8: How did you find the Moodle platform in terms of:

The Moodle platform got good ratings, also 8 respondents found the structure and organization of the site average. The suggestions for improvement go also in that direction: less crowded; make it possible to quickly zoom into the priority areas; and less threads and activities ongoing in parallel are some of the suggestions.



Question 9: Please rate the KS Toolkit wiki in terms of:

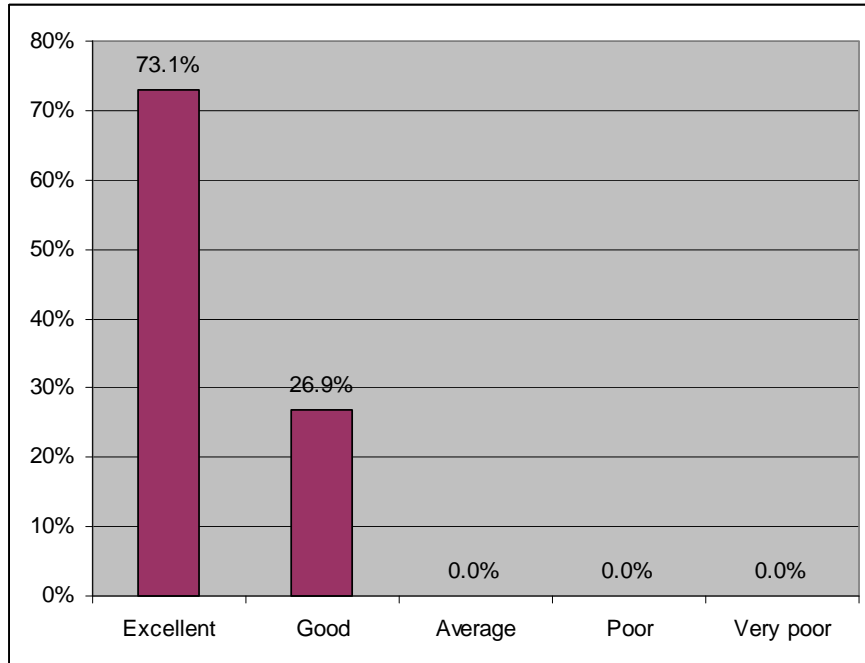
The Toolkit got excellent ratings in terms of usefulness of content and Ease of access. The ease in contributing and editing as well as the connectivity were scored as good. The look and feel is the aspect that could be improved.



Question 10: Please describe how effective the workshop facilitators were in supporting your learning experience?

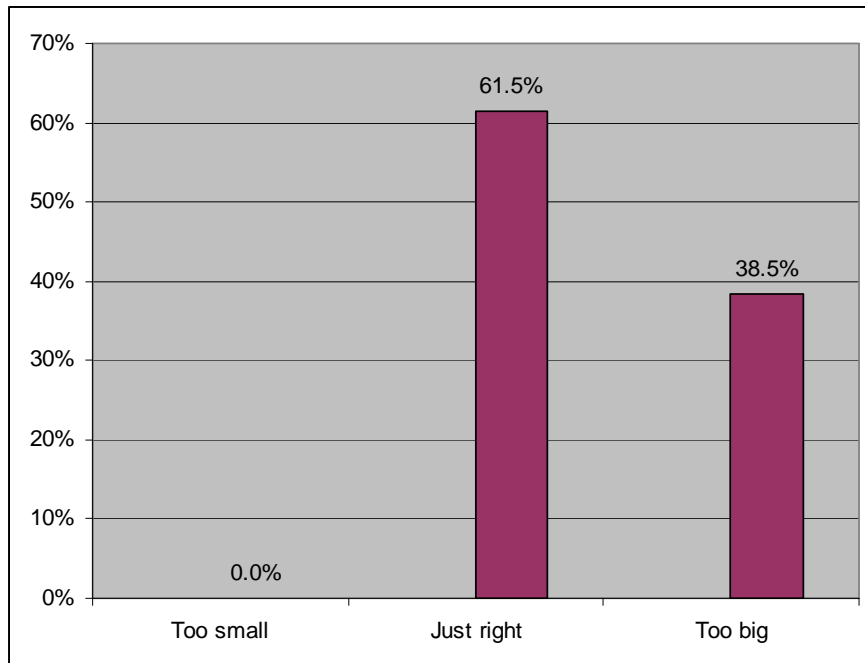
19 respondents rated the facilitators as excellent, 7 as good. Here are some excerpts from the additional comments:

- I got encouragement and good support from Petr, Nancy and Simone. The facilitators were very professional but also had a warm personal touch
- The overall organization and approach was well thought, planned, managed and coordinated. Congratulations
- I could express my thoughts to them via skype freely
- Their role was essential. At times the amount of information to absorb seemed a bit overwhelming, but the facilitators did a great job keeping this in perspective, clarifying uncertainties, probing for further thought, etc.
- There were always on top of all the discussions, and challenging you to go even further in your thoughts, discoveries, learning experiences
- Every input got an encouraging reaction with a personal note. And this is not easy when you don't know people and for such a big group
- Lucy took onto her shoulders to do some translation work
- Too many posts from the facilitators them selves



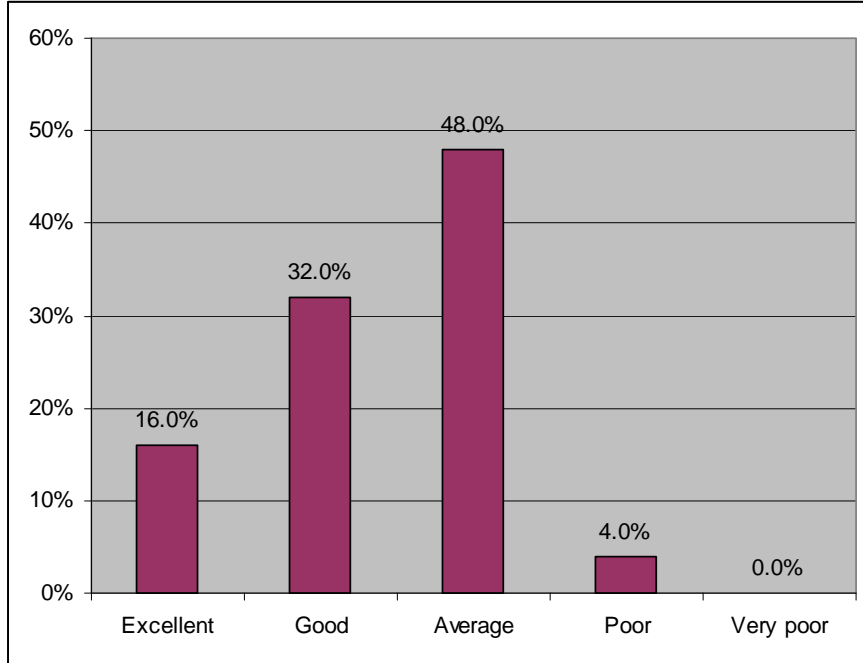
Question 11: Did you find the size of the group...

16 respondents found the size of the group just right, 10 would have preferred a smaller group.



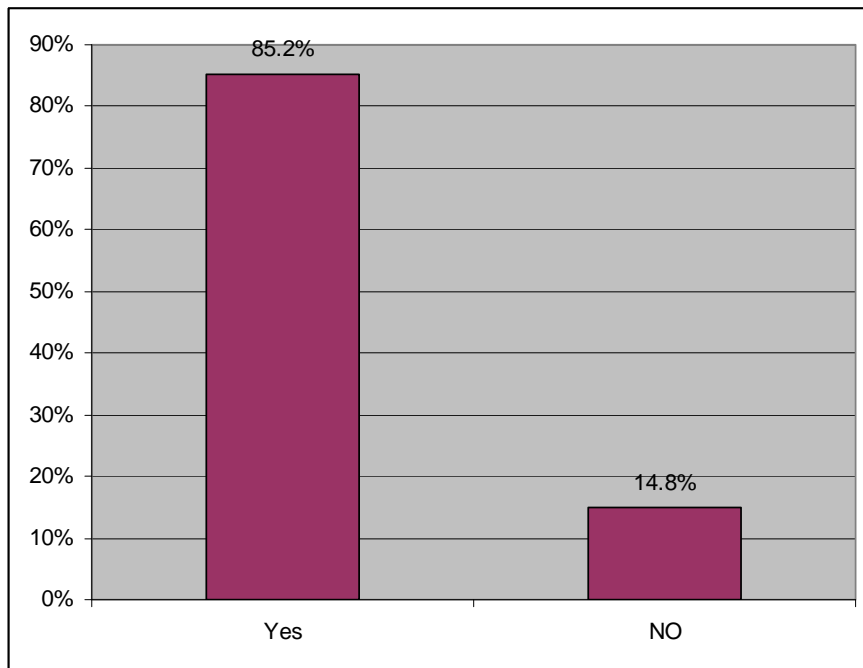
Question 12: How would you rate the interaction with other participants?

This is the question that got the lowest ratings: 12 respondents rated the interaction as excellent or good, and 12 rated it as average, 1 as poor.



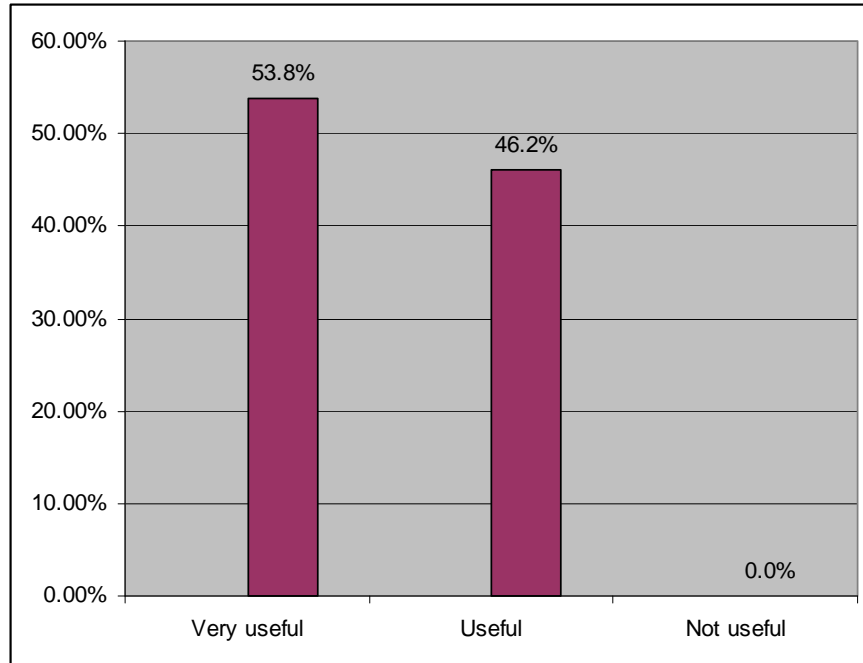
Question 13: Did you make contacts that will be useful to you after the end of the workshop?

23 respondents say that they made useful contacts beyond the workshop, 4 said no, mainly because of lack of participation in the event.



Question 14: How useful was it to be with colleagues from other organizations?

14 respondents found it very useful, and 12 useful to be with colleagues from other organizations (or even the same but not knowing each other beforehand).



Question 15: Please list what you consider to be the 3 main strengths of the KS Workshop - Phase 1:

When asked for main strengths of the workshop, participants highlight firstly the aspects related to participation and interaction, like the diversity and energy in the group, the richness of experiences, and the combination of fun and serious interactions. Respondents also appreciated the wide range of tools, methods and resources available, specifically the KS toolkit. On the design of the workshop, respondents highlight the flexibility, the scope and the structure of the event. They appreciated the effective support, the availability and the experience of the workshop facilitators. Finally, respondents found the Moodle platform useful, as well as the Email notifications, and the teleconferences.

Participation / Interaction (15)

- Ability to connect people worldwide
- Sharing knowledge with people around the world
- The creation of a particular community on the use of KS methods and tools in agric research
- Energy to keep people participating
- Active communication both by the facilitators and participants
- thought provoking - made me think about things in new ways
- Diversity of participants
- The facilitators
- Collaboration & communication to share ideas
- Short and valuable replies
- The combination of fun and serious
- Learn and listen to new experiences.
- Richness of knowledge - both facilitators and other participants

- Experience of other participants
- Opportunity to listen to people from different contexts, centers, challenges

Tools, Methods, Resources (13)

- Clear descriptions of tools and methods
- Good and interesting information production
- Wealth of info in toolkit
- Ks tool kit
- Toolkit
- The KS toolkit
- The resources, links shared by the participants
- Learning new stuff that is free and useful.
- The opportunity to have a hand-ons experience with the tools
- Very useful resources/reference
- The available resources were useful
- The workshop facilities / resources are available 24/7
- The wide range of information, tools, methods, etc. covered (although initially seeming too much, it gave the ability to pick and chose key focuses on our own)

Design (10)

- The organization and coordination of the discussion
- The phased approach to the workshop makes its easy to follow and understand
- The format (and the encouragement of the excellent facilitators) made it very easy to jump in at any time
- Learning was designed to be applied to an ongoing project/programme
- Issues are real and practical
- The length of the course was just right and the 4 weks were needed to have a chance to catch up again if needed
- Flexibility on when and how long to participate each week
- Clear agenda
- Broad spectrum of issues covered
- It's what we the participants make of it - contacts and toolkit and links etc. are all there to pick up and use - leaves one with a good feeling like the end of the course is just the beginning

Facilitation (10)

- Facilitators. Their active presence was very motivating.
- Very effective/experienced facilitators
- Facilitators good and ready to help
- Facilitators
- Constant feedback (facilitators and participants from different time zones)
- high support and presence of the facilitators
- availability of facilitators
- Excellent facilitators
- experience and resourcefulness of facilitators

- Voluntaristic workshop facilitators (even reporting at the office at 4 am)

Communication Channels (9)

- The teleconference method
- Teleconferences: Great to think about the major topics of the workshop
- E-mails notifications. Very good to follow the discussions
- Use of the moodle platform
- Moodle site
- Familiarisation with a unique Moodle platform
- The use of a very organized platform to support the KS processes
- The platform (Moodle) used and its interoperability
- Email notification

Question 16: Please share your 3 main suggestions for improvement of the KS Workshop - Phase 1:

The 27 respondents also have suggestions for improvement, mainly on the design of the event in the sense that they feel that more time was needed to make most out of the workshop. A need was also expressed to introduce the Moodle platform and the resources beforehand and to give participants more time to become familiar with them. Indeed many expressed the feeling of being overwhelmed with the richness of the workshop environment. Some also suggested the group of participants to be smaller.

Design (14)

- Identify the needs of the participant and have a facilitator whose passion lies there mentor all through
- More clarity in terms of objectives for each week
- More time for the ones that can not go to Africa
- Consider more time for starting 1-2 weeks
- Give a little more time between teleconferences - 10 days was good - to allow more time for exploration on the moodle
- Allow more times to do the activity (home work...)
- More time to explore deeply
- Considering that participants have to share their time between the workshop and their normal world related activities, more time should be given to the activities/assignments
- Perhaps some activities could have been done in pairs - peers could encourage each other to participate and learn from each others' experiences
- Network map was not so useful
- Start less threads
- Perhaps focus on/start fewer threads and allow to get to more in depth analysis and discussion on those
- Completing certain activities, i.e. the network map, MUST be mandatory
- The aim of each week should be clarified better (in the third week I read an explanation of the aim of the second week and the second week made much more sense)

Participation / Interaction (10)

- Perhaps F2F at the beginning
- Time zones make this difficult, but getting individuals to participate in different conference calls at different times would have added to the learning experience
- Just wondering how we could improve the participation of more Sub Saharan Africa colleagues
- A smallest group of participants
- Have less people
- Less participants to be able to follow the discussions more profoundly
- More direct input of participants to the KS toolkit before the end of the workshop
- Exploring a bit more on the capacities of the group before the workshop begins
- To include more activities related to enforce the interaction among participants
- Improve brainstorming (less info overload)

Communication Channels (10)

- Introduce the Moodle platform before the course
- email responses should contain the original question below
- Re-organize the moodle site with less entry points for discussion
- Not only podcast, maybe also opportunity to invite these specialist to share virtual table with participants
- make better use of personal logs at latter stage (good but implied information overload)
- Teleconferences were more about socializing then content
- Getting dozens of small not important updates every day is obscuring more important content
- Use Video in the teleconferences?
- The moodle website was difficult to follow, I could not find the resources easily
- To add more teleconference instead of once a week

Tools, Methods, Resources (7)

- Tracking useful information was sometimes hard
- Too much material to be read?
- More resources should be available
- More references: i.e. recommended websites, articles... to see what others are doing practically
- More practical videos/slide shows to explain new tools/methods
- find a way to cushion the overwhelm-feeling everyone seems to experience in moodle / the wiki at first
- Provide in advance the videos/podcasts in cd format to places with internet connectivity problems

Facilitation (2)

- Too many moderators and too many postings from them
- Maybe help the participant pick one tool and capitalize on it with the help of the facilitators

Question 17: Final Comments/Suggestions

- The online phase was great and I am looking to learning more during the face to face phase in Addis
- I want to congratulate the facilitation team for all the time and efforts you dedicated to this workshop in order to make it productive and useful for the participants. I really think you guys are great facilitators and from all this process what I take as the most valuable learning is the way you helped all the people involved. Thank you very much for your help and support
- This was a very enriching experience, although my participation was not as I expected. This is really a pioneering experience. Keep it up!
- See you in Addis!
- Well done.... hope we can continue to have fruitful discussions in f2f – Addis
- It was an excellent experience and I expect the site to remain open for harvest and digest in calm. I was "passively" connected to the group but unable to contribute due to high demands and reduced time
- Need to continue this so that as many people as possible could participate. Awareness created and need for follow up. Keep supporting the disadvantaged institutions.
- Thank you for this learning opportunity!
- I wish I could have use more time to try out all the resources available, and play with them. Otherwise, congratulations and see you in Addis!
- I really liked the sometimes informal tone that was used and how that mixed well with the clear professionalism that was demonstrated by the facilitators, which encouraged participation and created a friendly atmosphere - amazing how well that came across even in this online format. I felt very comfortable, contributions and questions did not have to be perfectly written and polished for hours before sending
- Well done! I did lean a lot and really enjoyed taking part: Thanks for a great workshop
- I am really looking forward to continue to learn more with the KS tool kit
- Clarify the pros and cons of first online and then hands-on before the start. Nancy's answer was nuanced on that question but came only the third week
- Great workshop, useful information sharing tools and methodologies (processes) applied ...looking for phase 2
- Phase 1 was excellent and now we look forward to the face to face
- Pour moi cette initiative est a multiplier; car dans nos pays et principalement dans nos milieux de travail, ces opportunités sont rares pour plusieurs raisons. Je souhaite que cette formation arrive à sa fin et qu'après, cette communautés soit maintenue, entretenue et suivie afin que tous les participants puissent en bénéficier après l'atelier.
- Great workshop!
- Workshops such as these should be A MUST for all in the CG who work on KM and/or KS
- Will there be a journal made and shared after the phase I is over?

Annex 5: After Action Review of KS Workshop Team

April 25, 2008

Nancy, Petr, Lucie and Simone

What worked well?

- The overall design
- Have an adjustable agenda that was not planned too much into detail
- Objective of phase 1 (DISCOVERY) accomplished
- The Calls
- The visuals
- The variety of things we offered
- The Toolkit was excellent
- The unfinished toolkit was a good strategy
- The Network Mapping exercise
- Our collaboration
- Nancy's decision making capability on planning phase
- Organical evolvement of our respective input in the workshop team
- Diversity of the group
- Geographical spread of the group
- The workshop Content
- The Podcasts
- Great FAO participants engagement
- Those from Africa who engaged really added a component to the workshop
- Lucie trying to connect with French speakers
- Greatly danced between huge amount of material
- Encouraging that people expressed desire to make the moodle site public
- Our adjustments to participants suggestion to combine activities and discussions

What can be improved?

- Have a week 0 for orientation, with an extra call: how to use moodle, how to use calls
- Slow-down in week 3 and 4
- The moodle space: make it easier to navigate. Suppose that participants who were less active had more problems of orientation and navigation
- Have guests, like Eva Schiffer for network mapping analyses and discussions
- Spread week one more into week 2
- Successful, but for all of us extremely high investment of time
- As designers and facilitators, plan our time better. Take notes of the hours spent.
- Have a moodle site map
- Vary the teleconference call designs. Encourage participation in different groups

Questions to work on / think about further

- How to find the best rhythm in the interaction among participants and facilitators, and how to increase interaction among participants

- Double role of facilitators (process) and expert input (content)
- How to deal with group that were subscribed by intermediaries (i.e. FARA/RAILS) in order to
- How not losing focus on methods, interpersonal aspects of KS. How to tackle process related KS issues in an online environment?
- How do we serve other groups in other languages better or in other ways?

Knowledge Sharing workshop

You are logged in as Simone Staiger (Logout)

sgm0016 > KSWorkshop

Search Forums

Advanced search

People

Participants

Online Users (last 5 minutes)

Simone Staiger

Teleconference members:

Sign this off

Flow 600

Confidence score: 0.0000

Administration

- Turn editing on
- Settings
- Edit profile
- Facilitators
- Participants
- Groups
- Backup
- History
- Import course data
- Stats
- Grades
- Logs
- Files
- Help
- Teacher Forum

Topic outline

The end of our Online Workshop! And Preparing for the Face-to-Face Meeting!

All PLEASE help us evaluate the workshop taking the workshop survey below.

For Addis participants: DON'T loose sight of the Addis topic below, where we will inform and ask your feedback on many related topics!

- KS Workshop in Addis
- KS Workshop Evaluation and Feedback
- Workshop Central: Announcements and Help
- Information about SUI in Ethiopia
- Summary KS Workshop Evaluation and Feedback Survey

WEEK 4: Homesteading

April 14 - April 18

- The KS Toolkit Wiki
- Telecon #4: April 17th - Workshop Reflection
- Discussion #3/Activity #4: Exploring Specific Tools and Methods
- Discussion #4: Final Burning Questions, Reflections and Ongoing Resources
- Stories created during the 4th telecons
- Podcast #5 - Eva Schiffr on Social Network Analysis
- Link to teleconference recordings (including 4th week)

Our Learning Logs

Part of this workshop asks us to reflect on our contexts and our experiences. There are a number of tools we can use for this. The default if you have no preference is to set up a forum for each of you here in the Moodle area. If you already have a blog or wiki elsewhere, we can link to that instead right here. We don't want to ask you to duplicate something you are already doing somewhere else!

External Blogs

- Michael Figg's Blog
- Gauri's Blog

Turn editing on

Workshop LINKS

- KS Toolkit Wiki
- KS workshop BLOG

Recent Activity

Activity since Monday, 28 April 2009, 04:12:00

Full report of recent activity...

Sort by recent first

27 Apr, 02:04 MariaGRACIA Bova "Re: Arrival and departure dates and times"

DELX1010 UN tag: KS-Workshop

Collaborative tools: steps

Communications Training materials

The World Bank's knowledge assessment methodology

The Knowledge Audit

ODD Knowledge Audit

Calendar

April 2009

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Global events

Group events

Course events

User events

Activities

The Knowledge Sharing project of **ict-hm**

home page | discussion (2) | history | edit this page

New Page

Recent Changes

Manage Space

Search

Home

What is your context?

KS Tools

KS Methods

Toolkit Tags

Tag Cloud

Toolkit Journal

KS Web site

The Knowledge Sharing project of ict-hm

Welcome to the Knowledge Sharing Toolkit

Join the **ICTRM Program** of the Consultative Group on International Agricultural Research (**CGIAR**) in creating and growing this resource of knowledge sharing tools and methods. While these are applicable in a wide range of contexts, we hope that together we can help frame them in the context of international development with a focus on agriculture.

Introduction to the Toolkit

Click here to learn more about this toolkit. This is a good page for first time visitors. Otherwise, just jump in!

What is Your Context?

Do you have a need, opportunity or challenge related to collaboration, participation, or communication, and you would like to consider knowledge sharing tools and methods to meet your needs?

Check out the list of contextual entry points to KS tools and methods. Some examples: How can I organize meetings differently? How can I plan, monitor, and evaluate my activities/projects? How can I improve relationships and collaboration between regional offices and the HQ?

Master list of tools

Looking for a tool?

By tools, we mean web based software and offline physical tools that can be used with a variety of methods. Some examples: Blogs, Wikis, Instant Messengers, Tagging, and Podcasting. For a full list, click on the link above.

Master list of methods

Looking for a method?

By methods, we mean group processes that people can use to interact with each other, online or offline. Some examples: Appreciative Inquiry, Storytelling, Knowledge Fairs, Open Space. Click the link above for a full list.

Special Thanks

This toolkit would not be possible without the **ICTRM Program** of the Consultative Group on International Agricultural Research (**CGIAR**). The collaboration and earlier work of our colleagues at CARE, ODI, IIMDeV, FAO and many of the wonderful IIM practitioners around the world has been crucial in the development of the toolkit. Please see the **Toolkit Journal** for more information about our process of building the toolkit.

Feedback: What do you think?

Please hit the "discussion" tab at the top of this page and give us your feedback.

Edit This Page

Knowledge Sharing workshop

sguide » K2workshop » Forums » ACTIVITY #2: Your Network Map » Step 2: Post Your Network Map and Observations Here.

Display replies in nested form | Move this discussion to...

Step 2: Post Your Network Map and Observations Here.
by Nancy White - Monday, 17 March 2009, 05:09 AM

Click the "reply" button on this message and create a new message that includes the picture of your network map and any reflections you had about the map. To attach a picture, click on the little picture icon in the tool bar at the top of a posting box. A second small browser box will pop up. (If you don't see it, check to see if you are blocking pop ups in your browser or it is simply hidden behind the main page.) Go to the bottom of the pop up and click on "browse" to find the image on your hard drive. When you have found it, click "upload" and then look for it on the list in the middle of the pop up. Click on your file. That url should then fill in at the top of the box. Put your name in the "Alt text" box and then click OK and the picture will embed in your post. Then you can type in your reflections and complete the post.

Delete | Reply


Re: Step 2: Post Your Network Map and Observations Here.
by Pete Shelton - Monday, 24 March 2009, 10:55 AM

Today, a colleague and I worked on the mapping exercise around a project aimed at revamping JPRP's intranet. The following are some of our observations from this activity:

- We have the strongest connections with the Communications Division and with researchers from EPT division.
- Need stronger connections with most researchers, communications lessons, and Computer Services
- Luz Marina (Head, Library and Knowledge Management) and Nancy (Head, Computer Services) are key connectors in this project, having regular communication with research divisions as well as other unit leads and SMT members.
- Stephan (EPTD researchers), Sarah (Media team) and myself (Library and web teams) also have important connections that should be utilized during project.
- One possible strategy for strengthening connections would be to form a project advisory team that includes actors from all divisions and includes research division lessons.

General observations about the method:

- We did not use the dotted lines for strongest connections, instead opting for a third color (red) to represent these. We used the dotted lines to represent those connections we wished existed.
- During our discussions, we raised the question of "how much influence do the actors have?" and found this to be just as important as mapping who shares information with whom (and how often).



• What are your first experiences of logging on and looking around the workshop site?

Add a new discussion topic

Discussion	Started by	Group	Replies	Unread	Last post
Sandra's litared Brazilian coffee	Sandra Velarde		5	0	Sun, 27 Apr 2009, 01:20 PM
Pete's lessons learned	Pete Shelton		6	0	Sat, 28 Apr 2009, 11:55 PM
Alessandra's log	Alessandra Gale		4	0	Tue, 22 Apr 2009, 03:41 AM
Franco's colours	Francois STERMAN		0	0	Tue, 22 Apr 2009, 02:59 AM
Adria Blubs	Adriana Sanchez		0	0	Tue, 22 Apr 2009, 02:21 AM
Ben's Log	Bernhard Hack		5	0	Tue, 22 Apr 2009, 02:01 AM
Andrea in Syria	andrea pape-christiansen		0	0	Tue, 22 Apr 2009, 12:51 AM
Vanessa's journeys into...	Vanessa Meadi		0	0	Mon, 21 Apr 2009, 11:41 PM
Florenca's discoveries	Florenca Tateossian		5	0	Mon, 21 Apr 2009, 11:24 PM
Nicole's log	Nicole Demers		3	0	Mon, 21 Apr 2009, 10:13 PM
Dina & K's Workshop	Dina Satrio		0	0	Mon, 21 Apr 2009, 12:02 PM
Mario's Answer...	Mario Quiceno		4	0	Mon, 21 Apr 2009, 12:00 PM
Maria Grazia's path	MariaGrazia Bovo		7	0	Mon, 21 Apr 2009, 11:57 AM
Magd's Log	Magd Latif		0	0	Mon, 21 Apr 2009, 11:37 AM
Joel's Page	Joel Sen		1	0	Mon, 21 Apr 2009, 11:23 AM
Gaur's spice corner... :-)	Gauri Sakhe		6	0	Mon, 21 Apr 2009, 10:47 AM
Frishan's conceptual scribble board	Frishan Bheerick		0	0	Mon, 21 Apr 2009, 10:43 AM
Justin's First Impressions	Justin Cheenga		0	0	Mon, 21 Apr 2009, 10:42 AM
Andrea's search	Andrea Carvajal		3	0	Mon, 21 Apr 2009, 10:37 AM
Jance's jettings	Jance Proud		0	0	Mon, 21 Apr 2009, 10:29 AM
Grace's Space	Grace Ndungu		3	0	Mon, 21 Apr 2009, 10:12 AM
Jacky's Crash Programme	Jacqueline Nyagahira		4	0	Mon, 21 Apr 2009, 10:03 AM