Intermediary innovation, evaluation & collaboration

Report from the 4th I-K-Mediary workshop, 24th – 26th January 2011, Savar, Bangladesh

Yaso Kunaratnam, June 2011

i-k-mediary network

D.Net Development Research Network

IDS Knowledge Services

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About this publication
This report is a summary of the I-K-Mediary Network Workshop, held in Savar, Bangladesh, and jointly hosted by the Development Research Network (D.Net), Bangladesh and the Institute of Development Studies (IDS), U.K. The workshop brought together 35 research intermediaries from 21 organisations in 15 countries to share experiences, learn together and discuss future collaboration. This report captures the thinking and learning that emerged on using theory of change and outcome mapping tools in intermediary work; and lessons learned in different aspects of intermediary work including: designing and developing portals, working with the media, capacities and skillsets needed to be an effective intermediary and web 2.0. The workshop also explored ways in which intermediaries can demonstrate their value to stakeholders, and looked at new technical tools and initiatives. Finally the report outlines seven collaborative activities that the network will be working on together: mapping of intermediary services, online skills sharing, theory and principles of knowledge intermediation, exchange visits, intermediary events on behalf of the I-K-Mediary Network, an M&E toolkit/framework/methodology, and a translation tool.

An electronic version of this publication is available as a free download from www.ikmediarynetwork.org. Please send any comments or questions to knowledgeservices@ids.ac.uk

I-K-Mediary Network Workshop Report
June 2011, Yaso Kunaratnam

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“I think this network is so very important, quite unique in its focus and I hope it will further flourish!”

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Workshop overview and key reflections

About the I-K-Mediary Network

http://www.ikmediarynetwork.org

The I-K-Mediary Network is an emerging global network of organisations that play a knowledge and information intermediary role in development. It brings together organisations that facilitate access to and use of research by providing portals, gateways, resource centres and related services. The Network aims to enhance and enable the positive impacts of information and knowledge intermediary work by increasing the effectiveness of I-K-Mediary Network members and creating a more enabling environment for their work.

Workshop objectives

This was the 4th workshop of the I-K-Mediary Network held at the BRAC Centre for Development Management (CDM) in Savar, Bangladesh and co-hosted by D.Net (Development Research Network) in Bangladesh, and the Institute of Development Studies (IDS) in the UK. The workshop focussed on three areas: **innovation**, **evaluation** and **collaboration**.

The purpose of this workshop was to:

- Identify and demonstrate the value of intermediaries
- Build the sustainability of the I-K-Mediary Network
- Develop innovative and collaborative projects that will take forward the Networks' objectives
- Share learning and develop skills and useful resources in different aspects of our work

Workshop format

The workshop ran over three days and each day focussed on a particular area. Day one focussed on sharing experiences and developing resources for intermediary work, day two focussed on evaluation tools and techniques (e.g. theory of change, outcome mapping and exploring frameworks and how to measure web statistics), and day three was dedicated to developing collaborative and innovative projects that would help take forward the Networks' goals.

Workshop participants engaged actively and a range of participatory methods were used to capture and facilitate learning and collaboration including group discussions, peer assists and games. Prior to the workshop, a two day meeting of the I-K-Mediary Core Group was held to look at the future direction of the Network, and to reflect on its successes and challenges to date. The core group were able to share some of the outcomes of this meeting at the workshop in a chat show/Q&A session. Further details on this can be found at the end of this report.

Key reflections

Demonstrating the value of intermediary work can help lead to more effective relationships with stakeholders

Intermediaries often find that their stakeholders have a limited understanding of their role, what value they bring, or what impacts they have. Members discussed how they could

demonstrate their value to research producers, research users, donors and colleagues within their own organisation. In order to overcome the challenges intermediaries face doing this, more needs to be done on establishing the credibility and reputation of intermediaries, promoting intermediary work and impact, working in closer collaboration with stakeholders and identifying standards in intermediary work.

The Network has a key role to play in capturing lessons learned for intermediary work

During the workshop, I-K-Mediary members captured some of their lessons learned and top tips for other intermediaries in the following areas:

1. Designing, developing and managing portals, gateways and resource centres
2. Building the capacity of other key stakeholders in the information environment
3. Web 2.0 for intermediary work
4. Working with the media
5. Capacities/skills needed in order to be an effective intermediary

Some of the key lessons learned centred around thinking strategically before implementation, investing time in needs assessment, and analysing other stakeholders doing similar work and how they could work together to meet their goals. There are many more areas that intermediaries have knowledge, skills and experience in to share, and the Network hopes to develop simple resources to support other intermediaries in the future.

Using Theory of Change and Outcome Mapping tools in conjunction can be useful for exploring the impact of intermediary work

Participants spent time looking at Theory of Change and Outcome Mapping methodologies and how they could be applied to intermediary work. It was felt that that using Theory of Change alongside or as a precursor to an Outcome Mapping process could be vital in exploring the impact of intermediary work, and in particular, anticipating changes in behaviour, enabling a view of outcomes and explicitly outlining what is anticipated to happen as a result of intermediary actions. How to integrate these two tools is another question and one which the group hopes to explore in future meetings.

Collaboration and innovation between intermediaries remain central to the Networks' objectives

During the workshop, seven working groups were formed to take forward collaborative and innovative activities in the following project areas: mapping of intermediary services, online skills sharing, theory and principles of knowledge intermediation, exchange visits, intermediary events on behalf of the I-K-Mediary Network, an M&E toolkit/framework/methodology, and a translation tool. You can keep up to date with the Network's activities on their new website www.ikmediarynetwork.org

In parallel, members of the Core Group, which was expanded to include representatives from Africa (AMREF, Kenya) and America (CCCCC, Belize), will work on developing a future funding strategy, longer term governance arrangements, and membership development. It will also plan and organise a programme of varied events. IDS will continue to host the Network until March 2013 and during this time the core group will explore potential co-hosting models for the Network.

Bi-lateral connections between network members are beginning to emerge

The I-K-Mediary Network, now four years into its existence, is growing to become an effective platform for enabling the intermediary sector. Bi-lateral collaborations are starting to emerge as a result of Network and there are indications that some relationships between Network members are beginning to mature (for example, D.Net in Bangladesh will be translating CSE (Centre for Science and Environment) India's "Down to Earth" science and environment magazine content into local languages and distributing this to local villages). IDS will also be working with Practical Action, Bangladesh and the International Initiative for Impact Evaluation (3ie), India, to undertake research to explore the impact of intermediary work on policy processes in Bangladesh and the impact of different types of research communication approaches.

1. Demonstrating the value of intermediaries

This first workshop session saw participants share approaches on how they demonstrate their value as intermediaries to both internal and external stakeholders. In particular:

1) People within their own organisation
2) Donors
3) Users
4) Research producers

Intermediaries often find that their stakeholders have a limited understanding of their role, what value they bring, or what impacts they have. It was hoped that by sharing examples of how intermediaries state their case to stakeholders, this could identify collective ways to advocate and demonstrate the value of intermediaries.

Participants broke into the four stakeholder groups and discussed the following key questions:

- Why do you need to demonstrate the value of intermediaries to this stakeholder group?
- How do you do this?
- What challenges do you face if any, and how do or can we overcome them?

The main points from the four stakeholder group discussions are summarised in the table on the next page.

Table 1: Summary of discussions on how intermediaries demonstrate their value to key stakeholders

Key stakeholders	Why is demonstrating value to this stakeholder group important?	What challenges are faced?	What approaches can/ do intermediaries use to demonstrate their value and overcome these challenges?
1) People within your organisation e.g. senior management, directors, and colleagues within other teams	Internal recognition is vital as it increases your legitimacy to act, enables others to learn from your approaches to knowledge sharing and make best use of your expertise. It also helps to provide motivation and a sense of pride for your work. On a practical level, fostering positive relationships with senior management can also help provide the budgets to sustain your work, and for those based within research institutes, colleagues can provide important content for their intermediary services. Collaborating with internal stakeholders can help foster innovation, identify relevant partners for their work, and enable knowledge intermediary work to feature in broader funding proposals.	The group identified multiple challenges when trying to demonstrate their value to internal stakeholders: • There is tension with promoting a diversity of perspectives (rather than your own organisations research) • Decision makers within organisations can restrict budgets due to time constraints and when there are conflicting priorities that need funding • There can be a lack of understanding in the technical systems used by intermediaries – in fact some participants have found that senior staff who control budgets can be reluctant to approach younger staff and admit a lack of understanding with technology used	The group felt the following approaches could be used to demonstrate their value to internal stakeholders: • Sharing statistics of performance such as who and how many are accessing and downloading research documents • Promoting intermediary work through internal discussions/seminars and news bulletins • Showing people the benefit of knowledge intermediary approaches, for example through training sessions/workshops • Proactively offering intermediary services to colleagues, such as sourcing and summarising research-based information on a particular topic • Developing and encouraging collaborative initiatives that can be jointly fundraised for • Encouraging a wider understanding of knowledge management and knowledge brokering internally • Making work as intermediaries indispensable!

2) Donors	Proving the value of intermediary work to donors can help to sustain resources for this type of work and demonstrate the importance of knowledge in development processes and thus result in future investment in the sector.	Key challenges in doing this include: • Difficulties in measuring the impact of knowledge work as much of it is intangible, e.g. statistics vs stories of change • Demonstrating impact in comparison with other intermediaries and avoiding duplication of funding assistance for knowledge services • Lack of regular and two way communication between intermediaries and donors • Donor led priorities can exclude some types of knowledge so however much you demonstrate value you cannot control changes in funder interests around particular thematic areas	Participants' in the group felt they could overcome these challenges by: • Working together in partnership and providing dedicated intermediary services for funders, such as helpdesks • Raising awareness of the different types of knowledge services, products and innovations that exist • Providing concrete examples of intermediary services provided and the differences and niche of each service • Promoting regular and two-way communications with donors • Increasing their capacity to provide effective knowledge services (e.g. through sharing and learning with the I-K-Mediary Network and on the Knowledge Brokers' Forum) • Commissioning independent/external evaluations of their intermediary services to provide an unbiased overview of impact • Demonstrating value for money - proving that they target the right audience with the right products and use resources effectively
3) Users of intermediary services e.g. policymakers,	The group felt it was important to demonstrate value of intermediaries to users, in order to build trust and therefore	Challenges in demonstrating value to users include: • Having to convince and offer services to a wide range of target	Participants thought they could use various approaches to prove their value such as promoting intermediary services and success stories through the media, holding focus

researchers, practitioners, experts/consultants and students in development	enhance links between users and researchers, ensure information gaps are being met, and encourage users and future users to continue accessing and using evidence to assist them in development challenges.	groups with diverse interests e.g. policymakers to grassroots workers • Filling information gaps accurately for a diversity of users • Reaching target groups and difficulty in getting their time to participate, particularly policymakers • Constraints with time and resources	groups to strengthen relationships with users (as well as evaluate their work), and organise field trips/orientations for users so they understand intermediary services better. Producing better targeted services and products tailored to audiences needs (e.g. policy briefs), can also demonstrate the value and niche of intermediaries.
4) Research/ Knowledge Producers	Demonstrating value to research producers is important to ensure a regular flow of content for intermediary services, participation from stakeholders in face-to-face and virtual initiatives, and long term sustainability.	Challenges in demonstrating value to research producers include: • Building confidence and trust with researchers -some fear losing intellectual properly and worry that research findings might not be communicated properly or distorted • Some people do not understand the difference between intermediation and research communication and that intermediaries have their own distinct platforms and networks • It is hard to get an appointment with researchers - they have their own community and contacts that they value more • There is tension in working together as researchers often get priority as they have more academic credibility and policy backing which gives them greater	Approaches to overcome challenges include: • Working together with researchers to help show the value of intermediary work, so policymakers take intermediaries more seriously • Making clear the distinction between researchers and intermediaries to policymakers to help build mutual agreement and sharing of knowledge and information • Building credibility and reputation through meeting face-to-face with researchers and providing examples of how repackaging their work has brought about impact, particularly at a grassroots level . Group meetings with researchers and intermediaries fosters transparency and increases the likelihood of building rapport and relationships • Becoming a bridge between research findings and the needs of

	ability to influence	the community, so the community can feedback on what new research needs to be done to address problems they are facing • Demonstrating how to use services (i.e. portals and publications) when meeting face-to-face

Reflections

- We did a short exercise to see if members work was aimed at policy makers, practitioners, or communities. This varied considerably amongst the group and demonstrates that intermediaries are trying to reach a range of different audiences at different levels.
- In trying to reach so many different audiences, bridge gaps and link such a diversity of stakeholders it is no wonder intermediaries face so many challenges!
- Intermediaries should unpack what "credibility" means in order to achieve credibility with stakeholders. Does it refer to credibility in terms of skills, the type and quality of information, or the quality of researchers that are highlighted? Many users rely on peer reviewed literature, and can be sceptical if intermediaries promote knowledge beyond this. What standards does intermediary work reach? In order to foster more engagement and value for this type of work, there is a need to show that what intermediaries do benefits researchers and communities.

2. Lessons learned and top tips for intermediaries

This session offered an opportunity to share experiences and approaches that member's use in different aspects of intermediary work. The aim was to look beyond challenges, focus on solutions and capture lessons learned and top tips for other intermediaries, particularly those who are new or struggling in this area of work.

Participants chose five areas to focus on (highlighted in bold) from a list of 14 areas listed below:

1. **Designing, developing and managing portals, gateways and resource centres**
2. **Building the capacity of other key stakeholders in the information environment**
3. Decentralising knowledge services
4. Influencing research agendas
5. Co-production of knowledge
6. Summarizing, synthesising, and repackaging research for specific audiences
7. Experiences in translation
8. **Web 2.0 for intermediary work**
9. Marketing intermediary work
10. Upholding editorial quality
11. **Working with the media**
12. Linking knowledge producers with intermediaries
13. **Capacities/skills needed in order to be an intermediary**
14. Convening stakeholders in development and facilitating dialogue and exchange (face to face and virtually)

Questions used to focus discussions were as follows:

- What approaches do you use?
- What works well? What doesn't?
- What lessons have you learnt?
- What are your top tips for other I-K-Mediaries?

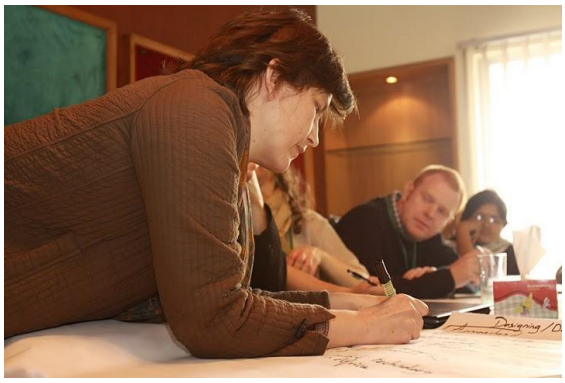
Participants then changed over to join other groups of interest to revalidate what had already been discussed. The key lessons learned and top tips from each group are detailed below. It is hoped that these can be developed into simple resources in the future to support other intermediaries in their work

2.1 Designing and developing portals in an ideal world

Advice from the I-K-Mediary Network recognising that life is not always this straightforward!

Questions to ask before you start

It is very important to be clear who you are trying to reach and why. What knowledge gap or problem are you trying to fill? Is a portal actually the appropriate solution?



Needs assessment

Test your assumptions from the above questions on potential users. Try to identify other intermediaries working in the same area and seek their advice (political constraints and potential competition can be a barrier to this engagement in the real world but this should be challenged!). These discussions will help you identify the "niche" your portal is trying to fill and to identify potential partners to work with.

Technical requirements

- Investigate how your target audiences gather and use information. Use this understanding of the accessibility, structure and navigation requirements of users to inform your decision on appropriate technical platforms and solutions for your portal.

- Recognise that the way people use the web is constantly changing – right now use is becoming concentrated around a few social networking sites so you cannot expect all your users to come to your site, instead you should be taking your content and pushing it out in the spaces where your users are (Facebook, Twitter etc).

- Consider the adaptability and compatibility of your platform choice. Compliance with open data standards, an API, the use of open source technology - all these will help you to reach new audiences and evolve (as well as being the “right thing to do”). If you’re planning to use free web services to deliver your content (delicious, yahoo pipes etc.) don’t become too reliant on them - be sure you've got a plan B if they suddenly stop operating.

- Be clear and open about your IP strategy - copyright and licensing issues.

Editorial models

How do you expect content to be created for the portal? There are a broad range of potential options from highly editorialised in-house content creation (very expensive) through to entirely user-generated content models (for which it can be really hard to get the incentives right). You might be looking for stickability - trying to keep users on your site – or providing a gateway site whereby you want to direct users as quickly and easily as possible to an external content source. Whichever model you choose you need to be sure of the resources and skill sets you need and to have described and (ideally) tested the production and quality control processes required.

Also don't overlook housekeeping (updating text, fixing broken links) - it always requires more resources than you think!

2.2 Building the capacity of other key stakeholders in the information environment

Intermediaries can help build the capacity of those in the information chain, particularly research producers and users, to access, use, provide and disseminate information. They can also support other types of intermediaries in how to effectively facilitate access to, and use of research in development.

Here are a few tips for other IKMediaries from members drawing on their experience of capacity building:

Before you start

- It is firstly important to identify who your stakeholders are, what their capacity needs are and why you are best placed to build their capacity.

- Clarify your own understanding of what capacity building is – this will affect what strategies you use to build capacity.

Building the capacity of research producers to communicate their own research

Approaches that you can use to build capacities of research /knowledge producers include:

- Providing training in how to create communication spaces for decision makers – or encouraging research producers to collaborate with intermediaries on this
- Providing guidance and support in how to produce summaries (presenting the demand for summaries of research papers from users beforehand can help motivate research producers to want to do this)
- Encouraging the integration of communications into research work and demonstrating how to repackage information in various ways e.g. policy briefs, blogs
- Providing training in practical areas e.g. repository building, strategic communications, engaging dialogue
- Working with research producers to build repositories to enable open access to their material – this will open content up for others to repackage for their own audiences
- Providing financial support for some of the activities mentioned above

Key lessons learned from doing this:

- You should get back to researchers and show the value of making their material more accessible, or support them in how to evaluate their research communications work
- You should take note of producer vs user incentives - incentives for one group may disadvantage others. For example, research producers may not make their material

freely accessible which will disadvantage users. Users may also favour one research producers knowledge based on recognition, rather than a diversity of perspectives
- Competition may limit sharing – for example, a scientist may prefer to make their research accessible in a scientific journal

Building the capacity of other intermediaries to provide access to development information
Approaches you could use to do this include:

- Providing tools on how to identify stakeholders and their resource needs
- Giving guidance on how to provide different types of information to meet those needs, as well as how to create/use tools, platforms and communication spaces
- Working with other intermediaries on the process of transforming knowledge products customised to particular needs – thereby building capacity by doing and coaching

Building the capacity of decision makers in policy and practice to access, assess and use research-based information
One central way that intermediaries do this is by providing support and training on information literacy, to support users with the skills, confidence and motivation to use relevant information, as well as lifelong skills in how to use information to support decision-making processes.

Tips and lessons learned in doing this:

- A project based approach does not work well as the good work often stops after it ends
- Study stakeholders capacity needs before approaching them
- Training does not work without regular follow up - trained skills are often not used after a project ends
- Training without scope of practice is fruitless
- Using a train the trainers approach and using direct trainers to train others can be an effective way of building capacity as skills are passed on
- Flexibility in support is important, e.g. using different types of capacity building techniques such as training/mentoring, and responding to the needs of the stakeholders in real-time
- Extra resources can be found for this type of work by offering on the job work experience/internships

2.3 Web 2.0 for intermediary work

This is advice provided by I-K-Mediary Network members on using web 2.0 in intermediary work:

There are various new and enabling web 2.0 tools and devices that IKMediaries use as indicated in the table below:

Type of tool	Examples given
Blogging	KBF, Eldis Community, Blogger
Micro-blogging	Twitter

Chat tools	Skype, MSN Messenger
VoIP	Skype
Professional Networking	LinkedIN
Social Networking	Facebook
Bookmarking tools	Delicious, Digg
Video sharing	YouTube, Blip.tv
Podcast sharing	Podmatic
Aggregators	Yahoo Pipes
RSS feeds	Feed2JS
CMS	Joomla, ORYX
Wikis	Mediawiki, PBWorks
Mashups	Google Maps

Lessons learned in using web 2.0 in intermediary work

- *Context is king* - the approach for employing these tools and the value derived from them is strongly audience dependant

- *You may need to use tools in combination to realise any benefits* (into a chain or production line)

- *The shared use of web 2.0 tools is important* – it helps those who are unfamiliar to learn from others

- *User confidence levels may pose a problem* – you may want to encourage more user generated content and interaction on your site, but be aware of the levels of skills amongst your audience and develop strategies to address this

- *The inherent dependency on tools owned by third parties is risky* – while going with larger providers is a common solution, you are not in ultimate control of increasingly important tools required to achieve your objectives. You need to consider what you will do if the third party stops providing or changes the service

- *The learning curve can be steep* - starting off is not easy. Novices need time and support to learn how the tools work and what the benefits are/may eventually be. And then once you become familiar with the tools you use already, others turn up that you have to get to grips with!

- *It's 'really cool' but I don't see how it is relevant to 'my service'* - seeing tools being applied by others builds enthusiasm for them but perceiving why and figuring out how to implement those tools for your own existing services can be much more challenging

- *Are the tools *really* free?* - You need to consider what the hidden costs are in the long term, particularly if one needs to transfer to other providers

- *Adapting to change is critical* – the external environment is shifting rapidly with opportunities to 'do new things' emerging with increasing frequency. Keeping up with what is going on and ensuring you are not left behind is critical to staying relevant to users, partners and funders

- *Managing your time is difficult* – to get the most out of services like Twitter one must put in (at least) some input relatively frequently. This can be challenging to justify alongside other work pressures

Top tips when using web 2.0 in intermediary work

1. Invest in capacity building of both providers of content and users of your intermediary services
2. Always try to have a 'plan B' in case tools change/cease functioning e.g. take the recent Delicious case
3. Try to avoid 'bombardment' of new stuff – could we package useful tools into a bundle for use by development professionals?
4. Keep your audience, culture and context in mind
5. Not everyone has good bandwidth – factor this into your expectations of who will and won't engage
6. Go where the people are! – see what other relevant social networking sites are active and get linked into them
7. Think about the ethics of all of this i.e. crediting the original contributors and others who support the process
8. Choose the tools that are right for you – it isn't necessary to use them all
9. Invest time in checking it all works for the user at regular intervals
10. Keep an eye out for the newest technology that might be relevant to you
11. Moderate your content where it is feasible to do so and depending on the quality of output you want to achieve
12. It's much easier to get others to engage in their own language

You can also view a video of Sumudu Silva from Practical Action, Sri Lanka sharing top tips on using web 2.0 in intermediary work
http://blip.tv/ikmediaries/top-ten-tips-for-using-web-2-in-intermediary-work-5212287

2.4 Working with the media

This is advice provided by I-K-Mediary Network members on working with the media:

The media are important for I-K-Mediary work, because they:

- Help in setting agendas and determine issues that need to be discussed in development
- Can help reach the public and practitioners with relevant information
- Synthesise information for busy policy makers
- Provide exposure, awareness and publicity of timely information

Approaches to working with the media and top tips

- *Customising knowledge products* – Intermediaries need to play a more proactive role and engage in the process of getting content and news into the media, rather than rely on word of mouth. You need to tailor products directly for the media so they are ready to use and produce them on a need by need basis e.g. media briefs/press releases. Un-customised formats do not work well. You also need to try and promote multi-way knowledge flows between the media and intermediaries

- *Relationship-building and networking* - It is important to approach the right person in the media, and if possible target thematic experts. Identifying media colleagues' areas of interest and expertise and developing a database of media contacts can help you do this. Building long term and sustainable relationships through working in partnership is key. This can lead to the involvement of media within intermediary activities from the very beginning.

- *Regular information sharing with the media both virtually and face-to-face* – Informing the media about your work can help stimulate demand for knowledge products - applying both supply and demand-led approaches. Getting more media workers on the Knowledge Brokers' Forum could help raise awareness of knowledge initiatives that exist and promote potential collaborations. However, building a culture of knowledge sharing and collaboration between intermediaries can take time.

- *Reaching media through users and members* – involving important and well known personalities in your intermediary activities can attract interest from the media

- *Timing is key* - providing the right type of information at the right time to the media is important to have any influence on key debates

- *Knowledge sharing/events on development topics* – sensitising the media on thematic areas in development through training workshops, online services and forums, can help generate greater understanding of issues and enhance communication by the media.

- *Using the right type of media can enhance our broadcast* - you need to segment and classify the media (e.g. print, electronic, community radio, TV chat show, community-based radio channels) and work with the most appropriate type of media to reach your target audiences

Key questions for the future:

- How can intermediaries better stimulate demand and create interest? How can they build on what they are doing already and what can they provide to the media?
- Could one role for intermediaries be to facilitate better connections between, researchers, media, users and intermediaries?
- How can intermediaries ensure better linkage of media to target audiences?

2.5 Capacities and skillsets needed to be an effective intermediary

This is advice provided by I-K-Mediary Network members on the capacities and skillsets needed to be an effective intermediary:

- There is a need to understand the domain of an intermediary and the purpose of its role as a service provider (for policy or practice) – this determines what specific capacities you need to play an effective role.

- In terms of skills and abilities needed for the role, this includes:
  - A minimum understanding of the subject area you are focussing on e.g. climate change, health - although you do not have to be an expert, you need to be a quick learner
  - The ability to identify the right stakeholders/target groups
  - Sensitivity to the capacity of users and how this affects your approach to providing access to research knowledge
  - Networking and interpersonal communication skills – the ability to interact with a diverse range of stakeholders at different levels
  - A willingness to learn and readiness to adapt

- Intermediaries should be entrepreneurs and approach work with an eye on sustainability so there is less reliance on donors

- Intermediaries need to source and collect information with respect for demand from the users. They need to be aware of appropriate web tools and applications and use them strategically for different purposes e.g. setting up systems for collecting information or making content available

- Intermediaries need to be active facilitators and foster vertical, horizontal and multi-way communications between different stakeholders. They need to act as a bridge between knowledge providers and knowledge users, promote a knowledge sharing culture, and use a range of techniques in order to do this

- Intermediaries need awareness and the skills to use different tools for targeting/repackaging information for specific groups in a timely manner - skills development may be needed for this

- Future work in this area is to develop standards for intermediaries. This has been discussed in previous I-K-Mediary events, but has not been taken forward so far.

3. Intermediary tools for "techies" and "non-techies"!

This session provided an opportunity for some of the 'techies' in the group to demonstrate online and web 2.0 tools that they use in their intermediary work with some of the 'less technical' people in the I-K-Mediary Network. The five tools that were presented to the group are summarised below.

M-Files Document Management System

Timo Baur, CARICOM Climate Change Centre (CCCCC), Belize

http://caribbeanclimate.bz/

The Caribbean Community Climate Change Centre (CCCCC) is using the M-Files document management system to manage a regional clearinghouse on climate change. Timo explained how the clearinghouse brings together multiple organisations across the region with shared objectives around information collection, storage and sharing on this theme. M-files is critical to sustaining the clearinghouse model as it enables regional, country and sub-country nodes to contribute content using common standards around data exchange, category management, and user workflows. In the first phase of deployment they now have the core implementation up and running and an initial dataset online. Timo is also currently engaged in the process of extending data gathering to new partners in the region, and integrating a new database of document reviews.

Following this presentation, D.Net in Bangladesh asked CCCCC to work with them to look into implementing the M-Files system to their Bangladesh Online Research Network (BORN) portal.

You can view Timo's full presentation at: http://www.slideshare.net/ikmediaries/climate-change-document-management-system

dgMarket

Liu Yuming, China Development Gateway, China

http://www.dgmarket.com/

dgMarket is an electronic marketplace for government procurement information such as tender notices, contract awards, and bidding documents. It functions in 28 languages and allows government agencies, development institutions, and other large purchasers to announce

procurement opportunities on the web at no cost. Submission of these announcements is done directly on the website through the use of standard forms. This is a faster and more cost-effective method of advertising than publishing announcements in newspapers. It also increases the transparency in advertising since these announcements will be available to suppliers all over the world at the same time.

For bidders it provides access to hundreds of thousands of tender notices, and enables them to view tender notices for projects financed development banks, view all larger government tenders of EU, US and other countries, receive free email alerts on tender opportunities that fit your business profile, and post procurement information for an international audience of suppliers. Liu explained that this service provides tools for both paying subscribers and guests. While guests can only see brief descriptions of the tender notices, paying subscribers can see the full text of the current notices.

International Development Directory, China

Liu Yuming, from China Development Gateway, China

http://reports.chinagate.cn/en/index.html

Liu also introduced 'The International Development Directory' - a space for organisations to upload a short profile detailing their products and services, their location, contact details, and website information. The purpose is to help Chinese organisations introduce themselves to overseas counterparts and give those overseas an overview of the business environment in China. It is available in nine languages and is made freely available. The new version of the site is to be launched in March 2011 and will offer the ability for overseas companies to also update their reports onto the site.

You can view Liu's presentation on both tools here: http://www.slideshare.net/ikmediaries/dg-market-international-development-directory

IDS Open Data Application Programme Interface (API)

Adrian Bannister, Institute of Development Studies (IDS), UK

Application not yet available on the web

The IDS Open API project seeks to open up opportunities for accessing and sharing data on international development between different websites. Adrian explained that an Application Programme Interface (API) essentially enables one piece of software to talk to another – this makes it particularly useful for connecting different websites that make use of tools and databases that would otherwise be isolated from each other. APIs are often used to bring together different datasets to produce something more useful than they are on their own. So-called 'mashups' commonly involve some kind of visual presentation of data e.g. combining Twitter and Google maps.

The Open API project is designed not only to give IDS services greater reach (i.e. to new audiences via third party websites) but also to persuade Southern based organisations to do the same thing. Though not yet launched, IDS have so far completed scoping and technical development phases and are working towards rolling out a first version sometime in Spring

2011. They are also funding the development of plugins for Open Source Content Management Systems (CMS) and seeking potential partners to make use of the API once it is ready.

You can view Adrian's presentation at: http://www.slideshare.net/ikmediaries/eldis-open-api-presentation

News Snippets in Business and Economics: RSS Mashup
Dr Shamprasad Pujar, Indira Gandhi Institute of Development Research (IGIDR), India
http://www.igidr.ac.in/lib/news.php

Sham explained the concept behind Really Simple Syndication (RSS) – a format for redisplaying content from one website onto another (and as the recipient would like it to appear).

He then presented the News Snippets RSS mashup that he had produced using Yahoo Pipes (http://pipes.yahoo.com/pipes/) and Feed2js (http://feed2js.org/) and showed the sources, filters and other tools he combined to make it happen. This tool aims to keep researchers (particularly Indian Economists/Policymakers) updated with latest business and economics news appearing in business newspapers from India and abroad (US, UK and International editions). The tool sources content from RSS feeds developed by these newspapers and extracts only content which meets the set filtering criteria. The content gets updated automatically on IGIDR's website as and when new headlines appear on the newspapers websites.

You can view Sham's full presentation at: http://www.slideshare.net/ikmediaries/rss-mashupikm

Reflections
Adrian noted that in their different ways each of the presentations illustrated the importance of tools that enable the movement of content from one location to another. In a world where the co-construction of development knowledge is increasingly happening in both global and local contexts, he suggested that IKMediaries need to make greater and more intelligent use of these kinds of innovative technologies, in ways that ensure they deliver value for end-users.

All powerpoint presentations and others from this and previous I-K-Mediary workshops can be found at http://www.slideshare.net/ikmediaries

4. Peer assists

Peer assists provide an opportunity to get advice and support from peers on a challenge you are facing in your work. The Network used this methodology at the last I-K-Mediary workshop in 2009 and it was received positively as a tool to facilitate learning amongst members.

Two more peer assist sessions were held at this workshop which looked at the following challenges faced by members: 1) attracting busy high profile users to a resource centre in Kenya and proving its value to funders, and 2) generating revenue for a development gateway in China.

A summary of each peer assist is provided below, along with feedback from each peer assistee on how the session helped and what they plan to do next.

Peer Assist 1: How do I attract high profile, busy users such as policy makers and researchers to the resource centre? And how do I prove the value and impact of the centre to our funders?

Peer assistee: Jane Kimbwarata from the National Economic and Social Council (NESC) Resource Centre, Kenya

Peer assist request: Jane's main challenge involves getting high-profile, busy users such as government minsters, academics and members of the private sector, for whom the resource centre was set up, to not only use the facility but also engage in dialogue and knowledge sharing. Her audiences often prefer their own 'superior' sources of information. Issues are evidently being taken up in policy but policy makers are not using the centre, therefore it is hard to prove to their funders (who have their own agenda), the impact of the centre's work.

Advice from members:

- **We can no longer expect target audiences to walk into a resource centre**
  A few people highlighted that we live in an era whereby information is so readily available in virtual/electronic formats that you can no longer expect people to physically visit a resource centre. In this context, you have to take information to people rather than sit back and wait for them to come in pursuit of resources. This can be done in a variety of ways, with simple email and ICT tools, but also through face-to-face interaction with key individuals and targeted, public events which will raise people's awareness of the services available via the centre's work. Jane's organisation already hosts high profile users and other key public/private sector stakeholders at NESC events such as the Council meetings and workshops, which seem an ideal venue to promote the centre's services.

- **Use data visualisation tools to demonstrate impact**
  In order to prove your impact to policymakers and value-for-money to donors, you need visual ways of representing data to help audience members see the relevance and

impact of their continued funding and/or policy decisions, and continue to use the centre.

- **Prove the centre's worth in different ways**
  Members recommended finding out exactly what your funder wants to see, and collecting information that will help to demonstrate those outcomes as well as your own. It was suggested that the funder may be viewing the centre as a separate entity from the organisation as a whole, and that Jane could perhaps find ways to convince them of its value as an integral part of a wider organisational structure with developmental goals. This will enable both funder and the centre to work within a broader understanding of policy making, and will have the knock-on effect of encouraging the funder to become the centre's users as well as its donors.

- **Propose new deliverables to your funders**
  Members also recommended that Jane propose new deliverables for the programme given the practicality of high profile users ever coming to or using the Resource Centre. For example, clarifying which stakeholders you expect to use the centre e.g. research fellows, research assistance, the public and other intermediaries who may carry/repackage this information to policymakers. It was suggested that Jane could also propose to revamp the website and offer new services such as a members' corner on the website where access to particular documents could be made exclusive to them. Getting more support staff can also help, at the moment Jane relies heavily on assistance from interns whose allowances are paid for by their funder.

Reflections from Jane after the peer assist session
Below is Jane's response to the feedback and suggestions she received at the workshop and a summary of what she plans to do next:

"The peer assist was helpful...I decided to go with the alternative deliverables. The current funding ends in June 2011. The funders have indicated their desire to continue funding us. We will take advantage of the negotiations to propose practical deliverables explained above. I will ask for additional staff to increase efficiency and effectiveness. Currently, I depend on interns who can only stay for six months. I have to keep training newcomers.

I [also] decided to get training in M&E to enable me to capture our impact, most of which is qualitative - I will undergo Outcome Mapping training organised by International Institute of Rural Reconstruction Africa Regional Center www.iirr.org in April (11-15). Subject to approval, I'll undergo further M&E training at AMREF in June/July. I'm really grateful for the opportunity to attend the Workshop. Hope to learn more in future ones".

Peer Assist 2: How can the China Development Gateway (CnDG) generate revenue and make it sustainable without government support?

Peer assistee: Liu Yuming, China Development Gateway

Background: China Development Gateway (CnDG) http://www.chinagate.cn/ is an online source of development information and tools in China (in both Chinese and English). CnDG has the goals of introducing China to the rest of the world, sharing development experiences with other countries and contributing to international cooperation, poverty alleviation and development promotion. CnDG was jointly established by the Chinese Government and the Development Gateway Foundation. It was developed and is maintained by the China Internet Information Center and is one of many local Country Gateway initiatives in the Development Gateway Foundation's international network of partners.

Peer assist request:
The Chinese Government who helped set up the China Development Gateway has recently asked CnDG to seek alternative revenue in order to be more sustainable in the future. Liu's main challenge lies in how they go about promoting its services and products in the market in order to generate revenue. Their employees are mainly specialized in editing, translating and news writing rather than marketing - changing mindsets and skills all at the same time can be difficult.

Advice from members:

- **Offering a franchise model -** Participants suggested that different areas could set up local development gateways in the name of chinagate.cn to introduce development experience to each other and help seek for business opportunities and cooperation. This could enrich content of the CnDG and also its influence.

- **Implementing a membership model -** The CnDG could also charge people who produce content and services on its website or charge members to access and use the content and services on its site.

- **Including ads on your website -** Participants suggested that including ads via Google AdSense could help to generate revenue for the website.

- **Broadening the scope of who you work with -** Providing links to and exchanges with other organisations outside of China could help CnDG expand its networks and potential for funding. Also searching for well-known companies to work with and getting financial support from NGOs could all be ways of generating revenue in the future.

Reflections from Liu after the peer assist session
Below is Liu's response to the feedback and suggestions he received at the workshop and a summary of what he and his team plan to do next:

"I was very glad that I had a chance to attend the workshop and met so many development-related experts as a representative of Development Gateway (DG) and China Development Gateway (CnDG). I am more grateful that the organizers arranged two sessions for me.

I reviewed what I learned, especially the good suggestions offered by the participants, during the last weeks. I selected some of them and discussed with my team members and decided to apply the following suggestions to our website at once. They are:

1. Franchise model - *This really fits the CnDG's real situation. China is a big country and development in different areas is different and unbalanced. If the local development gateways can be run by local governments or agencies as members of the CnDG, it will open a new channel to help us generate revenue.*
2. Membership model - *The CnDG has some services like the International Development Directory, the International Development Reports and Legal Column. These can be built on the basis of membership. Through the membership building, the CnDG can ask them to pay for the services it offers.*
3. Google Adsense - *Newly-revised website of chinagate.cn has just been put into operation. The CnDG is thinking to add the Google Adsense in some pages according to the participants' suggestions. This is an effective way to generate revenue before the CnDG can attract real advertisement on its website.*
4. Website links - *The participants suggested the CnDG to make link-exchanges not only within the Chinese mainland, but also go beyond the country. Enlightened by this idea, the CnDG is preparing to set up a column that put both Chinese and overseas medium- and small- sized enterprises' websites into one. Thus, the enterprises can be promoted in a wide way.*

Certainly, there are also many other suggestions like seeking for famed companies to work with and getting financial support from NGOs, etc. But it needs time to implement. So, the CnDG will further think the suggestions over and try to apply them in its daily work in future".

5. How do we evaluate intermediary work? - Theory of change and evaluation frameworks

This session offered participants a chance to share, learn and practice applying the theory of change methodology to intermediary work and discuss the feasibility of an evaluation framework for intermediary work.

5.1 What is a theory of change?

The theory of change tool has previously been discussed at an I-K-Mediary virtual workshop in March 2010. Using a "voting with your feet" exercise to get participants to stand along a scale of how much they knew about the Theory of Change, groups were formed with combinations of

participants who knew something about the subject and those who knew less. One participant with more knowledge of the theory of change methodology within each group was asked to share their understanding with others[1] and then discuss as a group.

Participants concluded the following about a theory of change after the group discussions. A theory of change is:

- about thinking through how each step is going to affect the next step, bringing about a ripple effect and leading to a desired goal or impact

- about the how and the why - why are we doing this step, and how will it create change? You also need to ask yourself 'what if' at each step, and how that will influence the next step

- not a planning tool, although it can be used as part of developing a planning cycle e.g. plan, do, observe, and reflect.

- a process of conviction - that your contribution can mean something at an individual level and that it makes sense

There was some confusion over where a TOC starts and ends. By identifying examples, participants concluded that it is actually a more specified and detailed step by step process of planning from beginning to end.

How does a theory of change differ from a logical framework/logframe?
Discussion groups also touched upon the differences between a theory of change and a logframe, below are some key points from this discussion:

- One person distinguished that a logframe looks at inputs, activities, outputs and impacts, whereas the theory of change talks about changes at three levels: 1) individual (e.g. knowledge, skills), 2) organisational and 3) the external environment

- Another participant suggested that the two had similarities as they recognise and look at impact in the short, medium or long term

- One participant felt that the logframe was very rigid for administrative purposes and overlooked the details that go on at each step which is where a theory of change comes in useful:

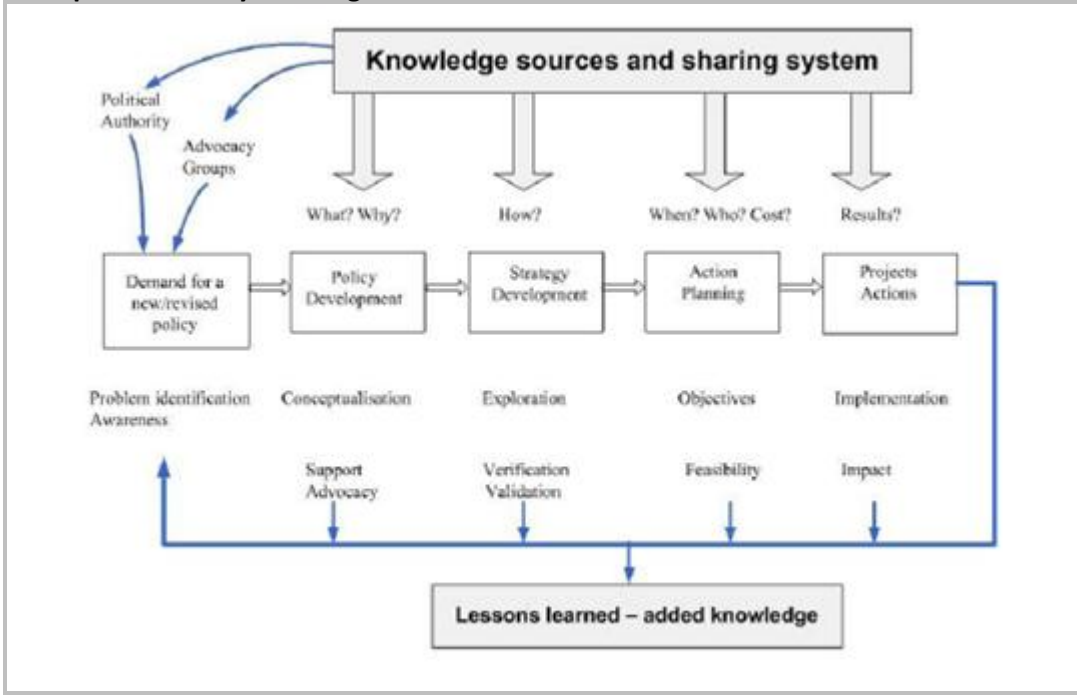
  "*You can never be certain of what will happen at each stage as so many things are unknown in the implementation process. A theory of change details more about how you are doing it, if you are doing it right or wrong, and enables you to think ahead. It is a very detailed process and more useful for implementation. A logframe leapfrogs from*

[1] Note for facilitators: this is a higher risk strategy than just standing at the front and lecturing – the method was based on the premise that adults best learn by discussion

one stage to the next and does not take into account the different scenarios that might happen."

- Another member presented it through the lens of outcomes (both intended and unintended) and saw this as a link between the two methods. You can make changes to a logframe, it does not have to remain static, and you can monitor whether outcomes you expected to see have been met or not, and whether there were unintended impacts.

Example of a theory of change



Zbigniew Mikolajuk from Practical Action UK demonstrated a theory of change diagram to show how Knowledge Management (KM) is viewed from the policy making/implementation point of view. The diagram demonstrates at what stages knowledge is required - for policy making and implementation. Policy is only of value if it is implemented and introduces change to people's lives. We can look at the process from the point of view of a Theory of Change, or as intermediaries as the agents of KM.

In the diagram, knowledge sources and sharing systems, are feeding into processes of demand along an axis of new policy/policy development/strategy development/action planning/project action. For each of the steps there are specific types of knowledge focused on such questions such as what, why, when and how. Each of the steps feeds lessons learned in a feedback loop to add knowledge.

The core illustration of the Theory of Change was found when participants were asked to consider how each step related to the next and why one step leads to the next. Some participants felt that the diagram represented a linear process, did not encapsulate the complexities of policy making and explicitly describe the how and the why. However Simon suggested that in making the theory of change a diagram it necessarily makes shortcuts. Although it appears to be linear on paper, Zbig explained that it represents a feedback loop. The core theory of change questions - the how and the

why are implicit in the arrows from one stage to another. Reducing the theory of change to a diagram form can help articulate the concepts behind a theory of change, but in doing so we simplify the thinking and lose some of the nuances.

Reflections on theory of change vs logframes

Simon Batchelor then shared a few of his own reflections and thoughts on the comparisons between the theory of change and logframes, summarised below:

Many donors will say a logframe is a living document that can change, and unintended outcomes can be reported on. The Logical Framework was originally designed as an administrative tool, and then people realised it was good for planning. As an administrative tool it was about getting 60 pages of narrative onto one or two pages, so an administrator could see what was going on in the project easily. In its evolution it has become one of the mainstays of planning – where the logic of the programme is explained. Whether this logic is treated statically is then up to the programme stakeholders. A logframe is useful for planning, but it is also clumsy, making relatively strong leaps between each step e.g. if we do these activities and outputs, then this purpose will occur.

This is how the Theory of Change can help. By thinking about a Theory of Change alongside the Logical Framework we can consider the nuances of how and why are we doing things. For example – let us consider community water supplies. A typical Logframe might state village meetings as an activity, and drilling boreholes as another. The purpose might be enhanced accessibility to clean water. The theory of change gets us to ask "How will your meetings make change happen, e.g. how will it lead to building wells?" Why is the village meeting necessary and what might happen if it doesn't happen?

A Theory of Change unpacks how each step leads to the next, and the more detailed it is the more helpful it can become. This idea of how one step leads to another is not captured in a Logframe. In an I-K-Mediary context you can ask, *why* will the production of your knowledge product affect somebody? Sometimes this can be at a number of levels e.g. individual or organisational. For example in the case of the community water supply – you may need to look at the effect of one person such as the chief of the village. It is this thinking process that is captured in the TOC.

A Theory of Change is flexible in its design and can inform outcome mapping (see outcome mapping session write up on page 35). What is important to focus on is that it is about the questions **how** and **why** rather than there being a single prescriptive way of applying it. There is no boxed single way of illustrating a Theory of Change, it is about asking questions.

Participants were shown a presentation on theory of change and outcome mapping that was first presented at an I-K-Mediary Network virtual workshop in 2010. These slides emphasise the role of the How and the Why questions.

You can view Simon's presentation here: http://www.slideshare.net/ikmediaries/theory-of-change-and-outcome-mapping-for-intermediary-work

5.2 Applying the Theory of Change to intermediary work

Participants were asked whether they would be comfortable creating a theory of change for their organisations work and more answered yes than in the original "voting with your feet" exercise conducted earlier on. After consulting with participants, four groups were convened around four subject areas. Their task was to create a Theory of Change for that subject area.

The group discussions focused on four types of products/services for a particular audience:

1) Portals aimed at development practitioners
2) Regular publication for development practitioners
3) Convening virtual discussions for development practitioners
4) Convening face-to-face discussions for policymakers

Interestingly participants wanted to discuss intermediary activities for practitioners' rather than policy makers. The one group that did discuss an activity for policymakers was around a face-to-face activity. Perhaps the assumption here is that face-to-face interventions are better suited for policy actors rather than virtual services. And although many online intermediary services are aimed at policy makers, the actual users tend to be other intermediaries and advisors who carry this knowledge to policy makers in various ways.

Discussions in each area are summarised below:

1) Portals aimed at development practitioners

The challenge for participants was to discuss a Theory of Change in terms of how information portals benefit end-users, particularly development practitioners.

The group felt that the overall purpose of development portals was to provide access to information to improve people's livelihoods. Portals are essentially trying to address information and knowledge gaps/problems, or this is how people understood their role initially. Identifying and understanding audiences (e.g. development organisations and activists) and the communities that practitioners serve is key to understanding your theory of change.

The group had a lively discussion and debate and some diverse cases came up, but they found it challenging to develop one theory of change for all knowledge services. They felt that they captured the history of products rather than articulated an overarching theory of change. However the exercise did illustrate the plan, do and reflect cycles of learning within a theory of change.

The latter part of the discussion turned into how web portals fit within a changing information ecosystem. Simon concluded that being given the task of thinking through a theory of change,

and how and why a portal might deliver to practitioners, had forced wide ranging reflections on assumptions and future implications. Here are the main reflections on this latter part of the discussion:

- *Intermediaries have to respond to the changing contexts and scenarios in which they work* - Intermediary solutions have developed and evolved in various ways – solutions have developed using new media technology such as CD-ROMs, and these have slowly evolved into knowledge portals to provide a "one-stop shop" for users. All knowledge products go through changes and evolve as a result of evaluation findings, technical innovations and a move towards partnership-based working. Evaluation from some members has also shown the need to build particular intermediary skillsets, a culture of knowledge intermediation within an organisation, and the need to diversify products and modalities of delivering knowledge products.

- *Intermediaries have to respond to an evolving knowledge economy and modalities of knowledge sharing* - The group felt that portals are part of an evolving knowledge economy; one where CD-ROMs had a place in the past, and where mobile phones offer new opportunities, and that eps files (as opposed to pdf) might be important due to their ability to reformat information for the reading device. Participants thought that podcasts and community radio still have a place, and that the key is to develop mechanisms and delivery to your target audiences.

- *Intermediaries have to respond to changing Information searching behaviours* - People's search behaviours are evolving and some felt the younger you are the less you search. Alan Stanley, IDS, suggested that intermediaries are in a moment of change where the days of people coming to your website for information are coming to an end. Information needs to get to people directly through social networks. Debobroto (Development Gateway, Bangladesh) also pointed out that Web 3.0 was becoming more intelligent with search engines offering tailored information for audiences e.g. on movies, restaurants.

2) Regular publication for development practitioners

The task for this group was to discuss a Theory of change in terms of how regular publications benefit end-users, particularly development practitioners.

This small group from D.Net, Bangladesh, used a poster of Pallithaya (their rural information bulletin) to describe a theory of change by adding post it notes – see photo to right.

The purpose of this digital publication is to provide information to rural people (particularly ICT and information workers who are illiterate). D.Net see change happening in four ways – increased income, prevention taken to limit the damage of crops, content helping citizens to claim their rights, and saving costs of livelihoods.

The steps used to meet their goals include:

- Scoping, needs identification and knowledge sourcing
- Collecting information and content
- Sending to an expert for evaluation and publishing
- Distributing the publication to telecentres and other infomediaries
- Infomediaries assisting rural people who cannot read for themselves
- Rural and community workers then taking action (i.e. applying this information and knowledge)

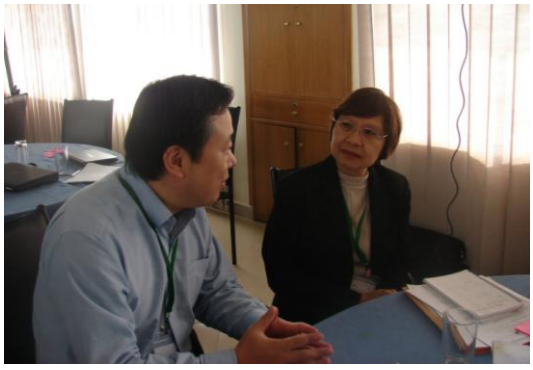
Reflections

This is a good example of how a theory of change might help plan your strategy of action. It is easy to get into a mindset that if you create a publication, someone will read it - and that if you create more information, people will read it. However as the group reported, the challenges lie in the follow on steps in how to reach information illiterate people (rather than production processes and quality).

Everyone has slightly different information seeking behaviours, and there is a considerable body of work around this area. The Malawi National Library Service (MNLS) have been using the Wilsons model[2] to guide their work for years. This model seeks to explore where people get information, why people seek information and the challenges involved. Zbig Mikolajuk (Practical Action, UK) suggested that we do not take enough consideration of the absorption level or cognitive level of our target audiences. It is important to present information, taking into account your target audience's level of vocabulary and their capacity to use knowledge – how do people internalise knowledge and use it? Zbig explained that Practical Answers (http://practicalaction.org/practicalanswers/) tries to take into account these two attributes when developing and disseminating their knowledge products. Simon Batchelor (IDS, UK) drew attention to the need for more attention to be paid to the pathways that get knowledge used and the mechanisms that are needed. He explained how this has changed how the Mobilising Knowledge for Development (MK4D) programme at IDS is working e.g. working with other mediators and co-constructing knowledge with other intermediaries.

3) Convening virtual discussions for development practitioners

The challenge for participants in this group was to discuss a Theory of change in terms of how convening virtual discussions benefits end-users, particularly development practitioners. In this group's case, their audiences included researchers, practitioners, project staff and CBOs amongst others.



The feedback from this group focused on the rationale: why are these processes needed amongst practitioners? There are limitations with

[2] Models in information behaviour research, T.D. Wilson, PhD, 1999
http://informationr.net/tdw/publ/papers/1999JDoc.html

every technique you can use, but virtual platforms potentially provide easy access and are convenient as people do not have to travel long distances. They can be cost effective and quick (e.g. via email), reach a large varied audience, and if handled effectively can be more inclusive than expensive modes of convening.

So what then can you expect from virtual meetings? As well as fostering a culture of knowledge sharing, improved knowledge and skills and increased capacity, it can help to revalidate existing knowledge, and improve communication processes. People can meet like minded people, strengthen their networks and this can lead to collaborative partnerships with particular actions, and refined practices and adaptation. Advocacy groups in particular can gain momentum in virtual cyberspace and this can strengthen advocacy processes. Your target audiences and the levels of reach are constantly changing and this enables things to be done differently and organisations to think differently. Users and contributors also have different roles, and outcomes and changes can vary between each - we need to take into account multidisciplinary, short, medium and long term views.

There are many challenges in convening virtual discussions. There are often problems in the project design stage as well as implementation and evaluation. It is important to revisit and if necessary revise tools, systems and procedures, or design new project/training modules. You also need to remain flexible, responsive and adopt innovative practices. Commitment is often a key challenge too - there are occasions when online forums are created and no one uses them. Timo Baur (CCCCC, Belize) suggested that they need to be problem focussed on what people need and want they want to achieve. There was acknowledgement about the difference in virtual discussions between groups where you know the majority of people and groups and ones where you do not, although relationships take time to develop, a common interest can bring people together. There was also consensus that online discussions need a moderator to help trigger and maintain activity.

Navin Anand (UNDP Solutions Exchange, India) pointed out that it was important to realise that the process of virtual meetings should not be an end in itself. In their work, UNDP Solutions Exchange (http://www.solutionexchange-un.net.in/se.html) realised the need to classify knowledge products and link these to virtual platforms in order to reach users. They have also found that virtual discussions can lead to the development of knowledge products, which can lead to unintended outcomes. For example, their 'Understanding Microfinance' product evolved from virtual discussions and has become a 'bedside book of microfinance' for workers. Similarly IFAD's booklet 'Multi Dimensional Poverty Assessment Tool (http://www.ifad.org/mpat/resources/book.pdf) emerged after a virtual discussion and follow up face to face discussion. Virtual discussions can often lead to identifying the issues that then need face to face discussion, as in this IFAD example.

4) Convening face-to-face discussions for policy makers

The challenge for this group was to discuss a theory of change in terms of how convening face-to-face discussions benefits end-users, particularly policymakers.

The Why?: The rationale for convening policymakers is to influence attitudes; present evidence; improve knowledge and understandings of development issues and change mindsets in valuing evidence. This process helps raise awareness of different perspectives, it allows for more targeted information sharing and clarification of results and follow up.

The How?: Intermediaries use a range of methods such as policy round table discussions, one-to-one briefings, presentations of key results, and recommendations by experts. Policy roundtables are designed to gather representatives from different sectors and situations so that policy recommendations and impacts on people can be discussed. Persuasion and negotiation skills are needed alongside a neutral approach. One participant noted that often these are one off events when there is a real need to interact on a regular basis, and another suggested that one to one discussions can also help clarify issues. Face to face interventions can also be used for other stakeholders e.g. action, research and advocacy groups where experts group together to look at policies and what research is needed. Some members also used press conferences and briefings to help influence policymakers as well as the media and public.

Simon Batchelor noted that this group had taken a slightly different approach to other groups focusing more on the key theory of change questions: what are we trying to achieve, how would we do that, how does that activity lead to the next and why will it change something like the mindsets of participants?

Multi-stakeholder or multi-sectoral gatherings?

Face to face meetings with multi stakeholders are about giving and catalysing different perspectives - yet so often people do not convene multi-sectoral workshops. Simon Batchelor spoke of the start of the Mobile Money transformative action. An analysis of conferences showed that bankers went to banking conferences, NGOs/microfinance bodies went to subject focussed conferences and telecom agencies went to mobile phone conferences. They only found three conference hoppers, who could understand the new converged digital space of money transfer by mobile phones. DFID then funded a conference targeted at bringing different sectors together, one third bankers, one third NGOs and civil society and one third telecoms agencies. This is now the annual GSMA conference on mobile phones money transfers. Depending on your purpose of convening it is worth considering if your approach should be multi-stakeholder or multi-sectoral.

Overall reflections on the theory of change discussions
Simon shared his reflections on the four Theory of Change discussions:

- All discussions acknowledged that there are different levels of people involved, and different implications when targeting different actors in your theory of change - these are linked to outcome mapping questions and finding your boundary partners (see outcome mapping session on page 35)

- Group dynamics shaped how each of the theory of change discussions went, for example the portal group was perhaps too large to promote focussed discussions whereas the smaller group on Pallithaya were able to have clear discussions.

- Although we had artificially put people into groups by intermediary activity areas, most of the subjects were interlinked, so often our work needs a combination of virtual meetings, face-to-face and product based activity

- These discussions have highlighted that the theory of change is a tool that prompts us to reflect on how we expect a project to work and to prompt us to revise our plans accordingly

5.3 Evaluation frameworks

"Can we develop an evaluation framework for intermediary work? Is there a one-size fits all model?"

This session was about considering if there is scope or potential to develop an evaluation framework for intermediary work. Simon briefly presented the work of Lousie Shaxson (Delta Partnership, UK) who had developed a matrix for use at the recent DFID/AusAid workshop on *"Improving the impact of development research through better communication & uptake"*. The matrix aimed to link seven areas of specific contributions that intermediaries can make, identified at the Power of In-between conference in 2008 (http://powerofinbetween.wordpress.com/) and Sarah Michaels framework for knowledge brokering which looks at six intermediary functions, and was explored at the KB/KT Montreal workshop in 2010 http://researchimpact.othree.ca/ktkb2010

See diagram below and the background paper from the workshop for further information
http://www.dfid.gov.uk/R4D/PDF/Outputs/Communication/AusAID-DFID-workshop-background-paper-FINAL.pdf

Assessing the impact of knowledge intermediaries

For each cell: how can we demonstrate the impact of knowledge intermediaries?		Making specific contributions to greater access and use of research-based information in decision-making processes (I-K-Mediary)						
		Enabling & maintaining access to information	Making information more edible for audiences	Creating demand for information/generating cultures of information use	Supporting marginalised voices to be heard	Creating alternative framings of issues	Connecting spheres of action	Enabling accountability
Framework for investing in knowledge brokering (Montreal)	Informing: disseminating content							
	Linking: linking expertise to need for an issue							
	Matchmaking: matching expertise to need across disciplines							
	Focused collaboration: constructing formal relationships							
	Strategic collaboration: lengthening & deepening the collaborative process							
	Building sustainable institutions: co-production of knowledge & joint learning							

Table 2: Matrix for assessing the impact of knowledge intermediaries

Groups in this workshop were asked to consider the matrix and its application and implications for their work. Key points from participants are summarised below:

- Initial feedback suggested the concept was a bit complicated, and perhaps a matrix was not the right format for this kind of information

- One participant who had been at the original meeting said that the matrix session was quite rushed, but that the background paper is very good and puts intermediaries into the contexts in which they exist

- One person noted that it was difficult to make connections between information on the matrix and actual work on the ground. The statements can mean different things for different people so you need to understand them for yourself e.g. “support marginalised voices to be heard”

- This could represent the way that donors think about the intermediary sector in the future and this group perhaps has an opportunity to advocate and simplify the model or present a better one, or identify how their work fits within the framework

- One participant thought it might work better if narrowed down and looked at in terms of individual activities such as portals, rather than intermediary work as a whole. However, this was challenged as others felt that all intermediary activities were intertwined.

- Someone questioned whether intermediary work should be evaluated but given that evaluation is used for different levels of accountability and learning, the general consensus was that evaluation is necessary whatever the sector.

- One member felt that if the matrix was developed it could be useful tool. It could help give donors a quick sense of intermediary work and impact. Perhaps the best approach is to work with our donor contacts as internal advocates and strengthen their view of the intermediary sector

- One participant thought the left hand column takes a more holistic take on the role of intermediaries and is a better way of advocating the role than through listing activities. Each of these elements can also be proof for some of the top axis categories

- There needs to be scope in any evaluation framework for capturing lessons learned and successes/failures

- Ultimately an evaluation framework or tool has to be worked on and developed by people playing an intermediary role so it can be applied their work.

Useful resources
The full report from DFID/AusAid workshop on *"Improving the impact of development research through better communication & uptake"* is available at:
http://www.dfid.gov.uk/R4D/PDF/Outputs/Communication/AusAID-DFID-UKCDS-workshop-report-FINAL.pdf

Other presentations, videos, blogs and related materials from the DFID/AusAID workshop can be found at http://www.researchtoaction.org/donor-meeting/

6. Outcome mapping – what changes do we expect to see and in who?

The session intended to provide space for members to reflect on who they are trying to influence and what changes they expect to see in them using an outcome mapping approach.

6.1 What is outcome mapping?

Simon Batchelor referred to the Powerpoint shared at the I-K-Mediary virtual workshop on M&E in 2010 (http://www.slideshare.net/ikmediaries/theory-of-change-and-outcome-mapping-for-intermediary-work) and took participants through a presentation on what outcome mapping is. A summary of his presentation is below:

The great thing about Outcome Mapping is that it asks us to focus on outcomes and express these outcomes as changes in people's behaviour. Championed by IDRC, there is a growing body of experience in using it (see information on IDRC Outcome mapping toolkit in box below)

IDRC Outcome Mapping Toolkit
http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=121
The Outcome Mapping Toolkit assists people to work through their expectations. Its strengths lie in its focus on:

- **People** – defining who is going to be involved with your project
- **Behaviours** – what do you expect those people to do or change
- **Influence** – not on control i.e. how might the project influence people
- **Complexity** – mapping the project environment, and taking into account that life is not simple and that unexpected positive & negative results occur
- **Contribution** not Attribution.

Outcome mapping challenges the direct causality of the Logical Framework and it recognises that the world is a complex place. It asks you to look at your relationships and starts from the point that you are part of an interconnected web of systems and people and thus asks the question – so what are you trying to achieve and in who? Change is continuous, complex, non-linear, multidirectional and not controllable. Being attentive along the journey is as important as the destination.

Outcome mapping focuses on the who, as whatever you do, you have to work with people. It is good to know who they are but it is sometimes not that simple to find out, especially if you are dealing with web portals. A key concept is boundary partners - and all boundary partners have their own boundary partners. Boundary partners are individuals, groups and organisations who your project interacts directly with in order to effect change and influence. Very few boundary partners can be controlled, but they can be influenced. There are always people you interact with, and they will interact with others. In most programmes and in intermediary work you are trying to change others behaviour. Ideas will flow from one to the other and hopefully create change. What does your Theory of Change say?

So the outcome mapping approach asks a number of basic questions:-

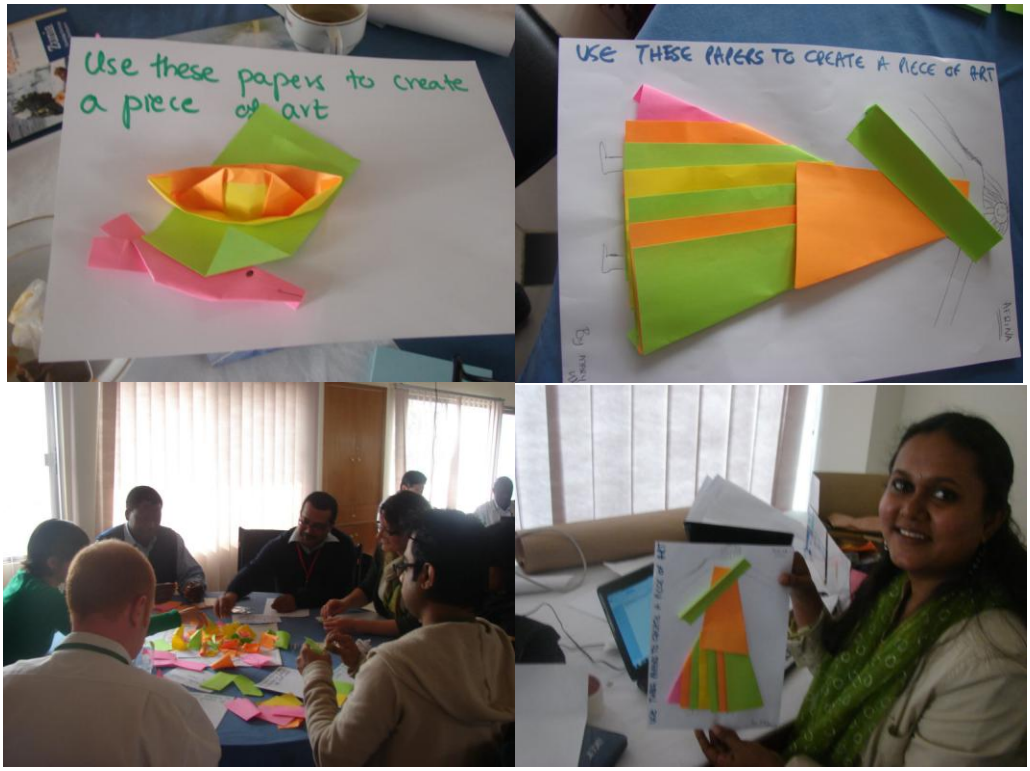
- Who are the people you are trying to influence?
- What would you ***expect*** to see from these people in terms of behaviour change?
- What would you ***like*** to see?
- What would you ***love*** to see?

Simon pointed out that it is no longer about the numbers. It used to be sufficient to just report to donors in terms of outputs – we supplied X number of documents, or there were X number of downloads from our website. However, there is now a shift towards evidence, evidence, evidence. You are required to find proof that the right people are being targeted and changes in behaviour are occurring. The narrative behind the numbers is the key.

The session ended at this point due to time. However an opportunity to illustrate Outcome Mapping was created the following day through a simple role play game.

6.2 Outcome mapping game

Simon Batchelor devised a role play game to illustrate some of the outcome mapping processes outlined in the IDRC toolkit on outcome mapping (see http://bit.ly/lqXTah). The role play game gave people a chance to see how each element in the toolkit could work, and walk through the process of using the toolkit (with the addition of the Theory of Change tool) to map their expected outcomes. The game was played with 38 people.



Participants were assigned tasks as different boundary actors "Project staff"," Project volunteers and "Policy makers" (the Audience):

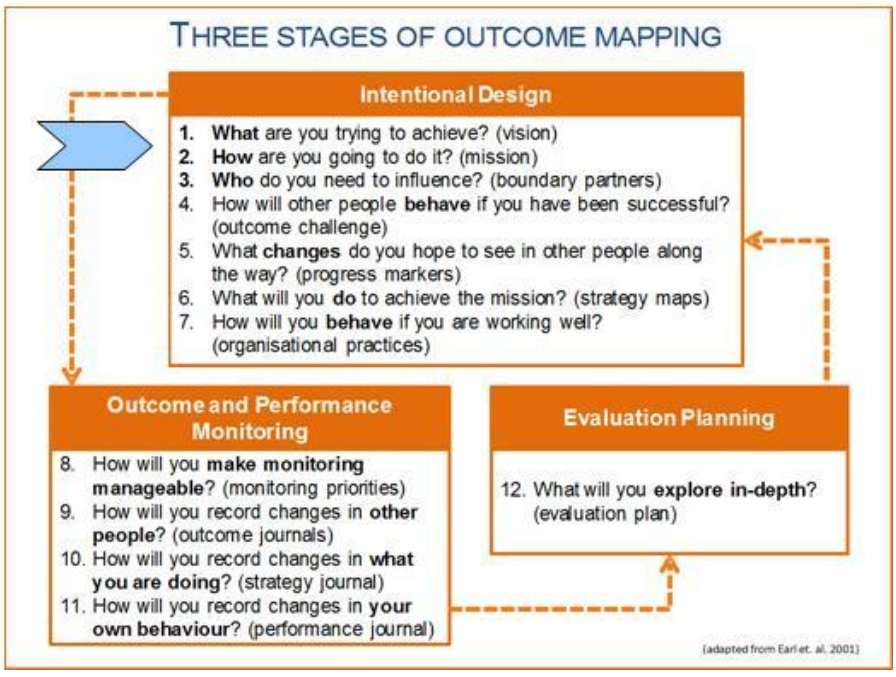
- the "Project staff" were given the task of assembling packages of coloured paper for distribution to the whole group. The key feature of these people is that they are under the control of the facilitator and represent a part of the "project" that is under control.
- the "Project volunteers" represented volunteers within the project, who we have quite a lot of influence over but not control. They were asked to pass the packs to other people in the room and not given any other instruction.
- The "Policymakers" were handed the packages of coloured paper by the project volunteers with the instructions: "use these papers and post it-notes to create a piece of art". This group represented people you have even less control over.
- The facilitator also quietly went to two people in the audience and encouraged them to be creative, and said they could also work collaboratively on a bigger piece of art.

Simon showed how this would be communicated in a logframe

Contribute to understanding of Outcome Mapping			
To recreate the flow of a knowledge product as an illustration of OM	10 pieces of paper art made by participants		That by observing and commenting on the way the output was done, people would see the relevance to OM
Distribution of coloured paper to 36 participants within 20 minutes			
Coloured paper and 2 staff			

Simon noted that although the logframe is a good administrative tool, the key difference with an Outcome Mapping approach is that they have very big steps in their logic that are not sufficiently explained.

After discussing the Logical Framework, and introducing Outcome Mapping (OM), the standard 12 point toolkit that IDRC present for outcome mapping was shown to participants (see slide below).



Simon then presented slides that he had put together earlier on all the 12 points of the IDRC toolkit (see presentation here http://www.slideshare.net/ikmediaries/outcome-mapping-illustrated-by-game-6998721) combined with his Theory of Change and expect, like and love to see for the game (see box below). The match between his expectations and what actually happened were then discussed.

Simon's Theory of Change about the outcome mapping game

- I think that if I give the resources to only 2 people, but ask a few others to stand around, there will be some spontaneous helping going on. (How will this help?)
- This will lead to the distribution of paper faster than 2 people could normally do, and we will make rapid progress. (Why is this important?)
- The rapid progress will give people more time to create something. (Why is this important?)
- I believe that some people will not like the exercise and willingly hand over their paper to others, while others will be very creative – if they have more time there will be more room for this collaboration.
- I also believe that if there is more time (and creativity) that we might get something useful (Beautiful). (Why is this important?) Because if this happened as I have described here, I believe people will have a slightly better understanding of the theory of change, and maybe the components of outcome mapping.

Simon's expect to see, like to see and love to see (i.e. progress markers) from the outcome mapping game:

- I expect some people to have disengaged (10%), 80% to have done it half hearted, and 10% to be Wow! (as defined by the whole group)
- I would like to see a couple of collaborative wow pictures, where people worked together to create it – and I would like to see people using pens to make it extra special.
- I would love to see a piece that has grabbed a flipchart paper and made a mega piece of art.

In summary, most of the actions suggested in the OM plan happened in real life. In some cases the "love to see" levels were reached, and in other cases only the "like to see" and "expect to see". There were also some unexpected outcomes and behaviours. The monitoring of progress markers was obvious and timed, and the sampling of the final outcomes was humourous and encouraging (some people's art was fantastic). The impact and impression of the slide show was in its predictive element – people were wowed that it could describe the outworking of the game, even taking into account unexpected outcomes.

Reflections

- The slides in the context of the game illustrated how the OM toolkit "explained" the programme of work more than the logical framework, and how it can cope with complexity.

- Used together the game and slides illustrate the strengths of Outcome Mapping (and Theory of Change) in anticipating behaviour and enabling a view of outcomes.

- Simon reflected that the Theory of Change underpins Outcome Mapping, and that using theory of change alongside or as a precursor to the OM process is vital. While the Theory of Change is a foundation of Outcome Mapping, it is absent from the IDRC OM

Toolkit, and is a useful step after the vision and mission to explicitly outline what you think will happen - it focuses on "**How** it might happen" and "**Why** it is important".

7. Web statistics – what difference do numbers make?

What do IKMediaries really know and understand about web analytics? How do they interpret the numbers generated by web analytics tools? And how confident are they about the story they tell, either to themselves or others? This session aimed to begin to answer some of these important questions and learn more about how IKMediaries use web analytics data in their projects and programmes. In the first part of the session participants were asked a number of questions about their own organisation's use of web analytics. The results (below) represent a baseline for future comparison and a departure point for exploring possible value in capacity-building activities and collaboration in this area.

The raw data showing the participant responses is available in Appendix 3.

Some headline messages:

- The most common usage of webstats is for internal reporting (13 participants use it at least one a month or once a quarter)
- Five participants did not ever use webstats for reporting to donors, for reporting internally or for making design changes
- Google Analytics and Alexa are the most popular web analytics tools used (18 out of 20 participants)
- The most commonly captured metric about web traffic was 'Visits' (16 participants). No participants collect information about conversions
- 12 participants make use of 'Country of Origin' information about visitors to their sites but only one said they were interested in the 'language' of the browser
- Eight different donor agencies directly fund websites run by participants but DfID is the most important – funding four organisation's sites.
- Four participants said they decided what information to provide their donors and not the donor themselves

In the second part of the session participants divided into three groups based on their individual roles as being broadly: editorial, service manager or systems-related. Each group looked to answer the following questions:

- How do you use webstats in your role?
- Why are webstats important in your role?
- What are the biggest challenges you face in using webstats effectively?
- What would help you the most to fulfil your role better?

The groups then reported back with their top three headlines:

The Editorial Group stressed how much of a priority measuring hits by site visitors was. They also stressed the importance of harnessing M&E to successfully source content for their sites but felt that quantitative data might be less important than qualitative feedback in this area. Their major challenge was finding out how to categorise data so that it could be aggregated to a point where trends could be described and analysed. Adrian mentioned the availability of tools designed for the semantic analysis of data e.g. http://www.opencalais.com/ and http://www.meaningmine.com/ that could help.

The Systems group (which was very small!) discussed the value in using web analytics to inform decisions around accessibility and usability of services provided. And finally, the Service managers group expressed their desire to persuade donors to be interested in trends and not in the actual numbers. They were interested in how to capture interesting stories with regards to the decentralisation of content (via partners and because of the use of new tools) but had concerns about having the skills to analyse data collected both within their own services and collectively.

8. Innovation & collaboration

The final day of the workshop was dedicated to exploring ways in which the group could innovate, collaborate, connect, work and learn together. The session began with a reminder of why the network exists:

- So it can accomplish something that members could not do by themselves
- To build each other's capacity and develop solutions for intermediary work
- To support individual members in their work (i.e. the Network needs to undertake work of value to its members)
- To help members both individually and collectively meet developmental goals

See box on next page for further details on the I-K-Mediary Network's vision, aims and objectives.

I-K-Mediary Network vision, aims and objectives

Our Vision
Our vision is a world where stakeholders in policy and practice process are willing and able to utilize research based information and their work for development and social justice. We believe that information and knowledge intermediaries contribute to this vision by promoting demand for and supporting access to research based information and by facilitating exchange and knowledge sharing between stakeholders in these change process.

Our Aims
The I-K-Mediary Network aims to enhance and enable the positive impacts of information and knowledge intermediary work by:

- Increasing effectiveness of The I-K-Mediary members
- Creating more enabling environment for their work

Objectives
To enable its members to individually and collectively:

1. Learn and innovate together
2. Support professional development in the sector
3. Collaborate with each other to maximise efficiency
4. Build greater understanding of the role of knowledge and information intermediaries
5. Advocate for the value of information and knowledge intermediaries
6. Develop capacity of other key stakeholders in the information environment

8.1 Barriers & Incentives to Collaborate

Since the Network began in mid-2007, multiple ideas for collaboration have emerged, but have never quite taken off. Networks do take time to establish themselves, often five to seven years! This session looked to understand some of the barriers to taking this work forward and how they could be addressed, as well as the incentives for working and learning together.

What are the incentives to work together?

- ***Learning*** - It enables learning from peer experience. Plus it is fun and enjoyable!
- ***Networking*** - It helps to build and improve members networks and keeps everyone in regular communication with each other
- ***Awareness of each other's work*** - It raises awareness and enhances understanding of the work that members do.
- ***Improved performance*** - More cooperation can increase the effectiveness of members work. It can also help to improve and add value to everyone's knowledge products and services
- ***Greater value and funds for intermediary work*** –it enables you to advocate the value of your intermediary organisation to help sustain your work. It also offers opportunities for fundraising for joint projects
- ***Empowered marketing*** - the network could potentially act as vehicle for inter-regional dissemination of knowledge products

- ***Regional specialisation*** - It helps to scale up existing regional specialists and creates specialist problem solving skills

What are the barriers to work and learn together?

- ***Time and funds*** – collaboration is time consuming and funds are often needed in order for implementation to take place
- ***Internal and external formalities*** – it can be difficult to persuade senior staff and get organisational support to spend time on activities. There are different levels of buy-in and management may not understand the value of collaboration and therefore requirements of this type of work.
- ***No overview of I-K-Mediary Network members work*** – there is a lack of knowledge about members' projects and no general overview. This point was reinforced by lots of people in the group!!
- ***Facilitating virtual connections is difficult*** - a lack of confidence to participate online and subsequent low participation by members does not foster an encouraging environment to work and learn together
- ***Conflict of interest***– everyone has their own knowledge services and products so there is potential competition, for example in areas such as climate change. However it was also noted that similarities in work can also provide a good opportunity to meet goals together!

How can we overcome these barriers?

- ***Enlisting support from others*** – e.g. recruit other people within your organisation to get involved in activities
- ***Map activities and relationships*** – undertaking both mapping of intermediary services and relationships within the Network can increase understanding of each other's work and also help demonstrate the effectiveness of the Network. Better links with contact details could also help
- ***Develop a benefit matrix*** – e.g. a business offer which sells the Network as a group and demonstrates value
- ***Strengthen core group*** - change mix of core group with better communication of what they are doing
- ***Better internal communication***– especially within members organisations e.g. communicate with senior management and colleagues internally about the I-K-Mediary Network and its value (for example, circulating the Network's case studies publication Intermediary Impact http://bit.ly/cZU0HM)
- ***Clarify membership criteria*** – the core group need to clarify if we are a network of individuals, or a network of organisations
- ***Better communication and interaction between members*** – e.g. developing the IKMediaries email list and facilitating online peer surgeries

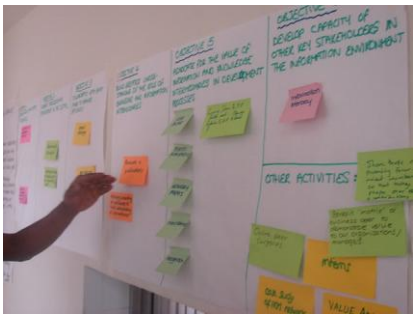
8.2 Moving forward – ideas for innovation and collaboration

During the core group meeting that took place prior to this workshop, the core group mapped out ideas for collaboration that had emerged from network workshops over the past three years under the objectives of the I-K-Mediary Network. See table below to view all activity ideas – n/b: some of these ideas are cross-cutting and meet various objectives.

Table 3: Collaboration ideas for the I-K-Mediary Network

Innovation and collaboration ideas for the I-K-Mediary Network		
Objective 1: Learn and innovate together Case studies Exchange visits Exchanging development experience through online and face to face forums e.g. online peer surgeries	**Objective 2: Support professional development in the sector** M&E toolkit, framework and methodology Benchmarking standards Workshops/writeshops to develop guides for intermediary work	**Objective 3: Collaborate with each other to maximize efficiency** Content exchange Peer evaluation programme Translation tool
Objective 4: Build greater understanding of the role of knowledge and information intermediaries Mapping of intermediaries Research and publications Attending/presenting at conferences	**Objective 5: Advocate for the value of information and knowledge intermediaries in development processes** Case studies of intermediary influence Advocacy papers/research publications to support recognition Translations Convening donors at I-K-Mediary events e.g. organising a conference Intermediary events on behalf of I-K-Mediary Network	**Objective 6: Develop capacity of other key stakeholders in the information environment** Information literacy projects
Other activities (i.e. those not necessarily related to meeting I-K-Mediary goals and objectives) Case study of I-K-Mediary Network Enlist help of interns to support to work of the Network Value addition and new products through I-K-Mediary Network Benefit matrix or business offer to demonstrate value to our organisations/managers Fundraising proposals for specific projects e.g. IDRC Asia proposal		

8.3 Taking innovation and collaboration project ideas forward



Workshop participants chose seven areas to focus the Networks efforts on over the next year. Members volunteered to lead and other members chose which projects they would most like to get involved in to form working groups. The criteria used to choose projects were as follows - an activity that:

- there is demand for
- is realistic and potentially fundable
- builds on what has already been done
- is exciting and something members will get actively engaged in
- needs the Network to do it i.e. not a bilateral activity
- helps meet the-K-Mediary Network's goals and objectives

The seven project areas members will focus on are listed below titled A – G.

A. Mapping of intermediary services

Led by Jon Gregson, IDS U.K and Azra Cader, CEPA Sri Lanka

Team

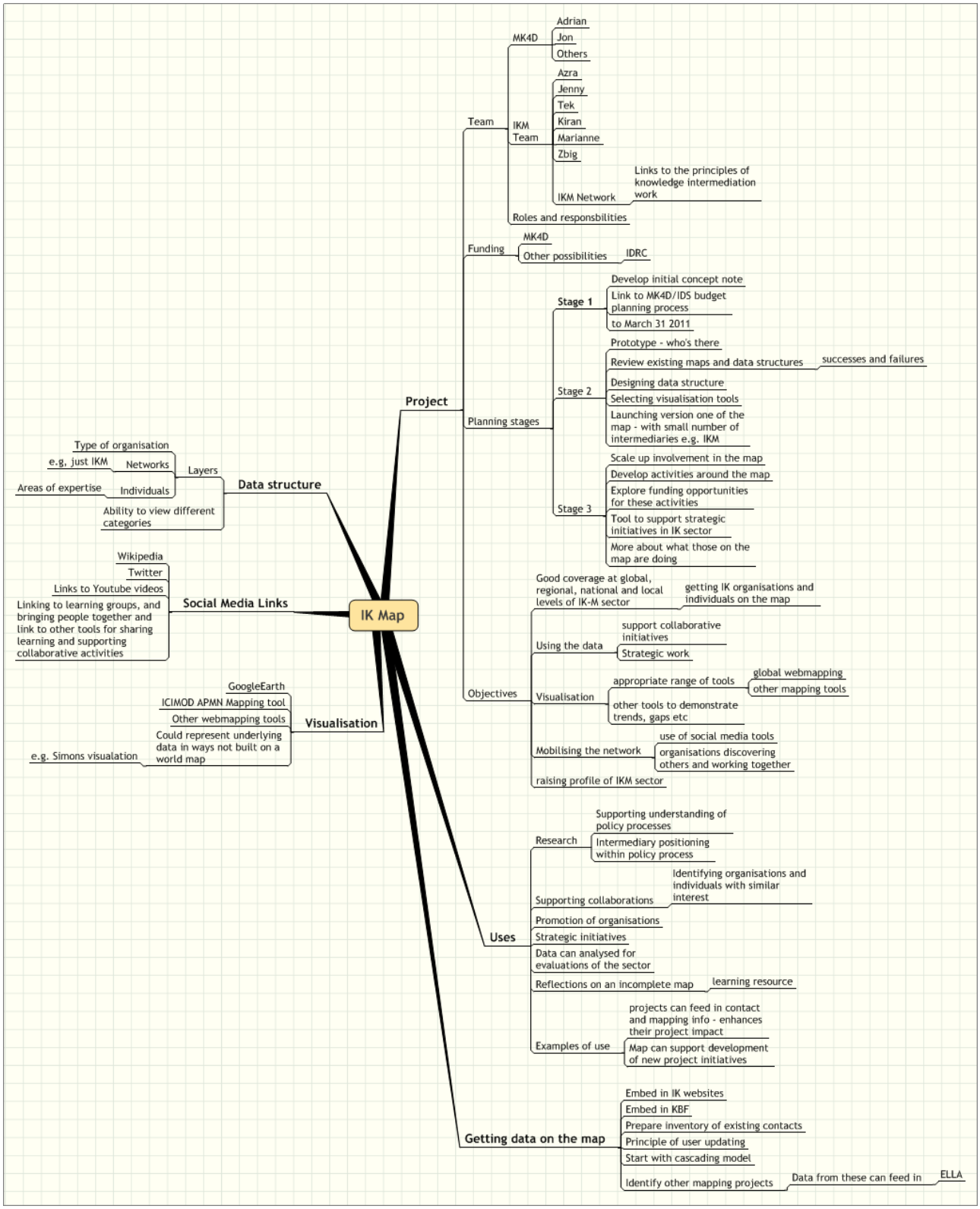
- Marianne Forti, DDRN Denmark
- Tek Jung Mahat, ICIMOD Nepal
- Kiran Pandey CSE India
- Jenny Liguton PIDS Philippines
- Adrian Bannister, IDS U.K (visualisation)
- Zbig Mikolajuk, Practical Action UK

This group will be coming up with a concept note over the next three months with a broad vision and goal for the project. The idea is to create a visualisation of intermediary services worldwide which will act as a tool for the sector to enhance opportunities for collaboration. Please see mindmap (figure 1 on page 46) for the brainstorm that the group had on areas that the mapping could cover, objectives, uses and next steps for the team.

The map will aim to look at intermediaries by thematic area as well as geography, and as individuals as well as organisations. Its key principles are that it will be self-updating and not just a visualisation – it will aim to enable and foster connections too.

A key question is what will the boundary of this map be e.g. intermediaries who have a content base and are committed to enhancing access to a diversity of research knowledge, not just those from their own organisation?

Figure 1: Brainstorm on mapping of intermediary services



B. Online Skills Sharing

Led by Shamprasad Pujar, IGIDR India and Masum Billah, D.Net Bangladesh

Team

- Adrian Bannister, IDS U.K,
- Sumudu Silva Janathakshan (Practical Action Sri Lanka)
- M.A. Shamsuddula, Practical Action Bangladesh

This team will aim to support sharing and learning between members in different aspects of intermediary work, using the IKMediaries listserv and other means.

The initial plan is to undertake the following activities:

- Map skills among the members (perhaps using the recent member survey for the KBF platform http://bit.ly/fHoGNs and checking priorities with new members)
- Prioritise areas and share among members
- Finalise priorities
- Conduct virtual events
- Documentation and archiving (tutorials)
- Call for success stories through I-K-Mediary & KBF discussion forums
- Voluntary announcement about tools, technologies and toolkits/ tutorials
- Proactive engagement of members to capture challenges and discuss solutions e.g. online peer assists
- Online help for technical difficulties

This group will also look into a space to share resources in consultation with members e.g. DGroups or the IKMediaries wiki http://ikmediaries.pbworks.com/

C. Theory and principles of knowledge intermediation

Led by Zbig Mikolajuk, Practical Action UK

Team

- Ananya Raihan, D.Net Bangladesh
- Saikat Shubhra Aich, Practical Action, Bangladesh
- Mosharof Hossain (focal point/coordinator)

This group will aim to produce a paper on the theory and principles of knowledge intermediation which builds on the existing body of knowledge in the area and can be presented at conferences and submitted as a journal article.

The rationale behind this area of work is the need to better communicate intermediary goals and move away from people talking in silos. Intermediary work is cross cutting and

this group would like to explore and add value to the problem, 'what is intermediation and where is it placed?'

The group's targets are as follows:

- Seek input on KBF, get new members on board and look at existing work on intermediaries
- Develop a position paper (May 2011)
- Presentation in a conference (by 2012)
- Submit work to journal publication

One participant added that this work could end up being quite descriptive, and suggested making it more visual and analytical (e.g. looking at the distinction between knowledge and information), and more about advocacy and change.

D. Exchange visits

Led by Liz Allcock and Yaso Kunaratnam, IDS UK

Team

- Liu Yuming, China Development Gateway
- Abdallah Hassa, Tanzania Online
- Haitham El Khouly, GDNet Egypt
- Cheryll Januszewski, IDS U.K
- Mary Waswa, MDE Malawi
- Tek Jung Mahat, ICIMOD Nepal
- Azad Ashraful, D.Net Bangladesh

This group will be developing an outline of how exchange visits could work among network members, exploring funding mechanisms and piloting different approaches. The team felt that exchange visits were important for knowledge sharing, capacity building and relationship building between members – and also for exposure to new ideas and a reality check!

In order for exchange visits to succeed, they would need to be focussed on outcomes and mutual benefits, and learning would be integral both in terms of how the visits are conducted and lessons are captured and shared with the wider I-K-Mediary community. A key consideration is what mechanism will be used for involving network members and whether visits will be bi-lateral or multi-lateral.

E. Intermediary events on behalf of the I-K-Mediary Network

Led by Lynne Sergeant, IIEP, UNESCO, France

Team

- Alan Stanley, IDS U.K
- Timo Baur, CCCCC Belize
- Zeinab Sabet, GDNet Egypt
- Jane Ireri, AMREF Kenya

This group will develop publicity material for the Network and identify and present at events to promote the Network and its activities.

Targets for the group are as follows:

- Produce publicity materials for events (e.g. EADI/DSA Conference, UK in September 2011) – ideally they would need a website and URL before finalising promotional material
- Create a calendar of events including thematic conferences (climate change, HIV, GDN conference) and web based events
- Target conferences within their own organisations
- Start small and prepare a poster using an IDS template
- Take I-K-Mediary publicity materials to conferences they attend
- Think about funding implications

Participants also advised the group to think about promotion for the Knowledge Brokers' Forum too, and linking up with what emerges from the theory and principles in intermediation and exchange visits groups, so that consistent messages are being conveyed.

F. M&E toolkit/ framework/methodology

Led by Christelle Chapoy, 3ie India and Navin Anand, UNDP Solutions Exchange India

Team members:

- Gray Nyali, MNLS Malawi
- Jane Kibbwarata, NESC Kenya
- Fatema Begum Labony, D.Net Bangladesh
- Debobroto Chakraborty, Zunia, Development Gateway Bangladesh

The goals for this group are to share M&E tools and best practices for evaluation and develop an M&E framework for intermediary work (longer term goal). The group will begin work that collates relevant M&E resources, ideas and expertise to inform a dedicated session at the next I-K-Mediary workshop.

They plan to:

- Circulate an initial M & E resource page to the I-K-Mediary network group and update with additional resources from members (Christelle – Jan 28)

- Initiate a discussion on the IKMediaries list on needs and experiences in monitoring and evaluating intermediary work (Navin – 2nd week of February)
- Post a discussion and get inputs through Knowledge Brokers Forum/and other possible forums (Yaso, Navin and Christelle)
- Create a working group to design an M&E framework and have a specific session at the next I-K-Mediary workshop

You can view the M&E resource page for knowledge intermediaries that the group started to develop at the workshop in Appendix 3. You can also visit the IKMediaries wiki and slideshare for further M&E resources.

G. Translation Tool

Led by D.Net (lead person to be confirmed)

Team members:

- Alan Stanley, IDS U.K
- Timo Baur, CCCCC, Belize
- Masum Billah, D.Net Bangladesh
- Ananya Raihan, D.Net Bangladesh

Potential Partners: MK4D, IDRC, PAN Asia Network

This group will look into developing a web based tool and standards for translation. The idea would be to develop an automatic system (linguistic tools and software/systems) to translate text that would help with members intermediary work (although some manual translation may also be required). Timo Baur is currently working with an intern at the climate centre in Belize who is building up a volunteer network of translators that may be useful to link to this project.

Initial languages and scope is yet to be defined and will depend on resources and priorities. The group will also look into what type of translation tools already exist e.g. Google translate, Babel fish. It will be a long-term project, but the group feels it is an important one for the Network.

8.4 Next steps for collaboration

This session explored participants' expectations for the Network over the next year. To put into practice some of the learning from the outcome mapping sessions, participants broke into three groups to look at the Network's future in terms of activities, membership and participation, to discuss what they would expect to see, like to see, and love to see going forward in each area over the next year.

In terms of **activities**, participants expect to see at least half of the projects to have started and one to have finished; would like to see all activities finished, and would love to see donors knocking at our doors!

In terms of **membership**, participants expect to see more members; would like to see more regional representation, and would love to see everyone present at this workshop to be at the next one.

In terms of **participation**, participants expect to see 75% send at least one email on the IKMediaries list or KBF; would like to see three discussions with at least five posts, and would love to see 50% of the network post blogs to KBF.

We also agreed to share progress on projects through the IKMediaries online forum to get contributions from other members that will shape projects further.

See Table 4 below for a full list of expectations for the year brainstormed at the workshop, including areas that members would like the core group to take up and two new additional members who have joined the core group.

Table 4: What I-K-Mediary members would like, expect and love to see over the next year

	Expect to see	Like to see	Love to see
ACTIVITIES	50% projects to have begun and one to have been completed Regular communication Workshop report More than four virtual workshops	All promised activities finished A website for the Network More face-to-face capacity building workshops	Donors knocking at the door Each development project to have a knowledge intermediary element to it International recognition of information and knowledge intermediaries
MEMBERSHIP	More members Equal gender representation Mix of functional areas e.g. M&E, product design	More members with even regional representation More grassroots organisations represented Donor representation	Everyone present at this workshop to be at next I-K-Mediary workshop More participation between meetings New member from Southern Sudan
PARTICIPATION	75% people send one email to the list or KBF	3 discussions of 5 posts or more	50% network post blogs to KBF

	25% post a blog to KBF 50% will respond to a request from the Network 25% will share resources	Progress made on commitments made in Bangladesh workshop 2011 25% of members send 3 emails, 3 blogs	Higher % of members blog on KBF, respond to request from network, share resources

Areas that network members would like the core group to take up:

- Stay in touch with individual activities especially regarding fund
- Possibilities of inviting donors to future meeting/workshop

New core group members

- Africa: Jane Ireri, AMREF, Kenya
- America: Timo Baur, CCCCC, Belize

9. Building sustainability of the I-K-Mediary Network

Prior to the workshop, the I-K-Mediary Core Group met for two days to look at the future direction of the Network, and to reflect on its successes and challenges to date. These are the key points that emerged from the meeting:

- *Self-evaluation of the Network:* The core group reflected on the Network's progress towards its objectives since its inception in 2007. It was a positive reflection exercise with the group recognising that the Network was a unique initiative, and had stimulated much discussion, debate and learning about intermediaries. However, challenges remain with members' time to participate and take part in collaborative activities to fully realise the Network's objectives. Some of these issues were addressed during the workshop (see 'Innovation & Collaboration' section)

- *Future governance for the Network:* IDS will continue to host the I-K Mediary Network for the next two years (until March 2013), but will explore what a co-hosting model might look like. Further discussions are required around governance, the membership policy and a fundraising strategy

- *Relationship between the I-K-Mediary Network and Knowledge Brokers' Forum (KBF):* There has been some confusion from stakeholders over the difference between the I-K-Mediary Network and KBF, but we agreed that they were distinct communities as indicated by their characteristics below:

I-K-Mediary Network	Knowledge Brokers' Forum
A global network of organisations that play a [specific] knowledge and information intermediary role in development – focussed on research access and use.	A collaborative space to promote knowledge sharing and dissemination around [a broader range of] intermediary work in international development.
Community of practice	Community of interest
Around 100 individual members from 35 organisations	Over 330 individual members
Closed membership criteria	Open access
Members are characterised by online initiatives such as portals, gateways and reporting services.	Members characterised by their interest in knowledge brokering e.g. researchers in the field, innovation brokers, the media, librarians and IKMediaries.
Governed by core group	Governed by core group and IDRC/SDC Research Matters

- It was agreed that the core group would continue to host the Knowledge Brokers Forum, as an 'activity' of the Network, with its own management committee. The core group will continue to be flexible and prepare for other activities that may arise out of the Network

- *Core group membership:* Two new members were invited to join the Core Group, from geographic areas not currently represented. At the I-K-Mediary Network workshop nominations were taken for a representative from Africa and America, and Jane Ireri (AMREF, Kenya) and Timo Baur (CCCCC, Belize) were selected to represent these areas. Lynne Sergeant from IIEP, UNESCO in France was elected as the new Chair. After 12 months this will rotate to another Core Group member from a different region.

The I-K-Mediary core group hosted a chat show during the workshop which offered members a chance to discuss the outcomes of this meeting, ask questions and raise any issues to take into future consideration. In particular members were interested in clarification over whether the membership of the Network should be individual or organisational, and what implications this had on fundraising. Members were also interested in convening broader stakeholders together including donors to discuss the future role of intermediaries.

10. Workshop evaluation

Participants were then asked to rate how well the objectives of the workshop had been met (1 meaning the objective had not really been met and 10 meaning the objective had been fully met).

Average participant scores for each workshop objective are indicated below:

1) Identify and demonstrate the value of intermediaries: 7 out of 10
2) Build the sustainability of the I-K-Mediary Network: 8 out of 10
3) Develop innovative and collaborative projects that will take forward the Network's objectives: 7 out of 10
4) Share learning and develop skills and useful resources in different aspects of our work: 7 out of 10

So overall the workshop scored 29 out of 40 (72.5%).

Although the workshop focussed on innovation, evaluation and collaboration, innovation seemed to be the area least realised in the workshop and further questions around innovation could be explored in a future get together: Are intermediaries innovative? How could they be more innovative?

Some of the feedback from participants, received after the workshop, is also included below:

- *"For me, the workshop was a full success, I have learned a lot, fostered collaboration with D.Net and found fellows who work in the same role and face similar challenges as an intermediary. I think this network is so very important, quite unique in its focus and I hope it will further flourish and extend despite all the challenges that may come up".*

- *"Thanks once again for very productive meeting in Dhaka and most importantly pivotal role played by your team to move forward discussion on IKM".*

- *"I found the workshop very useful in terms of networking and new tools. It's great to see that some of the participants have already started sharing information as follow up!"*

- *"Four years ago, I was a bit non-plussed about what I was doing as an intermediary and what our group was supposed to be really contributing, but over the years, I realized that my understanding of the potent role that we play has been honed by the continuous sharing and exchange of knowledge and experiences among peers and colleagues. And it has emboldened me to explore new things and experiment with new matrices of relations in the knowledge-policy sphere that I work with in my own setting which could hopefully have a more meaningful impact".*

You can find a summary of the results from the workshop evaluation questionnaire in Appendix One.

Benefits and outcomes of the Network

The peer assists and action taken by members as a result of advice given at the workshop is one example that has demonstrated the value of peer support for intermediaries. Bi-lateral collaborations are also starting to emerge as a result of Network and there are indications that some relationships between Network members are beginning to mature (for example, D.Net in Bangladesh will be translating CSE India's "Down to Earth" science and environment magazine content into local languages and distributing this to local villages). D.Net in Bangladesh have also asked CCCCC in Belize to work with them to look into implementing the M-Files system to their Bangladesh Online Research Network portal. IDS will also be working with Practical Action, Bangladesh and the International Initiative for Impact Evaluation (3ie), India, to undertake research to explore the impact of intermediary work on policy processes in Bangladesh and the impact of different types of research communication approaches.

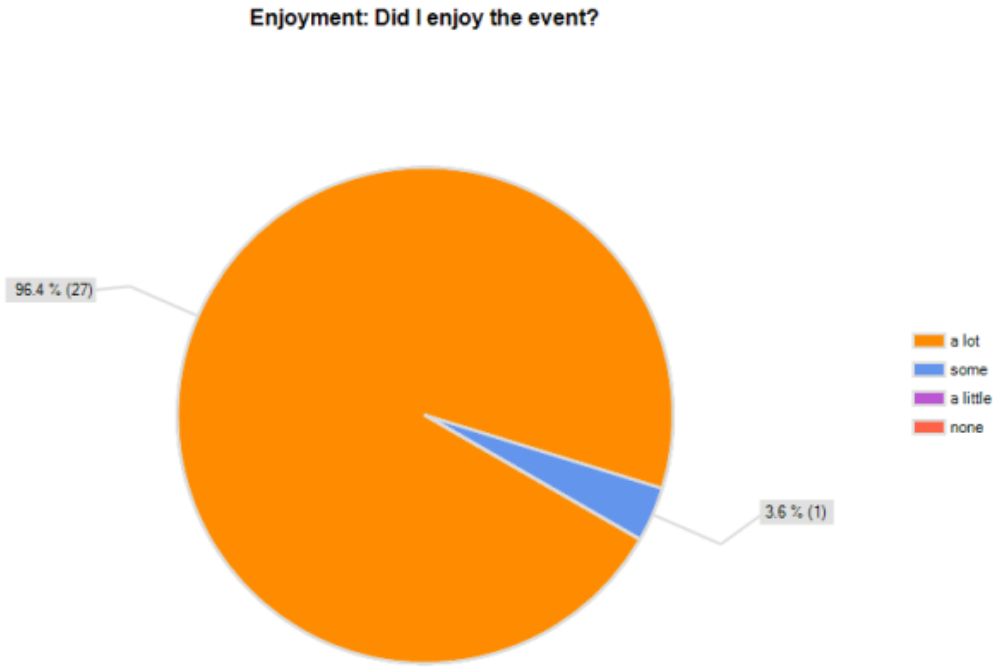
You can also view videos of core group members talking about how the Network has benefitted their work, please go to the following links:
http://blip.tv/ikmediaries/introductions-to-the-ikmediary-network-core-group-5211876
http://blip.tv/ikmediaries/how-has-being-in-a-network-benefited-your-work-5211971
http://blip.tv/ikmediaries/what-have-been-the-benefits-of-being-on-the-ik-mediary-network-core-group-5211903
http://blip.tv/ikmediaries/have-you-made-collaboration-projects-among-the-ik-mediary-network-5211961

Appendices

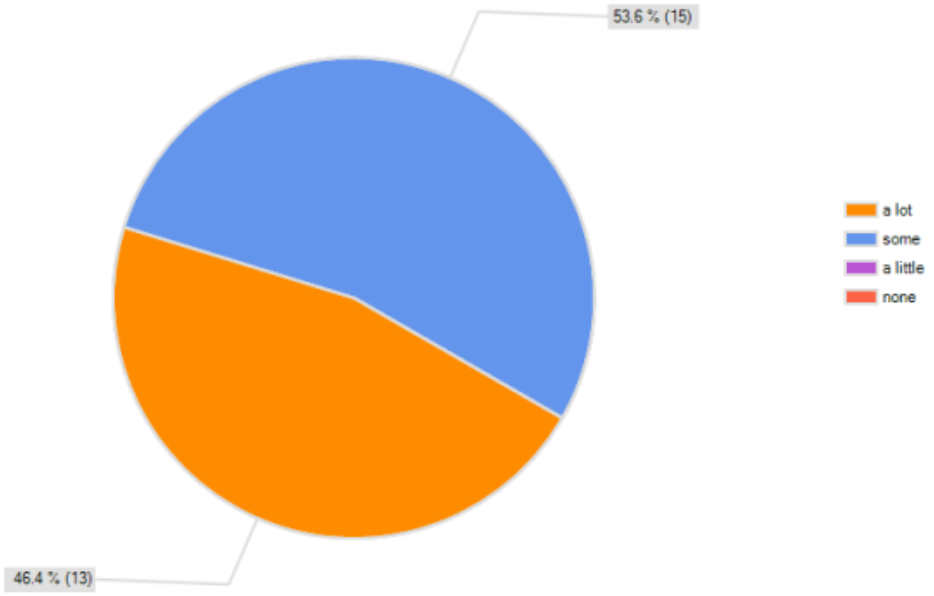
Appendix 1: Summary of workshop evaluation

Participants were also asked to complete a questionnaire on facilitation and content, and logistics. The results are summarised below in text and graphs:

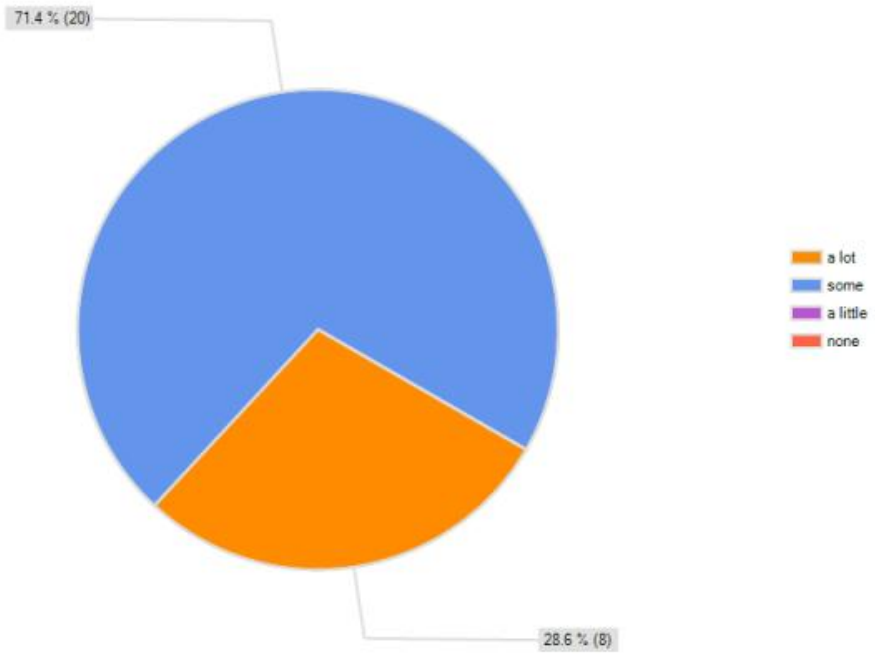
- 96.4% of participants enjoyed the event, with one enjoying some of the event.
- 53.5% of participants said they had gained some new knowledge and ideas, and 46.4% of participants said that they gained a lot
- 71.4% of participants said they would apply some of the learning from the workshop, and 28.6% of participants said they would apply a lot
- 57.1% said they thought the ideas and information from the workshop would improve some of their effectiveness and results, 39.3% said a lot, and 3.6% said it would a little

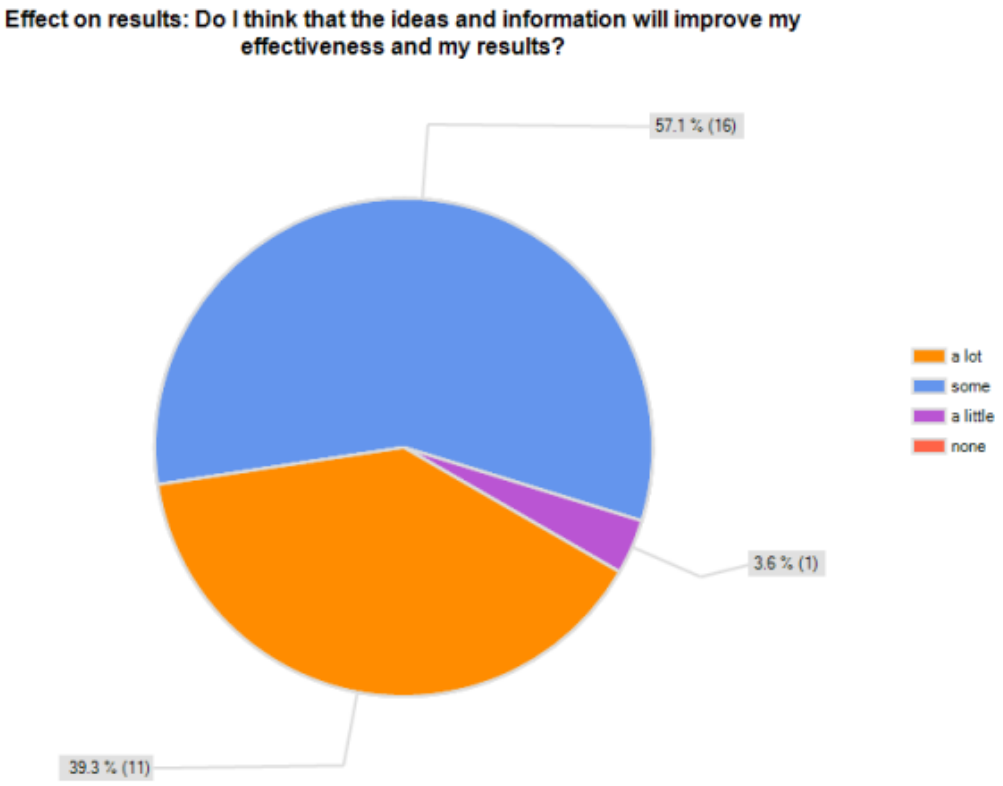


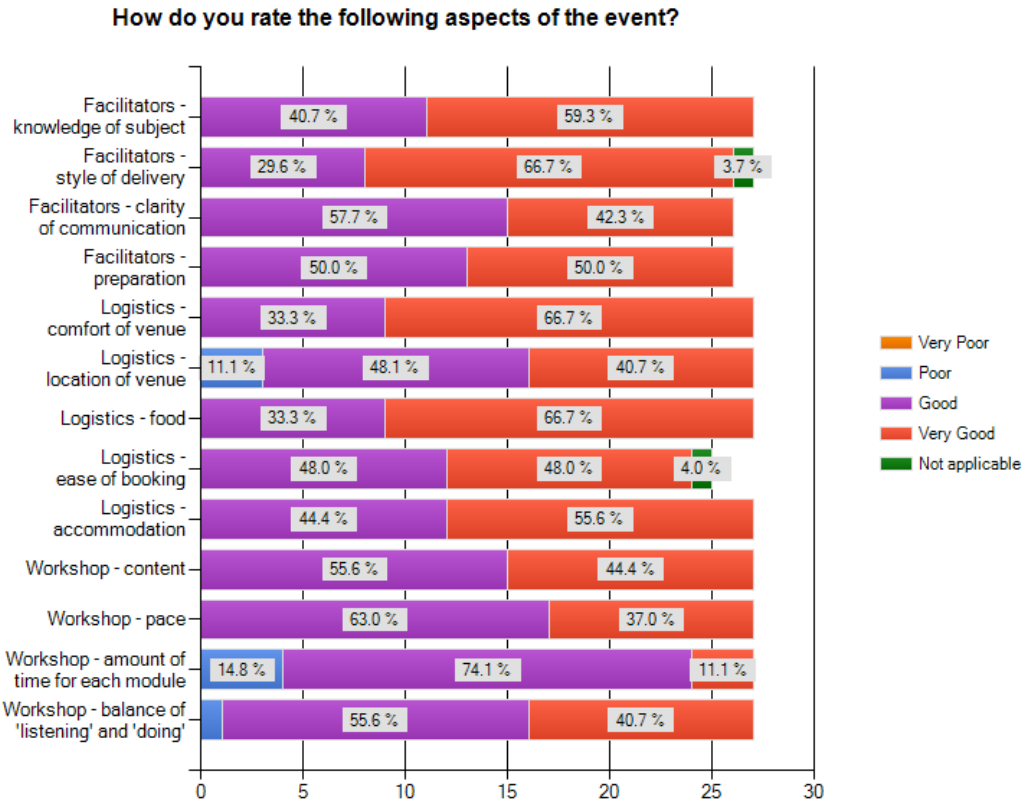
New knowledge and ideas: Did I learn what I needed to, and did I get some new ideas?



Applying the learning: Will I use the information and ideas?




Effect on results: Do I think that the ideas and information will improve my effectiveness and my results?
57.1 % (16)
3.6 % (1)
39.3 % (11)
a lot
some
a little
none



Participants mostly rated various aspects of the workshop, facilitators' technique and delivery and the logistics of the event as very good or good. However, a few participants felt that the amount of time given for each session and location of the venue (in terms of distance form the airport) could have been improved.

Within the next 3 months I will:

Participants were also asked to write down what they plan to do in the next three months after the workshop. These are noted below under particular areas:

Monitoring & Evaluation

- Use additional tools to monitor our website. Introduce case studies based on example provided by I-K-Mediary publication.
- After getting an understanding of M&E in intermediary work, I'll note the indicators applicable to my work and see if I can do M & E.
- Take into consideration and apply the outcome mapping & Theory of change in my work, particularly when organising capacity building training workshops. I will use the webstats done by my organisation to compare different phases of my work, particularly the traffic on my knowledge base.
- Work on incorporating the outcome mapping in our evaluation of our departments intermediary work by first getting the staff informed about it and eventually committed to its implementation as part of our monitoring work.

- Deeper penetration of OM.
- Try to apply the web analysis tools as a tool to evaluate the portal. I will also train my colleague on the theory of change, outcome mapping etc
- Study more about output mapping and trying to adjust & practice it as much as we could.
- Consider theory of change in all my activities.
- Apply OM better in my work. implement Alex analysis
- I will definitely monitor the visits to my online resource centre to enable me to measure the usefulness to my targets
- I feel I have a better understanding to develop a system that can help demonstrate impact.
- Look at applying OM to our KM & Advocacy work

Collaboration, relationships and engagement in I-K-Mediary activities

- Foster collaboration with Asis, take first steps to extend clearing house
- Engage in the development of a mapping of I-K-Mediary members
- I'll confidently seek bilateral communication having developed some familiarity with members
- Build relationships with particular participants
- Contribute to projects blog on the KBF
- I will collaborate with my colleague responsible for representing the I-K-Mediary network in different events.
- Work closely with some IKM members on shared projects related to the MK4D goals
- Become more active in contributing KBF. Communicate regularly with participants.
- Be spending more time on IKM activities
- have increased my participation on IK Mediary discussion group
- Enhancing network relationships
- Engage more with other stakeholders/members of the network
- Start to concentrate discussions with some of the participants.
- Work on online sharing activity. Work on world bank open API
- Work on principles of KIs

Using the concepts and principles of intermediation

- Use the idea of knowledge intermediation while publishing & recent issue of Pallitathya Bulletin
- To mentor and use process information better. Intermediary-policy linkages- think more about it

Learning

- Continue study on the topics I learnt from here
- Apply the knowledge i gathered. Share new tools I learn with the network

Mobilising resources

- See the product and services can be promoted a bit and get some profit
- Reorganise grassroot ik-mediary mobilisation strategy to effectively work with local and national policy makers

Raising awareness of the I-K-Mediary Network

- Ask people to join the IK mediary network
- Make my institution aware of IKM & KBF activities

Adapting knowledge services

- Work on Knowledge Centre on Climate Change
- Use 'mashup' options to come out with a new product on info briefs/news briefs. Use I-K-Mediary Network for disseminating contributors. Use the ideas of publishing Knowledge product materials for creating it in our project
- Put activities of any projects in a broader context and expand partnerships
- Advocate for an open source platform within my own organisation

Appendix 2: I-K-Mediary workshop participants, Savar, Bangladesh 2011

Participant	Organisation	Intermediary service	Email
Jennifer P.T. Liguton	Philippines Institute for Development Studies (PIDS), Philippines	SERP-P www.serp-p.pids.gov.ph/publications	jliguton@mail.pids.gov.ph
Shamprasad Pujar	Indira Gandhi Institute of Development Research (IGIDR), India	Open Index Initiative (OII) http://oii.igidr.ac.in	pujar@igidr.ac.in
Lynne Sergeant	UNESCO International Institute for Educational Planning (IIEP), France	HIV/AIDS Clearing House http://hivaidsclearinghouse.unesco.org/	l.sergeant@iiep.unesco.org
Azra Cader	Centre for Poverty Analysis (CEPA), Sri Lanka	Poverty Portal www.povertydatabase.lk	azra@cepa.lk
Abdallah Kashindye Hassan	Tanzania Online	Tanzania Online Gateway http://www.tzonline.or.tz/	akhassan@esrf.or.tz
Jane Kimbwarata	National Economic and Social Council (NESC), Kenya	NESC Resource Centre http://www.nesc.go.ke/Misc_Pages/Resource%20Centre.htm	janekimb@yahoo.com
Mary Waswa	Malawi National Library Service (MNLS), Malawi	Malawi Development Exchange http://community.eldis.org/malawi/	mwaswa45@yahoo.com
Gray Nyali	Malawi National Library Service (MNLS), Malawi	Malawi Development Exchange http://community.eldis.org/malawi/	gnyali@hotmail.com
Munetsi Madakufamba	Southern African Research and Documentation Centre (SARDC), Zimbabwe	SARDC Virtual Library http://databases.sardc.net	mmadakufamba@sardc.net
Kiran Pandey	Centre for Science and Environment (CSE), India	India Environment Portal http://www.indiaenvironmentportal.org.in	kiran@cseindia.org

Jane Ireri	AMREF, Kenya	ART Knowledge hub www.amref.org/info-centre/art-knowledge-hub/	Jane.Ireri@Amref.org
Marianne Forti	Danish Development Research Network, Denmark	DDRN www.ddrn.dk/	Maf@ddrn.dk
Haitham El Khouly Regional Program Manager	Global Development Network (GDN), Egypt	GDNet www.gdnet.org	hkhouly@gdnet.org
Ms. Zeinab Sabet, Research Communications Capacity Building Program Manager	Global Development Network (GDN), Egypt	GDNet www.gdnet.org	zsabet@gdnet.org
Zbigniew Mikolajuk	Practical Action, UK	Practical Answers http://practicalaction.org/practicalanswers/	Zbigniew.Mikolajuk@practicalaction.org.uk
M.A. Shamsuddula	Practical Action, Bangladesh	Practical Answers http://practicalaction.org/practicalanswers/	Shamsuddula@practicalaction.org.bd
Saikat Shubhra Aich	Practical Action, Bangladesh	Practical Answers http://practicalaction.org/practicalanswers/	Saikat.odu@practicalaction.org.bd
Sumudu Silva	Practical Action, Sri Lanka	Janathakshan www.janathakshan.com	Sumudu.Silva@practicalaction.org.lk
Mr Liu Yuming	Development Gateway, China	China Development Gateway http://en.chinagate.cn/	unisumoon@china.org.cn
Mr. Debobroto Chakraborty	Development Gateway, Bangladesh	Zunia portal www.Zunia.org	dchakraborty@dgfoundation.org
Tek Jung Mahat	International Centre for Integrated Mountain Development (ICIMOD), Nepal	HKH Conservation Portal http://www.icimod.org/hkhconservationportal/	tmahat@icimod.org
Christelle Chapoy	International Initiative for Impact Evaluation (3ie), India	3ie database of impact evaluations www.3ieimpact.org	cchapoy@3ieimpact.org
Navin Anand	UNDP Solution Exchange, India	UNDP Solution Exchange, India	Navin.Anand@un.org.in

		http://www.solutionexchange-un.net.in/se.html	
Timo Baur	CARICOM, Belize	Caribbean Community Climate Change Centre (CCCCC) www.caribbeanclimate.bz	tbaur@caribbeanclimate.bz
Organisers/facilitators - Ananya Raihan, Executive Director - Masum Billah - Afrina Tanzin Other D.Net participants - Mosharrof Hossain - Fatema Begum (Labony)	Development Research Network (D.Net)	Bangladesh Online Research Network (BORN) http://www.bdresearch.org	ananya.raihan@gmail.com masum@dnet.org.bd afrina.tanzin@dnet.org.bd
IDS Knowledge Services participants - Jon Gregson, Head of Knowledge Services, - Alan Stanley, Senior Thematic Convenor, Eldis - Liz Allcock, Thematic & country convenor, Eldis - Adrian Bannister, Eldis community and web innovations convenor IDS organisers/facilitators - Yaso Kunaratnam, Network & Partnerships Convenor - Cheryll Januszewski, Programme Coordinator - Simon Batchelor, Head of Impact & Learning Team	Institute of Development Studies (IDS)	IDS Knowledge Services www.ids.ac.uk/info Eldis www.eldis.org/ BRIDGE www.bridge.ids.ac.uk/	J.Gregson@ids.ac.uk A.Stanley@ids.ac.uk L.Allcock@ids.ac.uk A.Bannister@ids.ac.uk Y.Kunaratnam@ids.ac.uk C.Januszewski@ids.ac.uk S.Batchelor@ids.ac.uk

Appendix 3: IKMediaries 2011 Webstats Survey, Bangladesh

	Question	yes	no	month	quarter	year	occasionally	never	don't know	Free text
Frequency of use:	How often do you use webstats for reporting to donors?			0	5	6		5		
	" managers/internally			6	7	6		5		
	How often do you use webstats for editorial purposes?			4	6	3	1	2		
	How often do you use webstats for making changes to your website itself i.e. page layout, structure etc?			0	2	3	2	5		
Tools and services:	What software do you use to measure webstats on your websites?									google analytics (12), alexa, (6), stat counter, webaliser
	Do you pay for any webstats software tools?	1								
	Do you pay for outside expertise / support on webstats?	5								
	Do you use any tools for measuring social media tools e.g. Twitter / blogging / RSS feeds ?	6								
Metrics collected:	Which of the following do you use in terms of 'traffic':									
	a) 'Hits' / requests / page impressions / page views	12								

b) Visits	16									
c) Visitors	12									
d) Pages per visit	12									
e) Bounce rate	7									
f) Conversions	0									
g) Others										entry and exit, click throughs to 3rd party sites, downloads, time spent by each user, search terms (on search engine) x4
h) don't know										
Which of the following do you use in terms of your 'Visitors':										
a) New or returning	6									
b) Country of origin	12									
c) Languages	1									
d) Which sites they come from (traffic sources)	8									
e) Subscriptions to services e.g. email newsletters	4									
f) Others										membership
g) don't know										
Which of the following do you use in terms of 'downloads':										
a) Documents e.g. pdf / Word files	13									

	b) Audio / Video files	6								
	c) Links to external sites e.g. to full text resources	8								
	d) Others									
	e) don't know									
Accountability to funders:	Which donors support your web-based services?									World Bank, IDRC, UN (UNDP) 3, DfID 4, Daneda, Irish Aid, SDC, Carribean Development Bank
	Are you committed to providing information about webstats to these donors?									
	Which donors do not require you to provide webstats information about websites they support?									
	Do you set what metrics you provide or does your donor?									you 4, donor 2, other 1
	Have you ever been asked to provide 'Value' calculations e.g. a 'cost per click' statement.	3								impact, relevant number of visitors, how much have you spent per project against outcome,

										cost per hit
	Do you ever get 'out of the blue' demands for webstats beyond your predicted reporting schedules?	4								

Appendix 3: Draft Resource M&E resource page for knowledge intermediaries

MEASUREMENT TOOLS

Theory of change: Theory of Change defines all building blocks required to bring about a given long-term goal. This set of connected building blocks--interchangeably referred to as outcomes, results, accomplishments, or precondition is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process.

Resource: http://www.theoryofchange.org/process/example.html
Example of the evaluation of the superwomen:
www.theoryofchange.org/pdf/Superwomen_Example.pdf

IDS "Power of the in-between: How research brokers and intermediaries support evidence-based pro-poor policy and practice'
http://www.hsrc.ac.za/Research_Publication-21525.phtml

IDS Complexity, Theories of Change and Aid Impact
http://www.ids.ac.uk/go/idsproject/complexity-theories-of-change-and-aid-impact
Outcome mapping: Outcome Mapping establishes a vision of the human, social, and environmental betterment to which the programme hopes to contribute and then focuses monitoring and evaluation on factors and actors within that program's direct sphere of influence.

ODI IDRC resource page:
http://www.odi.org.uk/rapid/tools/toolkits/Communication/Outcome_mapping.html

IDRC framework: http://www.idrc.ca/en/ev-26586-201-1-DO_TOPIC.html

WEBSTATS TOOLS

Google analytics (free software analyzing visitors and downloads)
http://www.google.com/analytics/
Alexa (free software to conduct a competitor analysis of your website): http://www.alexa.com/

Notes/tips: where you have membership you can ask people to think ahead of how they might use service, and think back, what 'stories of change' they can identify.

Importance of looking at long-term trends more than big numbers.

Explore the possibility of having a pop-up survey (using www.surveymonkey.com or www.limesurvey.org), an invitation survey linked to your site and newsletter, or website related questions to be included in a conference or event survey where your user can be found.

PRESENTATIONS

Evaluation presentation by Simon Batchelor at Dhaka IK Mediary workshop: http://www.slideshare.net/ikmediaries/theory-of-change-and-outcome-mapping-for-intermediary-work

Presentation on "Evaluating research brokers and intermediaries" by Anna Downie http://www.slideshare.net/powerinbetween/power-of-in-between-me-session

Presentation on "How knowledge brokers support evidence base policy" by Catherine Fisher http://www.slideshare.net/ikmediaries/power-in-between-conference-analysis

ODI presentation for Outcome Mapping and policy influencing: http://www.slideshare.net/sihearn/om-for-policy-influencing

EXPERIENCES AND FRAMEWORKS

Louise Shaxson "Improving the impact of development research through better research communications and uptake' (Background paper for AusAID, DFID and UKCDS) http://www.dfid.gov.uk/R4D/PDF/Outputs/Communication/AusAID-DFID-workshop-background-paper-FINAL.pdf

Telecentre evaluation www.idrc.ca/uploads/user-S/10244248430Farhills.pdf

Evaluating policy research www.idrc.ca/.../11020878691Pestieau-POST_LOG_to_EVALUATING_POLICY_RESEARCH.doc