

COMMUNITY NOTE

A field trip to KM4Dev in April–May 2011

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Learning Alliances

As part of a series of visits by CPsquare and SCoPE members to distributed communities, the authors visited with members of KM4Dev in April 2011. They learned about the history of the community, about the environment in which its members work, and some of what the community means to some of the people who participated in the visit. They looked at various KM4Dev websites and held asynchronous discussions about the community. A synchronous teleconference answered many questions and raised many more. The challenges that KM4Dev is currently facing include recent growth in its main email membership, a proliferation of venues and tools (including face-to-face meetings), increasing member diversity, and an evolving environment where knowledge sharing and management ideas are entering the mainstream. These challenges raise questions about sub-communities and community support and leadership.

Introduction

CPsquare¹ and SCoPE² undertake quarterly ‘field trips’ in which they virtually visit and interact with online communities. CPsquare is a non-profit organization which functions as an international community of practice on the topic of communities of practice. The organization is supported by member dues and offers workshops and conferences on the topic of communities of practice. SCoPE is an online community hosted by BCcampus, a consortium of public universities in British Columbia, Canada, that brings together individuals who share an interest in educational research and practice. In the past, SCoPE stood for Simon Fraser University’s Community of Practitioners in Online Community Enthusiasts. In April to May 2011, the CPsquare/SCoPE field trip was a visit with the Knowledge Management for Development (KM4Dev)³ community. KM4Dev is a community of international development practitioners who are interested in knowledge management (KM) and knowledge sharing (KS) issues and approaches, and who seek to share ideas and experiences in this domain.

Whereas the quarterly field trips usually consist of one synchronous meeting with the community leader, this one involved several KM4Dev leaders, asynchronous discussions before and after, and this summary report. One reason for a more ambitious field trip is that over the years there has been a great deal of crossover between the KM4Dev and CPsquare communities. KM4Dev is an inherently interesting as a community of practice because of its productivity and informality in a sector that is global, complex and characterized by a predominance of large, formal organizations. Finally, this was a good time for the field

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trip because it seems like an inflection point, or time of change, in the life of KM4Dev which has grown from about 500 members at the beginning of 2008 to over 1900 by April 2011.

The asynchronous part of the field trip ran from 20 April to early May 2011 and considered several different facets of KM4Dev. The synchronous, online conversation took place on 27 April 2011 with an online web and phone conference. The conversation touched on:

- historical events such as face-to-face meetings or notable transitions;
- tools that have been developed; and
- organizational issues facing KM4Dev as it continues to grow and evolve.

Some of the information in this Community Note comes from the various KM4Dev websites. The remainder emerged either in the teleconference on 27 April, in the discussions in the CPsquare discussion site or on the KM4Dev emailing list. Two technology vignettes by KM4Dev members that were first posted in the CPsquare discussions are included as appendices.

Themes and topics

Although the CPsquare/SCoPE field trips have some specific questions and frameworks that are used to understand the issues and dynamics of the communities we visit, the questions that we consider emerge from the community we are visiting. Here are some of the questions that emerged during this field trip:

- What accounts for the success of KM4Dev? How have conversations been sustained over such a long time (10 years+), especially with cultural differences and challenges inherent in an online community?
- One of the challenges for KM4Dev is to include people from the global South more effectively, given the somewhat North American and European-centric composition in the early days and with more new members from South America, Africa, India, and South East Asia. How has that worked and what issues face the community? How are the French- and Spanish-speaking offshoots faring?
- Is there an administrative structure that supports KM4Dev? How well is the recently introduced system of rotating facilitators working?
- The rapid growth in membership has been in the community's email list (a dgroup) and its Ning space. There has not been the same kind of growth on the face-to-face side (either frequency of events or number of participants). Is that change in proportion between online and face-to-face important? Are the online platforms enough for the community to function effectively? How can you have face-to-face interactions with a community so large? And how important is it? Is KM4Dev too big?
- In the past the Core Group's energy was sustained by the face-to-face meetings and a small staff stipend. Can or should that model change? Is the Core Group perceived as being privileged? If so, how? How effectively are administrative functions or project-work staffed by volunteers?
- How is KM4Dev evolving? Is it becoming more of a 'KM4Dev question and answer service' than a community of practice? Would that be a sustainable model?

Connecting with KM4Dev and its community

During the synchronous event on 27 April, several people described what it meant to them when they first found KM4Dev. As a community of people with a passion for KM and KS in the development sector, it was a unique resource for them. It was easy to make connections, share experiences, pose questions and help others. It has served as an important ‘professional family’. Often these people did not have a lot of support within their own agencies or organizations and there were very few KM teams in existence (‘a lonely lot’). KM4Dev provided support and encouragement. A lot of learning and practice behaviours were well-demonstrated in the way the community operated. Over time, KM has become a more accepted practice, recognized as having value. And over time the community has evolved too.

As the community has grown, it has been more difficult to stay in touch with all its parts and its members. Sub-groups with special interests have been created and moderated by someone with a passion for the interest. Some sub-groups are active and others less so.

The KM4Dev websites are rich with content and information. So, in addition to making connections with other people, there is a rich set of resource materials to help people and organizations with all aspects of KM, with a strong emphasis on practice.

Face-to-face meetings and workshops

Several people noted the importance of face-to-face meetings. The annual workshops are the most significant opportunity for people to meet face-to-face. From these meetings, connections and personal relationships are created or refreshed. In many ways, this is a healthy model because it keeps passion fresh. This was particularly important for the Core Group’s sense of cohesion and its capacity to be effective. To date, the workshops/conferences have comprised:

- 2000: Brighton and Washington
- 2001: Chennai
- 2002: The Hague and Maputo
- 2003: Amsterdam, Kathmandu, and Ottawa
- 2004: Washington
- 2005: Geneva
- 2006: Brighton
- 2007: Zeist (Netherlands) and Manila
- 2008: Lisbon
- 2009: Brussels
- 2010: Addis Ababa and Cali (Colombia)
- 2011: Rome⁴

Considering that there was no central or consistent funding for these meetings, their number and geographical distribution is impressive. Funding has been a mixture of an agency’s interest in hosting an event, an ad hoc’s group effort to organize each one, and (mostly) individual efforts to fund travel.

The KM4Dev community's environment and organizational context

Many members of KM4Dev work directly or indirectly for large development institutions, whether national governments, non-profits or UN agencies. Within their agency work-life, the members of KM4Dev operate in complex, hierarchical, formal, and possibly political structures. Part of the effectiveness of the KM4Dev community is that it is so much less formal and that people participate as individual practitioners. As a community, KM4Dev has evolved following supporting principles:

- (1) Open and interactive in nature.
- (2) Supports and encourages a mix of individuals (Northern and Southern participation, large and small organizations, academics and practitioners, male and female)
- (3) (International) development is the specific, underlying context to the exploration of KM/KS issues and approaches

Despite the informality, various organizations have provided small grants and start-up funds. Those organizations have allowed the discussions and general agenda of KM4Dev to be very open, despite a funding environment that has to focus on accountability and the targeted delivery of value for money. For several years available funds allowed one person (Lucie Lamoureux) to spend one day a week supporting access (e.g., setting up an account on the wiki), providing enough continuity for the face-to-face events to be organized, and some minimal facilitation. At this point, ongoing and sustainable funding is an issue facing KM4Dev as discussed below in the context of the Core Group, the leadership group.

When Bellanet/IDRC ended the initial funding, KM4Dev leadership thought that the 'hosting' of the community should rotate across organizations because the leadership group did not want to have a centralized secretariat. Nor did the leadership group want to have paid staff. And, related to this desire, it was decided to not form a legal entity. KM4Dev has purposefully chosen not to become a legal entity. This is in keeping with the need to be an independent, informal community. This status or arrangement allowed members who worked in big UN agencies to participate.

So far, what funding has been provided has come from Bellanet/International Development Research Centre⁵ of Canada, the Swiss Agency for Development and Cooperation,⁶ and ICCO⁷ in the Netherlands. Other funding has been smaller and focused on specific activities. For events, members urge their organizations to send people, to sponsor scholarships, to sponsor activities, etc. This way the organizations pay directly for those costs and it does not have to be processed by KM4Dev, as it has no legal status. For this reason, Helvetas acts as the fiscal sponsor.

The Core Group as community leadership structure

KM4Dev currently functions as a completely volunteer effort. In the early days, as it grew, it became clear that KM4Dev needed some sort of governance group to support the community and help respond to its needs. Hence, the Core Group was created in May 2004. The Core Group interacts via a Dgroup and also documents its meetings in the K4Dev wiki.⁸

Currently, the KM4Dev Core Group consists of 19 community members who act, in a voluntary capacity, as a steering committee. Core Group members contribute their time and

energy towards supporting the needs of KM4Dev members and building the community. At a minimum, a Core Group member contributes through regular email contact with the group, participates in at least two conference calls or meetings per year, and agrees to take on some tasks based on his/her own abilities and interests. In total, this adds up to a minimum of two days per year. Each year, during the face-to-face workshop, new members are invited to join. New people rotate into the Core while older members rotate out. There are no formal procedures for rotation but rather a question of interest and availability of time.

It is worth noting that scheduling the CPsquare/SCoPE field trip with KM4Dev took almost two months, partly due to the fact that the Core Group is quite dispersed and members have full-time work that has to be their first priority. As it turned out, people in the Core Group seemed not to really understand what the CPsquare/SCoPE visit was about or how it might be an opportunity for reflection about the community and its future development.

Here are some revealing comments from the online discussions by a member of the Core Group:

We have always fought against the impulse to formalize in any way. Because of the nature of our membership and of the interactions, it's easy to join, to leave and contributing can be done in a non-threatening way. People contribute as individuals, not organizations. This flexibility has been crucial in the growth of KM4dev. Ironically, this growth is now causing us to look at the fuzziness and ambiguities around leadership as we are entering a phase where something needs to happen, we can't go on this way.

We have been trying to find funding and one KM4Dev member actually *did* help guide us through the proposal development but it has not been easy. It's been ongoing for almost a year now, with lots of back and forth. He thought it would be easy to get funding for KM4Dev but it has proven to be very difficult to explain the reasons why we should be funded to others. We are still unsure as to whether it will go through or not. We have asked the community in the past if they had any leads for funding and no one else offered to help. Also, a lot of the people that were keen on KM4Dev have gone or changed position within their organization, making it harder to leverage their conviction.

Networks seem to falling left and right with funders pulling out. Money is perhaps not essential but a little bit really does help. The Core Group is showing the strains right now of a purely volunteer effort.

KM4Dev technology and resource platforms

Like many mature communities, KM4Dev has spread out onto several different platforms, each supporting a slightly different facet of the community's activities. These are described below.

It is interesting to note that in reviewing the tools that are used in the community, Skype does not show up. However, a closer look shows that without Skype as a common tool, neither the community's working groups nor the Core Group could have met so easily. See an example of one meeting's notes on the wiki.

KM4Dev Dgroups, email listserv

KM4Dev uses a Dgroup⁹ for email discussions and archiving. While it is a somewhat dated technology, it is still very active and serves as the major mechanism for members to announce events, ask questions, and carry on discussions. The archives are open.¹⁰

Box 1. How the KM4Dev wiki is used

This wiki is currently used in several ways:

- (1) As a collaborative space during workshops or to work on different projects (link to Main page section called Other Pages)
- (2) As a space to present shared perceptions (often arising from conversations on the KM4Dev mailing list) of the ‘state-of-the-art’ in conceptualising knowledge management and knowledge sharing, particularly in an international development context
- (3) As an environment where you can learn to use a wiki (link to Main page intro and How to work with a wiki)

Our first project on the KM4Dev wiki was the [Community Knowledge] area, (formerly called the FAQTory (FAQ Index) – a place to make and use FAQs and information pages out of our knowledge surfaced in our online conversations and from member experiences.

KM4Dev wiki

The KM4Dev wiki¹¹ was created several years ago to support planning for face-to-face events and to collect the insights that are contributed in the email discussion lists. The KM4Dev wiki is comprehensive with rich set of practice-related materials. A description of its use can be seen in Box 1 and comes from the wiki itself.

A new KM4Dev wiki platform

Through a grant in 2010 from the KM4Dev Innovation Fund, Davide Piga created a new wiki¹² for KM4Dev. The new wiki takes advantage of new features for wikis and presents a new structure for sharing information. For more information about the project, see Vignette 1 which comprises a short interview with Davide Piga.

During the online conversation it was mentioned that the new wiki is on the sidelines waiting to replace the existing wiki to become the main information repository for KM4Dev. Others commented that they don’t know what it means to be a *main platform*, reflecting the diverse nature of information sharing across different platforms, for better or worse. While the conversation did not go much further with regard to the wiki, it did raise interesting questions on how major decisions and actions are taken by the KM4Dev community or its leadership group.

A social networking website

Some years ago, the KM4Dev community also set up a Ning site,¹³ which is the ‘Front door’ of the community. Ning is a commercial web hosting service for social community networking. Many organizations and people have created Ning sites for membership services, commercial purposes, and social networking. The KM4Dev Ning site has a number of features for connecting people to each other and to resources. Members can also use it to create and publish blogs related to KM4Dev. A number of special interest groups within

the KM4Dev Ning site have been created that allow for ongoing conversations through discussion and commenting.

KM4D journal

KM4Dev has published an online, peer-reviewed journal, the ‘Knowledge Management for Development Journal’¹⁴ from 2005 onwards. As a point of interest, it used the Open Journal Systems 2.1.1.0 journal and publishing system with material is licensed under Creative Commons Attribution-NonCommercial-NoDerivs 2.5 License. Since 2009, the Journal has been published by Taylor and Francis as a print journal.¹⁵ This transition from a self-published journal to a commercial, academic publisher is an example of how KM4Dev has evolved and expanded in knowledge dissemination. In this case, the platform is an information platform much more than a technology platform for information.

Evolution and the consequences of growth and diversification

Of the total membership of more than 1600, only around 10% are active participants. The focus and most active participation are practitioners in development agencies in North America and Europe. KM4Dev’s recent growth has brought many more people from the so-called global South – Africa, South America and Asia. An ongoing issue is making sure that all members feel connected and that no group of members is excluded. The aim is to encourage cross-cultural conversations and perspectives, but that is difficult to do. Other communities have struggled because conversations get sidetracked or people have difficulties in understanding each other – whether across countries or among different professions. At times, it is difficult to bridge differences, even within one community.

A question that came up during the field visit was whether a community can become too big. How can all of the people who are participating get what they need when you have over 1600 people? It may be KM4Dev has evolved and grown beyond a community and is now many things to many people, including simply a source of information. The Ning site permits smaller groups to form and thrive (and die in some cases), but the conversational mainstream in the Dgroup email list may show the strain of size.

In an effort to include people from different regions and different languages, members of KM4Dev have launched communities on the same topic in French and Spanish. Some funding was obtained to launch the French-speaking community, *Savoirs-Gestion (Sa-Ge)*¹⁶ which communicates via a Dgroup¹⁷ but none was found for the Latin American, Spanish-speaking offshoot of KM4Dev, *SIWA: Comunidad Latinoamericana de Saberes Compartidos*¹⁸ which also communicates with a Dgroup, *Comunidad Siwa*.¹⁹ Neither community has yet reached the vigour and growth of the original English-speaking community.

With a ‘community’ so large there are different views as to viability and value. For some of the early members, the community has grown so much that it risks becoming unwieldy and fundamentally different from the time when it was smaller and more intimate. Certainly for many, particularly from developing countries, it is a ‘lifeline’ of information and material and people, a portal to a larger world of experts.

KM4Dev is currently relying on a strategy of rotating email and Q&A facilitators. They include an impressive list of experts. This model can be sustainable if the facilitators see value in providing a service. But as with almost anything, time is a scarce resource. Hence, the facilitators need to see value returned to them for the time they invest. This is a question of professional satisfaction, as well as keeping in touch with developments

and consulting opportunities. Still, the KM4Dev group might have cause for concern. The growth in the community has been in the online area and less so in deeper social relations and connections.

Conclusions

The Business Model Canvas (after Osterwalder and Pigneur) in Figure 1 reflects discussions during the field trip and on the KM4Dev email list itself. The model suggests how the ongoing contribution of the community depends on a fine balance between many different actors and that the strength of informality can also be a weakness in some regards.

All of this raised an interesting question – is KM4Dev more of a service than a community? And how important is that distinction? Service means providing access to information and experts to answer questions. Community means something deeper, where KM4Dev is a professional home.

No definite conclusions were drawn and realistically it is probably both and this mix is probably fine. KM4Dev serves a valuable purpose for many people as a source of ideas, information, and practices. For other people, it can help them support each other in ways that only communities of like-minded people can.

Vignette No. 1: an interview with Davide Piga looking at his work for the KM4Dev wiki

The upgrade of the KM4Dev wiki

The occasion for the upgrade of the KM4Dev wiki was the 2010 Innovation Fund.²⁰ I sent in a project proposal, ‘Adding structure to KM4Dev’s spontaneity’,²¹ and it was

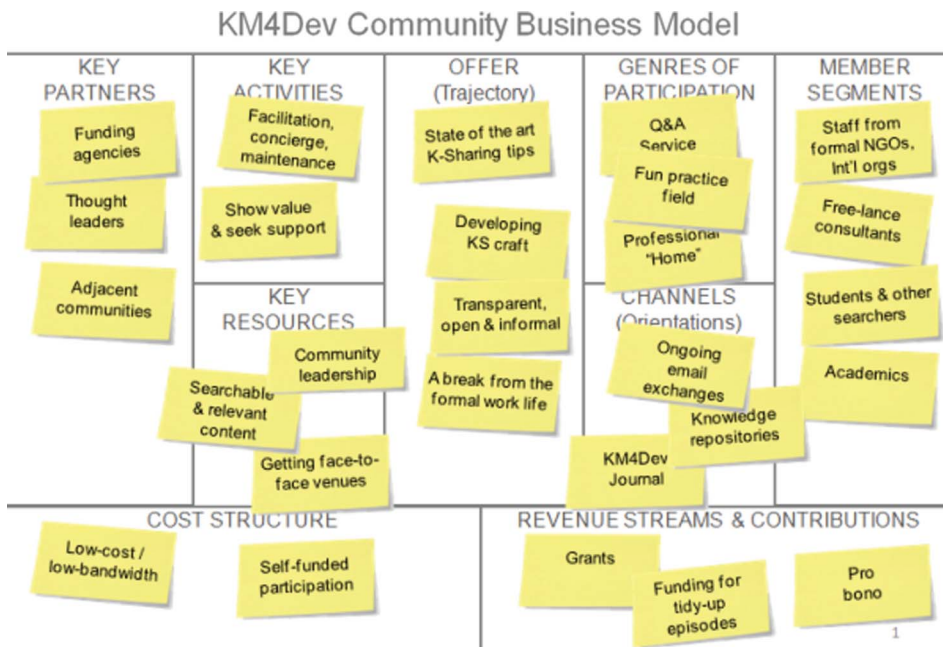


Figure 1. The KM4Dev business model.

approved. The good thing is that winning projects were selected in a democratic way. As the announcement of the Innovation Fund said:

We will invite all members of the KM4Dev community to rank the various descriptions. The KM4Dev Core Group will then determine winning applications based on community assessments.

This means that approved projects reflected the real needs and demand from the network. This is so important in KM, and still I rarely experienced such simple and effective method for deciding next steps in innovating an organization. In terms of payment, it was very honest and precise. Funding came through the Innovation Fund administered by Helvetas. I was officially hired by them, working for KM4Dev.

To be coherent with the democratic spirit of the innovation process, I decided to involve the community in my work. First, I sent out an email reaching for volunteers willing to keep an eye on the progress of the upgrade and provide feedback, in terms of feature requests, general suggestions, and criticisms. Once the testing group was defined, together with the KM4Dev Core Group we set up a dedicated mailing list, and I used Google Docs²² to annotate each new feature I was introducing. After completing the phase of the work involving functional upgrades, I invited the group to review my report and comment. The response was amazing. I had done similar jobs before, and noticed that people tend to be enthusiastic when you describe how the web can help them, how specific tools can make their lives easier, but then they would just lose interest. It's like they ask for an elaborated dish, you spend your time cooking it, then it turns out they are just not hungry.

This group, they read my document and commented it in detail. And they had some good ideas! So the next step was to systematize the feedback, apply suggested changes and get back to the group with a report,²³ something that would make them understand that their voices had been heard and had impacted the project, or at least were kept into consideration.

The actual work took about three months but then we got stuck, and the project got stalled. The platform is there, it's ready. It's been ready for almost a whole year. It will go through eventually.

This is the sad part of the story. The final product is good, but it never went live. Bureaucracy is everywhere. I have been waiting for months for the technical people who are responsible for the hosting of the old wiki to collaborate with me in moving the new wiki to production. It's just a technical thing. But I must say it is the most difficult step.

By the way, you can take a look at the new²⁴ and old²⁵ wikis and make your own considerations. I must say that most of the content is still in my laptop. It's ready, but I wanted to wait until the new wiki was in place before flooding it with content.

About involving people: the new system would require some commitment in summarizing KM4Dev discussions, to be then archived and categorized in the wiki. One idea is to give to the member who started the discussion (usually by asking a question to the network) the responsibility of summarizing it. It's a way to give back to the community. We'll see.

I am still waiting to see how people will react to, and interact with, the new website. My idea was to continue providing support to the community by opening a channel for new feature requests. Future innovation funds would then constitute good occasions to realize the community's wishes in this sense.

What I know is that the most positive aspect of this story corresponds to the most negative aspect that I encountered in a recent study I did on 26 KM projects within the UN system. The most recurrent problem in these projects was that they were not based on the needs of their beneficiaries. It sounds so savvy and simple, but yet few people really apply this mentality. People do things for other people but they always omit to ask what these other people really want/need. With KM4Dev, it works better. Anybody interested in setting up a new tool for supporting a community of practice should take this as an example.

My background

I did Bachelor and Masters degrees in international cooperation for development. I emphasized cooperation and am a bit sensitive about the ‘development’ aspect. I got involved through the internship in NYC. I thought was going to work on the environment side, but turned out that KM was my real interest. I was interested in connecting people working in the environment. It was a big coincidence. I had been trying to set up communities of practice all along. Then I learned that it had a name and that it was KM. Eric Tsui announced on KM4Dev that he is running a PhD programme in Hong Kong. I might try to get into that next year. It looks interesting.

I’m working for United Nations Department of Economic and Social Affairs (UNDESA) now. In Nairobi they are trying to set up a collaboration platform for African parliaments, so that one parliament can build on another’s draft laws, other documents, etc. I arrived in January. They are very much focused on the technology. I am trying to offer a KM perspective. I will be the contact with the parliaments. They never did a needs assessment. The platform is built, but they don’t talk to people. It was very clear to me why it isn’t used.

I came across KM4Dev at the end of 2007. I didn’t take part actively at the beginning. I was an intern in NYC, UNDP KM team. I began by following the discussions. I found them interesting, but was not confident so much as to participate. But I began interacting more actively a year ago. This wiki project was useful because it enabled getting involved. Getting to know people. I went to the Share Fair in Addis Ababa last year which was a great occasion. You get to know people that you interact with online without knowing their faces. Now I know who I am talking to.

Vignette No. 2: an interview with Ewen le Borgne on gathering bloggers’ best posts

The main background for this story is the fact that I read blog posts from a handful of KM4Dev bloggers, such as Ian Thorpe, Roxanna Samii, Joitske Hulsebosch, Nancy White, etc., and I blog on a regular basis myself. And what happens with blogs is a lot of good thoughts are posted and published and stay on the public attention (if any) for just until the next post pushes the top item down. Progressively your good content gets buried and you lose the opportunity to share it with others who may find your stuff useful! I just thought there must be so many bloggers in the KM4Dev community, having written such interesting things, that it would be a shame not to tap into that potential and get a selection of the ‘KM4Dev cream of the crop’ blog posts.

In a typical KM4Dev fashion, it just takes one person to write something to the community and see what happens. I emailed KM4Dev to seek bloggers’ recommendations for their best posts and put it on the Ning too – to get everyone’s attention. I did not approach anyone bilaterally, though in hindsight I should have. I did send a reminder on the mailing

list to have everyone keep sharing their gems. The tools involved here were: the blogs of course, the Ning, the KM4Dev mailing list and the KM4Dev wiki on which I promised I would publish the final results.

We collected between one and five top posts from eight different bloggers. That's really not much compared with the KM4Dev community (currently around 1900 members) and even compared with the blogging KM4Dev community (I would expect a couple of hundred). But then again it's a start, it's there, it can be built upon, and the comments about the final result²⁶ have all very positive. They even led one community member to call upon technical expertise to get a regular selection from these blogs fed on one single page – so the community is already on to owning this resource and adapting it to the next step, which is ideal really!

If I had contacted quite a few people to remind them to share their posts and if they had done the same we probably would have ended up with better posts. I guess we could all have provided a tiny bit of background to the posts to make them easier to use in case their title is not clear enough. Finally I think the time I gave perhaps was too short, as one participant mentioned that we are just dealing with really busy professionals here. But again all in all, this is a good start, and it certainly could do with some follow up.

Perhaps other communities that revolve around stories and IM/KM technology might be interested in this experience; arguably any community really but the former would be likely to have bloggers among them. For donors of our community, it can also be another means to show how great information can be mobilized through vibrant communities of practice like KM4Dev. If this seems useful for anyone else, I guess the important point in sharing this would be to refer to a few facts: first off, anyone can come up with any such initiative and the group energy makes it or breaks it – it's open space as a community of practice and that usually works wonders. Also: (a) we encourage summarisation of discussions and active content publishing on the wiki, (b) we have a great and diverse group of members that have lots to share and their personal hobbies (e.g. their blogs) can be mobilized to inspire others too, (c) involving all of them early on to get the best results is useful, and (d) because we are busy people, it's probably good to activate bilateral channels at the same time, to just grab the phone and get your mates to help there too. Ah, one final thing: KM4Dev is all about work in progress, life in perpetual beta and so on, so this is just one exercise of stock-taking, but we will most likely revisit this in the future, and I think that's an interesting aspect of KM4Dev as a community too.

Notes

1. <http://cpsquare.org/>
2. <http://scope.bccampus.ca/course/view.php?id=12>
3. <http://www.km4dev.org>
4. This took place after the field trip was completed.
5. <http://www.idrc.ca/EN/Pages/default.aspx>
6. <http://www.sdc.admin.ch/>
7. www.icco.nl
8. http://wiki.km4dev.org/wiki/index.php/Main_Page
9. <http://next.dgroups.org/groups/km4dev-1>
10. <http://dgroups.org/Community.aspx?c=038278af-a7cd-4c4e-bed0-ac8ea0b7b57f>
11. http://wiki.km4dev.org/wiki/index.php/Main_Page
12. http://www.km4dev.pdavid.com/index.php/Main_Page
13. <http://km4dev.org>
14. <http://journal.km4dev.org/index.php/km4dj>
15. <http://www.tandf.co.uk/journals/titles/19474199.asp>

16. <http://www.km4dev.org/group/km4devfrancophone>
17. <http://dgroups.org/CommunityInfo.aspx?c=532af1c1-1d65-419c-a52c-7af6c8b7451a>
18. <http://siwa-comunidad.ning.com/>
19. <http://dgroups.org/CommunityInfo.aspx?c=bde0d60c-3531-4531-88d1-2e7fddfef236>
20. http://wiki.km4dev.org/wiki/index.php/KM4Dev_Innovation_Fund_2010
21. http://wiki.km4dev.org/wiki/index.php/Innovation_Proposal_6_Adding_Structure_to_KM4DEVs_Spontaneity
22. <http://bit.ly/km4dev-core-group-wiki-feedback>
23. <http://bit.ly/km4dev-report-on-core-group-wiki-feedback>
24. <http://km4dev.pdavide.com>
25. <http://wiki.km4dev.org>
26. http://wiki.km4dev.org/wiki/index.php/KM4Dev_Bloggers

Notes on contributors

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