

IN-CJ Development Model



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2 Introduction

As scholars deeply involved in the field of criminal justice, we cannot overemphasise the importance of building and maintaining international links in our work. We are in an era of increasing globalisation and, correspondingly, criminal justice is evolving into an international and global industry.

Global collaborations and partnerships are not just beneficial, but a necessity.

The intricate nature of crime in our interconnected world today means that it is virtually impossible for a single nation to tackle these challenges in isolation. International crime rings, cybercrime, cross-border terrorism, and transnational organised crime are just a handful of examples that highlight the global nature of modern criminal activity, underlining the need for international cooperation in the criminal justice sector.

Building international links, in our view, opens the door for sharing knowledge, resources, and best practices among different nations. This collaboration can drive the development of more effective strategies to combat crime and foster justice. It allows for the alignment of laws, policies, and procedures, which is crucial in managing transnational criminal activities. Moreover, international cooperation aids in intelligence sharing and facilitates cross-border investigations and prosecutions.

Another important aspect of these links is capacity building and training. Global sharing of experiences and expertise can lead to improvements in the skills and capabilities of criminal justice professionals. It can foster a better understanding of different legal systems and cultures, thereby encouraging mutual respect and cooperation.

Creating and sustaining these links, however, comes with its challenges. Differences in legal systems, cultural perspectives, and resources can present obstacles. To overcome these, we recommend a commitment to ongoing dialogue, flexibility, and mutual respect. We also advocate the use of international organisations and frameworks to facilitate cooperation.

We firmly believe that as criminal justice becomes increasingly globalised, the significance of building and sustaining international links cannot be overstated. These links are critical for effectively combating crime and promoting justice worldwide. In our own words, "In the face of a globalised criminal landscape, a globalised response is not just desirable, it is essential."

Professor David Ward

Associate Professor John Scott

3 Summary and Overview

The International Network for Criminal Justice (IN-CJ) Development Model provides a comprehensive framework to better understand and enhance justice systems worldwide. This innovative model encompasses several key themes, including community development, networking opportunities, emerging research, international participation, social mobilisation, solution finding, collaborative learning, communication, responsibility, and policy navigation.

- **Community Development and Practice:** Central to the model is the focus on community engagement, active participation, and knowledge sharing. The IN-CJ model encourages active involvement in community activities to foster development practices in the criminal justice context. It emphasises using collective wisdom to create an enriched, collaborative environment that promotes growth and learning.
- **Networking Opportunities:** The model underscores the importance of networking and offers ample opportunities for the same. It encourages the criminal justice community to leverage these networking opportunities for implementing practices that lead to positive legal enhancements. The model supports using networking to create a vibrant ecosystem that accelerates the implementation of best practices across regions.
- **Emerging Research and Contributions:** The IN-CJ Development Model supports and encourages emerging research, contributing to a better understanding and reduction of complex issues in the criminal justice system. It fosters an environment where different methodologies can be explored, researched, and implemented to create a more effective justice system.
- **Importance of International Participation:** The model acknowledges the critical role of international participation in developing and implementing best practices. It encourages international contributors to undertake similar activities, promoting a sense of community and shared responsibility. It recognises the value of practical actions and regional participation in creating a more robust and efficient criminal justice system.
- **Promotion of Social Mobilisation:** A key component of the IN-CJ model is the promotion of social mobilisation. It emphasises the importance of decentralisation and incremental improvements in social metrics. The model aims to foster a sense of collective responsibility and action, enhancing the overall effectiveness and efficiency of the justice system.
- **Solution Finding and Integration:** The IN-CJ Development Model advocates for a proactive approach towards finding and integrating solutions. The model encourages constant monitoring and challenging of assumptions, fostering a solution-oriented approach to addressing complex issues in the criminal justice system.
- **Collaborative Learning:** The model places a strong emphasis on collaborative and joint learning. It promotes a learning environment where disruptions are managed, established values are questioned, and new learnings are integrated into the system. This approach fosters continuous learning and improvement, contributing to the resilience and adaptability of the criminal justice system.

- **Communication and Data Management:** Effective communication and robust data management are critical components of the IN-CJ Development Model. The model underscores the importance of clear communication, effective negotiation, and commitment to broader objectives. It also emphasises the need for efficient data management to ensure informed decision-making and effective implementation of strategies.
- **Responsibility and Strategy Adoption:** The model encourages individuals and organisations to take responsibility and adopt suitable strategies to address issues in the criminal justice system. It stresses the need to avoid duplication of efforts and to adopt a focused approach to strategy implementation. The model fosters a sense of collective responsibility and ownership, contributing to the overall effectiveness of the system.
- **Policy and Process Navigation:** Understanding and navigating policies and processes is a key theme in the IN-CJ Development Model. The model encourages engagement with stakeholders and effective management of resources. It emphasises the need to navigate through complex policies and processes, ensuring that actions align with the broader objectives of the criminal justice system.

In summary, the IN-CJ Development Model provides a thorough methodology for improving the effectiveness and efficiency of the criminal justice system by building and establishing a community of practice founded on a community-driven network model. It advocates for community development, networking, research, international participation, social mobilisation, solution finding, learning, communication, responsibility, and policy navigation. By adopting this model, the criminal justice community can foster a more responsive, effective, and resilient justice system.

4 IN-CJ Development Model

The International Network for Criminal Justice (IN-CJ) Development Model is a framework designed to facilitate knowledge exchange, experience exchange, ideas exchange, partnerships, collaboration, crowdsourcing, social value creation, interpersonal and group agency, social capital, policy development, publishing, and learning and research. Each of these areas of activity contributes to a better understanding and experience of a specific value field within international criminal justice practice, that have been identified as operational and constellated within international criminal justice discourse, policy and general practices.

The model is built around several key values, including equality, peace, sustainability, respect, accountability, inclusivity, curiosity, and recognition. Each activity in the model is designed to promote these values in different ways. For example, knowledge exchange minimises access barriers (promoting equality), experience exchange encourages intercultural contact (promoting peace), and idea exchange encourages innovation (promoting sustainability).

The model also includes a methodology for assessing the benefits and risks of working in different modes, such as formal and informal modes, across various activities. This methodology is designed to help optimise the outcomes of the activities in line with the project's defined values.

This document provides a detailed breakdown of how each activity is being developed and anticipated in relation to the IN-CJ project, and what purpose each serves in relation to the project's defined values. Please note that the document is a working document and contains placeholders for further information to be added.

4.1 Values Driven Approach

The recurring themes and issues identified in the IN-CJ Development Model are primarily centred around the key values of the model, which include equality, peace, sustainability, respect, accountability, inclusivity, curiosity, and recognition. These values are integrated with and associated with various activities, such as knowledge exchange, experience exchange, ideas exchange, partnerships, collaboration, crowdsourcing, social value creation, individual and group agency, social capital, policy development, publishing, and learning and research.

For each activity, the document outlines how these process might be further developed and anticipated in relation to the IN-CJ project, and how they can serve the project's emerging and defined

values related to the collaborative development of criminal justice practice across international boundaries. For example, knowledge exchange is seen as a way to minimise access barriers, promoting the value of equality. Similarly, experience exchange is seen as a way to encourage intercultural contact, promoting the value of peace.

This initial overview identifies and outlines the potential benefits and risks of working in different modes (formal and informal) across various activities, such as podcasting, blogging, social media discussion, forum discussion, and so on. For instance, in the context of newsletters, forum discussions, and webinars, the development models provide a framework for the examination and evaluation of the potential benefits and risks associated with both formal and informal modes of operation. These include factors such as speed, institutional structure, established versus emergent practices, bonding versus bridging social capital, conditional versus empowering practices, recognition, structure, specialisation, access restrictions, funding, internationalisation, and knowledge dispersion.

The development model articulated here, then, is founded on principles of inclusivity, open-access, and a collaborative approach to knowledge exchange, discussion and learning. It emphasises transparency, accessibility, diversity, collaboration, and the free sharing of knowledge. This model can be applied to international criminal justice practice by promoting inclusivity and active participation of all stakeholders, fostering collaboration and mutual respect, democratising knowledge through open-access publishing, enhancing the quality and relevance of research and policy by including diverse voices and perspectives, and creating 'soft spaces' for publishing where individuals can take ownership of their ideas. It is hoped that this approach will contribute to a more effective, fair, and responsive criminal justice systems development in different international settings.

4.2 IN-CJ Purpose and Aims

The principal aims and purposes of IN-CJ as discussed by Professor Dave Ward are:

- **Knowledge Exchange:** IN-CJ has been developed as a platform for knowledge exchange, where the project's values of peace, equality, sustainability, respect, accountability, inclusivity, curiosity, and recognition are embedded.
- **Influence on Policy Development:** While IN-CJ is not directly engaged in policy development or lobbying, it indirectly influences policy development by providing a platform for people to engage and gather information. This indirect influence can lead to positive outcomes, such as influencing the culture of criminal justice in different places.

- **Unique and Inclusive Structure:** IN-CJ is unique in that it models its values in its operation and decision-making processes. It fosters an inclusive and non-hierarchical environment, which distinguishes it from other organisations.
- **International Perspective:** IN-CJ provides an international perspective, highlighting that people might think differently about the same problems in other places. This perspective is crucial in understanding and addressing criminal justice issues.

The principal aims and purposes of IN-CJ, and its development role within criminal justice research, practice, and policy development, as identified by John Scott, are as follows:

- **Knowledge Exchange:** IN-CJ is seen as a platform for exchanging knowledge between different professions and different countries. This exchange can lead to a better understanding of crime and its complexities.
- **Ideas Exchange:** IN-CJ is designed to facilitate the exchange of ideas, given the fast-moving nature of crime. Learning about successful practices in one jurisdiction could trigger attempts to implement similar practices elsewhere.
- **Partnerships and Collaboration:** IN-CJ encourages partnerships and collaborations, on the basis that having an existing partnership in place makes it easier to create funding bids or respond to development opportunities. For example, a bid from three or four countries together for an international project is much stronger than a bid from one country.
- **Crowdsourcing:** IN-CJ is exploring the idea of crowdsourcing as a different way of getting funding. The suggestion is that there might be multiple and alternative sources of funding that can meet the development needs of the network, rather than one big pot.
- **Publishing and Learning:** IN-CJ plans to provide a 'soft space' for publishing, where people can take agency for their ideas without having to go through extensive processes to get papers published. IN-CJ's four development hubs are envisioned as spaces to encourage people to put working papers and develop podcasts around the hubs' themes.
- **Research and Policy Development:** IN-CJ sees research as a cooperative effort across different institutions. For policy development, it is important to emphasise the need for a forum for policy exchange that is conversational and relaxed, rather than a meeting of institutions.
- **Broadening Expectations:** IN-CJ aims to broaden the picture of criminal justice, encouraging practitioners to look beyond their own jurisdictions and consider practices and policies in other places.
- **Communication:** IN-CJ sees the need for an intellectual paper and a leaflet to explain the origins and purpose of the network. This would help people understand the network's international, experiential, pragmatic, and values-driven approach.

In terms of its development role within criminal justice research, practice, and policy development, IN-CJ therefore seeks to act as a community of practice that:

- **Facilitates Engagement and Understanding:** IN-CJ provides a platform for understanding different motivations and responses in the context of criminal justice, professional practices, academic practices, policy-making practices, and lived experiences.
- **Promotes Evidence-Based Practices:** IN-CJ emphasises the importance of evidence-based practices and criticises those who hold onto patterns of behaviour and assumptions of the past without looking at the evidence of what works or what is relevant.
- **Fosters Community Building:** IN-CJ is involved in community building within the network, aiming to find a point where people freely contribute their skills and intellect and engage within the network to mutually support each other.
- **Tracks and Maps Engagement:** IN-CJ tracks and maps different types of engagement within the network, using technologies that allow for a more decentralised, participative process.

In essence, the principal aims and purposes of IN-CJ are to foster a culture of knowledge exchange and inclusivity, indirectly influence policy development and professional practice in criminal justice through its values and the information it provides, and promote an evidence-based approach to criminal justice. The question is:

How does each area of activity contribute towards the better understanding and experience of each value field?

IN-CJ Development Model

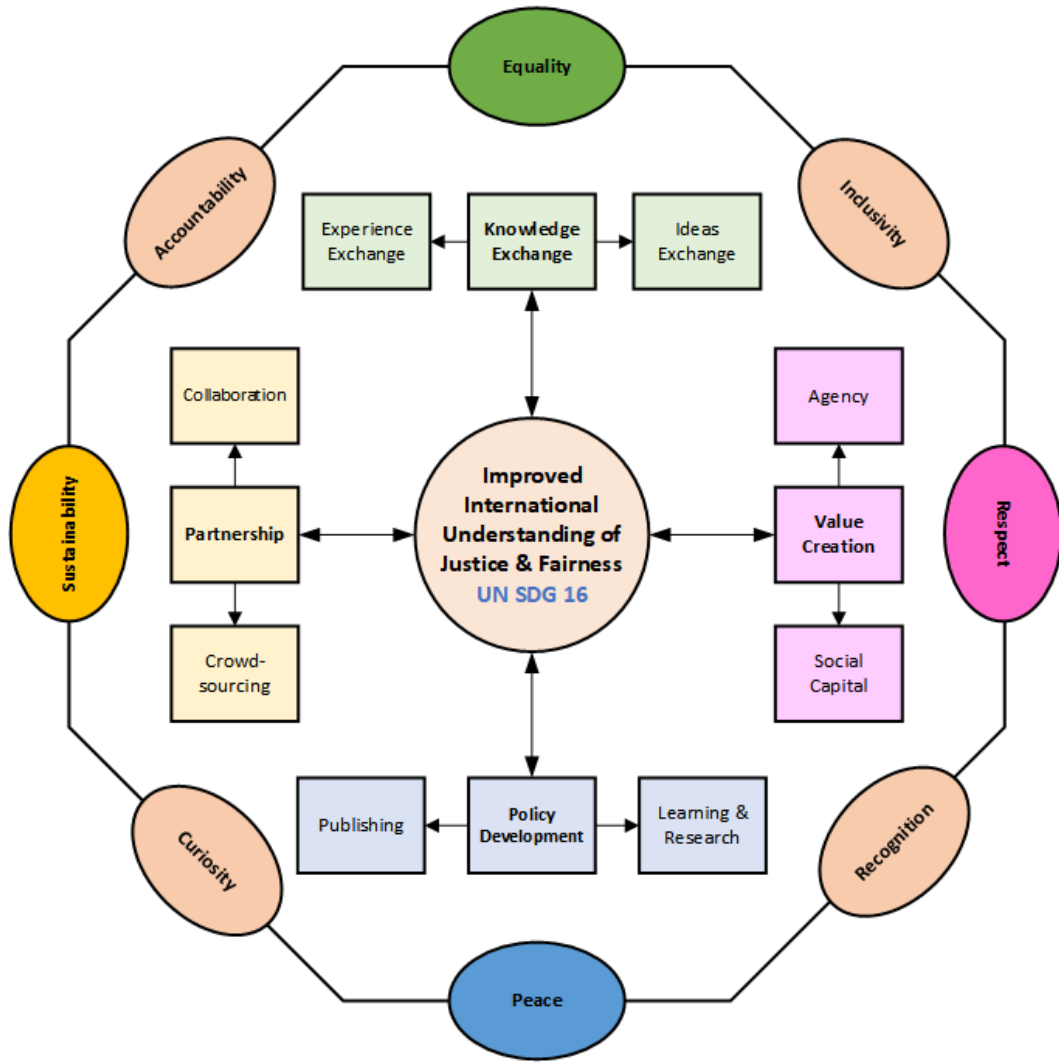


Figure 1 IN-CJ Development Model

5 Network and Community of Practice Principles

The approach to development articulated here draws on, and synthesises, aspects of a network development theory, as combined with theories of community of practice, and as they can be related to community development practice within the broader field of criminal justice practice, research and policy development. The network model, for example, emphasises the importance of self-organising networks of people and groups that are defined by association, and which share common aims and values that are facilitated by the use and articulation of effective development communications practices. Networking, influenced by factors such as homophily, mutuality, transitivity, and de/centralisation, are crucial for the establishment and realisation of mutually supportive social groups and organisations. The development of such networks relies on the accumulation of embedded relationships that provide valuable information about potential partners.

The concept of a community of practice (CoP) is also emphasised here, particularly in the way that IN-CJ aims to provide a space for practitioners to connect across service and disciplinary boundaries, facilitating dialogue and increasing insight into various roles and functions found within criminal justice practice more generally. CoPs are seen as a means to promote innovation, facilitate knowledge sharing and transfer, and improve processes.

In the context of IN-CJ, these principles are being applied and tested in order to foster an environment that encourages collaboration, knowledge exchange, and innovation. Realising IN-CJ as a community of practice therefore involves identifying clear objectives, explaining the scope and purpose to potential members, and cultivating the community as it matures through regular meetings and activities. It is believed that this approach will enhance the effectiveness of IN-CJ in achieving its goals in the field of criminal justice, and this development model is a reflexive record that enables this approach to be put into practice, tested, evaluated, and developed as activities, goals and purposes are embedded and articulated in practice.

5.1 Networking Models

Adopting a networking and development communication model, particularly one that incorporates principles of self-organisation, can be highly valuable in various institutional or social contexts. This model is based on the idea that networks of people, whether within a single organisation or spanning multiple organisations, can self-organise to share information, collaborate, and achieve common goals. Self-organisation within networks refers to the ability of individuals within the network to autonomously establish relationships, share information, and collaborate without the need for

centralised control or direction. This can lead to the emergence of innovative ideas, solutions, and practices that may not have been possible in a more hierarchical or controlled environment.

The value of this approach lies in its ability to foster an empowerment approach to development communication. By allowing individuals within the network to take initiative and lead where they feel they can contribute. It empowers them to contribute their unique perspectives and skills, fostering a sense of ownership and commitment. This can enhance the effectiveness of communication and collaboration within the network, leading to more successful development outcomes.

Networking has become increasingly indispensable for the survival of organisations and the attainment of their objectives. In today's interconnected world, no organisation can operate in isolation. Networks allow organisations to tap into a wider pool of resources, knowledge, and expertise, enabling them to adapt and innovate in response to changing circumstances. They also facilitate the exchange of information, which is crucial for decision-making, problem-solving, and learning.

In particular, networks have a distinct advantage in exchanging information. Information can flow freely and quickly within a network, reaching a wide audience in a short amount of time. This can accelerate the spread of new ideas and practices, facilitate coordination and cooperation among network members, and enable the network to respond quickly to new opportunities or challenges.

5.2 Pluralistic Network Values

The values of homophily, mutuality, transitivity, and decentralisation play significant roles in shaping the configuration of an international development organisational network.

- **Homophily:** This principle suggests that similar individuals (in terms of objectives, interests, or characteristics) are more likely to connect with each other. In an international development network, this could mean that organisations with similar goals or working in similar sectors or regions are more likely to form connections. This can lead to the creation of sub-networks within the larger network, each focusing on a specific area of development. However, it's important to balance this with heterophily (connections between dissimilar individuals) to ensure diversity of ideas and approaches.
- **Mutuality:** This refers to the reciprocal nature of relationships within a network. In an international development network, mutuality ensures that all members benefit from the relationship, fostering a sense of fairness and cooperation. This can enhance trust and collaboration within the network, leading to more effective knowledge exchange and concept development.

- **Transitivity:** This principle suggests that if two organisations have a common connection with a third organisation, they are likely to connect with each other. This can lead to the formation of tightly knit clusters within the network, which can facilitate intensive knowledge exchange and collaboration. However, it's also important to foster connections between different clusters to ensure the flow of ideas across the entire network.
- **Decentralisation:** This refers to the distribution of power and control across the network, rather than being concentrated in a few central nodes. In an international development network, decentralisation can empower all members, fostering a sense of ownership and commitment. This can enhance the diversity and richness of ideas and epistemological principles within the network, leading to more innovative and effective development solutions.

These values can foster a pluralistic and divergent set of ideas and epistemological principles, as they encourage the inclusion of diverse perspectives and the free flow of ideas within the network. This can enhance the network's capacity for knowledge exchange and concept development, leading to more comprehensive and nuanced understandings of development issues and more innovative and effective solutions.

5.3 Network Development

The process of developing a network is shaped by a series of choices that define the expectations of collaborative relationships between different organisations and groups of people. These choices can be influenced by a variety of factors, including the goals and objectives of the organisations and groups of people involved, the resources and competencies they bring to the table, and the nature of the challenges they are seeking to address.

One key factor that shapes these choices is the existing network relationships that each organisation or group has. These relationships can provide valuable information about the potential benefits and challenges of collaboration, including the availability of resources, the competencies of potential partners, and their reliability and trustworthiness. For example, an organisation might choose to collaborate with another organisation that has proven to be a reliable partner in the past, or that brings a unique set of competencies that complement its own.

Over time, these choices and relationships accumulate and become "embedded" in the network. Each relationship adds to the network's repository of information about the availability, competencies, and reliability of its members. This information can be used to identify potential partners for future collaborations, to assess the strengths and weaknesses of the network, and to identify opportunities for improvement and growth.

As the network grows and evolves, these embedded relationships can also shape the network's structure and dynamics. For example, organisations that have many strong, reliable relationships may become central nodes in the network, while those with fewer or weaker relationships may occupy more peripheral positions. This can influence the flow of information and resources within the network, the opportunities for collaboration, and the overall effectiveness of the network in achieving its goals.

The assumption made in this development model, then, is that the process of developing a network is a dynamic and iterative process that is shaped by a series of choices about collaborative relationships. These choices are influenced by existing network relationships and accumulate over time to form a growing repository of information that shapes the network's structure, dynamics, and effectiveness.

5.4 Network of Practice

A network of practice is a form of social network that emerges organically among individuals who share a common interest or goal related to a specific practice or field of work. Unlike formal organisational structures or predefined teams, networks of practice are informal and self-organising, shaped by the voluntary interactions and relationships of their members.

The concept of a network of practice encompasses various types of informal, emergent practices and behaviours. These can include sharing of knowledge and experiences, collaborative problem-solving, peer learning, mentoring, and mutual support. These practices are not dictated by formal rules or procedures, but rather emerge naturally from the interactions and relationships within the network.

One of the key functions of a network of practice is to facilitate information exchange among its members. This can take many forms, from sharing of technical knowledge and best practices, to exchange of ideas and perspectives, to sharing of experiences and lessons learned. This information exchange can help members to learn from each other, to improve their own practices, and to innovate and develop new solutions.

Another important function of a network of practice is to foster perspectival empathy - the ability to understand and appreciate the experiences of others. By bringing together individuals from diverse backgrounds and with diverse perspectives, networks of practice can help to break down barriers, to foster mutual understanding, and to build a sense of shared identity and purpose.

As a network of practice, IN-CJ seeks, therefore, to examine and test how a dynamic and self-organising social network, that facilitates information exchange and perspectival empathy among individuals with practice-related goals, can be established and sustained. The belief is that by fostering informal, emergent practices and behaviours, networks of practice can enhance learning, innovation, and collaboration in a wide range of fields.

5.5 Community of Practice

A Community of Practice (CoP) is a group of individuals who share a common interest or profession and engage in a process of collective learning. CoPs can provide a valuable space for practitioners to connect with each other across service and disciplinary boundaries. In a CoP, practitioners from various disciplines or services come together to share knowledge, experiences, and best practices. This cross-boundary interaction allows members to gain a broader perspective and a deeper understanding of their field. It enables them to see how their work fits into a larger context and how it intersects with other disciplines or services.

These personal connections within a CoP facilitate dialogue and increase insight into the role and function of other services. By interacting with practitioners from different areas, members can gain a better understanding of how other services operate, what challenges they face, and how they approach problem-solving. This can lead to greater empathy, improved communication, and more effective collaboration between services.

CoPs are viewed as a powerful tool for promoting innovation. The diverse backgrounds and perspectives within a CoP can spark new ideas and creative solutions. Members can challenge each other's assumptions, combine their expertise in novel ways, and build on each other's ideas. CoPs also facilitate the sharing and transfer of knowledge. Members can learn from each other's experiences, share their own insights, and collectively build a body of knowledge that is greater than the sum of its parts. This can lead to improved skills, better decision-making, and more effective practices.

This development model seeks, therefore, to explore how CoPs can help to improve collaborative processes, specifically by bringing together practitioners who are dealing with similar challenges, but also by bringing together practitioners from different cultural traditions, who work in different legal, ethical and moral frameworks, and who are embedded in different social and political contexts. CoPs can identify inefficiencies, share effective strategies, and develop best practices. This can lead to more streamlined and effective processes, improved service delivery, and better outcomes.

This development models recognises that CoPs provide a valuable space for practitioners to connect, learn, innovate, and improve. They harness the power of collective learning to enhance individual skills, improve services, and advance the field as a whole.

5.6 Reflexive Development Model

In fostering a development model as a Community of Practice (CoP), IN-CJ wants to ensure that this process is reflexive and self-evaluative. This means developing a model of interaction that is conscious of its purpose, actions, and impacts, and is continuously learning and adapting based on feedback and reflection. This model starts by clearly identifying and articulating both its sense-making processes, and its objectives. These objectives provide a sense of direction and a basis for evaluating progress and impact, while also articulating a meaningful sense of engagement that is driven by the participants.

Before inviting members to join and contribute to the work of the IN-CJ, it is necessary to articulate and make clear what the scope and purpose of the CoP should be. This includes what the CoP aims to achieve, what topics or issues it will focus on, what boundaries are required, and how it will operate in relation to the agreed values of the groups who make their contribution. By providing this information upfront, potential members can make an informed decision about whether the CoP is relevant to their interests and needs.

As a CoP matures, it often settles into a pattern of regular activities. These can include meetings, teleconferences, projects, and other forms of interaction and collaboration. These activities provide opportunities for members to share knowledge, learn from each other, and work together towards the CoP's objectives. However, while a CoP may be informal and self-organising in nature, it still requires cultivation. This involves nurturing the relationships and interactions within the CoP, facilitating the sharing of knowledge and learning, and ensuring that the CoP remains focused on its objectives. Cultivation can also involve managing conflicts, addressing challenges, and facilitating changes as needed.

In a reflexive and self-evaluative CoP, cultivation also involves ongoing reflection and evaluation. This can involve regularly reviewing the CoP's objectives, activities, and impacts, gathering feedback from members, and adjusting as needed. This reflexive and evaluative process helps to ensure that the CoP remains relevant, effective, and responsive to the needs of its members and the challenges it seeks to address.

5.7 IN-CJ Development Aims

The formation of IN-CJ has evolved through the tacit articulation of both a network development model and a community of practice model. The formalisation of these approaches are now regarded as a crucial part of the process of fostering international interaction and knowledge exchange in the field of criminal justice practice, research, and policy development. The network development model that is emerging through this process, is regarded as a bridge for the exchange of ideas and practices between different professions and countries, leading to improvements in the criminal justice system. It is designed to broaden expectations and the picture of criminal justice, encouraging practitioners to look beyond their own jurisdictions, and consider practices and policies in other places. The network is unique in that it models values of peace, equality, sustainability, respect, accountability, inclusivity, curiosity, and recognition in its operation and decision-making processes, fostering an inclusive and non-hierarchical environment.

The community of practice model, moreover, is seen as a platform for fostering better understanding between criminal justice practitioners, policymakers, and researchers. It provides a focus for knowledge exchange and experience exchange, making it an international dialogue of ideas. This dialogue can help in understanding the complexities of dealing with crime. The community of practice model also emphasises the importance of partnerships and collaboration within the IN-CJ context, with partners coming together to win funding, do joint research, or develop international projects.

Both models are seen as crucial in indirectly influencing policy development and professional practice by providing a platform for people to engage and gather information. This indirect influence can lead to positive outcomes, such as kickstarting a publishing culture and building formal relationships between institutions. The models also emphasise the importance of international perspectives and learning from practice elsewhere, criticising the prison-centred approach and advocating for a more community-focused one.

Both the network development model, and the community of practice model, are given equal emphasis within IN-CJ, and are expected to foster international interaction and knowledge exchange, leading to improvements in criminal justice practice, research, and policy development.

6 IN-CJ Value Themes

The IN-CJ Development Model distinguishes and differentiates key value themes by associating each value with specific activities. These values are equality, peace, sustainability, respect, accountability, inclusivity, curiosity, and recognition. Each of these values is linked to a particular aspect of the activities that the model encompasses.

The model arranges these values into a matrix (referred to as "Table 1 IN-CJ Value Themes"), where each row represents an activity, and each column represents a value. The intersection of a row and a column indicates how the activity promotes the corresponding value. For example, the intersection of the "Knowledge Exchange" row and the "Equality" column indicates that knowledge exchange activities minimise access barriers, thus promoting equality.

Here are some examples from the matrix:

- **Knowledge Exchange:** Minimises access barriers (promoting Equality)
- **Experience Exchange:** Encourages intercultural contact (promoting Peace)
- **Ideas Exchange:** Encourages innovation (promoting Sustainability)
- **Partnership:** Prioritises contribution (promoting Respect)
- **Collaboration:** Promotes mutual support (promoting Inclusivity)
- **Crowdsourcing:** Uses network communications approaches (promoting Curiosity)
- **Social Value Creation:** Extends conceptual boundaries (promoting Recognition)

Modelling information in this way, particularly in the form of a matrix, provides several benefits:

- **Clarity and Understanding:** The matrix format allows for a clear and concise representation of how different activities align with and promote the project's key values. This makes it easier to understand the purpose and impact of each activity.
- **Comparison and Contrast:** The matrix format also allows for easy comparison and contrast between different activities. This can help in identifying which activities are most effective in promoting certain values.
- **Guidance for Decision Making:** By clearly showing how each activity aligns with the project's values, the matrix can guide decision-making processes. For example, if a project needs to prioritise activities that promote equality, those responsible can easily identify which activities to focus on.

- **Communication Tool:** The matrix can serve as an effective communication tool, helping to explain the project's approach and priorities to stakeholders, team members, and other interested parties.
- **Evaluation and Improvement:** The matrix can also serve as a basis for evaluating the effectiveness of the project's activities and identifying areas for improvement. By comparing the intended alignment of activities and values with actual outcomes, those responsible can identify where adjustments may be needed.
- **Integration of Values into Activities:** The matrix helps to ensure that the project's key values are integrated into all activities. This can help to ensure that the project stays true to its mission and goals.

Please note that these benefits are general benefits of using a matrix to model information in this way. The specific benefits for the IN-CJ Development Model would depend on the specific context and goals of the individual project activities.

Table 1 IN-CJ Value Themes

Activity	Equality	Peace	Sustainability	Respect	Accountability	Inclusivity	Curiosity	Recognition
Knowledge Exchange	<i>e.g. minimises access barriers</i>							
Experience Exchange		<i>e.g. encourages intercultural contact</i>						
Ideas Exchange			<i>e.g. encourages innovation</i>					
Partnership				<i>e.g. prioritises contribution</i>				
Collaboration					<i>e.g. promotes mutual support</i>			
Crowdsourcing						<i>e.g. uses network communications approaches</i>		
Social Value Creation							<i>e.g. extends conceptual boundaries</i>	
Agency								<i>e.g. supports individual empowerment</i>
Social Capital	<i>e.g. recognises intercultural social dynamics</i>							
Policy Development		<i>e.g. embeds justice & reconciliation</i>						
Publishing			<i>e.g. develops low-carbon options</i>					
Learning & Research				<i>e.g. values emergent & established contributions</i>				

6.1 Knowledge Exchange

Knowledge exchange, a process involving the sharing of information, expertise, and skills among various entities, plays a crucial role here. IN-CJ aims to act as a platform that fosters knowledge exchange across different professions and countries, leading to potential improvements in the criminal justice system. This exchange encourages practitioners to broaden their perspectives and consider practices beyond their local context. The value of knowledge exchange lies in its capacity to prompt practitioners to question their assumptions and explore diverse solutions. Furthermore, IN-CJ, through its culture of knowledge exchange and inclusivity, aims to indirectly influence policy development and professional practice in criminal justice through this approach. The importance of international collaboration and partnerships is a subject for further consideration, particularly in relation to the potential for joint funding, research, and international projects.

All activity of IN-CJ is determined by an understanding of the dynamic interaction of knowledge exchange activities that are being developed and anticipated in relation to the furtherance of knowledge and understanding about criminal justice work. The development model asks how this overall purpose is served in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.2 Experience Exchange

The significance of experience exchange within IN-CJ is noted for the purpose of fostering an international dialogue that aids in understanding the complexities of crime. This exchange is not limited to theoretical knowledge, but extends to practical experiences, with an emphasis on learning from practices in different countries. This broader view of knowledge and experience exchange is seen as instrumental in shaping the criminal justice system. Ultimately, IN-CJ is envisioned as a unique space

that promotes a culture of knowledge and experience exchange between practitioners, advocates, professionals, researchers and policy makers, indirectly influencing policy development and professional practice in criminal justice through the articulation of its core values.

As the IN-CJ project is developed, there will be opportunities to note and test the validity and relevance of experience exchange activities, particularly as they are developed and anticipated in relation to international criminal justice activity, and how these fit in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.3 Ideas Exchange

The vital role of ideas exchange has priority within IN-CJ, where it is proposed that IN-CJ should serve as a platform for knowledge exchange, experience exchange, and importantly, ideas exchange. IN-CJ aims to foster an international dialogue that aids in understanding the complexities of crime. This exchange is facilitated by the network's ability to bridge different professions and countries, allowing for frequent and democratic exchanges. The importance of ideas exchange, however, extends beyond policy influence, to shaping the culture of criminal justice in different places and adding to the tacit and asset-based resources that are available in these different places. Ultimately, IN-CJ is envisioned as a unique space that promotes a culture of knowledge, experience, and ideas exchange, indirectly influencing policy development and professional practice in criminal justice through its core values.

As the IN-CJ project develops it will account for ideas exchange activities in relation to the wider process of criminal justice development work, noting what purpose ideas exchange serves in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.4 Partnership

Collaborative partnerships, which involve the pooling of resources, diverse perspectives, increased reach, shared risk, and learning opportunities, play a significant role in the International Network for Criminal Justice. This model highlights the importance of partnerships within the IN-CJ context, where partners can collaborate to secure funding, conduct joint research, or develop international projects. The belief is that collaborative bids for projects, involving multiple countries, are stronger than those from a single country. IN-CJ contributors recognise that partnerships facilitate better knowledge exchange when it is mapped across cultural and jurisdictional boundaries, thereby prompting practitioners to question their assumptions and explore diverse solutions. Ultimately, IN-CJ fosters a culture of knowledge exchange and inclusivity, indirectly influencing policy development and professional practice in criminal justice, with partnerships playing a crucial role in enabling this exchange and influence.

The question that will be asked through this development process, then, is what partnership activities are best developed and anticipated in relation to the IN-CJ project, and what purpose does this serve in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*

- Curiosity: *for example...*
- Recognition: *for example...*

6.5 Collaboration

Collaborative partnerships, which involve the pooling of resources, diverse perspectives, increased reach, shared risk, and learning opportunities, play a significant role in IN-CJ. This model highlights the importance of partnerships within the IN-CJ context, where partners can collaborate to secure funding, conduct joint research, or develop international projects. It is understood that collaborative bids for projects, involving multiple countries, are stronger than those from a single country. These partnerships facilitate knowledge exchange across cultural and jurisdictional boundaries, prompting practitioners to question their assumptions and explore diverse solutions. Ultimately, IN-CJ fosters a culture of knowledge exchange and inclusivity, indirectly influencing policy development and professional practice in criminal justice, with partnerships playing a crucial role in enabling this exchange and influence.

The development process therefore asks what collaborative activities are best developed and anticipated in relation to the IN-CJ project, and what purpose do they serve in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.6 Crowdsourcing

Crowdsourcing is a method of soliciting services, ideas, or content from a large group of people, particularly an online community. Crowdsourcing offers several benefits such as access to a global talent pool, cost efficiency, speed, diversity of ideas, and flexibility. In the context of the International Network for Criminal Justice, crowdsourcing is seen as an innovative approach to collaborative

knowledge and wisdom exchange. It allows for the exploration of multiple sources of ideas, evidence and policy development, rather than relying on a single source. Furthermore, crowdsourcing aligns with IN-CJ's culture of intellectual pluralism, cognitive diversity and inclusivity. The aim is to influence policy development and professional practice indirectly or directly in criminal justice systems and jurisdictions. This suggests that crowdsourcing can play a significant role in fostering partnerships and facilitating exchanges within the IN-CJ network.

The question, then, is what crowdsourcing activities can be developed and anticipated in relation to the IN-CJ project, and what purpose can they serve in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.7 Social Value Creation

Social value, closely aligned with social responsibility practices, involves the broader impacts of programs, services, and operations on society, encompassing both financial and non-financial aspects. Social value is recognised as anything that contributes to community development, empowers individuals and groups of people, enhances organisational reputation, increases social impact, and facilitates better decision-making. In the context of IN-CJ, social value is deeply embedded in the network's operations. The values of peace, equality, sustainability, respect, accountability, inclusivity, curiosity, are combined with a recognition of the way knowledge, experience, and ideas exchange underpin all functions within IN-CJ. This unique space fosters a culture of inclusivity and indirectly influences policy development and professional practice in criminal justice. The development of social value, aligning with the principles of social responsibility, is seen as a crucial element in explaining the origins and purpose of the IN-CJ, reflecting its international, experiential, pragmatic, and values-driven approach.

This development model aims to explore, therefore, what value creation activities are best developed and anticipated in relation to the IN-CJ project, and what purpose they can best serve in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.8 Agency

Agency, in the context of community development practice, refers to the ability of individuals or groups to act independently, make their own choices, and effect change. An empowerment view of agency can enhance self-efficacy, increase engagement, foster resilience, and improve community outcomes. In the context of IN-CJ, agency is seen as a crucial element. It allows individuals to take ownership of their ideas, contribute their skills and intellect freely, and engage within the network to support each other. This sense of agency is fostered by the network's core values of peace, equality, sustainability, respect, accountability, inclusivity, curiosity, and recognition, which are embedded in the knowledge, experience, and ideas exchange within the IN-CJ.

How these forms of agency are anticipated and fostered in relation to the IN-CJ project, are a priority for the development model, which seeks to understand what purpose expectations of agency serve in in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*

- Curiosity: *for example...*
- Recognition: *for example...*

6.9 Social Capital

Social capital, in the context of community development practice, refers to the networks of relationships that enable a society to function effectively. Social capital is recognised for its ability to foster enhanced collaboration, improved communication, increased trust and reciprocity, and community resilience, all of which are beneficial for organisational and network development. In the context of the IN-CJ, social capital plays a crucial role. The IN-CJ serves as a bridge for individuals to connect and exchange ideas, fostering a sense of agency among its members and contributing to the development of social capital. This is facilitated by the network's core values of peace, equality, sustainability, respect, accountability, inclusivity, curiosity, and recognition. Furthermore, the provision of a 'soft space' for publishing allows individuals to take ownership of their ideas, further enhancing the network's social capital.

This development model will anticipate and evaluate how social capital can be articulated and manifested in relation to the IN-CJ project, while using social capital purposefully to serve the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.10 Policy Development

In policy development practice, an inclusive approach involves the active participation of all stakeholders, valuing diversity, and ensuring all voices are heard. This approach enhances the legitimacy and quality of policies, increases their responsiveness to the needs of all stakeholders, and fosters trust between the public and policymakers. In the context of IN-CJ, an inclusive approach to policy

development is crucial. The IN-CJ provides a platform for knowledge and experience exchange, fostering an inclusive and non-hierarchical environment. While not directly engaged in policy development, the IN-CJ indirectly influences it by enabling people to engage and gather information. This approach, coupled with the provision of a 'soft space' for interaction, allows individuals to take ownership of their ideas, thereby fostering inclusivity. The importance of asking the right questions and exploring differences across cultural and jurisdictional boundaries is emphasised as part of a virtuous cycle leading to more informed and inclusive policy practices.

This development model will track how and in what way the policy development process is operated and realised relation to the IN-CJ project, by asking what function the networks achieves in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.11 Publishing

IN-CJ has adopted an open-research and creative commons approach to publishing practice, which includes principles of transparency, accessibility, collaboration, and free sharing of knowledge, fosters the democratisation of knowledge, innovation, and research advancement. This inclusive model of publishing enhances accessibility of research and policy discussions, promotes diversity of perspectives, fosters collaboration, and improves the quality and relevance of research and policy in the field of criminal justice. In the context of IN-CJ, an inclusive approach to publishing is integral. IN-CJ fosters a culture of knowledge exchange and inclusivity, indirectly influencing policy development and professional practice. It provides a 'soft space' for engagement, allowing individuals to take ownership of their ideas and to explore those ideas with others. This platform for engagement and information gathering indirectly influences policy development, potentially kickstarting a publishing culture and building formal relationships between institutions. The importance of asking the right

questions, and exploring differences across cultural and jurisdictional boundaries, is also emphasised, leading to more informed and inclusive practices.

This development model asks to what extent it is possible to establish publishing opportunities that are emergent, iterative, collaborative and developmental. The models also questions what purpose this approach to publishing serves in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

6.12 Learning & Research

IN-CJ is supportive of the principles of open-access approaches to learning and research, using a creative commons approach to collaborative knowledge exchange, including a commitment to transparency, accessibility, collaboration, and free sharing of knowledge. This approach democratises knowledge, fosters innovation, and accelerates research advancement. An inclusive model of learning and research development enhances accessibility, promotes diversity of perspectives, fosters collaboration, and improves the quality and relevance of research and policy in the field of criminal justice. In the context of IN-CJ, as this inclusive approach to learning and research is vital. The IN-CJ provides a platform for knowledge and experience exchange, fostering an inclusive and non-hierarchical environment. It indirectly influences policy development by enabling people to engage and gather information, potentially kickstarting a publishing culture and building formal relationships between institutions. The provision of a 'soft space' for publishing and social interaction, allows individuals to take ownership of their ideas, fostering pluralism and divergence in thinking and the expression of ideas. The importance of asking the right questions and exploring differences across cultural and jurisdictional boundaries is also emphasised, leading to more informed and inclusive practices. The role of learning and research in the work of IN-CJ as it operates in the field of criminal justice, is not to celebrate ideas, but to test them.

This development models asks how learning and research activities are being developed and anticipated in relation to the IN-CJ project, and criminal justice practice more generally, and seeks to understand that purpose this serves in relation to the projects defined values:

- Equality: *for example...*
- Peace: *for example...*
- Sustainability: *for example...*
- Respect: *for example...*
- Accountability: *for example...*
- Inclusivity: *for example...*
- Curiosity: *for example...*
- Recognition: *for example...*

7 IN-CJ Methodology

The International Network for Criminal Justice (IN-CJ) utilises several communication processes and practices in order to support the community of practice and network development operations of the project. These are applied in support of these activities and aims:

- a) **Exchange of Ideas and Practices:** IN-CJ provides a platform for the exchange of ideas and practices between different professions and countries. This exchange can lead to improvements in the criminal justice system and broaden the picture of criminal justice, encouraging practitioners to look beyond their own jurisdictions and consider practices and policies in other places.
- b) **Internet as a Bridge:** The network is seen as a bridge over which people can walk to meet other people and engage with other ideas. The internet allows for more frequent and democratic exchanges, as people can walk over the Internet into the IN-CJ space.
- c) **Knowledge and Experience Exchange:** IN-CJ focuses on knowledge exchange and experience exchange, making it an international dialogue of ideas. This dialogue can help in understanding the complexities of dealing with crime.
- d) **Learning from Practices in Other Countries:** IN-CJ emphasises the importance of learning from practices in other countries. It believes that capable and thinking people in the probation service can learn a lot by looking at practice and policy elsewhere.
- e) **Publishing and Learning:** IN-CJ sees the need for a 'soft space' to publish, where people can take agency for their ideas without having to go through extensive processes to get papers published. It envisions using the IN-CJ's four development hubs to encourage people to put working papers and develop podcasts around the hubs' themes.
- f) **Research and Policy Development:** IN-CJ sees research as a cooperative effort across different institutions. For policy development, it emphasises the need for a forum for policy exchange that is conversational and relaxed, rather than a meeting of institutions.
- g) **Partnerships and Collaboration:** IN-CJ emphasises the importance of partnerships and collaboration. Partners can come together to win funding, do joint research, or develop an international project.
- h) **Communication:** IN-CJ sees the need for an intellectual paper and a leaflet to explain the origins and purpose of the network. This would help people understand the network's international, experiential, pragmatic, and values-driven approach.

In providing support for these activities, the communication processes and practices that IN-CJ utilise are intended to foster a culture of knowledge exchange and contribution, indirectly influencing policy development and professional practice in criminal justice through its values and the information it provides.

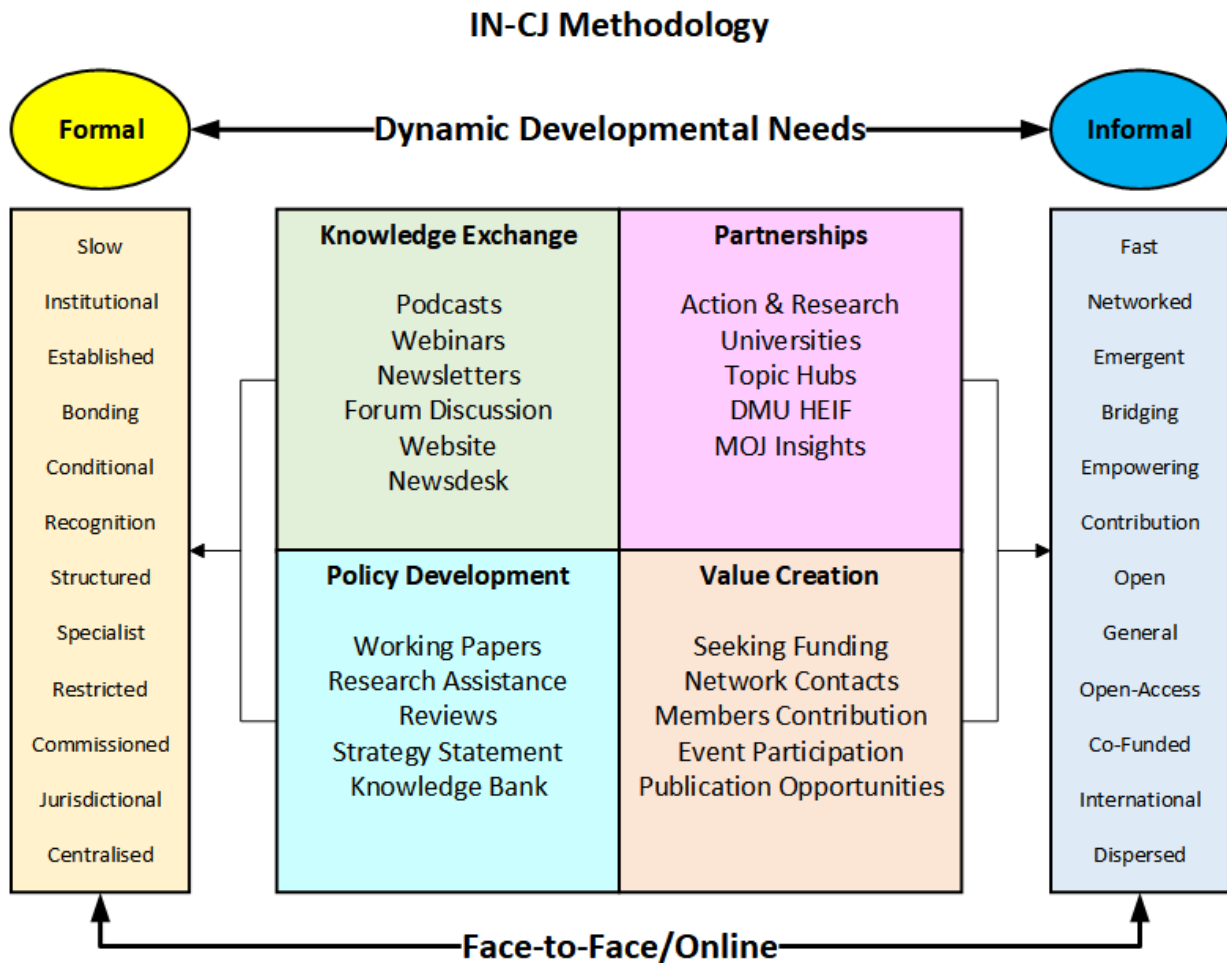


Figure 2 IN-CJ Methodology

How does each area of activity contribute towards the better understanding and experience of each practice field?

7.1 Community of Practice Development Model

In the context of communities of practice models noted in Figure 2, the distinction between formal and informal approaches to organisational development can be summarised as follows:

Informal Approach

- Communities of practice are frequently organised informally.
- Communities of practice are self-organising, meaning they set their own agendas and establish their own leadership.
- Membership in a community of practice is self-selected.
- Informal communities of practice have existed throughout history.

- Most communities of practice have no formal design and tend to be self-organising systems.

Formal Approach

- A group or organisation can use a canonical framework to implement communities of practice, in which formal rules or processes must be followed by members of the community.
- A non-canonical approach relies on informal "routines" that members do during their meetup "sessions".
- Specific managerial efforts are required to develop and integrate informal structures into the organisation.

Additionally, the informal approach to communities of practice, as characterised by self-organisation and self-selection, places an additional burden on using purposeful and active forms of community development and engagement. So, while the formal approach involves the implementation of rules or processes by the network centre, the information approach needs to understand the motivations and barriers that contributors may face, either perceived or material. In addition, both approaches require specific managerial efforts to develop and integrate them into the community and network, and this requires a commitment to community development that is suited to the circumstances.

As such, the formal and informal approaches to organisational development differ in several ways, and it is worth noting what these differences are in each set of circumstances, noting how they employ and operate different communication and management techniques that are then able to facilitate operational development in different ways. These can be distinguished as:

Formal Approaches

- Formal organisations use a top-down approach, where upper-level management is responsible for making decisions and setting goals.
- Formal organisational structures tends to be more hierarchical, with clear lines of authority and communication.
- Formal programs are structured, goal-oriented, and have on-site or online facilitators.
- In a formal organisational structure, the business operates under the guidelines of a written document that spells out the rules, regulations, and chain-of-command.
- Formal learning is strategically determined and organised, with methods such as face-to-face training, e-learning, and webinars used to ensure compliance.

Informal Approaches

- Informal organisations are self-organising, meaning they set their own agendas and establish their own leadership.
- Informal organisational structure is less hierarchical and relies on relationships forged between contributing members, cooperation between teams, and communication that focuses on identifying and achieving shared goals.
- Informal learning is unstructured, often unintended, and occurs outside of a conventional learning setting, often using tacit and asset-based community resources.
- Non-formal and informal learning approaches occur organically and without much structure, ranging from chatting with colleagues around the coffee machine to listening to a podcast on the bus.

To recap, formal approaches to organisational development tend to be more structured, hierarchical, and goal-oriented, while informal approaches are more self-organising, less hierarchical, and unstructured. Both approaches have their advantages and disadvantages, and the choice between them depends on the specific needs and goals of the project, the organisation and the network.

7.2 Dynamic Interaction Between Formal and Informal Modes

One example of a dynamic development model that facilitates interaction between both formal and informal activities in a network or community of practice setting, is the incorporation of communities of practice into professional development. This model involves creating a shared sense of meaning, and engaging in knowledge building among practitioners, through informal networks that support the group. The model can be implemented by allowing employees to select their group based on their interests, noting how and in what way they interact with other members, particularly as they are freely based on topics that attract them the most. The membership of communities of practice is voluntary, and the regular project teams get dissolved once they deliver a specific set of outputs, which does not apply to any of the emergent communities of practice.

The effectiveness of the model can be improved by allowing the communities of practice to be self-organising systems with a natural life. The communities of practice should not be created in a vacuum, and the task is to identify such groups and help them come together as communities of practice. In the case of IN-CJ this is around the work of the 'hubs'. The third step is to appreciate the paradox that these informal structures require specific managerial efforts to develop them and to integrate them into the culture of a network or organisation. Communities of practice are mostly informal and distinct from organisational units. They move through various stages of development that

can be characterised by different levels of interaction among the members and different kinds of activities. To develop the capacity to create and retain knowledge, organisations and networks therefore need to build institutional and technological infrastructures that do not dismiss or impede these communities, but rather recognise, support, and leverage them.

The incorporation of communities of practice into professional development is a dynamic development approach that facilitates interaction between both formal and informal activities in a network or community of practice. It involves creating a shared meaning and engaging in knowledge building among practitioners through informal networks that support the group. The model can be designed to be effective by allowing the communities of practice to be self-organising systems with a natural life, identifying such groups, and appreciating the paradox that these informal structures require specific managerial efforts to develop them and to integrate them into the organisation.

When implementing a dynamic development model for communities of practice, organisations may face several challenges, including:

- **Engaging all Contributors:** One challenge lies in ensuring that all potential contributors equally participate in a community of practice. It can be difficult to encourage active engagement from all members, especially if participation is voluntary.
- **Explaining the Importance:** Organisations may face a management challenge in explaining the importance of communities of practice to both the organisation and its wider network. Some individuals may not immediately recognise the value of participating in these communities and may require convincing.
- **Evaluating Effectiveness:** Evaluating the effectiveness of communities of practice can be problematic. The outcomes and effects of a community of practice may not be directly linked to specific tasks and may be influenced by other contextual factors. Additionally, the effects may only become apparent over time, requiring suitable steps for evaluation.
- **Sustaining Interest and Commitment:** Maintaining the interest and commitment of community members can be a challenge. Communities of practice rely on the passion, commitment, and shared expertise of its members to keep them together. It is important to foster an environment that sustains the group and keeps members focused on their shared vision.
- **Differentiating from Informal Networks:** Differentiating communities of practice from informal networks can be challenging. Informal networks often have shallow interest in professional development, while communities of practice are composed of individuals with a shared commitment and expertise.
- **Integration into the Organisation:** Integrating communities of practice into the organisation or network requires specific managerial efforts. It is important to recognise and support these informal structures, while also integrating them into the formal organisational structure to leverage their full potential.

Challenges that are faced when implementing a dynamic development model for communities of practice include: engaging all employees, explaining the importance of communities of practice, evaluating effectiveness, sustaining interest and commitment, differentiating from informal networks, and integrating into the organisation. Overcoming these challenges requires careful planning, effective communication, and ongoing support from management.

7.3 Communication Strategy

Creating an inclusive communication strategy for communities of practice holds significant importance in fostering innovation and intercultural understanding. Such a strategy promotes collaboration, knowledge sharing, and the exchange of diverse perspectives, leading to enhanced creativity and innovative solutions. By encouraging meaningful dialogue and respecting different cultural viewpoints, it strengthens relationships, trust, and engagement among community members. Additionally, an inclusive communication approach addresses potential barriers, ensuring effective communication channels and facilitating a thriving and goal-oriented community. This includes:

- **Promoting Collaboration and Knowledge Sharing:** An inclusive communication strategy encourages members from diverse backgrounds and cultures to actively participate and share their unique perspectives and experiences. This promotes collaboration and the exchange of ideas, leading to innovative solutions and approaches.
- **Fostering Intercultural Understanding:** Intercultural understanding is crucial in today's globalised world. An inclusive communication strategy creates a safe and respectful environment where individuals from different cultures can engage in meaningful dialogue, learn from one another, and develop a deeper understanding of different cultural perspectives.
- **Enhances Creativity and Innovation:** Inclusive communication allows for the integration of diverse ideas, knowledge, and experiences. When individuals from different cultural backgrounds come together, they bring a variety of insights and approaches to problem-solving, leading to enhanced creativity and innovation.
- **Strengthens Relationships and Trust:** Inclusive communication builds trust and strengthens relationships among community members. By actively listening, valuing diverse opinions, and creating space for open dialogue, an inclusive communication strategy fosters a sense of belonging and mutual respect within the community.
- **Increases Engagement and Participation:** An inclusive communication strategy ensures that all community members feel valued and included. This can lead to increased engagement and participation, as individuals are more likely to contribute their ideas and expertise when they feel their voices are heard and respected.
- **Addresses Communication Barriers:** Inclusive communication strategies consider potential communication barriers, such as language differences or cultural norms. By providing clear and accessible communication channels, translation support, or cultural sensitivity training,

organisations can overcome these barriers and facilitate effective communication within the community.

Designing an inclusive communication strategy for communities of practice is essential, therefore, for fostering innovation and intercultural understanding. It promotes collaboration, intercultural understanding, creativity, trust, engagement, and addresses communication barriers. By embracing diversity and creating an inclusive communication environment, communities of practice can thrive and achieve their goals more effectively.

IN-CJ therefore seeks to use any appropriate communications platform and approach to facilitate the development of the network as a community of practice, including:

- **Using a Variety of Communication Channels:** Communities of practice can communicate through electronic discussion lists, bulletin boards, web-based meetings, teleconferences, face-to-face meetings, chat rooms, and social media. Using a variety of communication channels can help members stay connected and engaged.
- **Producing Regular Communication:** Regular communication via email and the dedicated workspace can cultivate ongoing participation, learning, and content creation by the community. Regular communication can also help to sustain interest and commitment among members.
- **Creating a Shared Identity:** Communities of practice have a shared identity built around their common interest. Creating a shared identity can help members feel a sense of belonging and encourage participation.
- **Encouraging Collaboration and Knowledge Sharing:** Communities of practice collaborate and communicate, sharing knowledge between one another as a community. Encouraging collaboration and knowledge sharing can help members learn from each other and build a collective intelligence.
- **Monitoring the Community:** Monitoring the community regularly by asking for feedback, tracking participation, and evaluating the effectiveness of the community can help to identify areas for improvement and ensure that the community is meeting its goals.
- **Designing Effective Communities of Practice:** Most communities of practice have no formal design and tend to be self-organising systems. However, designing effective communities of practice can involve identifying such groups, helping them come together as communities of practice, and integrating them into the formal organisational structure to leverage their full potential.

An effective and inclusive communications strategy for communities of practice, moreover, will include using a variety of communication channels, regular communication, creating a shared identity,

encouraging collaboration and knowledge sharing, monitoring the community, and designing effective communities of practice. By implementing these strategies, organisations can foster an environment that sustains the group and keeps members focused on their shared vision.

7.4 Monitoring and Activity Tracking

Organisations and networks can employ various methods to monitor and track activity in a community of practice. These include seeking regular feedback from members, using metrics to measure progress and effectiveness, implementing an observational monitoring system to track major events, and employing process and outcome measures to gauge success. Additionally, maintaining regular communication and designing effective communities of practice contribute to effective monitoring and goal achievement. By utilising these approaches, organisations can ensure their communities of practice function optimally and meet their objectives.

To monitor and track activity in a community of practice, organisations and networks can consider the following methods:

- **Regular Feedback:** Regularly asking for feedback from members can help to monitor the community's progress and identify areas for improvement.
- **Use of Metrics:** Metrics can be used to track the community's progress and measure its effectiveness. Metrics can include the number of members, the frequency of communication, and the level of engagement.
- **Observational Monitoring System:** An observational monitoring system can be used to track major events and accomplishments of the community. This can help to identify areas where the community is not producing the desired effects.
- **Process and Outcome Measures:** Process and outcome measures can be used to track the community's progress and measure its effectiveness. Process measures can include the frequency of communication, while outcome measures can include the level of engagement and the number of new ideas generated.
- **Regular Communication:** Regular communication via email and the dedicated workspace can help to monitor the community's progress and identify areas for improvement. Regular communication can also help to sustain interest and commitment among members.
- **Design Effective Communities of Practice:** Designing effective communities of practice can involve identifying such groups, helping them come together as communities of practice, and integrating them into the formal organisational structure to leverage their full potential. This can help to ensure that the community is functioning effectively and meeting its goals.

To monitor and track activity in a community of practice, organisations can use regular feedback, metrics, an observational monitoring system, process and outcome measures, regular communication, and design effective communities of practice. By implementing these methods, organisations can ensure that the community is functioning effectively and meeting its goals.

7.5 Outcome Monitoring and Evaluation

An inclusive and accountable model for evaluating a community of practice is crucial for various reasons. Firstly, it ensures fairness and equity by giving all members an equal opportunity to contribute and be recognised for their efforts. Secondly, it promotes diversity and inclusion by valuing the contributions of individuals from different backgrounds and fostering intercultural understanding. Thirdly, it encourages accountability by holding individuals and the community responsible for their actions and outcomes. Additionally, the model enhances learning and improvement through valuable feedback, identifies areas for development, and aligns the community's values with its activities. Lastly, it supports decision-making by providing evidence-based information for future actions and resource allocation. By adopting such a model, organisations can effectively assess the community's performance, leading to a culture of continuous learning and growth.

Developing an inclusive and accountable model for the evaluation of a community of practice is important for several reasons:

- **Ensures Fairness and Equity:** An inclusive evaluation model ensures that all members of the community of practice have an equal opportunity to contribute and be recognised for their efforts. It avoids biases and promotes fairness in assessing the performance and impact of individuals and the community as a whole.
- **Promotes Diversity and Inclusion:** An inclusive evaluation model considers the diverse perspectives, experiences, and cultural backgrounds of community members. It recognises and values the contributions of individuals from different backgrounds, fostering a sense of belonging and promoting intercultural understanding.
- **Encourages Accountability:** An accountable evaluation model holds both individuals and the community accountable for their actions and outcomes. It establishes clear expectations and measures to assess the effectiveness and impact of the community's activities and practices.
- **Enhances Learning and Improvement:** An accountable evaluation model provides valuable feedback and insights that can be used to improve the community's activities and practices. It helps identify strengths, weaknesses, and areas for development, enabling continuous learning and growth.
- **Aligns Values with Activities:** An inclusive and accountable evaluation model ensures that the values of the community of practice are aligned with its activities and practices. It helps

assess whether the community is living up to its shared values and goals, and whether its activities are contributing to the desired outcomes.

- **Supports Decision-Making:** An evaluation model provides evidence-based information that can inform decision-making processes within the community of practice and the broader organisation. It helps identify areas of success and areas that require attention or improvement, guiding future actions and resource allocation.

Developing an inclusive and accountable model for the evaluation of a community of practice is important as it ensures fairness, promotes diversity and inclusion, encourages accountability, enhances learning and improvement, aligns values with activities, and supports decision-making. By implementing such a model, organisations can effectively assess the performance and impact of their communities of practice and foster a culture of continuous learning and improvement.

7.6 Evaluation Monitoring and Tracking

The benefits and principles associated with the evaluation and monitoring of activities within a community of practice are as follows:

Benefits:

- **Improving Program Performance:** Monitoring and evaluation help identify areas where resources are being used inefficiently and where improvements can be made to enhance program performance.
- **Achieving Desired Outcomes:** By regularly tracking progress and assessing performance, monitoring and evaluation ensure that the community of practice is on track to achieve its desired outcomes.
- **Preventing Waste and Reducing Costs:** Monitoring and evaluation help identify issues early on, preventing them from becoming larger problems that require more resources to address. This proactive approach can help prevent waste and reduce costs in the long run.
- **Maintaining Order and Staying Organised:** Monitoring and evaluation aid Organisations in maintaining order and staying organised by providing a systematic approach to track and assess the community's activities and progress.
- **Demonstrating Success and Impact:** Monitoring and evaluation provide conclusive proof of whether the community of practice is producing the desired results. This data can be shared with stakeholders, such as funders, partners, and beneficiaries, to demonstrate the impact and efficacy of the program.

Principles:

- **Learning:** Monitoring and evaluation should be driven by a learning mindset, aiming to continuously improve the community's activities and practices.

- **Accountability:** Evaluation should hold individuals and the community accountable for their actions and outcomes, ensuring transparency and responsibility.
- **Participatory Approach:** Evaluation should involve the active participation of community members, allowing them to contribute to the evaluation process and decision-making.
- **Knowledge Sharing:** Communities of practice should capture and diffuse existing knowledge, providing a forum for identifying solutions to common problems and improving practice.
- **Problem-Solving:** Evaluation should focus on identifying and addressing challenges and problems within the community, promoting problem-solving and continuous improvement.

Undertaking evaluation and monitoring over time as a project progresses can be done by:

- Establishing a monitoring system with process and outcome measures, an observational monitoring system, and regular feedback on performance.
- Regularly collecting and analysing data on the community's activities, engagement levels, and outcomes to track progress and assess performance.
- Conducting periodic evaluations to assess the effectiveness and impact of the community's activities, identifying areas for improvement, and making necessary adjustments.
- Involving community members in the evaluation process through participatory approaches, such as surveys, focus groups, or interviews, to gather their perspectives and insights.
- Using the evaluation findings to inform decision-making, improve practices, and guide resource allocation as the project progresses.

By adhering to these principles and implementing a systematic approach to evaluation and monitoring, communities of practice can continuously learn, improve, and achieve their desired outcomes. For each aspect of IN-CJ activity, and each mode of engagement, this will require tracking of the processes associated with:

- Podcasts
- Webinars
- Newsletter
- Forum Discussion
- Website
- Newsdesk
- Topic Hubs
- Project Activity

- Partnership Activity
- Working Papers
- Research Activity
- Reviews
- Strategy Development
- Knowledge Banking
- Funding Applications
- Network Contacts
- Members Contributions
- Event Participation
- Publication Opportunities

8 IN-CJ Thematic Principles

Each area of activity can be assessed according to its informal or formal function within the network and the community of practice, and can be assessed on the basis of the need to categorise and understand the phenomenon of operation in each setting and milieu. These are initial terms that introduce a lexicon to the evaluation model that need to be tested and considered iteratively and as part of the developmental process itself.

8.1 Formal Operational Modes

8.1.1 Slow

While there may be situations where slow progress or gradual undertakings can be beneficial, it is essential to note that the benefits of slow speed in network development, community of practice theory, change management, and policy development might be limited and context specific. Here are some potential scenarios where a slower approach could be advantageous:

- **Thoroughness and Quality:** Taking time with network development, community of practice formation, change management, and policy development allows for a more in-depth analysis and consideration of various factors. This can result in better-designed strategies, policies, and initiatives with higher chances of success and sustainability.
- **Incremental Progress:** Incremental progress can be useful in complex or uncertain environments. Gradual steps and adjustments can help the community or Organisation adapt to changing conditions more effectively, reducing the risk of making hasty or ill-informed decisions.
- **Stakeholder Engagement:** Slower processes can provide more opportunities for stakeholder engagement and involvement. Inclusive decision-making processes and collaborative efforts may lead to better buy-in, increased support, and a stronger sense of ownership among those affected.
- **Reduced Disruption:** In certain contexts, rapid and radical changes can cause disruptions or resistance. A slower pace allows for a smoother transition, giving people time to adjust and align with the proposed changes.
- **Resource Constraints:** Limited resources, such as funding or personnel, might necessitate a slower approach. Gradual progress could be the most feasible option in situations where resources are scarce.
- **Consensus Building:** Complex policy or change initiatives often require consensus among diverse stakeholders. Taking time for dialogue, negotiation, and compromise can lead to more inclusive and widely accepted solutions.

- **Learning and Reflection:** A slower pace can provide more time for learning, reflection, and course correction. This can lead to deeper insights, improved strategies, and a better understanding of the challenges and opportunities at hand.

However, it is crucial to balance the benefits of a slower approach with the need for agility, responsiveness, and timely action. In rapidly evolving environments or urgent situations, delays in network development, community engagement, change implementation, or policy development could lead to missed opportunities or suboptimal outcomes. As such, the pace of these activities should be carefully considered based on the specific context, objectives, and constraints involved.

8.1.2 Institutional

Undertaking activities within an institutional context or framework can bring several benefits to network development, community of practice initiatives, change management, and policy development:

- **Organisational Support:** Institutions provide a structured and supportive environment for these activities. They can allocate resources, provide expertise, and offer guidance, which enhances the effectiveness and success of the initiatives.
- **Sustainability:** Institutional frameworks promote long-term planning and stability. By embedding these activities within an institution, there is a higher likelihood of continuity and sustainability, even when individual members or leaders change.
- **Scale and Reach:** Institutions often have established networks and broader reach, allowing the activities to extend to a larger audience or community. This broader engagement can lead to increased impact and knowledge dissemination.
- **Credibility and Trust:** Working within an institutional context lends credibility and trust to the initiatives. Institutions are seen as reliable and authoritative, which can enhance stakeholder buy-in and support.
- **Learning and Knowledge Management:** Institutions excel at knowledge management and learning. They can systematically capture and share best practices, lessons learned, and insights gained from these activities, fostering continuous improvement.
- **Effective Policy Implementation:** An institutional framework can streamline the policy development process, ensuring adherence to regulations, legal requirements, and ethical standards. This increases the chances of successful policy implementation.
- **Stakeholder Collaboration:** Institutions often collaborate with various stakeholders, including government bodies, NGOs, and industry partners. This collaboration facilitates information exchange, joint problem-solving, and alignment of interests.

- **Capacity Building:** Institutional frameworks offer opportunities for capacity building and professional development. Members involved in these activities can gain new skills and knowledge, enhancing their expertise and contributing to the overall effectiveness of the initiatives.
- **Risk Management:** Institutions are equipped to manage risks effectively. By conducting risk assessments and developing contingency plans, they can mitigate potential challenges that may arise during these activities.
- **Accountability and Evaluation:** Institutional contexts emphasise accountability and evaluation. Regular assessments and reporting ensure that the initiatives stay on track and achieve their intended outcomes.
- **Policy Advocacy:** Working within an institutional framework can provide a platform for policy advocacy. Institutions can advocate for policy changes at higher levels of governance, creating an enabling environment for the initiatives.

Overall, undertaking these activities within an institutional context or framework offers a robust and well-supported foundation for success. The benefits of Organisational support, sustainability, credibility, knowledge management, and collaboration enhance the overall impact and effectiveness of network development, community of practice initiatives, change management efforts, and policy development.

8.1.3 Established

Undertaking these activities within an established context or framework offers several benefits that contribute to the effectiveness, efficiency, and overall success of the initiatives:

- **Clear Structure and Guidelines:** Established contexts or frameworks provide clear structures and guidelines for conducting activities. This clarity helps in setting goals, defining roles and responsibilities, and ensuring alignment with the Organisation's objectives.
- **Resource Allocation:** Within an established framework, resource allocation is usually well-defined and predictable. This allows for better planning and utilisation of resources, ensuring that the initiatives have the necessary support to thrive.
- **Reduced Redundancy:** An established context often includes existing systems and processes that can be leveraged to avoid duplication of effort. This streamlines the implementation of activities and minimizes unnecessary redundancy.
- **Expertise and Knowledge Base:** Established contexts often have access to a pool of expertise and a knowledge base that can be tapped into for guidance and support. This knowledge repository can help inform decision-making and lead to better-informed strategies.
- **Stakeholder Trust:** An established context or framework fosters trust among stakeholders, as they are familiar with the Organisation's reputation, track record, and commitment to

achieving objectives. This trust can lead to increased support and cooperation from stakeholders.

- **Continuous Improvement:** Over time, an established context enables continuous improvement by incorporating lessons learned from previous activities. This iterative approach enhances the effectiveness of future initiatives and increases the likelihood of achieving desired outcomes.
- **Streamlined Decision-Making:** Established contexts typically have established decision-making processes. This streamlining helps in resolving challenges, making timely decisions, and adapting to changing circumstances more efficiently.
- **Sustainable Impact:** Initiatives within an established context are more likely to have a lasting impact since they can build upon existing relationships and infrastructure. This sustainability ensures that efforts continue beyond individual projects.
- **Organisational Learning:** Operating within an established framework fosters Organisational learning. The Organisation can adapt and evolve based on insights gained from these activities, leading to a more adaptive and resilient institution.
- **Risk Mitigation:** An established context allows for better risk assessment and mitigation. Organisations can draw from past experiences and employ risk management strategies to address potential challenges effectively.
- **Networking Opportunities:** Established contexts often provide access to valuable networking opportunities, such as collaborations with other organisations, partners, or experts. These connections can lead to new partnerships and increased knowledge exchange.

Undertaking these activities within an established context or framework provides a solid foundation for success. The presence of clear structures, resource allocation, expertise, stakeholder trust, continuous improvement, and streamlined decision-making contributes to the overall effectiveness and impact of the initiatives. Moreover, the sustainable impact and Organisational learning gained from operating within an established context further enhance the benefits of conducting activities within such a framework.

8.1.4 Bonding

Undertaking these activities within a context or framework with high levels of bonding social capital offers several significant benefits, as bonding social capital refers to strong connections and relationships among individuals or groups within a specific community or organisation. Here are some advantages:

- **Trust and Cooperation:** High levels of bonding social capital indicate that there is a strong foundation of trust and cooperation among the members. This trust fosters open

communication, collaboration, and a willingness to share resources and information, leading to more effective teamwork and problem-solving.

- **Knowledge Sharing and Learning:** In a context with strong bonding social capital, individuals are more likely to share their knowledge and expertise with others. This knowledge-sharing culture promotes continuous learning, innovation, and the adoption of best practices, leading to improved outcomes.
- **Rapid Information Dissemination:** Information spreads quickly and effectively within a tightly knit community with high bonding social capital. This rapid dissemination of information ensures that updates, insights, and critical knowledge reach relevant stakeholders promptly, facilitating timely decision-making and action.
- **Support and Empowerment:** Individuals within a community with strong bonding social capital often feel supported and empowered. This supportive environment boosts motivation and engagement, leading to increased commitment to the initiatives and a sense of ownership.
- **Risk-Taking and Experimentation:** When individuals feel supported and have strong social ties, they are more likely to take calculated risks and engage in experimentation. This willingness to explore new ideas and approaches can lead to greater innovation and creativity within the activities.
- **Flexibility and Adaptability:** High bonding social capital enables the community to adapt quickly to changes and challenges. Strong relationships foster a sense of resilience and flexibility, allowing the group to navigate unforeseen circumstances more effectively.
- **Conflict Resolution:** In a context with strong bonding social capital, conflicts are more likely to be resolved constructively. The trust and strong ties among individuals facilitate open dialogue and problem-solving, minimizing potential disruptions to the activities.
- **Inclusivity and Participation:** A community with high bonding social capital tends to be more inclusive and participatory. Members feel comfortable expressing their ideas and opinions, leading to a diverse range of perspectives and fostering a sense of belonging.
- **Long-Term Commitment:** Bonding social capital often leads to long-term commitments and sustained engagement with the initiatives. The strong sense of community and camaraderie encourages individuals to stay involved and invested in the activities over the long term.
- **Positive Organisational Culture:** A context with high bonding social capital typically has a positive Organisational culture, characterised by support, collaboration, and a shared sense of purpose. This positive culture contributes to a more conducive and productive work environment.

Undertaking these activities within a context or framework with high levels of bonding social capital leads to enhanced trust, cooperation, knowledge sharing, support, and empowerment. The positive social dynamics fostered by strong social ties contribute to rapid information dissemination, risk-taking, flexibility, conflict resolution, inclusivity, and long-term commitment. All these factors combine to create a favourable environment for successful and sustainable initiatives.

8.1.5 Conditional

Undertaking these activities within a context or framework with high levels of conditionality and limited by inflexible circumstances can present challenges, but it can also offer some potential benefits:

Benefits:

- **Clarity in Expectations:** High levels of conditionality can provide clear expectations and criteria for the activities. This clarity helps in defining goals, deliverables, and the desired outcomes, ensuring that efforts are directed towards specific objectives.
- **Accountability:** Conditionality often requires specific actions or compliance with certain standards. This can foster accountability among participants, as they are required to adhere to predefined guidelines and demonstrate progress towards meeting conditions.
- **Resource Allocation:** Conditionality can help allocate resources strategically, as they are tied to specific conditions or milestones. This can lead to efficient resource utilisation and alignment with the prioritised aspects of the initiatives.
- **Focus and Prioritization:** Inflexible circumstances may necessitate a focused approach. Participants may prioritise essential aspects of the activities, leading to more concentrated efforts and streamlined decision-making.
- **Risk Mitigation:** Inflexible circumstances might limit certain options or possibilities, but they can also serve as risk mitigation measures. By setting strict parameters, potential risks and uncertainties can be minimised or avoided.

Challenges:

- **Creativity and Innovation Constraints:** High conditionality and inflexible circumstances may limit opportunities for creativity and innovation. Participants might be bound by rigid guidelines, which could stifle the exploration of novel approaches or solutions.
- **Adaptability and Resilience:** Inflexible circumstances can make it challenging to adapt to unforeseen changes or respond to dynamic environments. Participants may struggle to adjust their strategies when conditions do not align with expectations.
- **Lack of Customization:** Conditionality and inflexible circumstances might not account for the unique needs or context of individual participants or projects. This lack of customization can hinder the tailored approach required for specific situations.
- **Limited Problem-Solving Options:** Participants may face restricted problem-solving options due to the constraints imposed by conditionality and inflexible circumstances. This limitation could impede the ability to address complex challenges effectively.
- **Potential Compliance Issues:** High conditionality may lead to a focus on meeting specific criteria rather than achieving meaningful outcomes. This could result in a box-ticking approach that compromises the true impact of the initiatives.

Overall, undertaking activities within a context or framework with high levels of conditionality and limited by inflexible circumstances requires careful consideration of the trade-offs between clarity and accountability versus constraints and challenges. While conditionality can offer clear guidelines and resource allocation, inflexible circumstances may hinder adaptability and creativity. Balancing these factors is essential to ensuring the initiatives' success while navigating the limitations posed by the context or framework.

8.1.6 Recognition

Undertaking these activities in a context or framework that emphasises social recognition and professional status offers several valuable benefits that leverage motivation, expertise, and a sense of belonging:

- **Increased Motivation and Engagement:** Emphasising social recognition and professional status can boost participants' motivation and engagement. The acknowledgment of their contributions and achievements enhances their sense of value and worth within the community.
- **Validation and Encouragement:** Social recognition and professional status validate participants' expertise and efforts. This validation provides encouragement to continue their active involvement and pursue excellence in their contributions.
- **Elevated Professional Development:** Participants may strive for higher levels of professional development to attain greater recognition and status within the community. This pursuit of growth benefits both individuals and the collective expertise of the community.
- **Fostering a Culture of Excellence:** Emphasising professional status promotes a culture of excellence and continuous improvement. Participants are incentivized to showcase their best work and contribute to raising the overall standard of the activities.
- **Building a Network of Experts:** An emphasis on professional status attracts and retains experts in the field. The community becomes a hub for top-tier professionals, leading to a network of specialists who can collectively tackle complex challenges.
- **Peer Learning and Collaboration:** Social recognition and professional status encourage peer learning and collaboration. Participants are more likely to seek out and collaborate with others who share similar levels of expertise.
- **Attracting External Partners and Resources:** A community that values social recognition and professional status may attract external partners and resources. Organisations and stakeholders are more likely to invest in initiatives led by recognised experts.
- **Enhanced Reputation and Credibility:** A community with a focus on professional status gains enhanced reputation and credibility. This reputation can attract a wider audience and increase the community's influence and impact.

- **Supporting Career Advancement:** Participants may view the community as a platform for career advancement. Active involvement and recognition within the community can positively influence participants' career trajectories.
- **Building Trust and Collaboration:** Emphasising social recognition fosters trust and collaboration among participants. They are more likely to cooperate and share knowledge, knowing their contributions are valued and respected.
- **Promoting Ethical and Responsible Practices:** Professional status emphasises ethical and responsible practices. Participants uphold high standards, which contribute to the community's reputation and integrity.
- **Creating a Sense of Belonging:** Participants who receive social recognition and professional status experience a sense of belonging within the community. This sense of belonging cultivates a positive and supportive community culture.

Overall, undertaking activities in a context or framework that emphasises social recognition and professional status offers benefits such as increased motivation and engagement, validation and encouragement, elevated professional development, fostering a culture of excellence, building a network of experts, peer learning and collaboration, attracting external partners and resources, enhanced reputation and credibility, supporting career advancement, building trust and collaboration, promoting ethical and responsible practices, and creating a sense of belonging. Emphasising social recognition and professional status nurtures a community of experts who are driven to excel, collaborate, and collectively elevate the impact and success of the activities they undertake.

8.1.7 Structured

Undertaking these activities within a context or framework with high levels of structure and hierarchical processes can offer several benefits, as well as potential challenges. Here are some advantages of such a context:

Benefits:

- **Clear Roles and Responsibilities:** High levels of structure and hierarchy provide clear delineation of roles and responsibilities. Participants know their specific tasks and areas of authority, which can lead to streamlined decision-making and efficient coordination.
- **Organisational Efficiency:** Hierarchical processes can contribute to Organisational efficiency by establishing well-defined chains of command and communication. This facilitates the flow of information and ensures that actions are taken in a coordinated manner.
- **Resource Allocation and Management:** Structured frameworks often include systematic resource allocation and management. This ensures that resources, such as funding and personnel, are appropriately distributed and utilized to support the activities effectively.

- **Accountability and Performance Evaluation:** Hierarchical structures typically include mechanisms for accountability and performance evaluation. Participants are held responsible for their actions and outcomes, promoting a sense of responsibility and commitment to achieving goals.
- **Scale and Scope:** High levels of structure can accommodate large-scale initiatives or activities involving multiple stakeholders. The hierarchical processes help manage complex projects with a wide scope and diverse participants.

Challenges:

- **Flexibility and Adaptability:** A highly structured context might struggle to adapt quickly to changing circumstances or unexpected challenges. The rigid nature of hierarchical processes may hinder the ability to respond nimbly to evolving situations.
- **Innovation and Creativity Constraints:** Hierarchical structures can sometimes limit opportunities for innovation and creativity. Participants may be bound by predetermined protocols, making it challenging to explore unconventional approaches.
- **Bureaucracy and Red Tape:** Excessive structure and hierarchy can lead to bureaucratic procedures and unnecessary red tape, which might slow down decision-making and hinder efficiency.
- **Communication Barriers:** In a highly structured context, communication may primarily follow predefined channels, which can result in limited cross-functional collaboration and information flow.
- **Top-Down Decision-Making:** Hierarchical processes often involve top-down decision-making, which might not fully leverage the expertise and insights of all participants. This approach could overlook valuable input from those at lower levels of the hierarchy.

Overall, undertaking activities within a context or framework with high levels of structure and hierarchical processes can provide clarity, efficiency, and effective resource management. However, it may also present challenges related to flexibility, innovation, bureaucracy, communication, and decision-making. Striking the right balance between structure and flexibility is essential to ensure the initiatives' success while fostering an environment that encourages innovation and responsiveness to evolving needs.

8.1.8 Specialist

Undertaking these activities within a context or framework with high levels of specialism and the need for significant levels of professional expertise can offer several benefits:

- **High-Quality Outputs:** The emphasis on specialised knowledge and professional expertise ensures that the activities are conducted at a high standard. Participants with specialised skills can deliver outputs of superior quality, leading to better results and outcomes.
- **Innovation and Advanced Problem-Solving:** High levels of specialism often lead to innovative problem-solving approaches. Participants with deep expertise can propose creative solutions and apply cutting-edge practices, contributing to the overall effectiveness of the initiatives.
- **Efficient Resource Utilisation:** Specialised professionals are more likely to make efficient use of resources. Their expertise allows them to identify the most effective strategies and avoid unnecessary waste of time and materials.
- **Expert Guidance and Leadership:** A context with high levels of specialism benefits from the presence of expert guidance and leadership. Experienced professionals can provide valuable insights, mentorship, and direction to others involved in the activities.
- **Enhanced Collaboration and Teamwork:** In a context where participants possess specialised skills, collaboration becomes more effective. The complementarity of expertise allows for synergies and teamwork, leading to greater efficiency and innovation.
- **Professional Development Opportunities:** Undertaking activities in a specialised context provides opportunities for participants to enhance their professional skills and knowledge. This continuous professional development benefits both individuals and the initiatives they contribute to.
- **Accurate and Informed Decision-Making:** The presence of specialised expertise ensures that decisions are based on accurate information and well-founded analyses. This reduces the likelihood of errors and facilitates informed decision-making.
- **Ability to Tackle Complex Challenges:** Highly specialised professionals are better equipped to address complex challenges and intricacies within the activities. Their deep understanding allows for comprehensive problem-solving and effective handling of intricate tasks.
- **Credibility and Trust:** A context with high levels of specialism fosters credibility and trust among stakeholders. The presence of experts and professionals enhances the reputation of the initiatives and instils confidence in the outcomes.
- **Capacity for Continuous Improvement:** Specialised professionals are committed to continuous improvement and staying abreast of advancements in their fields. This dedication to learning and growth contributes to the ongoing success of the activities.

Overall, undertaking activities within a context or framework with high levels of specialism and the need for significant levels of professional expertise can lead to superior outputs, advanced problem-solving, efficient resource utilisation, expert guidance, and enhanced collaboration. The presence of specialised skills enables accurate decision-making, the ability to tackle complex challenges, and credibility among stakeholders. Moreover, the opportunities for professional development and the

capacity for continuous improvement contribute to the sustained success of the initiatives over time.

8.1.9 Restricted

Undertaking these activities within a context or framework characterised by closed and restricted access or limited permissions for action by individuals or groups involved can present certain benefits, but it also comes with several challenges. Here are some potential benefits of such a context:

Benefits:

- **Controlled Information Flow:** Closed and restricted access allows for better control over the flow of sensitive or confidential information. This can be particularly important when dealing with proprietary data, classified information, or privacy concerns.
- **Enhanced Security:** Restricted access can enhance the security of the activities by limiting the exposure of critical assets or resources. This reduces the risk of unauthorized access, misuse, or data breaches.
- **Maintaining Compliance:** In some cases, closed and restricted access is necessary to ensure compliance with regulations or legal requirements. Adhering to specific permissions and restrictions helps avoid potential legal liabilities.
- **Minimising Disruptions:** Limiting permissions for action can prevent unauthorized changes or disruptions to ongoing activities. This controlled environment can ensure that only authorized individuals are allowed to make critical decisions or modifications.

Challenges:

- **Limited Collaboration and Input:** Closed and restricted access might hinder collaboration and input from a diverse range of stakeholders. Without open participation, valuable insights and ideas from various perspectives could be missed.
- **Slower Decision-Making:** When permissions for action are limited to a few individuals or groups, decision-making processes can become slower and less agile. Delays in obtaining approvals or authorizations may impede progress.
- **Innovation Constraints:** A closed environment may stifle innovation and creativity. New ideas and approaches from individuals or groups outside the restricted circle may not be considered, limiting the potential for novel solutions.
- **Lack of Ownership and Engagement:** Restricted access might lead to a lack of ownership and engagement among participants who feel excluded from decision-making or unable to contribute fully to the activities.
- **Transparency and Accountability Concerns:** A lack of transparency due to restricted access may raise concerns about accountability and fairness. It could lead to perceptions of favoritism or unequal treatment among participants.

- **Resistance and Opposition:** A closed framework may face resistance or opposition from stakeholders who feel excluded or left out of critical processes. This resistance could undermine support for the initiatives.
- **Missed Opportunities for Improvement:** Limited permissions might prevent timely identification of issues or opportunities for improvement. Feedback from a broader group of participants could help identify problems and suggest enhancements.

Overall, while closed and restricted access can offer benefits such as controlled information flow and enhanced security, it can also pose challenges related to collaboration, decision-making, innovation, transparency, and stakeholder engagement. Striking the right balance between security and openness is essential to ensure the success and effectiveness of the initiatives while maintaining a fair and inclusive environment for all involved.

8.1.10 Commissioned

Undertaking these activities within a context or framework characterised by a centralised commissioning process can offer several benefits:

- **Streamlined Decision-Making:** A Centralised commissioning process centralises decision-making authority, which can lead to more efficient and streamlined decision-making. This reduces the need for extensive coordination among multiple entities, resulting in quicker approvals and action.
- **Consistency and Standardisation:** Centralised commissioning often follows standardised procedures and criteria for evaluating and selecting activities. This promotes consistency in the evaluation process and ensures that all initiatives are assessed based on the same parameters.
- **Clear Accountability:** With a Centralised commissioning process, there is clear accountability for decision-making and resource allocation. The responsible authority is identifiable, making it easier to address issues or inquiries related to the process.
- **Alignment with Strategic Goals:** A centralised process allows for better alignment of initiatives with the overarching strategic goals of the Organisation or community. Decisions are made in consideration of the broader objectives, enhancing the relevance and impact of the activities.
- **Optimised Resource Allocation:** Centralised commissioning enables better optimisation of resources. Decisions are made with an overview of available resources and existing commitments, leading to more effective allocation of funds and personnel.
- **Reduced Duplication of Effort:** Centralised commissioning can prevent duplication of effort by ensuring that similar or overlapping initiatives are identified and coordinated centrally. This reduces wastage of resources and promotes synergy among projects.

- **Leveraging Expertise:** A centralised process can bring together subject matter experts and stakeholders to participate in decision-making. This pooling of expertise leads to more informed and well-rounded evaluations of proposed activities.
- **Transparency and Documentation:** Centralised commissioning often requires clear documentation of decisions, evaluations, and justifications. This enhances transparency and facilitates evaluation and learning from past experiences.
- **Risk Management:** Centralised commissioning can incorporate risk assessment and mitigation strategies into the decision-making process. This proactive approach helps anticipate potential challenges and address them effectively.
- **Economies of Scale:** Centralised commissioning can lead to economies of scale. By grouping similar activities together, organisations can negotiate better terms with suppliers or service providers, leading to cost savings.
- **Strategic Prioritisation:** A Centralised process allows for strategic prioritization of initiatives based on their importance and potential impact. High-priority projects can be given more attention and resources, ensuring that key goals are pursued effectively.

Overall, undertaking activities within a context or framework characterised by a centralised commissioning process offers advantages in terms of streamlined decision-making, consistency, accountability, alignment with strategic goals, resource optimisation, and risk management. The leveraging of expertise, reduced duplication of effort, and economies of scale further contribute to the effectiveness and efficiency of the initiatives.

8.1.11 Jurisdictional

Undertaking these activities within a context or framework characterised by a specific jurisdictional or legal process or tradition can offer several benefits:

- **Legal Compliance:** Operating within a specific jurisdictional or legal framework ensures compliance with relevant laws, regulations, and requirements. This adherence to legal standards reduces the risk of legal challenges and potential penalties.
- **Clear Accountability:** Jurisdictional or legal processes often establish clear lines of accountability and responsibility. Participants understand their roles and obligations, promoting transparency and accountability in the activities.
- **Consistency and Stability:** A specific legal process or tradition provides stability and consistency in decision-making and governance. This predictability fosters a sense of security among stakeholders and promotes long-term planning and investment.
- **Established Protocols:** Legal processes and traditions often have established protocols and procedures for various aspects of the activities, such as contracting, dispute resolution, and

intellectual property rights. These protocols provide a structured approach to address various situations.

- **Protection of Rights:** A jurisdictional or legal framework typically includes provisions for protecting the rights and interests of participants and stakeholders. This protection can range from intellectual property rights to labour rights, ensuring a fair and equitable environment.
- **Facilitating Collaboration and Cooperation:** A shared legal process or tradition can serve as a unifying factor for participants from different backgrounds. A common understanding of legal principles can facilitate collaboration and cooperation among stakeholders.
- **Access to Legal Resources:** Working within a specific jurisdictional or legal framework provides access to legal resources, such as courts, arbitration, or mediation services. This can be beneficial in resolving disputes or handling legal matters related to the activities.
- **Recognition and Legitimacy:** Activities conducted within a recognised legal process or tradition may enjoy greater recognition and legitimacy among external stakeholders, such as funders, partners, and the public.
- **Risk Mitigation:** Jurisdictional or legal processes often include risk management measures. Participants can utilize legal mechanisms to assess and mitigate potential risks, safeguarding the interests of all involved.
- **Fostering Trust and Confidence:** Working within a well-established legal framework fosters trust and confidence among participants and stakeholders. The clear legal rules and protections provide assurance and reduce uncertainties.
- **Guidance for Ethical Conduct:** Legal processes often incorporate ethical considerations and codes of conduct. Participants can use these guidelines to ensure that the activities are conducted ethically and responsibly.

Overall, undertaking activities within a context or framework characterised by a specific jurisdictional or legal process or tradition offers numerous benefits, including legal compliance, clear accountability, stability, established protocols, and protection of rights. It facilitates collaboration and cooperation, provides access to legal resources, enhances recognition and legitimacy, and supports risk management efforts. Moreover, participants can operate with greater trust, confidence, and guidance for ethical conduct, contributing to the success and credibility of the initiatives.

8.1.12 Centralised

Undertaking these activities within a context or framework characterised by a centralised process or structure, where information is processed in the centre and decisions are made centrally, can offer several benefits.

- **Efficient Information Processing:** Centralised information processing allows for streamlined data collection, organisation, and analysis. Information from various sources is consolidated and processed at the centre, leading to a comprehensive and coherent overview.
- **Consistency and Standardisation:** Centralised information processing promotes consistency and standardisation in data handling and analysis. This ensures that all data is treated uniformly, minimizing potential discrepancies or inaccuracies.
- **Better Data Management:** A centralised process facilitates better data management, making it easier to access, update, and store information securely. This organised approach enhances data integrity and accessibility.
- **Informed Decision-Making:** Centralised decision-making ensures that decisions are based on a Centralised pool of information. This can lead to well-informed and data-driven decision-making, minimizing the influence of fragmented or biased data.
- **Reduced Redundancy:** Centralised information processing reduces redundancy in data collection and analysis. By centralising these activities, duplicative efforts are minimised, leading to resource savings.
- **Optimised Resource Allocation:** Centralised decision-making allows for optimised resource allocation. Decisions can be made with a holistic view of available resources and needs, ensuring that resources are allocated efficiently.
- **Faster Decision-Making:** Centralised decision-making can result in quicker decisions. With a Centralised authority, there is no need for extensive coordination among multiple entities, leading to faster response times.
- **Clear Accountability:** A centralised structure ensures clear accountability for decisions made. Participants know who is responsible for decision-making, promoting transparency and ownership.
- **Scalability:** Centralised processes are often more scalable. As activities grow in scope or complexity, the centralised structure can adapt to handle increased information processing and decision-making requirements.
- **Coordinated Implementation:** Centralised decision-making fosters coordinated implementation of activities. Decisions can be communicated efficiently to all relevant stakeholders, ensuring consistent actions across the board.
- **Unified Vision and Strategy:** Centralised decision-making helps align the vision and strategy of the activities. Decisions made at the centre are more likely to be aligned with the overall goals and objectives.
- **Risk Management:** Centralised processes facilitate risk management efforts. Decision-makers at the centre can have a comprehensive view of potential risks and take appropriate actions to mitigate them.

Overall, undertaking activities within a context or framework characterised by a centralised process or structure, where information is processed in the centre and decisions are made centrally, offers benefits such as efficient information processing, informed decision-making, optimised resource allocation, and scalability. It fosters coordination, accountability, and a unified vision, enhancing the effectiveness and coherence of the initiatives. However, it is essential to strike the right balance between centralisation and flexibility to ensure that the system remains responsive to local needs and conditions.

8.2 Informal Operational Mode

8.2.1 Fast

In network development and community of practice theory, organisations and institutions play a crucial role in fostering a fast speed of innovation, change management, and policy development. Their purpose is to act as facilitators, enablers, and catalysts to drive these processes within communities of practice. Here's how organisations and institutions contribute to these aspects:

- **Facilitating Knowledge Sharing and Collaboration:** Organisations and institutions create platforms and spaces for communities of practice to come together, share knowledge, and collaborate. They provide the infrastructure and resources necessary for effective communication and interaction among community members. This enables a rapid exchange of ideas, experiences, and best practices, leading to faster innovation.
- **Supporting Learning and Continuous Improvement:** Organisations and institutions promote a culture of learning and continuous improvement within communities of practice. They offer training programs, workshops, and resources to enhance the skills and knowledge of community members. This emphasis on learning ensures that members are up to date with the latest developments and are better equipped to drive innovation.
- **Aligning Resources and Priorities:** Organisations and institutions align resources and priorities with the needs and goals of communities of practice. By understanding the specific challenges and opportunities faced by the community, they can allocate resources effectively, enabling faster progress in innovation and change management.
- **Providing Expertise and Guidance:** Organisations and institutions often have access to subject matter experts and professionals who can offer guidance and mentorship to community members. This expertise accelerates problem-solving, decision-making, and policy development processes.
- **Promoting Cross-Sector Collaboration:** Organisations and institutions may bring together multiple communities of practice from different sectors or fields. This cross-sector collaboration leads to the exchange of diverse perspectives and expertise, triggering innovative approaches and policy solutions.

- **Removing Barriers and Reducing Bureaucracy:** In some cases, Organisations and institutions can help remove bureaucratic barriers that impede fast decision-making and policy development. They streamline processes, reduce administrative burden, and foster a more agile environment.
- **Advocating for Policy Change and Innovation Support:** Organisations and institutions can serve as advocates for policy change that supports innovation and change management. They can lobby for supportive regulations and funding mechanisms, enabling a conducive environment for community-driven initiatives.
- **Monitoring and Evaluation:** Organisations and institutions may play a role in monitoring and evaluating the outcomes and impacts of community activities. By providing feedback and insights, they contribute to continuous improvement and adaptive learning.
- **Promoting Collaboration between Researchers and Practitioners:** In some cases, organisations and institutions facilitate collaborations between researchers and practitioners within communities of practice. This link between theory and practice accelerates the translation of research findings into actionable innovations.

Overall, the purpose of Organisations and institutions in network development and community of practice theory is to empower, enable, and catalyse communities of practice in their pursuit of fast-paced innovation, change management, and policy development. They create an ecosystem that nurtures collaboration, learning, and resource alignment, ensuring that communities can effectively address challenges, drive innovation, and shape policies to achieve desired outcomes efficiently.

8.2.2 Networked

Undertaking activities within a network context or framework offers several benefits that can contribute to the success and effectiveness of the initiatives:

- **Collaborative Learning:** Networks provide a platform for collaborative learning, where participants from different organisations, sectors, or fields can share their knowledge, experiences, and best practices. This collective learning fosters innovation and enables the adoption of successful strategies from different contexts.
- **Diverse Perspectives:** In a network, participants bring diverse perspectives and expertise to the table. This diversity leads to richer discussions and a wider range of solutions, enhancing the quality and creativity of the activities.
- **Resource Sharing:** Networks allow for resource sharing and collaboration on projects or initiatives. Participants can pool their resources, such as funding, technology, or expertise, to achieve common goals more efficiently.

- **Access to Expertise:** Being part of a network provides access to a broader pool of expertise and knowledge. Participants can tap into the collective wisdom of the network to address complex challenges and receive guidance from subject matter experts.
- **Scale and Impact:** Networks have the potential to scale up the impact of activities. By mobilizing a larger group of stakeholders, initiatives can reach a wider audience and have a more significant influence on policies or practices.
- **Leveraging Collective Influence:** Networks can amplify the collective influence of participants. As a unified voice, the network can advocate for policy change or promote innovative solutions, leading to broader recognition and support.
- **Adaptive and Responsive:** Networks are often more adaptive and responsive to changing circumstances. They can quickly adapt to new challenges or emerging trends, making them more agile in driving innovation and change.
- **Trust and Relationships:** Networks foster trust and relationships among participants. Strong relationships built on trust facilitate effective collaboration, knowledge sharing, and joint decision-making.
- **Shared Ownership and Commitment:** Participants in a network share ownership and commitment to the initiatives. This shared responsibility promotes greater engagement and accountability, leading to more sustainable outcomes.
- **Innovation Diffusion:** Networks serve as vehicles for innovation diffusion. Successful practices and solutions can be disseminated across the network, accelerating their adoption and impact.
- **Sustainability and Resilience:** A well-connected network is more likely to be sustainable and resilient. The support and collaboration within the network can help overcome challenges and ensure the continuity of activities.
- **Learning from Failures:** Networks provide a safe space for participants to share and learn from failures or setbacks. This learning culture encourages continuous improvement and adaptive responses.

Overall, undertaking activities within a network context or framework offers a multitude of benefits, including collaborative learning, diverse perspectives, resource sharing, access to expertise, scale and impact, collective influence, adaptability, trust and relationships, shared ownership, innovation diffusion, sustainability, and learning from failures. By leveraging the power of networks, participants can drive faster and more effective innovation, change management, and policy development, while also creating a supportive ecosystem for continuous learning and improvement.

8.2.3 Emergent

Undertaking activities within an emergent context or framework offers several benefits that align with the dynamic and evolving nature of emergent processes:

- **Adaptability:** An emergent context allows activities to be more adaptable and responsive to changing circumstances. It enables participants to quickly adjust their approaches based on emerging information, feedback, or opportunities.
- **Innovation and Creativity:** Emergent frameworks foster innovation and creativity. Participants are encouraged to explore new ideas and experiment with novel solutions, leading to groundbreaking approaches and outcomes.
- **Rapid Learning:** In emergent contexts, learning occurs in real-time as activities unfold. Participants learn through experimentation and iteration, gaining valuable insights that inform their decision-making and problem-solving.
- **Flexibility and Exploration:** Participants have the freedom to explore various avenues and possibilities. This flexibility enables them to discover unexpected opportunities and capitalize on emerging trends or developments.
- **Collaborative Problem-Solving:** Emergent frameworks often promote collaborative problem-solving. Participants from diverse backgrounds can collectively address complex challenges by drawing on their unique perspectives and expertise.
- **Sensemaking:** Emergent activities foster sensemaking, where participants collectively make sense of ambiguous or uncertain situations. This collaborative sensemaking leads to shared understanding and more informed decisions.
- **Rapid Prototyping:** Emergent frameworks allow for rapid prototyping of ideas and solutions. Participants can quickly test and iterate on their concepts, accelerating the development of viable solutions.
- **Engagement and Ownership:** Participants in emergent activities tend to have a higher sense of engagement and ownership. As they actively contribute to shaping the outcomes, they are more invested in the success of the initiatives.
- **Resilience and Adaptation:** Emergent contexts cultivate resilience and the ability to adapt. Participants develop the capacity to navigate through uncertainties and challenges, enhancing the long-term sustainability of the activities.
- **Emphasis on Emergence:** An emergent framework prioritises the power of emergence itself. This recognition inspires participants to harness the emergent properties of the system to drive positive and transformative change.
- **Human-Centric Approach:** Emergent activities often take a human-centric approach, focusing on the needs and aspirations of individuals and communities. This approach leads to solutions that better align with real-world challenges.
- **Co-creation and Co-evolution:** Participants co-create and co-evolve activities within an emergent context. This shared ownership fosters a sense of collective responsibility and encourages continuous improvement.

Overall, undertaking activities within an emergent context or framework offers benefits such as adaptability, innovation, rapid learning, flexibility, collaborative problem-solving, sensemaking, rapid

prototyping, engagement, resilience, and human-centricity. Participants can embrace uncertainty and ambiguity as opportunities for growth and positive change, creating an environment that nurtures creative solutions and transformative outcomes. The emergent nature of the framework allows for agility and responsiveness, making it well-suited for complex and evolving challenges.

8.2.4 Bridging

Undertaking these activities within a context or framework with high levels of bridging social capital offers several significant benefits:

- **Enhanced Knowledge Sharing:** High levels of bridging social capital facilitate the exchange of knowledge, information, and expertise across diverse groups and networks. Participants from different backgrounds and organisations are more likely to share their insights, leading to a broader understanding of challenges and potential solutions.
- **Increased Collaboration and Cooperation:** Bridging social capital promotes collaboration and cooperation between participants who may not have interacted otherwise. The trust and relationships established through bridging ties encourage joint efforts and collective action towards common goals.
- **Access to External Resources:** Participants with strong bridging ties can tap into external resources, networks, and opportunities. This access to external knowledge, funding, or expertise can significantly enhance the effectiveness and impact of the activities.
- **Broader Perspective on Issues:** High bridging social capital exposes participants to different perspectives and viewpoints. This broader understanding helps in identifying innovative approaches and inclusive solutions that consider a wider range of stakeholders.
- **Effective Problem-Solving:** Participants with diverse connections can draw on the collective wisdom of their networks when faced with complex challenges. The diverse perspectives and expertise brought together through bridging social capital facilitate more effective problem-solving.
- **Increased Trust and Credibility:** High levels of bridging social capital contribute to increased trust and credibility among participants. This trust enhances cooperation and reduces transaction costs, making it easier to initiate and sustain collaborative efforts.
- **Enabling Policy Change and Advocacy:** Bridging social capital can be leveraged for policy change and advocacy efforts. Participants with strong connections to decision-makers or influential Organisations can effectively advocate for policy reforms and systemic improvements.
- **Facilitating Knowledge Diffusion:** Bridging ties help in the diffusion of knowledge and best practices from one context or sector to another. Successful approaches can be shared and adapted, leading to the widespread adoption of effective strategies.

- **Mobilization of Support:** Participants with high bridging social capital can mobilize support from a broader range of stakeholders. This mobilisation builds a coalition of actors working towards shared objectives, increasing the chances of success.
- **Resilience and Adaptation:** High bridging social capital contributes to resilience and adaptability. Participants can draw on diverse networks for support and resources during challenging times, enabling them to navigate uncertainties more effectively.
- **Cultural Understanding and Sensitivity:** Bridging ties foster cultural understanding and sensitivity. Participants with connections to diverse groups are more likely to approach activities with respect for different cultural norms and values, fostering a more inclusive and equitable environment.

Overall, a context or framework with high levels of bridging social capital promotes knowledge sharing, collaboration, access to external resources, a broader perspective on issues, effective problem-solving, increased trust and credibility, policy change and advocacy, knowledge diffusion, mobilization of support, resilience, adaptation, and cultural understanding. Emphasising bridging social capital creates a more connected and interdependent ecosystem, enabling participants to leverage diverse networks for collective impact and sustainable outcomes.

8.2.5 Empowering

Undertaking activities within a context or framework with high levels of empowerment that are open and flexible offers several compelling benefits:

- **Increased Creativity and Innovation:** High levels of empowerment allow participants to take initiative and explore new ideas without fear of failure or retribution. This freedom fosters a culture of creativity and innovation, leading to novel approaches and solutions.
- **Entrepreneurial Spirit:** Empowerment and openness encourage an entrepreneurial spirit among participants. They are more willing to take calculated risks, experiment with different strategies, and seize opportunities to drive positive change.
- **Ownership and Commitment:** Participants in an empowered and open framework feel a strong sense of ownership and commitment to the activities. They are more likely to be actively engaged and motivated to achieve the goals set forth.
- **Flexibility and Adaptability:** Empowered participants can respond quickly to changing circumstances and emerging opportunities. The open and flexible nature of the framework allows for rapid adaptation and course correction as needed.
- **Diverse Perspectives and Inclusivity:** Empowerment and openness attract a diverse range of participants with different backgrounds and perspectives. This diversity leads to inclusive decision-making, where various viewpoints are considered and respected.

- **Effective Problem-Solving:** Participants empowered to make decisions can address challenges more efficiently. Quick access to decision-making authority enables rapid problem-solving without unnecessary delays.
- **Continuous Learning and Improvement:** In an open and flexible framework, learning becomes an integral part of the process. Participants are encouraged to reflect on outcomes, share insights, and continuously improve their approaches.
- **Building Trust and Collaboration:** Empowerment and openness build trust among participants. When individuals feel that their voices are valued and heard, they are more likely to collaborate and contribute effectively.
- **Responsive to Local Needs:** An open and flexible framework allows participants to tailor activities to the specific needs of the context. This responsiveness ensures that the initiatives are relevant and address real challenges on the ground.
- **Sustainable Engagement:** Empowerment and openness create an environment where participants are motivated to sustain their engagement over the long term. They become active agents of change, invested in the success of the activities.
- **Innovative Partnerships:** An empowered and open framework encourages participants to form innovative partnerships. Collaboration among diverse stakeholders can lead to more comprehensive and impactful initiatives.
- **Organic Growth and Scaling:** In an open and flexible context, activities can experience organic growth and scaling. Participants can replicate successful models, adapt them to different contexts, and expand their reach.

Overall, a context or framework with high levels of empowerment that are open and flexible offers benefits such as increased creativity and innovation, an entrepreneurial spirit, ownership and commitment, flexibility and adaptability, diverse perspectives and inclusivity, effective problem-solving, continuous learning and improvement, building trust and collaboration, responsiveness to local needs, sustainable engagement, innovative partnerships, and organic growth and scaling. This empowering environment encourages participants to take ownership of their actions and decisions, leading to dynamic and effective initiatives with a lasting positive impact.

8.2.6 Contribution

Undertaking these activities within a context or framework with high levels of contributory recognition that values what people bring and add offers several meaningful benefits:

- **Enhanced Motivation and Engagement:** Recognising and valuing individuals' contributions fosters a sense of appreciation and worth. Participants feel more motivated and engaged when they know that their efforts are acknowledged and valued.

- **Positive Organisational Culture:** A culture of contributory recognition creates a positive and supportive environment. Participants are more likely to collaborate, share knowledge, and support one another, leading to a thriving community of practice.
- **Increased Knowledge Sharing:** When contributions are recognised and valued, individuals are encouraged to share their knowledge and expertise openly. This culture of knowledge sharing enhances learning and innovation within the community.
- **Empowerment and Autonomy:** Contributory recognition empowers individuals to take ownership of their work and decisions. They feel trusted and autonomous, which can lead to more proactive and independent actions.
- **Building Social Capital:** Recognising and valuing people's contributions strengthens social capital within the community. It nurtures trust, reciprocity, and a sense of belonging among participants.
- **Diversity and Inclusion:** Contributory recognition values the unique perspectives and experiences that each participant brings. This emphasis on diversity and inclusion leads to a richer exchange of ideas and broader participation.
- **Continuous Improvement:** Acknowledging contributions encourages individuals to strive for excellence and continuous improvement. Participants are more likely to seek innovative solutions and refine their practices to add greater value.
- **Effective Collaboration and Teamwork:** Contributory recognition promotes a collaborative and cooperative atmosphere. Participants are more willing to work together, leveraging their complementary strengths to achieve shared objectives.
- **Attracting and Retaining Talent:** A framework that values what people bring and add is attractive to new talent and retains existing members. People are more likely to join and remain active in a community that values their contributions.
- **Positive Feedback Loop:** Recognising contributions creates a positive feedback loop. When contributions are recognised and valued, individuals are motivated to continue participating actively and making meaningful contributions.
- **Strengthening Trust in Leadership:** A culture of contributory recognition enhances trust in leadership. When leaders genuinely acknowledge and value the efforts of participants, it strengthens the relationship between leaders and the community.
- **Building a Learning Organisation:** Contributory recognition supports the development of a learning Organisation. A culture that appreciates contributions fosters a culture of curiosity, learning, and knowledge sharing.

Overall, a context or framework with high levels of contributory recognition that values what people bring and add offers benefits such as enhanced motivation and engagement, a positive Organisational culture, increased knowledge sharing, empowerment and autonomy, building social capital, diversity and inclusion, continuous improvement, effective collaboration and teamwork, attracting and retaining talent, a positive feedback loop, trust in leadership, and building a learning

organisation. Valuing and recognising individual contributions creates a supportive and thriving community that is committed to continuous growth and success.

8.2.7 Open

Undertaking these activities within an open context or framework offers several valuable benefits that leverage transparency, collaboration, and inclusivity:

- **Transparency and Trust:** An open context fosters transparency in decision-making and communication. Participants have access to information and are informed about the processes, which builds trust among community members.
- **Collaborative Problem-Solving:** Openness encourages collaborative problem-solving. Participants can openly share their insights, ideas, and concerns, leading to more comprehensive and effective solutions.
- **Innovation and Creativity:** An open framework stimulates innovation and creativity. Participants are encouraged to think outside the box and experiment with new approaches, leading to novel and transformative solutions.
- **Cross-Pollination of Ideas:** In an open context, ideas and knowledge can flow freely between participants. This cross-pollination of ideas enriches the pool of knowledge and promotes cross-fertilization of best practices.
- **Inclusivity and Diversity:** Openness promotes inclusivity and diversity by welcoming participants from different backgrounds and perspectives. It ensures that a broad range of voices and viewpoints are heard and considered.
- **Rapid Iteration and Learning:** In an open framework, participants can rapidly iterate on their approaches and learn from each other's experiences. This iterative learning process leads to continuous improvement.
- **Collective Sensemaking:** An open context allows for collective sensemaking, where participants collaboratively make sense of complex situations and challenges. This shared understanding informs decision-making and actions.
- **Enhanced Peer Review:** Openness enables peer review and feedback on ideas and initiatives. Participants can receive constructive criticism, leading to higher-quality outcomes.
- **Community Building and Networking:** An open framework facilitates community building and networking. Participants can connect with like-minded individuals, forming strong relationships that support ongoing collaboration.
- **Accountability and Responsibility:** Openness promotes accountability and responsibility. Participants are more likely to take ownership of their contributions and actions when their work is visible to others.

- **Public Recognition and Acknowledgment:** In an open context, successful initiatives and contributions can be publicly recognised and acknowledged. This recognition encourages further engagement and contributions.
- **Cultivating a Learning Culture:** An open context cultivates a learning culture within the community. Participants are encouraged to share knowledge and experiences, contributing to the collective growth and development.

Overall, undertaking activities within an open context or framework offers benefits such as transparency and trust, collaborative problem-solving, innovation and creativity, cross-pollination of ideas, inclusivity and diversity, rapid iteration and learning, collective sensemaking, enhanced peer review, community building and networking, accountability and responsibility, public recognition and acknowledgment, and cultivating a learning culture. Embracing openness promotes a culture of collaboration, continuous learning, and collective impact, enabling participants to work together effectively towards shared goals and aspirations.

8.2.8 General

Undertaking these activities within a generalist and non-specialist context or framework offers several valuable benefits that leverage diverse perspectives and foster a collaborative approach:

- **Inclusive Participation:** A generalist and non-specialist context encourages participation from a wide range of individuals, including those with diverse backgrounds and expertise. This inclusivity ensures that a broad spectrum of voices is heard and considered.
- **Cross-Disciplinary Collaboration:** In a non-specialist framework, participants from different fields and disciplines can collaborate on common challenges. This cross-disciplinary approach often leads to innovative and holistic solutions.
- **Breaking Silos:** A generalist and non-specialist context breaks down silos between different areas of expertise. Participants are encouraged to look beyond their own domains, promoting a more integrated and comprehensive understanding of the issues.
- **Creative Problem-Solving:** Non-specialists may approach problems with fresh and creative perspectives. Their unique viewpoints can lead to unconventional yet effective problem-solving approaches.
- **Rapid Prototyping and Iteration:** Non-specialist contexts promote rapid prototyping and iteration of ideas. Participants can experiment and refine their approaches quickly, leading to faster learning and improvement.
- **Practical and Real-World Focus:** Generalists often prioritise practicality and real-world applicability. This focus on practical solutions can lead to actionable outcomes that directly address the needs of the community.

- **Learning from Diverse Experiences:** Participants with diverse backgrounds and experiences can learn from each other in a non-specialist context. This mutual learning enriches the collective knowledge and understanding.
- **Flexibility and Adaptability:** Generalist contexts are often more flexible and adaptable. Participants can respond quickly to changing circumstances and emerging opportunities.
- **Inclusive Decision-Making:** In a non-specialist framework, decision-making is more inclusive. Participants with different expertise and perspectives are involved in shaping the direction of the activities.
- **Engagement of Broader Stakeholders:** A generalist and non-specialist context can engage a broader range of stakeholders who might not have been involved otherwise. This broad engagement creates a more diverse and representative community of practice.
- **Capacity Building:** Generalist contexts provide opportunities for capacity building among participants. Individuals with less experience in certain areas can learn from those with greater expertise, enhancing the overall skill set of the community.
- **Simplified Communication:** Non-specialist contexts often encourage clear and accessible communication. Complex jargon and technical language are minimised, making it easier for all participants to understand and contribute.

Overall, undertaking activities within a generalist and non-specialist context or framework offers benefits such as inclusive participation, cross-disciplinary collaboration, breaking silos, creative problem-solving, rapid prototyping and iteration, practical and real-world focus, learning from diverse experiences, flexibility and adaptability, inclusive decision-making, engagement of broader stakeholders, capacity building, and simplified communication. This approach can lead to a more integrated, collaborative, and agile community of practice, where individuals from various backgrounds can collectively work towards addressing complex challenges and driving positive change.

8.2.9 Open-Access

Undertaking these activities within an open-access and creative-commons context or framework offers several significant benefits that promote knowledge sharing, collaboration, and a culture of openness:

- **Wide Knowledge Dissemination:** An open-access framework allows for the widespread dissemination of knowledge and resources. Participants can freely access and share information, leading to a more informed and knowledgeable community.
- **Global Reach:** Open-access and creative-commons content can reach a global audience. This expanded reach allows for greater collaboration and engagement with individuals and Organisations from diverse geographic locations.

- **Collaborative Co-Creation:** Creative-commons frameworks enable collaborative co-creation of content and materials. Participants can build on each other's work, leading to the development of comprehensive and high-quality resources.
- **Amplified Impact:** Open-access content can have a far-reaching impact, as it can be used and adapted by a wide range of stakeholders. This amplification of impact promotes the scalability and sustainability of the activities.
- **Fostering a Learning Community:** An open-access and creative-commons framework fosters a learning community. Participants are encouraged to share their knowledge and expertise openly, creating a culture of continuous learning and improvement.
- **Accelerated Innovation:** Creative-commons frameworks enable participants to build on existing ideas and innovations. This acceleration of innovation leads to faster progress and the development of more sophisticated solutions.
- **Empowerment of Participants:** An open-access context empowers participants to contribute and be active agents of change. They can freely access resources and knowledge to inform their actions and decision-making.
- **Cross-Cultural Collaboration:** Open-access and creative-commons frameworks facilitate cross-cultural collaboration. Participants from different cultural backgrounds can collaborate on shared goals, promoting intercultural understanding.
- **Reduced Barriers to Entry:** Open-access resources reduce barriers to entry for new participants. Individuals and Organisations can easily join the community of practice and contribute to its activities without restrictive access requirements.
- **Resilience and Redundancy:** An open-access framework ensures that knowledge and resources are not concentrated in a single entity. This redundancy enhances the resilience of the community, as information remains accessible even if one source becomes unavailable.
- **Inspiring Continuous Innovation:** Creative-commons content inspires continuous innovation and improvement. Participants are encouraged to build on the work of others, spurring a cycle of ongoing progress.
- **Building a Global Commons:** By adopting a creative-commons framework, participants contribute to building a global commons of shared knowledge and resources. This collective effort enriches the entire community of practice and beyond.

Overall, undertaking activities within an open-access and creative-commons context or framework offers benefits such as wide knowledge dissemination, global reach, collaborative co-creation, amplified impact, fostering a learning community, accelerated innovation, empowerment of participants, cross-cultural collaboration, reduced barriers to entry, resilience and redundancy, inspiring continuous innovation, and building a global commons. Embracing openness and the sharing of resources cultivates a thriving and dynamic community that thrives on collaboration, inclusivity, and the collective pursuit of common goals.

8.2.10 Co-Funded

Undertaking these activities within a co-funded or crowd-funded context or framework offers several valuable benefits that leverage shared financial support and community involvement:

- **Diverse Pool of Resources:** Co-funded or crowd-funded initiatives benefit from a diverse pool of financial resources. Contributions come from multiple individuals or Organisations, reducing dependency on a single funding source.
- **Increased Financial Resilience:** Co-funding or crowdfunding spreads the financial risk among multiple backers. This increased financial resilience ensures that the activities are less vulnerable to the impact of funding fluctuations or changes.
- **Community Buy-In and Engagement:** Crowdfunding involves the community directly in the project by inviting them to contribute financially. This buy-in fosters a strong sense of ownership and engagement among community members.
- **Validation of Ideas:** Successful crowd-funding campaigns serve as a validation of the project's viability and appeal. Backers' financial support indicates that the activities are relevant and align with the interests of the community.
- **Marketing and Promotion:** Crowd-funding campaigns provide an opportunity to promote the activities and raise awareness among a broader audience. This marketing aspect can lead to increased visibility and support for the initiatives.
- **Collaborative Decision-Making:** Co-funded initiatives often involve collaboration between backers and project leaders. This collaborative decision-making process allows for more inclusive and well-informed choices.
- **Flexibility in Funding Options:** Co-funding and crowdfunding allow for flexible funding options. Contributors can choose from various levels of support, tailoring their involvement based on their capacity and interest.
- **Building a Supportive Community:** Co-funding or crowd-funding initiatives build a supportive community around the activities. Contributors become stakeholders in the project's success and may actively advocate for its progress.
- **Early Feedback and Iteration:** Crowd-funding campaigns offer an opportunity for early feedback from the community. This feedback loop allows project leaders to make necessary adjustments and iterate on their plans.
- **Potential for Overfunding:** In a crowd-funded context, there is potential for overfunding when the campaign surpasses its initial funding goal. This surplus can be reinvested in the activities or used for additional enhancements.
- **Funding for Niche or Passion Projects:** Co-funding or crowdfunding allows for funding of niche or passion projects that may not have gained support from traditional funding sources. It enables the pursuit of innovative and unique initiatives.

- **Encouraging Grassroots Initiatives:** Crowdfunding empowers individuals and grassroots Organisations to initiate projects with community support, fostering a bottom-up approach to problem-solving.

Overall, undertaking activities within a co-funded or crowd-funded context or framework offers benefits such as a diverse pool of resources, increased financial resilience, community buy-in and engagement, validation of ideas, marketing and promotion, collaborative decision-making, flexibility in funding options, building a supportive community, early feedback and iteration, potential for over-funding, funding for niche or passion projects, and encouraging grassroots initiatives. Embracing co-funding or crowdfunding allows for a more inclusive and participatory approach to resource mobilization, tapping into the collective support of the community to realize shared goals and aspirations.

8.2.11 International

Undertaking these activities in an international context or framework offers several significant benefits that leverage global collaboration and cross-cultural exchange:

- **Diverse Perspectives and Expertise:** An international context brings together participants from different countries and cultures, offering a rich diversity of perspectives and expertise. This diversity enhances the quality and creativity of the activities.
- **Global Impact:** Initiatives undertaken in an international context have the potential for global impact. Solutions developed collaboratively can be applied in various regions, addressing challenges on a larger scale.
- **Cultural Understanding and Sensitivity:** Working in an international framework promotes cultural understanding and sensitivity. Participants learn to navigate cultural differences, fostering mutual respect and cooperation.
- **Shared Learning and Best Practices:** Participants can learn from each other's experiences and best practices. Knowledge sharing across borders accelerates learning and facilitates the adoption of successful strategies.
- **Networking and Collaboration Opportunities:** An international context provides networking and collaboration opportunities. Participants can form partnerships with Organisations and individuals from different countries, expanding their reach and influence.
- **Access to Global Resources:** Working internationally allows access to a broader range of resources, including funding, expertise, and technology. This access can significantly enhance the effectiveness of the activities.
- **Addressing Global Challenges:** Many challenges faced by communities of practice transcend national boundaries. An international framework enables collaborative efforts to address these global challenges.

- **Fostering Intercultural Collaboration:** International collaboration fosters intercultural collaboration skills. Participants develop the ability to work effectively in diverse teams and navigate complex intercultural dynamics.
- **Opportunities for Joint Research and Innovation:** International cooperation offers opportunities for joint research and innovation. Collaborative research projects can lead to breakthroughs and advancements in various fields.
- **Enhanced Credibility and Recognition:** Engaging in international activities enhances the credibility and recognition of the community of practice. It demonstrates a commitment to global cooperation and makes the initiatives more appealing to stakeholders.
- **Capacity Building and Empowerment:** International projects provide opportunities for capacity building and empowerment. Participants from developing countries may gain access to resources and expertise that empower them to drive positive change in their communities.
- **Contributing to Sustainable Development Goals:** International activities aligned with the United Nations' Sustainable Development Goals (SDGs) can contribute to global efforts to achieve a more sustainable and equitable future.

Overall, undertaking activities in an international context or framework offers benefits such as diverse perspectives and expertise, global impact, cultural understanding and sensitivity, shared learning and best practices, networking and collaboration opportunities, access to global resources, addressing global challenges, fostering intercultural collaboration, opportunities for joint research and innovation, enhanced credibility and recognition, capacity building and empowerment, and contributing to sustainable development goals. Embracing an international approach facilitates the exchange of knowledge, resources, and ideas on a global scale, enabling participants to collectively tackle complex challenges and drive positive change worldwide.

8.2.12 Dispersed

Undertaking these activities in a dispersed or decentralised context or framework offers several valuable benefits that leverage autonomy, flexibility, and localised decision-making:

- **Local Relevance and Customisation:** Decentralisation allows activities to be tailored to local needs and contexts. Participants can customize their approaches to address specific challenges faced in their regions.
- **Rapid Adaptation and Response:** In a dispersed framework, participants can respond quickly to changing circumstances and emerging opportunities. Local decision-making enables rapid adaptation to local conditions.

- **Empowerment and Ownership:** Decentralisation empowers participants by giving them ownership of their activities. They have greater control over decision-making and are more invested in the success of the initiatives.
- **Reduced Bureaucracy and Delays:** In a decentralised context, decision-making is streamlined, reducing bureaucratic processes and delays. This efficiency enables faster progress and implementation.
- **Innovation at the Local Level:** Decentralisation encourages innovation at the local level. Participants have the freedom to experiment and explore novel solutions that best suit their communities.
- **Enhanced Participation and Engagement:** Dispersed activities encourage broader participation and engagement. Local stakeholders are more likely to be involved when they have a direct say in the decision-making process.
- **Harnessing Local Expertise:** Decentralisation allows for the utilisation of local expertise and knowledge. Participants can tap into the wisdom of their communities, leading to more contextually appropriate strategies.
- **Promoting Sustainability:** Localised decision-making fosters a sense of ownership and responsibility. Participants are more invested in the sustainability of the activities as they directly benefit from the outcomes.
- **Reduced Dependency on Central Resources:** In a decentralised context, participants are less reliant on centralised resources. This diversity of resources increases resilience and reduces vulnerability to resource fluctuations.
- **Promoting Grassroots Initiatives:** Dispersed or decentralised frameworks encourage grassroots initiatives. Individuals and local organisations are empowered to take initiative and drive positive change from the ground up.
- **Spreading Benefits and Impact:** Decentralised activities spread benefits and impact across different regions. This equitable distribution of outcomes helps address regional disparities and fosters inclusive growth.
- **Building a Network of Local Champions:** In a dispersed framework, local champions emerge as leaders within their communities. These champions can inspire others and create a network of engaged and proactive participants.

Overall, undertaking activities in a dispersed or decentralised context or framework offers benefits such as local relevance and customization, rapid adaptation and response, empowerment and ownership, reduced bureaucracy and delays, innovation at the local level, enhanced participation and engagement, harnessing local expertise, promoting sustainability, reduced dependency on central resources, promoting grassroots initiatives, spreading benefits and impact, and building a network of local champions. Embracing decentralisation empowers communities and individuals, fosters local

leadership, and leads to more contextually appropriate, sustainable, and impactful initiatives that collectively contribute to positive change at multiple levels.

8.3 Evaluation Questionnaire Example

Activity Description: Podcasts	Formal Mode	Comment	Informal Mode	Comments
	Slow		Fast	
	Institutional		Networked	
	Established		Emergent	
	Bonding		Bridging	
	Conditional		Empowering	
	Recognition		Contribution	
	Structured		Open	
	Specialist		General	
	Restricted		Open-Access	
	Commissioned		Co-Funded	
	Jurisdictional		International	
	Centralised		Dispersed	

9 Literature Review Summary

In developing this model a literature review was undertaken by Sara Ciucci, who identified several key themes relevant to the development of the IN-CJ Development Model, with specific reference to the fields of networking and community of practice (CoP) development. This includes an exploration of networking, which is defined as a strategic interorganisational response to an increasingly globalised and complex business environment (Gulati & Gargiulo, 1999). The review identified key characteristics underpinning successful networking, such as reciprocity, transitivity, and homophily. The role of networking in development communication was considered, with a focus on the empowerment approach offered by self-organising networks of organisations (Monge & Contractor, 2003).

From there, the review examined the concept of communities of practice, positing them as critical constructs for knowledge exchange and learning within and across organisations (Wenger, 2001). This noted and delineated the structural characteristics of a CoP, centred around a domain of knowledge, a notion of community, and a practice. Differences between a CoP and other organisational communities were also considered, drawing from the work of Wenger (2007) and Smith (2003). The review further offered a detailed examination of the development model for a community of practice, from defining goals and strategies to ensuring cross-section experience and feedback (Teigland & Wasko, 2004). It outlined important considerations related to domain, community, and practice. The importance of a robust communications platform and a balance between public and private dimensions of a community were also emphasised (Wasko, Faraj, & Teigland, 2004).

Despite the wealth of research on networking and communities of practice, the review acknowledged that these areas are subject to ongoing exploration and refinement, particularly in relation to criminal justice practice, research and policy development. For instance, the literature on the benefits and challenges of interorganisational collaboration remains extensive and varied (Longoria, 2005; Barringer & Harrison, 2000). Furthermore, new modalities of communication and collaboration, particularly those facilitated by digital technologies, continue to emerge and evolve, as evidenced by recent studies on videoconferencing platforms during the COVID-19 pandemic (Alzahrani & Alalwan, 2021; Ahmed, 2021; Nair & Prakash, 2021).

In summary, the exploratory literature review provided a comprehensive overview of the intricacies of networking and communities of practice, illuminating their theoretical underpinnings, practical applications, and areas for future research which are relevant to the development of the IN-CJ.

10 References