Report of SDDP co-laboratories

How Do We Get The Best Out Of Our Network?

Insafe *Plus CYPRUS* Training

17-19 September 2007

St. Raphael Hotel

Limassol, Cyprus

Insafe *Plus* Annual Stakeholder Meeting

6-7 December 2007

Crowne Plaza Hotel

Brussels, Belgium

Insafe *Plus CYPRUS* Training, Limassol, Cyprus

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How Do We Get The Best Out Of Our Network?

Report on Defining an Ideal Insafe Network and Identifying the Problems that prevent the Nodes from reaching this ideal situation.

EDITORS

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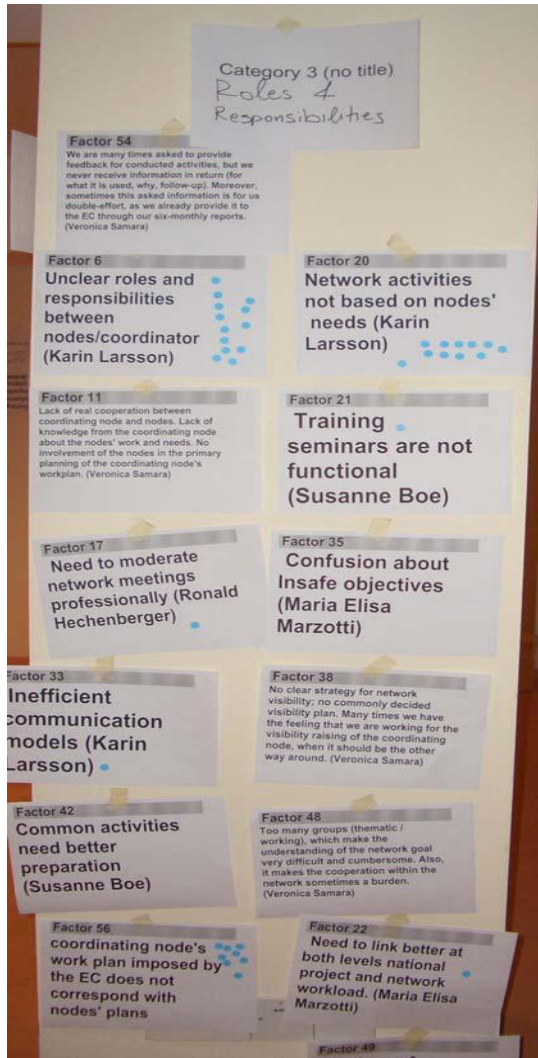
A Campaign co-funded by the EU Commission DG Information Society and Media

Insafe is the Coordinating Node of all European Safer Internet Awareness Nodes. It is run by the EU Schoolnet and represents a network of national nodes that coordinate Internet safety awareness in Europe. The network is set up and co-funded within the framework of the European Commission's Safer Internet plus Program.

CyberEthics is the Cyprus Safer Internet Awareness Node, which hosted the Insafe Plus Training meeting in Limassol, Cyprus, September 17-19, 2007. The CyberEthics campaign is co-funded by the EU Commission DG Information Society and Media and the partners in Cyprus, which are:

- o   Cyprus Neuroscience & Technology Institute (Coordinator)
- o   Cyprus Broadcasting Corporation
- o   Family Planning Association
- o   University of Cyprus
- o   Olive Branch Foundation.

The Cyprus Intercultural Training Initiative is a loose Association of experts trained to organize co-laboratories using the SDDP method. The people who served as facilitators of the various sessions of the Insafe Plus Training Meeting documented in this report are members of CiTi.

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

This report documents the results of two co-laboratories, which took place during the Insafe Plus Training Meeting in Cyprus and one co-laboratory that took place during the Insafe Plus Annual Stakeholder Meeting in Belgium.

The co-laboratories were:
- Getting The Best Out Of Our Network - Defining the *problématique*
- Getting The Best Out Of Our Network - Defining the *ideal* network
- Getting the Best out of our Network – Defining an *action* plan.

All three co-laboratories involved different participants and were implemented using a dialogue method known as Structured Dialogic Design Process. The participants produced 61 ideas in the Network *Problématique* co-laboratory, 74 ideas in the *Ideal* Network co-laboratory, and 59 ideas in the Network *Action* Plan co-laboratory. Following a process of clustering, selecting and exploring influences among different ideas, the participants came up with three influence maps. The mapping process enables the diverse group of Safer Internet stakeholders identify the root causes that contribute to their problematic network, highlight the ideas, and identify actions that will be most influential in their goal to put in place an ideal network.

In the 'Network–Problématique,' the root causes were factor 6 (Unclear roles and responsibilities between nodes/coordinator) and 20 (Network activities not based on nodes' needs). The most influential driver in the 'Network–Vision Influence Map' was idea 26 (Coordinating node focuses on nodes' needs). It is therefore concluded that the stakeholders (and this possibly includes the European Commission) need to address the root causes by (1) clarifying in a more transparent way the roles and responsibilities between nodes and coordinator and (2) ensuring that the focus of the coordinating node's activities is aligned to the needs of the nodes. A follow-up co-laboratory focused on possible actions by exploring options/actions, which could contribute towards alleviating these obstacles. In this 'Network-Action Plan', the most influential idea was action 8 (Hire external moderators/consultants to supprot us). The structuring/ mapping of these options/actions provided a more clear and efficient roadmap. However, due to an incomplete data set as well as considerable discrepancies and inconsistencies the outcome of the Network Acion Plan co-laboratory needs to be analyzed and discussed in connection with other findings concerning the operation, efficiency, and engagement within the Insafe network.

1. INTRODUCTION

For the first time ever, all Awareness Nodes of the EU Safer Internet project used the Structured Design Dialogue Process (SDDP) during their Insafe Training meeting which took place in Limassol, Cyprus September 17-19, 2007 as well as during a regular Insafe Annual Stakeholder Meeting that took place in Brussels, Belgium December 6-7, 2007. The SDDP is a technique that facilitates dialogue by engaging all stakeholders in a democratic manner. The primary aim of an SDDP co-laboratory is to achieve consensus regarding actions for improvements, based on a shared understanding of the current situation. The process is designed in such a way as to harness the collective wisdom of all participants. In a SDDP co-laboratory, the participants are the experts whose shared knowledge is extracted and then used to generate influence maps between separate ideas.

The three SDDP co-laboratories 'Getting the Best out of our Network' documented here built on experiences gained from previous relevant training sessions in Bruges and Stockholm as well as the results of the 6-month evaluations (Customer Satisfaction Surveys) performed by the coordinating node.

Two simultaneous running co-laboratories in Limassol as well as one co-laboratory in Brussels were dealing with the topic of getting the best out of the Insafe Network. Co-laboratory A explored the weaknesses of the current model of interactions within the network, while co-laboratory B envisioned the ideal model of a European network of Safer Internet Nodes, and co-laboratory C generated action options to be taken to overcome the obstacles in order to achieve the ideal model of an Insafe network. Participants in co-laboratory A defined the exact nature of the problem, i.e. the *problématique*. The *triggering question* that was tackled in this co-laboratory was:

What are obstacles that prevent our current network of EU Safer Internet Nodes from being optimal?

Participants of co-laboratory B were asked to visualize the *ideal scenario* of a well-functioning and efficient network between all Nodes (including of course the Coordinating Node). They were tackling the following *triggering question*:

What are descriptors that characterize an ideal, efficient network of EU Safer Internet Nodes?

Participants of co-laboratory C generated ideas and *actions* that could be taken in order to overcome the obstacles and therefore achieve the overall goal of a ideally functioning and efficient Insafe network. Following *triggering question* had been tackled in this co-laboratory:

What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?

After having participated in the structured dialogue it was expected that:

– Participants would gain a deeper understanding of the complexity of the situation and the interconnections between "ideas";

– Participants would have the opportunity to understand how the "others" may think or perceive the current situation or envision the "ideal" situation;

– A "voted" consensus between all participants taking part in the co-laboratory would emerge in the "influence tree" as a joint product.

Following the presentation and discussion of the results, participants were expected to develop a roadmap to achieve progress. The results of these two co-laboratories are also expected to assist the network to re-invent and re-design itself, thus becoming more dynamic and more efficient.

1.1 Meetings of the Insafe Knowledge Management Group

The Insafe Knowledge Management Group met the following days in order to discuss, decide, and formulate the final versions of the triggering questions used during the SDDP co-laboratories:

Impromptu meeting of 20 June 2007

Held in Luxembourg and focused on training meeting in Cyprus from 17-19 September 2007.

Teleconference of 28 June 2007

Continued discussion on content of Cyprus training meeting.

Meeting of 26 July 2007

This meeting took place in the Insafe community chat room and further examined the content of the sessions to be included in the Cyprus training meeting.

Meeting of 31 July 2007

Review of draft program, best practice sharing session and mobile phone session.

Meeting of 10 August 2007

Preparation of Cyprus training.

Meeting of 23 August 2007

Cyprus training meeting, information pack, virtual tours of community, overview of coming meetings.

Email communication of 6 – 29 November 2007

Formulation of the Triggering Questions for the Insafe Brussels Meeting.

2. Methodology: Structured Dialogic Design Process

The Structured Dialogic Design Process (SDDP) is a methodology that supports *democratic* and *structured* dialogue among a heterogeneous group of stakeholders. It is especially effective in resolving complex conflicts of purpose and values and in generating consensus on organizational and inter-organizational strategy. It is scientifically grounded on seven laws of cybernetics/systems science and has been rigorously validated in hundreds of cases throughout the last 30 years.

The SDDP methodology was chosen to support the European network of Safer Internet Nodes in structuring the stakeholder representatives' ideas on the desired situation and the current situation regarding an effective Insafe network.

The SDDP is specifically designed to assist inhomogeneous groups to deal with complex issues, in a reasonably limited amount of time. It enables the integration of contributions from individuals with diverse views, backgrounds and perspectives through a process that is participatory, structured, inclusive and collaborative.

A group of participants, who are knowledgeable of the particular situation, are engaged in collectively developing a common framework of thinking based on consensus and shared understanding of the current or future ideal state of affairs. SDDP promotes focused communication among the participants in the design process and their ownership of and commitment in the outcome.

2.1 Structure and Process in a typical SDDP co-laboratory

When facing any complex problem, the stakeholders can optimally approach it in the following way:

1. Develop a shared vision of an ideal future situation. This ideal vision map serves as a magnet to help the social system transcend into its future state.
2. Define the current problématique, i.e. develop a common and shared understanding of what are the obstacles that prevent the stakeholders reaching their idealized vision.
3. Define actions/options or a roadmap to achieve the goals.

The three phases are done using exactly the same dialogue technique. Each phase completes with similar products:
(1) A list of all ideas [SDDP is a self documenting process].

(2) A cluster of all ideas categorized using common attributes.

(3) A document with the voting results [erroneous effect=most popular ideas do not prove to be the most influential].

(4) A map of influences. This is the most important product of the methodology. Ideas are related according to the influence they exert on each other. If one is dealing with problems, then the most influential ideas are the root causes. Addressing those will be most efficient. If one is dealing with factors that describe a future ideal state, then working on the most influential factors means that achieving the final goal will be easier/faster/more economic, etc.

In the following, the process of a typical SDDP session with its phases is being described more precisely:

First   The breadth of the dialogue is constrained and sharpened with the help of a triggering question. This is formulated by a core group of people, who are the Knowledge Management Team (KMT) and is composed by the owners of the complex problem and SDDP experts. This question can be emailed to all participants, who are requested to respond with at least three contributions before the meeting.

Second   All contributions/responses to the triggering questions are recorded in the CogniScope II software. They must be short and concise, hence contain one idea in one sentence. The authors may clarify their ideas in a few additional sentences.

Third   The ideas are clustered into categories based on similarities and common attributes. A smaller team can do this process to reduce time (e.g., between plenary sessions).

Forth   All participants get five votes and are asked to choose their favorite (most important to them) ideas. Only ideas that received votes go to the next and most important phase.

Fifth   In this phase, participants are asked to explore influences of one idea on another. For example, they might be asked to decide whether solving problem x will make solving problem y easier. If the answer is yes (great majority) an influence is established on a map of ideas. The way to read that influence is that items at the bottom are root causes (if what is being discussed are obstacles), or most influential factors (if what is being discussed are descriptors of an ideal situation or actions to take). Those root factors must be given priority.

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<u>Sixth</u>   Using the root factors, participants develop an efficient strategy and come up with a road map to implement it.

Please refer to Annex A: Structured Dialogic Design Process – Frequently Asked Questions for more detailed information.

3. ORGANIZATIONAL CHART OF SDDP CO-LABORATORIES, INSAFE TRAINING MEETING

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Overall Coordinator
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Main Facilitator
Ilke Dagli

Co-Facilitator
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Assistant-Facilitator
Elia Petridou

Getting the best our of our Network - Vision
Chair: Yiannis Laouris
Reporter: Bernhard Jungwirth and Daniela Agius

Achieving max media impact with minimum budget
Chair: Karin Larsson
Reporter: Stian Lindbøl

Engaging Educators - Problematique
Chair: Marjolijn Bonthuis
Reporter: Chris Jenkins

Main Facilitator
Yiannis Laouris

Co-Facilitator
Tatjana Taraszow

Assistant-Facilitator
Tonia Loizidou

Getting the best our of our Network - Problematique
Chair: Yiannis Laouris
Reporters: Maria Elisa Marzotti and Peter Behrens

Mobile operators and self regulation
Chair: Karin Larsson
Reporter: Luu-Ly Mai

Engaging Educators - Vision
Chair: Marjolijn Bonthuis
Reporter: Daniela Agius

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4. RESULTS

The results of the three co-laboratories on the problématique, vision, and action of a European network of Safer Internet Nodes which took place in Limassol, Cyprus and in Brussels, Belgium will be presented for each co-laboratory separately.

4.1 Results of the co-laboratory 'Getting The Best Out Of Our Network' – Problématique

17 September 2007, half of the staff of the European network of Safer Internet Nodes engaged at St. Raphael Hotel, Limassol, Cyprus, for five hours in a structured dialogue focusing on the triggering question:

What are obstacles that prevent our current network of EU Safer Internet Nodes from being optimal?

Obstacles preventing the current network of EU Safer Internet Nodes from being optimal

Insafe nodes' staff described 61 factors ahead of the co-laboratory and during the dialogue with the entire group. These factors appear as obstacles in Table 1 'Network – Problématique – List of Factors'. For detailed information about the meaning of each factor please refer to Table 2 'Network – Problématique – Factors with Clarification' in Appendix C.

Table 1 'Network - Problématique - List of Factors'

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

#: Factor

1: INSAFE community website (Jason Steele)
2: No idea of the program of other nodes (Pascale Recht)
3: Lack of service orientation of EUN (Ronald Hechenberger)
4: Lack of precise sorting of contents (Luu-Ly Mai)
5: Lack of enough best practice sharing (Marjolijn Durinck)
6: Unclear roles and responsibilities between nodes/coordinator (Karin Larsson)
7: Lack of involvement by nodes (Maria Elisa Marzotti)
8: Lack of knowledge on other nodes' activities (Agnieszka Wrzesien)
9: Too much work, lack of time (Juuso Peura)
10: Differences among the structure of each node (Luca Pitolli & Claudia Ceccarelli)
11: Lack of real cooperation between coordinating node and nodes. (Veronica Samara)
12: Lack of Community spirit (Peter Behrens)
13: Radical expansion of the network (Anna-Maria Drousiotou)
14: [DELETE] Language issues (Stian Lindbol)
15: Best Practice (Jason Steele)
16: Competition instead of collaboration (Pascale Recht)
17: Need to moderate network meetings professionally (Ronald Hechenberger)
18: Lack of information on Copyrights (Luu-Ly Mai)
19: [DELETE] Intransparent website (Marjolijn Durinck)
20: Network activities not based on nodes' needs (Karin Larsson)
21: Training seminars are not functional (Susanne Boe)
22: Need to link better at both levels national project and network workload. (Maria Elisa Marzotti)
23: Not enough focus on network experts (Agnieszka Wrzesien)
24: [DELETE] Language barrier in materials (Juuso Peura)
25: Differences at local level (Luca Pitolli & Claudia Ceccarelli)
26: Lack of general information - what is happening (Peter Behrens)
27: [DELETE] Language barrier (Anna-Maria Drousiotou)
28: Some cultural and technological issues (Stian Lindbol)
29: Language barriers (Jason Steele)
30: [DELETE] Languages (Pascale Recht)
31: More space for exchanging ideas, experiences and materials at network meetings (Ronald Hechenberger)
32: Community website organization (Luu-Ly Mai)
33: Inefficient communication models (Karin Larsson)

Table 1 'Network - Problématique - List of Factors'

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

#: Factor

34: [DELETE] Tools are important but there are language barriers (Susanne Boe)
35: Confusion about Insafe objectives (Maria Elisa Marzotti)
36: Inability to get familiar with everyone (Juuso Peura)
37: Underestimation of resources engaged in EU activities (Luca Pitolli & Claudia Ceccarelli)
38: No clear strategy for network visibility (Veronica Samara)
39: Time conflict: tasks on national level + Insafe (Peter Behrens)
40: Easier website (Stian Lindbol)
41: [DELETE] Language of the material at disposal on the community (Luu-Ly Mai)
42: Common activities need better preparation (Susanne Boe)
43: Confusion about how to use EUN Community (Maria Elisa Marzotti)
44: We don't know each other within the network (Veronica Samara)
45: Lack of win-win-situation (Peter Behrens)
46: Lack of Best practice template (Luu-Ly Mai)
47: Lack of time (Maria Elisa Marzotti)
48: Too many groups (thematic / working) (Veronica Samara)
49: Feeling of pupil-teacher-relation (Peter Behrens)
50: Lack of Filtering of all nodes' contents (Luu-Ly Mai)
51: [DELETE] Some many different languages (Jose Luis Zatarain)
52: Not enough involvement in the steering committee (Susanne Boe)
53: [DELETE] Bad decision-making process (Jose Luis Zatarain)
54: No information in return for feedback for conducted activities (Veronica Samara)
55: [DELETE] Contact among Nodes needed (Jose Luis Zatarain)
56: Coordinating node's work plan imposed by the EC does not correspond with nodes' plans
57: Different nodes have different priorities (Tanja Sterk)
58: Changing agenda of the EC
59: Wrong balance between what the network gives and takes (Janice Richardson)
60: Lack of time for nodes to exchange information
61: Physical distance

CogniScope II

Generated by the participants at the Insafe Plus CYPRUS Training, 'Getting the best out of our network' co-laboratory   on 17 September 2007, at St. Raphael Hotel, Limassol
Prepared by Cyprus Intercultural Training Initiative   [DELETE] = Idea was deleted or merged with another Idea   CogniScope 2 Software:
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Clustering the Factors

The participants altogether grouped these 61 factors into six categories based on common attributes among the factors identified by the Nodes' staff. These categories were named the following: (1) Online Services, (2) Isolation, (3) Roles and Responsibilities, (4) Community Spirit, (5) Time, and (6) Network Growth. For more detailed information, refer to Figure 1 'Network – Problématique - Cluster'.
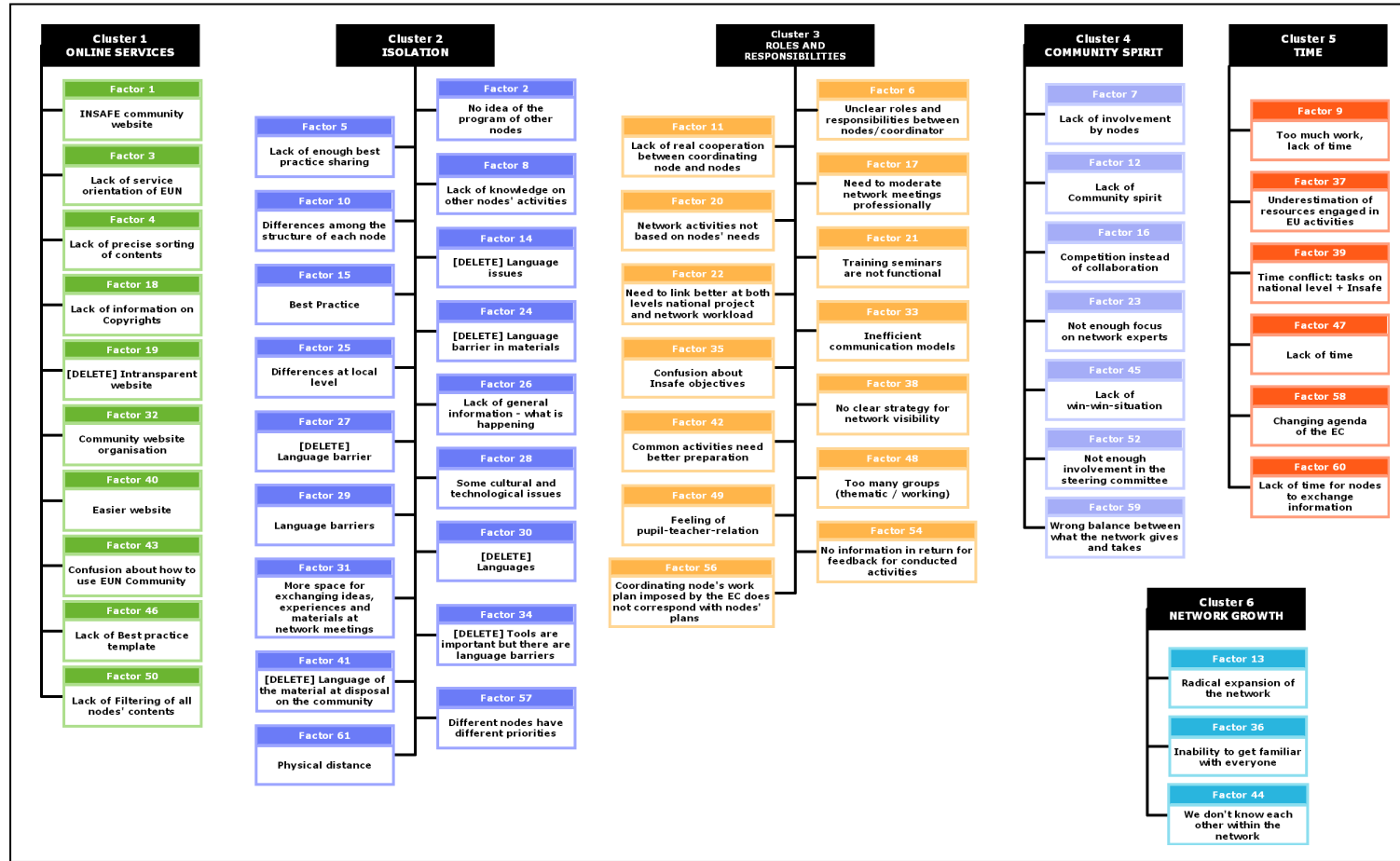
Figure 1 'Network – Problématique - Cluster'

Prioritizing the Obstacles

After having generated, clarified, and clustered the obstacles, each participant chose five factors that they thought were the most important. As shown in Table 3 'Network – Problématique – Voting Results', 26 factors received one or more votes. The five dominant statements that received nine or more votes are:

Factor #39:   Time conflict: tasks on national level + Insafe (15 votes).

Factor #6:   Unclear roles and responsibilities between nodes/ coordinator (13 votes).

Factor #8:   Lack of knowledge on other nodes' activities (12 votes).

Factor #20:   Network activities not based on nodes' needs (11 votes).

Factor #1:   Insafe community website (10 votes).

Table 3 'Network - Problématique - Voting Results of the Factors'

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

 #   (VOTES) Factor

39: *(15 Votes)* Time conflict: tasks on national level + Insafe (Peter Behrens)
6: *(13 Votes)* Unclear roles and responsibilities between nodes/coordinator (Karin Larsson)
8: *(12 Votes)* Lack of knowledge on other nodes' activities (Agnieszka Wrzesien)
20: *(11 Votes)* Network activities not based on nodes' needs (Karin Larsson)
1: *(10 Votes)* INSAFE community website (Jason Steele)
45: *(9 Votes)* Lack of win-win-situation (Peter Behrens)
56: *(9 Votes)* Coordinating node's work plan imposed by the EC does not correspond with nodes' plans
23: *(6 Votes)* Not enough focus on network experts (Agnieszka Wrzesien)
16: *(4 Votes)* Competition instead of collaboration (Pascale Recht)
29: *(3 Votes)* Language barriers (Jason Steele)
58: *(3 Votes)* Changing agenda of the EC
2: *(2 Votes)* No idea of the program of other nodes (Pascale Recht)
7: *(2 Votes)* Lack of involvement by nodes (Maria Elisa Marzotti)
10: *(2 Votes)* Differences among the structure of each node (Luca Pitolli & Claudia Ceccarelli)
18: *(2 Votes)* Lack of information on Copyrights (Luu-Ly Mai)
5: *(1 Votes)* Lack of enough best practice sharing (Marjolijn Durinck)
12: *(1 Votes)* Lack of Community spirit (Peter Behrens)
13: *(1 Votes)* Radical expansion of the network (Anna-Maria Drousiotou)
17: *(1 Votes)* Need to moderate network meetings professionally (Ronald Hechenberger)
22: *(1 Votes)* Need to link better at both levels national project and network workload. (Maria Elisa Marzotti)
26: *(1 Votes)* Lack of general information - what is happening (Peter Behrens)
31: *(1 Votes)* More space for exchanging ideas, experiences and materials at network meetings (Ronald Hechenberger)
32: *(1 Votes)* Community website organization (Luu-Ly Mai)
33: *(1 Votes)* Inefficient communication models (Karin Larsson)
44: *(1 Votes)* We don't know each other within the network (Veronica Samara)
46: *(1 Votes)* Lack of Best practice template (Luu-Ly Mai)
3: *(0 Votes)* Lack of service orientation of EUN (Ronald Hechenberger)
4: *(0 Votes)* Lack of precise sorting of contents (Luu-Ly Mai)
9: *(0 Votes)* Too much work, lack of time (Juuso Peura)
11: *(0 Votes)* Lack of real cooperation between coordinating node and nodes. (Veronica Samara)
14: *(0 Votes)* [DELETE] Language issues (Stian Lindbol)
15: *(0 Votes)* Best Practice (Jason Steele)
19: *(0 Votes)* [DELETE] Intransparent website (Marjolijn Durinck)

CogniScope II   Generated by the participants at the Insafe Plus CYPRUS Training, 'Getting the best out of our network' co-laboratory   on 17 September 2007, at St. Raphael Hotel, Limassol   **13**
Prepared by Cyprus Intercultural Training Initiative   [DELETE] = Idea was deleted or merged with another Idea   CogniScope 2 Software:
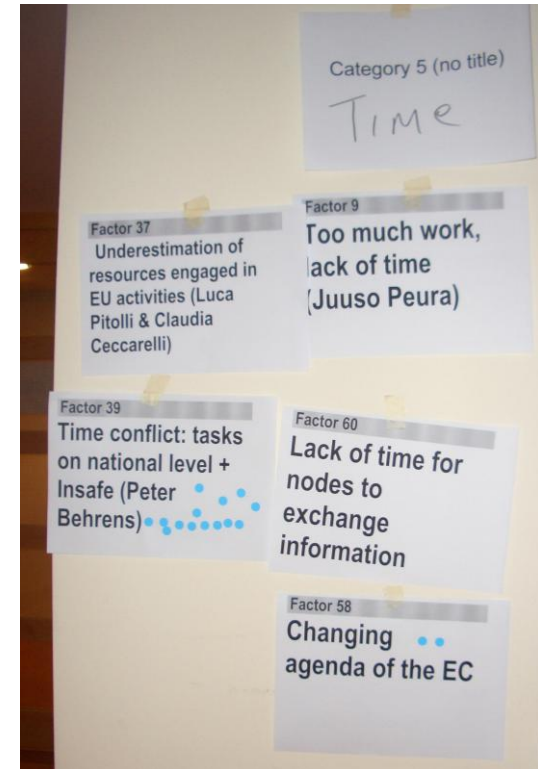www.LeadingDesign.org

Table 3 'Network - Problématique - Voting Results of the Factors'

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

 #   (VOTES) Factor

21: *(0 Votes)* Training seminars are not functional (Susanne Boe)
24: *(0 Votes)* [DELETE] Language barrier in materials (Juuso Peura)
25: *(0 Votes)* Differences at local level (Luca Pitolli & Claudia Ceccarelli)
27: *(0 Votes)* [DELETE] Language barrier (Anna-Maria Drousiotou)
28: *(0 Votes)* Some cultural and technological issues (Stian Lindbol)
30: *(0 Votes)* [DELETE] Languages (Pascale Recht)
34: *(0 Votes)* [DELETE] Tools are important but there are language barriers (Susanne Boe)
35: *(0 Votes)* Confusion about Insafe objectives (Maria Elisa Marzotti)
36: *(0 Votes)* Inability to get familiar with everyone (Juuso Peura)
37: *(0 Votes)* Underestimation of resources engaged in EU activities (Luca Pitolli & Claudia Ceccarelli)
38: *(0 Votes)* No clear strategy for network visibility (Veronica Samara)
40: *(0 Votes)* Easier website (Stian Lindbol)
41: *(0 Votes)* [DELETE] Language of the material at disposal on the community (Luu-Ly Mai)
42: *(0 Votes)* Common activities need better preparation (Susanne Boe)
43: *(0 Votes)* Confusion about how to use EUN Community (Maria Elisa Marzotti)
47: *(0 Votes)* Lack of time (Maria Elisa Marzotti)
48: *(0 Votes)* Too many groups (thematic / working) (Veronica Samara)
49: *(0 Votes)* Feeling of pupil-teacher-relation (Peter Behrens)
50: *(0 Votes)* Lack of Filtering of all nodes' contents (Luu-Ly Mai)
51: *(0 Votes)* [DELETE] Some many different languages (Jose Luis Zatarain)
52: *(0 Votes)* Not enough involvement in the steering committee (Susanne Boe)
53: *(0 Votes)* [DELETE] Bad decision-making process (Jose Luis Zatarain)
54: *(0 Votes)* No information in return for feedback for conducted activities (Veronica Samara)
55: *(0 Votes)* [DELETE] Contact among Nodes needed (Jose Luis Zatarain)
57: *(0 Votes)* Different nodes have different priorities (Tanja Sterk)
59: *(0 Votes)* Wrong balance between what the network gives and takes (Janice Richardson)
60: *(0 Votes)* Lack of time for nodes to exchange information
61: *(0 Votes)* Physical distance
Total Votes Cast: 114

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The Root Cause Map

The voting results were used to select factors for the subsequent structuring phase to identify inter-relations among the generated factors. Participants structured 24 factors.

The following Figure 2 'Network– Problématique– Root Cause Map' shows the resulting influence tree map.
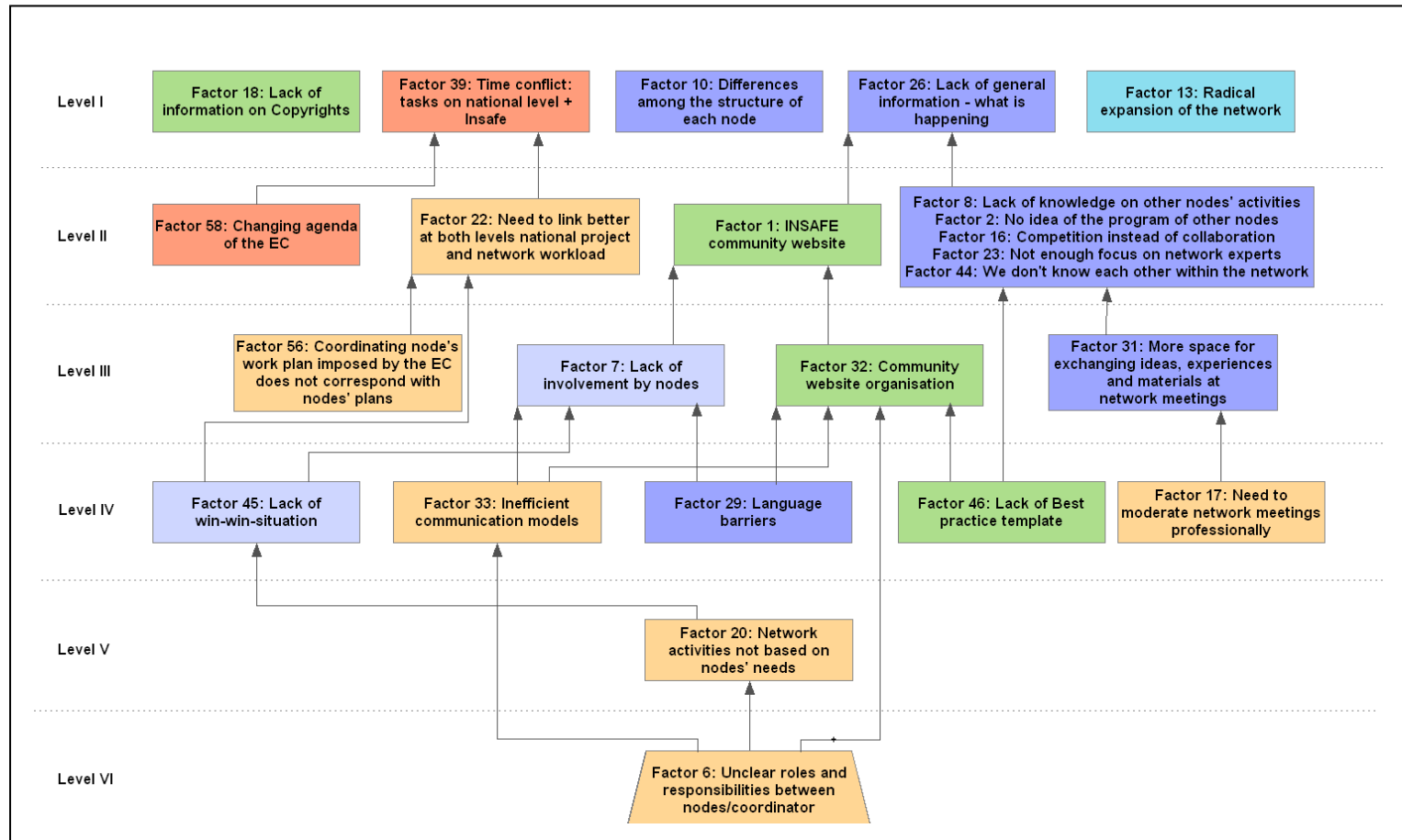
Figure 2 'Network– Problématique – Root Cause Map'

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The 24 factors were structured within six levels and are related according to the influence they exert on each other. Those factors that appear lower in the Root Cause Map, hence are positioned at the root of the tree, i.e. Level VI, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Factor #6: Unclear roles and responsibilities between nodes/coordinator**, located at Level VI in the Map, influences many of the other factors appearing on the Map. Furthermore, **Factor #29: Language barriers**, **Factor #46: Lack of best practice template**, and **Factor #17: Need to moderate network meeting professionally** are root causes as well. Since no arrows feed into these Factors from Factor #6 these ones are also root causes of the overall Obstacles Network Map.

4.2 Results of the co-laboratory 'Getting the Best Out Of Our Network' – Vision

17 September 2007, the other half of the staff of the European network of Safer Internet Nodes engaged at St. Raphael Hotel, Limassol, Cyprus, for five hours in a structured dialogue focusing on the triggering question:

What are descriptors that characterize an ideal, efficient network of EU Safer Internet Nodes?

Descriptors characterizing an ideal, efficient network of EU Safer Internet Nodes

Insafe nodes' staff described 74 ideas ahead of the co-laboratory and during the dialogue with the entire group. These ideas appear as descriptors in Table 4 'Network – Vision – List of Ideas'. For detailed information about the meaning of each idea please refer to Table 5 'Network – Vision – Ideas with Clarification' in Appendix D.

Table 4 'Network - Vision - List of Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

#: Idea

1: Develop united information centre (Liene Kalna)
2: Clear aim, vision and instructions for work groups (Alenka Zavbi)
3: Simple and multilayer design of the community platform (Gudberg Jonsson)
4: Clear mission and goals of network (operative goals) that are transparent to all nodes (Maria Kristin Gylfadottir)
5: Good collaboration, sharing of ideas (Karl Hopwood)
6: Communication between all nodes (Danelia Agius)
7: Redesign contractual dependencies of coordinating node (Bernhard Jungwirth)
8: Organize a well-structured content and knowledge management (Judith Swietlik-Simon)
9: Good functioning secretariat (Ellen Stassart & Tom Van Renterghem)
10: Involvement of all partners in the network (Gry Hasselbalch)
11: [DELETE] Information and knowledge sharing (Marjolijn Bonthuis)
12: Members that work for the same goal (Lena Fagerström)
13: Constructive working environment (Paola Pendenza)
14: Organize more regional meetings (Riitta Kauppinen)
15: Short presentations during INSAFE meetings concerning actual activities of the node (Anna Rywczynska)
16: [DELETE] Clarity, good communication (Graine Walsh)
17: Regular exchange of best practice (Stephanie Kutscher)
18: [DELETE] Good flow of information (Alicja Puchala)
19: [DELETE] Set up methods or tools for translation (Jose Luis Zatarain)
20: Making the examples for reports (Liene Kalna)
21: [DELETE] Educational base and exchange (Alenka Zavbi)
22: Well organized and interactive training sessions / meetings (Gudberg Jonsson)
23: Transparent decision-making and roles of all stakeholders in network (EU, coordinating node and individual country node) (Maria Kristin Gylfadottir)
24: No replication of resource creation (Karl Hopwood)
25: [DELETE] Engaging in node-visits (Danelia Agius)
26: Coordinating node focuses on nodes' needs (Bernhard Jungwirth)
27: Structure and organize a contact data base (Judith Swietlik-Simon)
28: Making of best practice papers (Ellen Stassart & Tom Van Renterghem)
29: Transparency (Gry Hasselbalch)
30: [DELETE] Communication (Marjolijn Bonthuis)
31: A well structured web site supporting (Lena Fagerström)
32: Workload consistent with resources allocated (Paola Pendenza)

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Table 4 'Network - Vision - List of Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

#: Idea

33: More One-to-one sharing and mentoring opportunities (Riitta Kauppinen)
34: More initiatives done on the pan European level (common conferences, etc) (Anna Rywczynska)
35: [DELETE] Sharing, reusing resources (Graine Walsh)
36: [DELETE] More overview of what other nodes are doing (Stephanie Kutscher)
37: [DELETE] Be open for new ideas (Alicja Puchala)
38: [DELETE] Facilitate face-to-face meetings among nodes (Jose Luis Zatarain)
39: Be patient (Liene Kalna)
40: Motivation (Alenka Zavbi)
41: Task specific work groups (Gudberg Jonsson)
42: Simple but effective structure of communication and simple communication tools (Maria Kristin Gylfadottir)
43: Clear roles and responsibilities (Karl Hopwood)
44: Avoid unnecessary prolonged decision-making (Danelia Agius)
45: Coordinator applies professional and innovative moderation and training designs (Bernhard Jungwirth)
46: Separate content and format (Judith Swietlik-Simon)
47: Develop user-friendly members area (Ellen Stassart & Tom Van Renterghem)
48: Maximum exchange of experiences, ideas, tools and best practices (Gry Hasselbalch)
49: Meeting among smaller sub groups (Lena Fagerström)
50: A translation service available to the nodes (Paola Pendenza)
51: [DELETE] More direct contacts between nodes (Anna Rywczynska)
52: Emphasize what could be helpful for other nodes (Stephanie Kutscher)
53: Cultural sensitivity (Alicja Puchala)
54: Knowing each other (Alenka Zavbi)
55: Effective training sessions that coincide with operative goals of network (Maria Kristin Gylfadottir)
56: Engagement with relevant bodies (Karl Hopwood)
57: [DELETE] Sharing of experiences/resources (Danelia Agius)
58: Nodes and coordinator clarify what their tasks are and act accordingly (Bernhard Jungwirth)
59: Develop meta data templates (Judith Swietlik-Simon)
60: [DELETE] Exchange of experiences (Ellen Stassart & Tom Van Renterghem)
61: An open minded and helpful approach (Lena Fagerström)
62: [DELETE] An effective means of communication between members (Paola Pendenza)
63: [DELETE] Develop better possibility for adapting materials / products (Stephanie Kutscher)
64: Need an executive board that sets operative goals, makes a work program and runs steering committee (Maria Kristin Gylfadottir)
65: Learn from others' mistakes (Danelia Agius)

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Table 4 'Network - Vision - List of Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

#: Idea

66: Improve the communication - categorization of messages (Judith Swietlik-Simon)
67: Getting an overview (Rita Astridsdotter Brudalen)
68: Organization model (Rita Astridsdotter Brudalen)
69: The group work started in Vienna, follow up? Important follow through on good ideas. (Rita Astridsdotter Brudalen)
70: [DELETE] Improve main contact data base (Ama Koranteng-Kumi)
71: Develop an accessible and structured list of the extended and relevant network of the nodes (Ama Koranteng-Kumi)
72: Improve the internal communication related to actual projects and events (Ama Koranteng-Kumi)
73: Regional structure of European Nodes
74: Have some common sponsorship and lobbing policy

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Clustering the Ideas

The participants altogether grouped these 74 ideas into nine categories based on common attributes among the ideas identified by the Nodes' staff. These categories were named the following: (1) Information and Communication Platform, (2) Structure and Orientation, (3) Knowledge Exchange and Management, (4) Coordinator, (5) Deleted, (6) Regional, (7) Templates, (8) Training, and (9) Psychological Approach. For more detailed information, refer to Figure 3 'Network - Vision - Cluster'.
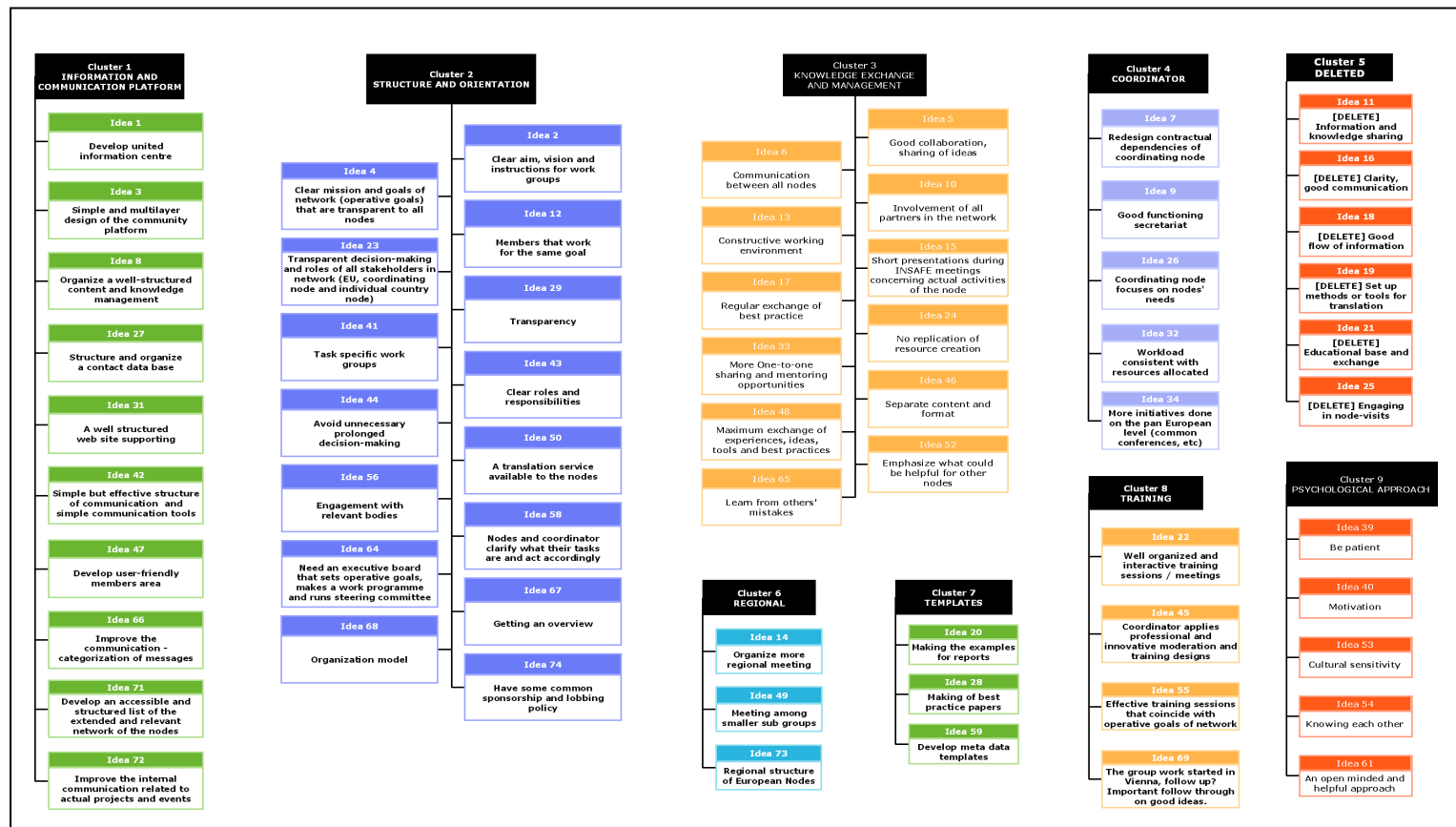
Figure 2 'Network– Problématique – Root Cause Map

Prioritizing the Descriptors

Each participant chose five ideas that they thought were the most important. As shown in Table 6 'Network – Vision – Voting Results of the Ideas', 29 ideas received one or more votes. The five dominant statements that received eleven or more votes are:

Idea #33: **More One-to-one sharing and mentoring opportunities** (12 votes).

Idea #4: **Clear mission and goals of network (operative goals) that are transparent to all odes** (11 votes).

Idea #8: **Organize a well-structured content and knowledge management** (11 votes).

Idea #48: **Maximum exchange of experiences, ideas, tools and best practices** (11 votes).

Idea #55: **Effective training sessions that coincide with operative goals of network** (11 votes).

Table 6 'Network - Vision - Voting Results of the Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

 # (VOTES) Idea

33: *(12 Votes)* More One-to-one sharing and mentoring opportunities (Riitta Kauppinen)

4: *(11 Votes)* Clear mission and goals of network (operative goals) that are transparent to all nodes (Maria Kristin Gylfadottir)

8: *(11 Votes)* Organize a well-structured content and knowledge management (Judith Swietlik-Simon)

48: *(11 Votes)* Maximum exchange of experiences, ideas, tools and best practices (Gry Hasselbalch)

55: *(11 Votes)* Effective training sessions that coincide with operative goals of network (Maria Kristin Gylfadottir)

26: *(9 Votes)* Coordinating node focuses on nodes' needs (Bernhard Jungwirth)

20: *(5 Votes)* Making the examples for reports (Liene Kalna)

50: *(5 Votes)* A translation service available to the nodes (Paola Pendenza)

65: *(5 Votes)* Learn from others' mistakes (Danelia Agius)

23: *(4 Votes)* Transparent decision-making and roles of all stakeholders in network (EU, coordinating node and individual country node) (Maria Kristin Gylfadottir)

74: *(4 Votes)* Have some common sponsorship and lobbing policy

2: *(3 Votes)* Clear aim, vision and instructions for work groups (Alenka Zavbi)

15: *(3 Votes)* Short presentations during INSAFE meetings concerning actual activities of the node (Anna Rywczynska)

53: *(3 Votes)* Cultural sensitivity (Alicja Puchala)

66: *(3 Votes)* Improve the communication - categorization of messages (Judith Swietlik-Simon)

1: *(2 Votes)* Develop united information centre (Liene Kalna)

3: *(2 Votes)* Simple and multilayer design of the community platform (Gudberg Jonsson)

7: *(2 Votes)* Redesign contractual dependencies of coordinating node (Bernhard Jungwirth)

14: *(2 Votes)* Organize more regional meetings (Riitta Kauppinen)

17: *(2 Votes)* Regular exchange of best practice (Stephanie Kutscher)

32: *(2 Votes)* Workload consistent with resources allocated (Paola Pendenza)

42: *(2 Votes)* Simple but effective structure of communication and simple communication tools (Maria Kristin Gylfadottir)

61: *(2 Votes)* An open minded and helpful approach (Lena Fagerström)

22: *(1 Votes)* Well organized and interactive training sessions / meetings (Gudberg Jonsson)

24: *(1 Votes)* No replication of resource creation (Karl Hopwood)

28: *(1 Votes)* Making of best practice papers (Ellen Stassart & Tom Van Renterghem)

49: *(1 Votes)* Meeting among smaller sub groups (Lena Fagerström)

58: *(1 Votes)* Nodes and coordinator clarify what their tasks are and act accordingly (Bernhard Jungwirth)

59: *(1 Votes)* Develop meta data templates (Judith Swietlik-Simon)

5: *(0 Votes)* Good collaboration, sharing of ideas (Karl Hopwood)

6: *(0 Votes)* Communication between all nodes (Danelia Agius)

9: *(0 Votes)* Good functioning secretariat (Ellen Stassart & Tom Van Renterghem)

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Table 6 'Network - Vision - Voting Results of the Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

(VOTES) Idea

10: *(0 Votes)* Involvement of all partners in the network (Gry Hasselbalch)
11: *(0 Votes)* [DELETE] Information and knowledge sharing (Marjolijn Bonthuis)
12: *(0 Votes)* Members that work for the same goal (Lena Fagerström)
13: *(0 Votes)* Constructive working environment (Paola Pendenza)
16: *(0 Votes)* [DELETE] Clarity, good communication (Graine Walsh)
18: *(0 Votes)* [DELETE] Good flow of information (Alicja Puchala)
19: *(0 Votes)* [DELETE] Set up methods or tools for translation (Jose Luis Zatarain)
21: *(0 Votes)* [DELETE] Educational base and exchange (Alenka Zavbi)
25: *(0 Votes)* [DELETE] Engaging in node-visits (Danelia Agius)
27: *(0 Votes)* Structure and organize a contact data base (Judith Swietlik-Simon)
29: *(0 Votes)* Transparency (Gry Hasselbalch)
30: *(0 Votes)* [DELETE] Communication (Marjolijn Bonthuis)
31: *(0 Votes)* A well structured web site supporting (Lena Fagerström)
34: *(0 Votes)* More initiatives done on the pan European level (common conferences, etc) (Anna Rywczynska)
35: *(0 Votes)* [DELETE] Sharing, reusing resources (Graine Walsh)
36: *(0 Votes)* [DELETE] More overview of what other nodes are doing (Stephanie Kutscher)
37: *(0 Votes)* [DELETE] Be open for new ideas (Alicja Puchala)
38: *(0 Votes)* [DELETE] Facilitate face-to-face meetings among nodes (Jose Luis Zatarain)
39: *(0 Votes)* Be patient (Liene Kalna)
40: *(0 Votes)* Motivation (Alenka Zavbi)
41: *(0 Votes)* Task specific work groups (Gudberg Jonsson)
43: *(0 Votes)* Clear roles and responsibilities (Karl Hopwood)
44: *(0 Votes)* Avoid unnecessary prolonged decision-making (Danelia Agius)
45: *(0 Votes)* Coordinator applies professional and innovative moderation and training designs (Bernhard Jungwirth)
46: *(0 Votes)* Separate content and format (Judith Swietlik-Simon)
47: *(0 Votes)* Develop user-friendly members area (Ellen Stassart & Tom Van Renterghem)
51: *(0 Votes)* [DELETE] More direct contacts between nodes (Anna Rywczynska)
52: *(0 Votes)* Emphasize what could be helpful for other nodes (Stephanie Kutscher)
54: *(0 Votes)* Knowing each other (Alenka Zavbi)
56: *(0 Votes)* Engagement with relevant bodies (Karl Hopwood)
57: *(0 Votes)* [DELETE] Sharing of experiences/resources (Danelia Agius)
60: *(0 Votes)* [DELETE] Exchange of experiences (Ellen Stassart & Tom Van Renterghem)
62: *(0 Votes)* [DELETE] An effective means of communication between members (Paola Pendenza)

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Table 6 'Network - Vision - Voting Results of the Ideas'

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

 # (VOTES) Idea

63: *(0 Votes)* [DELETE] Develop better possibility for adapting materials / products (Stephanie Kutscher)
64: *(0 Votes)* Need an executive board that sets operative goals, makes a work program and runs steering committee (Maria Kristin Gylfadottir)
67: *(0 Votes)* Getting an overview (Rita Astridsdotter Brudalen)
68: *(0 Votes)* Organization model (Rita Astridsdotter Brudalen)
69: *(0 Votes)* The group work started in Vienna, follow up? Important follow through on good ideas. (Rita Astridsdotter Brudalen)
70: *(0 Votes)* [DELETE] Improve main contact data base (Ama Koranteng-Kumi)
71: *(0 Votes)* Develop an accessible and structured list of the extended and relevant network of the nodes (Ama Koranteng-Kumi)
72: *(0 Votes)* Improve the internal communication related to actual projects and events (Ama Koranteng-Kumi)
73: *(0 Votes)* Regional structure of European Nodes
Total Votes Cast: 122

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The Influence Map

The voting results were used to select ideas for the subsequent structuring phase to identify inter-relations among the generated ideas. Participants structured 15 ideas. The following Figure 4 'Network – Vision – Influence Map' shows the influence tree.
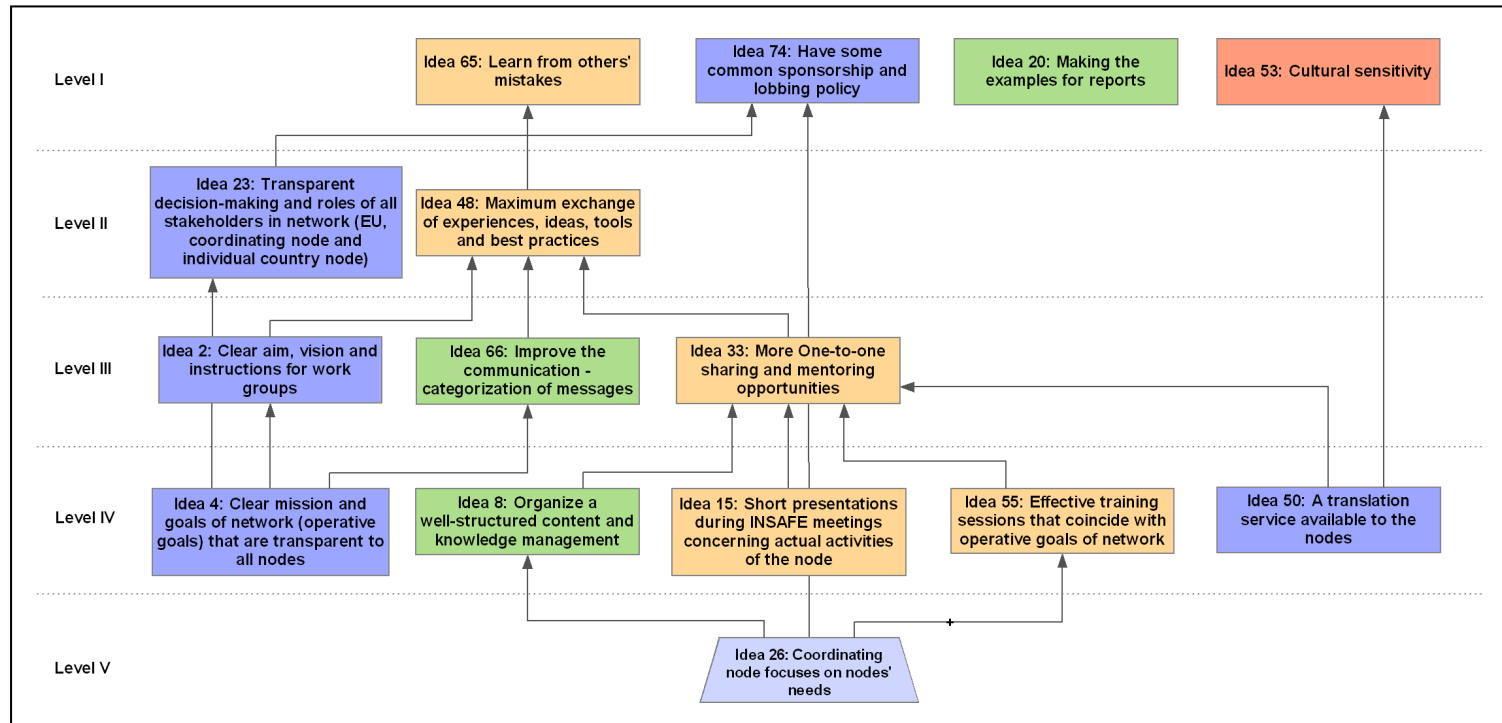
Figure 4 'Network – Vision – Influence Map'

The 15 ideas were structured within five levels and are related according to the influence they exert on each other. Those ideas that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level V, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Idea #26: Coordinating node**

focuses on nodes' needs, located at Level V in the Map, influences most of the other ideas appearing on the Map. Furthermore, **Idea #4: Clear mission and goals of network (operative goals) that are transparent to all nodes** as well as **Idea #50: A translation service available for the nodes**, at Level IV are also root causes. Since no arrows feed into those two ideas from Idea #26 they are also root ideas of the overall Ideal Network Map.
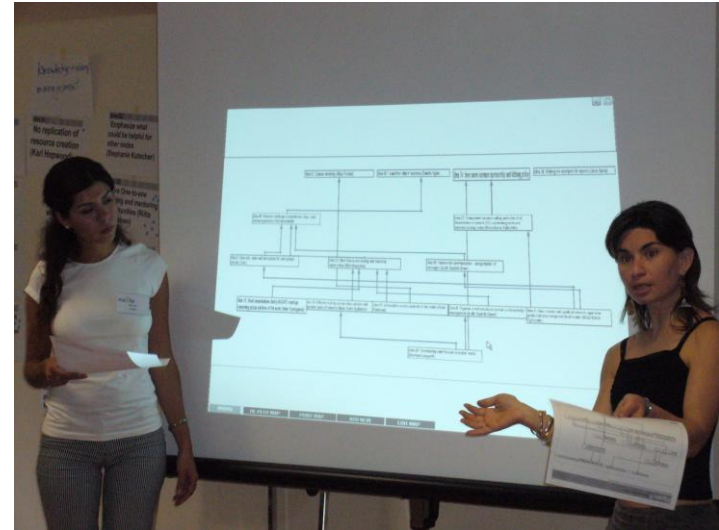
4.3 Results of the co-laboratory 'Getting the Best Out Of Our Network' – Action

6 December 2007, half of the staff of the European network of Safer Internet Nodes engaged at Crowne Plaza Hotel in Brussels, Belgium for three hours in a structured dialogue focusing on the triggering question:

What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?

Ideas and Actions for the EU Safer Internet Nodes to achieve an ideal and efficient network

Insafe nodes' staff described 59 ideas and actions ahead of the co-laboratory and during the dialogue with the entire group. These ideas and actions appear as actions in Table 7 'Network – Action Plan - List of Actions'. For detailed information about the meaning of each idea/action please refer to Table 8 'Network – Action Plan – Actions with Clarification' in Appendix E.

Table 7 'Network – Action Plan - List of Actions'

Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

#: Action

1: Develop the knowledge about other nodes (Claudia Ceccarelli & Luca Pitolli)
2: Define/Clarify roles and responsibilities of nodes and coordinator and EC (Tom van Renterghem & Bernhard Jungwirth)
3: Define best practices and good practices format to distribute this amongst members (Tom van Renterghem)
4: Develop member's area through website (Tom van Renterghem)
5: Improve decision making (Bernhard Jungwirth)
6: Make clear what decisions we have to make (Bernhard Jungwirth)
7: [DELETE] Realize added values for ALL network members (Bernhard Jungwirth)
8: Hire external moderators/consultants to support us (Bernhard Jungwirth)
9: [DELETE] Clarify roles and responsibilities in the network (Bernhard Jungwirth)
10: Clarify the tasks (Riitta Kauppinen)
11: [DELETE] 'Where we are now' checkpoint (Riitta Kauppinen)
12: [DELETE] Define what positive the network has brought to us (Riitta Kauppinen)
13: Prioritize internal communication rather than external marketing (Karin Larsson)
14: Reduce the number of communication channels (Karin Larsson)
15: [DELETE] Re-design the MoU describing roles & responsibilities of all parties (Karin Larsson)
16: [DELETE] Re-design the Insafe community (i.e. the intranet) (Karin Larsson)
17: [DELETE] Develop mandate and routines for working groups (Karin Larsson)
18: Review Memorandum of Understanding (Tanja Sterk)
19: Elect a permanent chairperson of the SC (Tanja Sterk)
20: Ease the adaptation of materials/practices produced within one Node to another Node (Tanja Sterk)
21: [DELETE] Create different mailing lists with intuitive e-mail addresses that clearly identify the subject (Bruno Fragoso)
22: Promote a workshop to redesign the Insafe community website (Bruno Fragoso)
23: Get a global online calendar (Bruno Fragoso)
24: Submit polls for best practices presentations (Bruno Fragoso)
25: Adapt Insafe website for interoperability with other awareness nodes websites (Bruno Fragoso)
26: Internet FORUM for Safer Internet nodes (Julia Gursztyn)
27: Various trainings (Julia Gursztyn)
28: Functional training sessions with most time for best practice sharing and 'getting to know each other' activities (Marjolijn Bonthuis)
29: Stimulation of information sharing among the Nodes, during training sessions but also in between these sessions, like regional meetings (Marjolijn Bonthuis)
30: Feedback of information provided by nodes (Marjolijn Bonthuis)
31: Improve node coordinator person's descriptions on the web (Rytis Rainys)
32: Form regional or thematic network clusters (Tibor Papp)

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Table 7 'Network – Action Plan - List of Actions'

Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

#: Action

33: Active collaboration in an early warning network (Tibor Papp)

34: Time for best practice sharing (one to one or in groups) at training seminars (Gry Hasselbalch)

35: The same template for sharing resources used for each meeting (made with a view to how other nodes can use the selected item) (Gry Hasselbalch)

36: Translation of selected best resources from the network (Gry Hasselbalch)

37: Time for working group members to meet and discuss at training seminars (Gry Hasselbalch)

38: Maintain a list of speakers for conferences (Judith Swietlik-Simon)

39: [DELETE] Investigate in a comprehensive efficient CMS (Judith Swietlik-Simon)

40: Design a classification of messages (email) (Judith Swietlik-Simon)

41: Increase knowledge of the other nodes' project activities through whole sessions devoted to the presentations of the own work plan (Paola Pendenza)

42: The drawing up and dissemination by the coordinating node of a document containing a synthesis of all nodes activities and priorities (Paola Pendenza)

43: Synchronize network and national events and activities (Paola Pendenza)

44: [DELETE] Define the thematic groups' work plan and objectives (Paola Pendenza)

45: Integrate and optimize tools for online collaboration (Vasja Vehovar)

46: All the members of the network and EC should get regular feedback on the results of the network (Manuela Martra)

47: Streamline the work and role of the working groups and the thematic groups (Manuela Martra)

48: Provide regular and professional cross-national evaluation of cost efficiency of communication actions (Vasja Vehovar)

49: Standardize interaction through the network (Tibor Papp)

50: Facilitate the understanding and usage of already existing means of exchange of information inside the network (Mirela-Alina Gica)

51: Let's agree on the concrete next steps and how to do it (Bernhard Jungwirth)

52: Provide nodes with the possibility to visit other nodes in other countries and the coordinator to visit nodes (Maria Elisa Marzotti)

53: Check who is using best practices (Maria Elisa Marzotti)

54: Set up an advocacy unit to act at national and European levels in the name of Insafe (Maria Elisa Marzotti)

55: Provide a translation service on request (Maria Elisa Marzotti)

56: To publish on the Insafe community the tasks of each member of Insafe team (Maria Elisa Marzotti)

57: Agree on the terminology used within the network (Karin Larsson)

58: Create a 'Who is Who' on the community (Manuela Martra)

59: Design and implement longer term training program (Manuela Martra)

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Clustering the Ideas and Actions

The participants altogether grouped these 59 ideas and actions into five categories based on common attributes among the ideas identified by the Nodes' staff. These categories were named the following:

(1) Training & Nodes' Knowledge of other Nodes, (2) Communication, (3) Process, (4) Steering Committee, and (5) ICT Support. For more detailed information, refer to Figure 5 'Network – Action Plan - Cluster'.
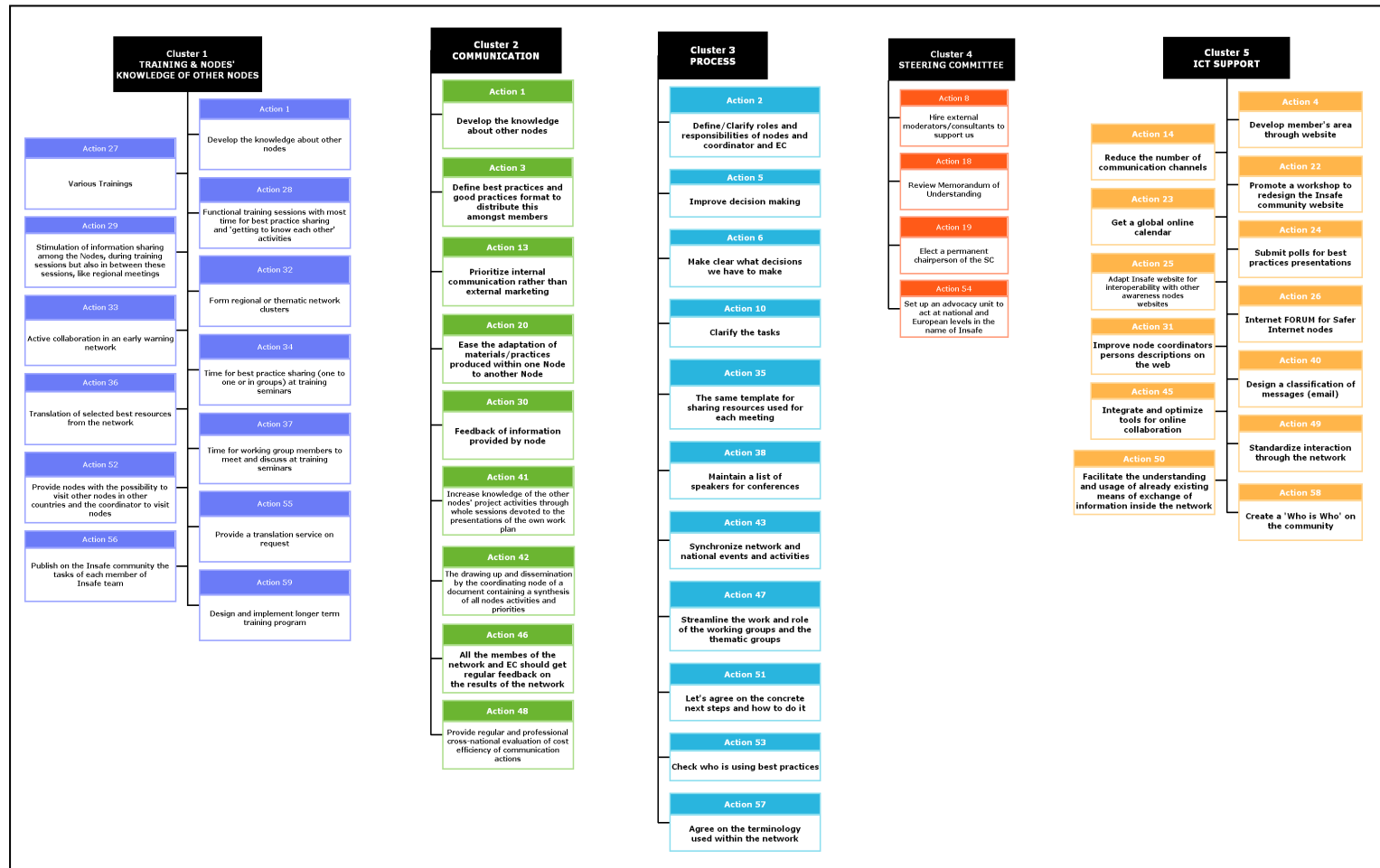
Figure 5 'Network - Action Plan - Cluster'

Prioritizing the Ideas and Actions

Each participant chose five factors that they thought were those most important. As shown in Table 9 'Network – Action Plan – Voting Results', 33 factors received one or more votes. The five dominant statements that received five or more votes are:

Idea/Action #51: **Let's agree on the concrete next steps and how to do it** (8 votes).

Idea/Action #52: **Provide nodes with the possibility to visit other nodes in other countries and the coordinator to visit nodes** (8 votes).

Idea/Action #8: **Hire external moderators/ consultants to support us** (5 votes).

Idea/Action #45: **Integrate and optimize tools for online collaboration** (5 votes).

Idea/Action #47: **Streamline the work and role of the working groups and the thematic groups** (5 votes).

Table 9 'Network – Action Plan – Voting Results'

Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

 #   (VOTES) Action

51:   (8 Votes) Let's agree on the concrete next steps and how to do it (Bernhard Jungwirth)

52:   (8 Votes) Provide nodes with the possibility to visit other nodes in other countries and the coordinator to visit (Maria Elisa Marzotti)

8:   (5 Votes) Hire external moderators/consultants to support us (Bernhard Jungwirth)

45:   (5 Votes) Integrate and optimize tools for online collaboration (Vasja Vehovar)

47:   (5 Votes) Streamline the work and role of the working groups and the thematic groups (Manuela Martra)

22:   (4 Votes) Promote a workshop to redesign the Insafe community website (Bruno Fragoso)

55:   (4 Votes) Provide a translation service on request (Maria Elisa Marzotti)

58:   (4 Votes) Create a 'Who is Who' on the community (Manuela Martra)

2:   (3 Votes) Define/Clarify roles and responsibilities of nodes and coordinator and EC (Tom van Renterghem & Bernhard Jungwirth)

19:   (3 Votes) Elect a permanent chairperson of the SC (Tanja Sterk)

30:   (3 Votes) Feedback of information provided by nodes (Marjolijn Bonthuis)

34:   (3 Votes) Time for best practice sharing (one to one or in groups) at training seminars (Gry Hasselbalch)

35:   (3 Votes) The same template for sharing resources used for each meeting (made with a view to how other nodes can use the selected item) (Gry Hasselbalch)

48:   (3 Votes) Provide regular and professional cross-national evaluation of cost efficiency of communication actions (Vasja Vehovar)

57:   (3 Votes) Agree on the terminology used within the network (Karin Larsson)

5:   (2 Votes) Improve decision making (Bernhard Jungwirth)

6:   (2 Votes) Make clear what decisions we have to make (Bernhard Jungwirth)

26:   (2 Votes) Internet FORUM for Safer Internet nodes (Julia Gursztyn)

40:   (2 Votes) Design a classification of messages (email) (Judith Swietlik-Simon)

46:   (2 Votes) All the members of the network and EC should get regular feedback on the results of the network (Manuela Martra)

49:   (2 Votes) Standardize interaction through the network (Tibor Papp)

59:   (2 Votes) Design and implement longer term training program (Manuela Martra)

3:   (1 Votes) Define best practices and good practices format to distribute this amongst members (Tom van Renterghem)

4:   (1 Votes) Develop member's area through website (Tom van Renterghem)

14:   (1 Votes) Reduce the number of communication channels (Karin Larsson)

18:   (1 Votes) Review Memorandum of Understanding (Tanja Sterk)

23:   (1 Votes) Get a global online calendar (Bruno Fragoso)

25:   (1 Votes) Adapt Insafe website for interoperability with other awareness nodes websites (Bruno Fragoso)

29:   (1 Votes)   Stimulation of information sharing among the Nodes, during training sessions but also in between these sessions, like regional meetings (Marjolijn Bonthuis)

31:   (1 Votes) Improve node coordinators persons descriptions on the web (Rytis Rainys)

50:   (1 Votes) Facilitate the understanding and usage of already existing means of exchange of information inside the network (Mirela-

CogniScope II

Generated by the participants at the Insafe Plus Annual Stakeholder Meeting, 'Getting the best out of our network" co-laboratory   on6 December 2007, at Crowne Plaza Hotel, Brussels   **33**
Prepared by Cyprus Intercultural Training Initiative   [DELETE] = Idea was deleted or merged with another Idea   CogniScope 2 Software:
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Table 9 'Network – Action Plan – Voting Results'

Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

 #   (VOTES) Action

Alina Gica)

54:   (1 Votes) Set up an advocacy unit to act at national and European levels in the name of Insafe (Maria Elisa Marzotti)

56:   (1 Votes) Publish on the Insafe community the tasks of each member of Insafe team (Maria Elisa Marzotti)

1:   (0 Votes) Develop the knowledge about other nodes (Claudia Ceccarelli & Luca Pitolli)

7:   (0 Votes) [DELETE] Realize added values for ALL network members (Bernhard Jungwirth)

9:   (0 Votes) [DELETE] Clarify roles and responsibilities in the network (Bernhard Jungwirth)

10:   (0 Votes) Clarify the tasks (Riitta Kauppinen)

11:   (0 Votes) [DELETE] 'Where we are now' checkpoint (Riitta Kauppinen)

12:   (0 Votes) [DELETE] Define what positive the network has brought to us (Riitta Kauppinen)

13:   (0 Votes) Prioritize internal communication rather than external marketing (Karin Larsson)

15:   (0 Votes) [DELETE] Re-design the MoU describing roles & responsibilities of all parties (Karin Larsson)

16:   (0 Votes) [DELETE] Re-design the Insafe community (i.e. the intranet) (Karin Larsson)

17:   (0 Votes) [DELETE] Develop mandate and routines for working groups (Karin Larsson)

20:   (0 Votes) Ease the adaptation of materials/practices produced within one Node to another Node. (Tanja Sterk)

21:   (0 Votes) [DELETE] Create different mailing lists with intuitive e-mail addresses that clearly identify the subject (Bruno Fragoso)

24:   (0 Votes) Submit polls for best practices presentations (Bruno Fragoso)

27:   (0 Votes) Various Trainings (Julia Gursztyn)

28:   (0 Votes) Functional training sessions with most time for best practice sharing and 'getting to know each other' activities (Marjolijn Bonthuis)

32:   (0 Votes) Form regional, or thematic network clusters (Tibor Papp)

33:   (0 Votes) Active collaboration in an early warning network (Tibor Papp)

36:   (0 Votes) Translation of selected best resources from the network (Gry Hasselbalch)

37:   (0 Votes) Time for working group members to meet and discuss at training seminars (Gry Hasselbalch)

38:   (0 Votes) Maintain a list of speakers for conferences (Judith Swietlik-Simon)

39:   (0 Votes) [DELETE] Investigate in a comprehensive efficient CMS (Judith Swietlik-Simon)

41:   (0 Votes) Increase knowledge of the other nodes' project activities through whole sessions devoted to the presentations of the own work plan (Paola Pendenza)

42:   (0 Votes) The drawing up and dissemination by the coordinating node of a document containing a synthesis of all nodes activities and priorities (Paola Pendenza)

43:   (0 Votes) Synchronize network and national events and activities (Paola Pendenza)

44:   (0 Votes) [DELETE] Define the thematic groups' work plan and objectives (Paola Pendenza)

53:   (0 Votes) Check who is using best practices (Maria Elisa Marzotti)

Total Votes Cast: 89

CogniScope II   Generated by the participants at the Insafe Plus Annual Stakeholder Meeting, 'Getting the best out of our network" co-laboratory   on6 December 2007, at Crowne Plaza Hotel, Brussels **34**
Prepared by Cyprus Intercultural Training Initiative   [DELETE] = Idea was deleted or merged with another Idea   CogniScope 2 Software:
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The Influence Map

The voting results were used to select factors for the subsequent structuring phase to identify inter-relations among the generated actions.

Participants structured 14 ideas/actions. The following Figure 6 'Network – Action Plan – Influence Map' shows the resulting influence tree.
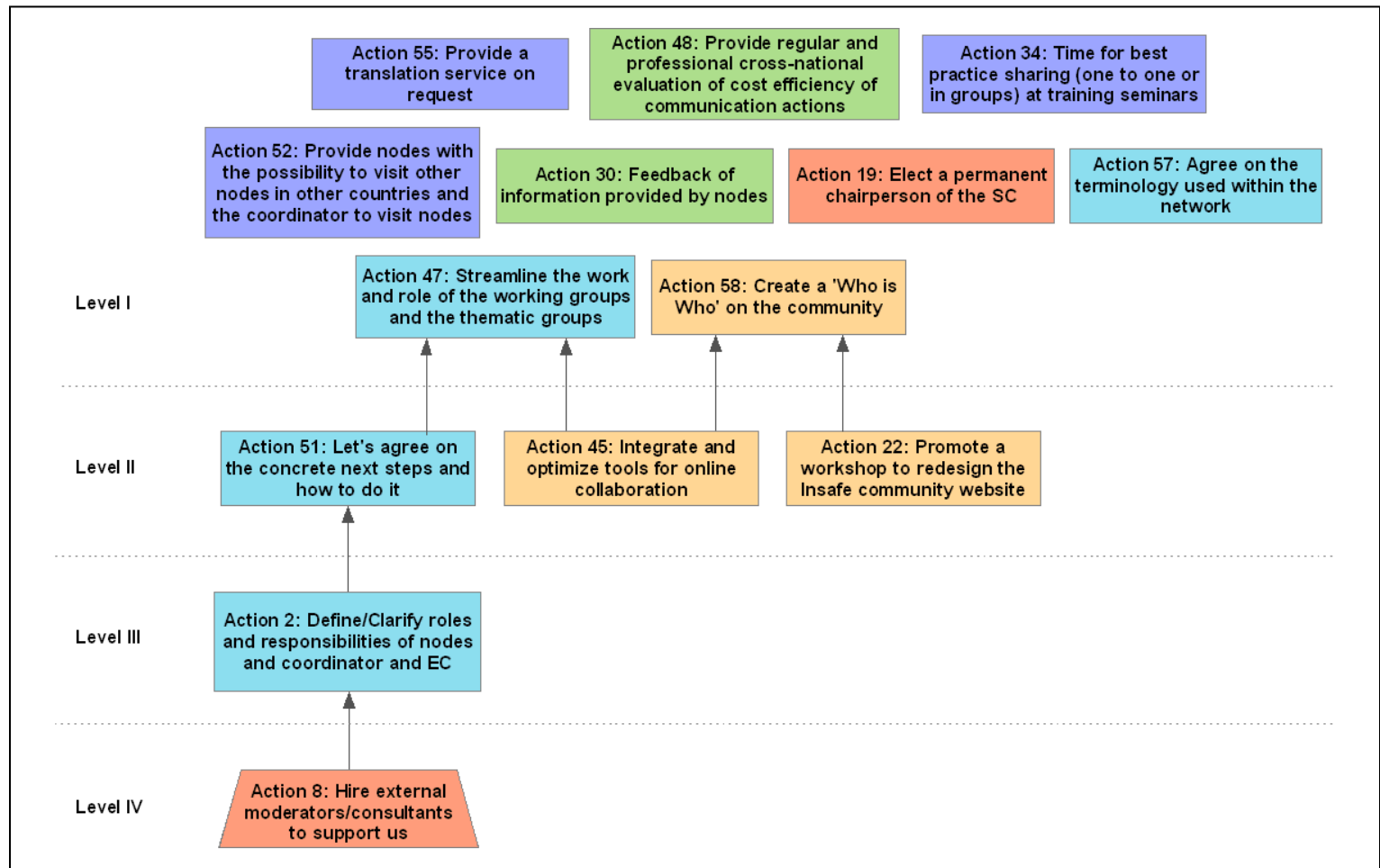
Figure 6 'Network - Action Plan - Influence Map

The 14 ideas/actions were structured within four levels and are related according to the influence they exert on each other. Those ideas/actions that appear lower in the Influence Map, hence are positioned at the root of the tree, i.e. Level IV, are more influential in terms of influence than those at higher levels and are the ones to tackle preferentially. More specifically, **Action #8: Hire external moderators/consultants to support us**, located at Level IV in the Map, influences most of the other actions appearing on the Map and is therefore the root idea/action of the overall Network - Action Plan - Influence Map.

5. DISCUSSION OF RESULTS AND CONCLUSIONS

The greatest value of this methodology lies in its power to identify the root causes of a problematic situation and highlight the ideas that are most influential when one attempts to achieve progress. We will therefore begin the interpretation of the results with a discussion that focuses on the "deep drivers," i.e., the items that appear at the root of the maps. The two maps will be contrasted and compared with regard to their respective most influential ideas.

Since two of the co-laboratories took place in parallel the participants were different and had no possibility to interact or influence each other. In the 'Network–Problématique' co-laboratory the 19 participants represented 16 countries because some countries had more than one participant, i.e., Italy (3). In the 'Network–Vision' co-laboratory the 21 participants represented 17 countries because some countries had more than one participant, i.e., Iceland (2), Netherlands (2), Poland (2) and Belgium (2). Since no individual voting data have been kept in record it is not possible to evaluate possible country bias. However, the method as such invites participants to transcend from their individual points of view and consider ideas in an objective way, as they continuously have to "relate" their ideas to the ideas of others. Previous research has lead to the adoption of Dye's Law of the Requisite Evolution of Observations[1], which states that evolutionary learning occurs in a structured dialogue as the observers learn how their ideas relate to one another.

In the 'Network–Problématique – Root Cause Map,' the factors that turned out as the root causes are obstacle 6 (Unclear roles and responsibilities between nodes/coordinator) and obstacle 20 (Network activities not based on nodes' needs). Interestingly, the most influential factor that appears as root driver in the 'Network–Vision – Influence Map' is descriptor 26 (Coordinating node focuses on nodes' needs). There appears to be a perfect match between what the group perceived as the greatest obstacles and the factor that will be most influential as the groups embarks on their goal to achieve an ideal network. The conclusion from this interpretation is therefore straight-forward. The stakeholders (and this possibly includes the European Commission) need to address the root causes by (1) clarifying in more transparent way the roles and responsibilities between nodes/coordinator and (2) ensuring that

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[1] Dye, K.M. & Conaway, D.S. (1999). *Lessons Learned from Five Years of Application of the CogniScope Approach to the Food and Drug Administration.* CWA Report, Interactive Management Consultants, Paoli, Pennsylvania.

the focus of the coordinating node's activities is aligned to the needs of the nodes. With respect to the 'Network-Action Plan – Influence Map', <u>action 8</u> (Hire external moderators/consultants to support us) turned out to be the most influential action as the root driver. However, it has to be pointed out that the results from the Network action plan co-laboratory are based on an incomplete data set and also contain considerable discrepancies and inconsistencies. Therefore, from this discussion of the action plan co-laboratory, the participants cannot really benefit from useful and constructive ideas that could help them achieve their assumed goal, which is to improve the functions and efficiency of the Insafe network. Hence, a follow-up co-laboratory should focus on structuring more options/actions, which would provide a more clear and efficient roadmap to reach the ultimate goal of putting in place an ideally functioning network of all Safer Internet Nodes across Europe.

Focusing on the Next Level

Let's shift now our attention to the next level (just above the root). The group perceives the following as most significant obstacles:

45	Lack of win-win-situation
29	Language barriers
17	Need to moderate network meetings professionally
33	Inefficient communication models
46	Lack of Best practice template

Factors that could contribute towards the goal of having an ideal network are:

4	Clear mission and goals of network (operative goals) that are transparent to all nodes
8	Organize a well-structured content and knowledge management
55	Effective training sessions that coincide with operative goals of network
50	A translation service available to the nodes
15	Short presentations during INSAFE meetings concerning actual activities of the node

Interestingly almost all factors, both those perceived as obstacles and those perceived as influential towards achieving an ideal network, are related to issues of efficient communication (Obstacles map: 17, 33; Vision map: 8, 50, 15), shared understanding of goals and value of collaboration (Obstacles map: 45, 46; Vision map: 4, 8, 15) and exchange of information (Obstacles map: 46, 29; Vision map: 4, 8, 55, 50, 15). The conclusion that should be derived from this result is: the network should explore more efficient and more professional means of interactions, communication and information sharing. These might entail: (1) Logistical infrastructures such as communication models and technological infrastructure; (2) Opportunities that facilitate and guarantee information exchange such as dedicated, well-structured sessions during the meetings, mechanisms that enable exchange of know-how and

experiences in the context of short visits of personnel from one node to another etc; (3) Consideration of the fact that some nodes' personnel lack good English skills therefore being disadvantaged both in their ability to benefit from the proceedings of meetings and of their ability to contribute; (4) Finally, particular attention must be drawn to the perceived need for better communication models (e.g., Factor 17: Need to moderate network meetings professionally, and Factor 33: Inefficient communication models).

Interpreting Ideas at the Top Levels of the Tree

The ideas that end up at the top levels of the tree are usually *obviously important*, but according to the collective work *not influential*! In many cases, ideas that make it to the top level might have received significant votes during the selection process. This is referred to as the Erroneous Priority Effect[2]. For example factor 39 in the *Problématique* map received the maximum votes (15) during the selection process, but turned out to have minimal influence in the context of the goal of working towards an ideal network. Furthermore, factors 18 (2 votes), 10 (2 votes), and 13 (1 vote) are not connected and therefore not related to any other

factor identified. This might be due to time constraints during the structuring of the factors. A follow-up co-laboratory that focuses on the finalization of the structuring process could result in showing relations of factors 18, 10, and 13 with other factors.

With respect to the action plan co-laboratory, seven actions remained unconnected in the map. This can be explained by the fact that the number of actions that were structured was only 14. This represents a very small portion of the total number of actions that received votes. Out of the 33 actions that received one or more votes, only one third to half were structured. One could suppose that as more ideas will be structured in a follow-up co-laboratory, such disconnected actions will find their place within the tree. However, this finding can also be interpreted as an expression of disengagement among the participants. The facilitators cannot judge the correctness of their decisions when voting in favor or against explored relationships. Nevertheless, what can be reported here was a polarization among the participants, which was expressed by a tendency to reject each other's arguments and being defensive to others' opinions. The relatively high Spreadthink also supports this interpretation, i.e., 56%. Such an environment provides more support to "NO" votes, keeping more ideas disconnected. That was indeed the case as participants voted "NO" much more frequently than expected.

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[2] The EPE was demonstrated first by Kevin Dye and refers to the fact that individual preferences voted on prior to relational inquiry may prove to be "Erroneous" if at the end they are collectively judged to not be the most influential.

In general, factors at the top must be given lower priority if the interest is to make progress and address efficiently the problematic situation, hence, the deep driver obstacles. The appearance of the Erroneous Priority Effect is a demonstration of the strength of this methodology.

If the participants haven't gone through the structuring phase and used their own votes to decide which actions to take, their decisions would not have been focused on factors that are most influential!

Interpreting Ideas in the Middle of the Tree

The main body of the results is usually in the middle levels. Many distinct and good ideas end up in these levels. They might not have maximum power with regard to their ability to facilitate the process of change. However, they must still be considered very carefully because: (1) Sometimes ideas at the root are not so easy to address/resolve, while some ideas in middle levels might be more accessible. More often than not, individual participants have knowledge, tools or resources, which can immediately address such ideas. We should not delay the process of addressing them when such circumstances apply. (2) One idea in a middle level may still be 'intensively connected', to ideas that lie above. This makes it a very influential idea, because addressing it makes addressing all those that are connected above it easier to address. (3) A particular participant or team may already pose the tools or know-how to materialize an idea in the middle of the structuring, thus making change cost effective.

Focusing attention to the mid-levels, the group of the Network problématique co-laboratory perceives the following as most significant obstacles that prevent the current Insafe network from being optimal:

45	Lack of win-win-situation
33	Inefficient communication tools
29	Language barriers
46	Lack of best practice template
17	Need to moderate network meetings professionally
56	Coordinating node's work plan imposed by the EC does not correspond with nodes' plans
7	Lack of involvement by nodes
32	Community website organization
31	More space for exchanging ideas, experiences, and materials at network meetings
58	Changing agenda of the EC
22	Need to link better at both levels national project and network workload
1	Insafe community website
8	Lack of knowledge on other nodes' activities
2	No idea of the program of other nodes
16	Competition instead of collaboration
23	Not enough focus on network experts
44	We don't know each other within the network

Interestingly but not surprisingly at the middle level of the root cause tree various factors are related to communication issues, e.g., tools, language, knowledge of the other nodes' staff and activities (i.e. Factors 33, 29, 8, 2, 44). Other middle tree factors concern the EC and its plan and agenda (i.e. Factors 56, 58). Two other factors deal with the lack of using the network effectively (i.e. Factors 46, 23). Again other factors identified as obstacles are related to organizational matters, e.g. moderation of meetings and the community website (i.e. Factors 17, 32, 31, 22, 1) Finally, three factors are tackling a philosophical and psychological obstacle: working with each other rather than against each other (i.e. Factors 45, 7, 16). With respect to the categories identified by the participants, the factors in the main body had been clustered into the following categories: Community Spirit (Factors 45, 7, 16, 23), Roles and Responsibilities (Factors 33, 17, 56, 22), Isolation (Factors 29, 31, 8, 2), Online Services (Factors 46, 32, 1), Time (Factor 58), and Network Growth (Factor 44).

To complete the discussion and interpretation of the ideas in the middle levels of the tree, the group of the Network vision co-laboratory perceives the following as most significant ideas that describe their efficient and ideal network of EU Safer Internet nodes:

2	Clear aim, vision, and instructions for work groups
66	Improve the communication – categorization of messages
33	More one-to-one sharing and mentoring opportunities
23	Transparent decision-making and roles of all stakeholders in network (EU, coordinating node, and individual country node)
48	Maximum exchange of experiences, ideas, tools, and best practices

These ideas reflect the same topics that have been identified as obstacle issues: communication, exchange among nodes, and organization. With respect to the categories identified by the participants, the ideas in the main body had been clustered into the following categories: Structure and Orientation (Ideas 2, 23), Information and Communication Platform (Idea 66), and Knowledge and Exchange Management (Ideas 33, 48).

The use of structured dialogue during the Limassol meeting provided a good paradigm of a case where structured democratic and professionally moderated dialogue among the diverse group of so many stakeholders across Europe succeeded to produce well-documented, clearly stated results. Moreover, this methodology enabled the participants to reach consensus, not on individual issues and topics, but (1) regarding the overall understanding of the problematic situation and (2) concerning the factors that will be most influential in their effort to put in place an ideally functioning network of EU Safer Internet nodes.

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The main conclusion that should be derived from these results is:

> *The network needs to (1) clarify in a more transparent way the roles and responsibilities of all network stakeholders, (2) ensure that the focus of the coordinating node's activities is aligned to the needs of the nodes, and (3) improve communication and organization strategies within the community.*

Short Discussion regarding Scientific Parameters

The SDDP provides further techniques and scientific methods that can provide deeper analysis and greater understanding of various aspects of the dialogue. Many of these methods are probably beyond the scope and needs of this particular dialogue. We therefore restrict our further analysis to a brief summary of additional points that might be of value and to some basic comparisons of various parameters among all eight co-laboratories.

Table 10. Comparison of scientific descriptors across the different co-laboratories
The table compares the total number of ideas generated; the number of categories produced during the clustering process, the number of ideas that received at least one vote, the number of ideas that the participants managed to "structure" during the mapping phase, the number of levels in the map, the Situational Complexity Index (SCI)[3] and the Spreadthink (ST)[4]. Please refer to the text for interpretation of the data.

Co-Laboratory	# of ideas generated	# of categories	# of ideas voted	# of ideas structured	# of levels in the map	SCI	Spreadthink (%)
Getting The Best Out Of Our Network - Defining the problématique	61	6	26	24	6	3.08	43
Getting The Best Out Of Our Network - Defining the ideal network	74	9	29	15	5	3.66	39
Getting The Best Out Of Our Network - Defining an action plan	59	5	33	14	4	1.33	56
Engaging Educators – Defining the problématique	70	---------	21	14	4	3.07	30
Engaging Educators – Defining the ideal collaboration	79	5	27	14	8	8.59	34
Achieving max media impact with minimum budget - Actions	82	6	29	10	4	4.68	35
Encourage the mobile industry to take desired actions - Actions	53	5	29	14	3	8.21	55
Safer Internet Day 2009 - Actions	60	5	34	13	5	3.76	57

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[3] The complexity index (SCI) is defined as SCI = DK(N-7)/R(R-1) where

V = Number of ideas receiving 1 or more votes
K = The number of connections in the map
D = (V-5)/(N-5)

N = The number of ideas
R = The number of ideas in the map

[4] The Spreadthink (ST) is defined as: ST = V/N * 100

About the Total Number of Ideas

We know from Warfield's work[5] that the average of observations, i.e., the number of ideas generated needed to adequately describe a complex problem is 64. In the Network problématique, vision, and action plan co-laboratories discussed here the number of observations was 61, 74, and 59 respectively. 59 identified action options is satisfactory, but on the low range of the average of 64. Also taking into account that the participants consider the problem that they were discussing as "complex," one would expect the number of ideas produced to be more than the 64-average. As a consequence of the relatively small number of ideas also the number of categories (i.e., 5) is lower than the average. Nevertheless, the total number of ideas generated throughout all three co-laboratories is a first indication of the richness and diversity of contributions offered by the participants. A too large number might be an indication of a complicated situation. (Refer to discussion below concerning the Situational Complexity Index)

About Number of Categories

The number and content of categories is very useful when the group engages in the practical phases of addressing systematically the various obstacles and ideas. The categorization phase does not have a visible effect on the final outcome. The exercise of categorizing factors serves to understand better the ideas especially as they differentiate between one another (Peirce's Law of *Requisite Meaning*[6]).

About the Number of Ideas Structured

Optimally, participants can structure all ideas that received votes. In practice however, because of time limitations, participants manage to structure only ideas that received many votes. In our case they structured 24 out of 26 in the problématique co-laboratory, 15 out of 29 in the vision co-laboratory, and 14 out of 33 in the action plan co-laboratory. Optimally, and considering the fact that in all root cause and influence maps several factors are not connected to any other factor the participants should have structured a few more obstacles, ideas, and actions.

About the Number of Levels in the Map

The number of levels in the map is usually a reflection of the number of ideas that the group of participants managed to structure in the influence map. For these co-laboratories, the participants achieved a more than average number, which is highly regarded considering the limited amount of

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[5] Warfield, J. N. (1995). Spreadthink: Explaining ineffective groups. *Systems Research*, Vol. 10 No 1, pp. 5-14.

[6] Turrisi, P.A. (Ed.) (1997). *Pragmatism as a Principle and Method of Right Thinking.* State University of New York Press.

time they had for this process. Partly the reason is because the process began off-line (before the actual face-to-face meetings) with the collection of ideas by email. This preliminary work encouraged the participants to learn something about the methodology and to begin their thinking before the actual co-laboratory.

About the Situational Complexity Index

The Situational Complexity Index (SCI) is a useful measurement to evaluate how complex is a problem compared to other analogous problems. In the case of the Network problématique co-laboratory the SCI was 3.08, of the Network vision co-laboratory 3.66, and of the Network action plan co-laboratory 1.33. Compared to similar situations studied by the same facilitators' team, the SCI's is considered average for the problematique and vision co-laboratories, indicating a complex but manageable situation. The SCI of the action plan co-laboratory is the lowest of all eight co-laboratories conducted by the Insafe community. A SCI of 1.33 is extremely low, i.e., it tells us that the problem is "trivial." While, the SCI is normally a measure of complexity, in this case, taking into account also the previous arguments, it rather reflects expression of disinterest, or even aggression than interest and commitment. Since it is strongly recommended to structure more actions in order to identify more interrelations among the actions, this low SCI should not be interpreted as

the final problem complexity measurement but rather interpreted conditionally for the time being.

About Spreadthink

The Spreadthink (ST) is a measure that is very helpful to evaluate the degree of agreement among the participants. Looking at the formula (ST = V/N * 100) it is easy to recognize that it reflects the percentage of ideas that received votes. In our case, for the Network problématique co-laboratory the ST was 43, for the Network vision co-laboratory the ST was 39, and for the Network action plan co-laboratory the ST was 56. Compared to the other co-laboratories the ST of these three co-laboratories are rather high. All three ST numbers indicate fairly diverse opinions among the participants of which obstacles exist, how they envision the network as well as of which measures or actions need to be taken to achieve their envisioned goal. All numbers are however still within reasonable limits, especially when taking into account the diversity in personnel, national interests, and backgrounds of the participants.

In sum, the outcome of the Network action plan co-laboratory needs to be analyzed and discussed in connection with other findings concerning the operation, efficiency, and engagement within the Insafe network. The data point clearly to the way the participants think.

STRUCTURED DIALOGIC DESIGN PROCESS

FREQUENTLY ASKED QUESTIONS

What does SDDP stand for? What is the difference with SDP?
The Structured Design Process (SDP) or Structured Dialogic Design Process (SDDP) is a methodology that enables groups of stakeholders to discuss an issue in a structured democratic manner that enables them to achieve results. It is a deeply reasoned, scientific, psychosocial methodology that has evolved from over 30 years of development to its current implementation as a software-supported process for large-scale, collaborative design.

When was the first time that structured dialogue was considered necessary?
The need for such an approach was first envisioned by systems thinkers in the Club of Rome (Ozbekhan, 1969, 1970), and systematically refined through years of deployment in Interactive Management (IM), to emerge as methodically grounded dialogue practice that now is supported by software specifically designed for the purpose (e.g., CogniScope system). Interactive Management, originally developed by John Warfield and Alexander Christakis in the early 1970's (Christakis, 1973; Warfield & Cardenas, 1994), has evolved into its third generation as SDDP.

What does Agoras mean?
The agoras were the vital centers of the Greek cities. The outdoor markets and convention halls of Athenian Agoras is where gossip mixed with politics. The agora of Athens was the birthplace of democracy. Here the town's citizens discussed pressing issues and made decisions on the basis of popular vote.

What is the Institute for 21st Century Agoras?
The Institute for 21st Century Agoras is a volunteer-driven organization dedicated to vigorous democracy on the model of that practiced in the agoras of ancient Greece. It employs Co- Laboratories of Democracy that enable civil dialogue in complex situations. Systems thinkers who were also presidents of the International Society for Systems Science (ISSS), such as Bela Banathy and Alexander Christakis, founded the Institute.

What is the Club of Rome?
The Club of Rome was founded in April 1968 by Aurelio Peccei, an Italian industrialist, and Alexander King, a Scottish scientist. The Club of Rome is a global think tank and center of innovation and initiative. As a non-profit, non governmental organization (NGO), it brings together scientists, economists, businessmen, international high civil servants, and heads of state and former heads of state from all five continents who are convinced that the future of humankind is not determined once and for all and that each human being can contribute to the improvement of our societies. Hasan Özbekhan, Erich Jantsch and Alexander Christakis were responsible for conceptualizing the original

prospectus of the Club of Rome titled "The Predicament of Mankind." This prospectus was founded on a humanistic architecture and the participation of stakeholders in democratic dialogue. When the Club of Rome Executive Committee in the summer of 1970 opted for a mechanistic and elitist methodology for an extrapolated future, they resigned from their positions.

How are co-Laboratories different from workshops?

Many group processes engender enthusiasm and good feeling as people share their concerns and hopes with each other. Co-Laboratories go beyond this initial euphoria to:

- Discover root causes;
- Adopt consensual action plans;
- Develop teams dedicated to implementing those plans; and
- Generate lasting bonds of respect, trust, and cooperation.

Co-Laboratories achieve these results by respecting the autonomy of all participants, and utilizing an array of consensus tools including discipline, technology, and graphics that allow stakeholders to control the discussion. Co-Laboratories are a refinement of Interactive Management, a decision and design methodology developed over the past 30 years to deal with complex situations involving diverse stakeholders. It has been successfully employed all over the world in situations of uncertainty and conflict.

What are usual purposes applications of SDDP?

SDDP is the perfect tool to support a diverse group of stakeholders resolve conflicts and work together in designing by consensus a new vision/solution/strategy/roadmap. It is perfect for:

- Resolve issues among diverse stakeholders
- Democratic large-group decision-making
- Policy design & decision-making
- Complex (wicked) problem solving
- Strategic planning & effective priority setting
- Portfolio & business asset allocation
- Problem identification

How many hours does a group need to invest on a co-laboratory?

The duration of a typical co-laboratory ranges from a minimum of 10-20 hours to over 100 hours. The application of virtual technologies has made it possible to shorten the time required for an SDDP application, while securing the fidelity of the process and of the products. Parts of the co-laboratory are done asynchronously (e.g. through email communication having the facilitators compile and share all data) and others synchronously, in a physical or virtual environment. The virtual SDDP model has been described in a paper by Laouris & Christakis.

Is SDDP grounded on solid science?

The SDDP is scientifically grounded on seven laws of cybernetics recognized by the names of their originators:

1. Ashby's Law of Requisite Variety (Ashby, 1958);
2. Miller's Law of Requisite Parsimony (Miller, 1956; Warfield, 1988);
3. Boulding's Law of Requisite Saliency (Boulding, 1966);
4. Peirce's Law of Requisite Meaning (Turrisi, 1997);
5. Tsivacou's Law of Requisite Autonomy in Decision (Tsivacou, 1997);
6. Dye's Law of the Requisite Evolution of Observations (Dye et al., 1999) and
7. Laouris Law of Requisite Action (Laouris & Christakis, 2007).

Which are the four Axioms of Dialogic Design?

1. COMPLEXITY: We live in a world that is very complex. Problems are complex & interconnected.
2. PARSIMONY: Human cognition & attention is limited. Attention and cognition is usually overloaded in group design.
3. SALIENCY: The field of options in any evaluation is multidimensional. "Salient synthesis" is difficult.
4. ENGAGEMENT: Disregarding the participation of the stakeholders in designing action plans is unethical and the plans are bound to fail.

Where can I read more about SDDP?

You can search about SDDP on Wikipedia or visit any the following sites:

Book by Aleco Christakis; A must for beginner or advanced practitioners	Book	http://Harnessingcollectivewisdom.com
A Wiki for Dialogue community Support	The Blogora	http://blogora.net
Institute for 21st Century Agoras	Website	http://www.globalagoras.org/
Lovers of Democracy; Description of the technology of Democracy	Website	http://sunsite.utk.edu/FINS/loversofdemocracy/technologyofdemocracy.htm
New Geometry of Languaging And New Technology of Democracy by Schreibman and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/NewAgora.htm
Application of SDP in a network of scientists from 20 countries by Laouris and Michaelides	Book chapter	http://www.tiresias.org/cost219ter/inclusive_future/inclusive_future_ch7.htm
A paper on the application of synchronous/asynchronous SDDP by Laouris and Christakis	Publication	http://sunsite.utk.edu/FINS/loversofdemocracy/Laouris_Christakis_VirtualSDDP_2007_04_28.pdf

FACILITATION TEAM

Ms. Ilke Dagli

Ms. Dagli has a BA degree in European and International Politics from University of Northumbria, UK as well as a Master degree in Security and Development from University of Bristol, UK. Since January 2007 Ms. Dagli is working at the Cyprus EU Association. She is a trained SDDP facilitator with extensive experience in co-laboratories involving politicians, economists and media people. She works closely with Prof. Aleco Christakis, President of the 21st Century Agoras in furthering the applicability of structured dialogue.

Dr. Yiannis Laouris

Dr. Laouris is a Senior Scientist and President of CNTI. Heads the "New Media in Learning," and the Neuroscience Lab. Neuroscientist (MD, PhD) and Systems engineer (MS) trained in Germany and the US. Publishes in the area of learning through computers, the web and mobile phones and about the potential role of IT to bridge the gaps (economic, gender, disabilities etc.) in our society. Participates in Cost219: Accessibility for All, and Cost276: Knowledge Management. Laouris was a co-founder of a chain of computer learning centers for children (www.cyber-kids.com). He is the Executive Director for the CyberEthics project.

Ms. Tonia Loizidou

Ms. Tonia Loizidou holds a BSc in Psychology from Central Michigan University, USA and MSc in Applied Psychology from Brunel University, UK. She is also in the process of receiving her qualification in Cognitive Behavioural Therapy from Beck Institute of Cognitive Therapy and Research, USA. She has been working with CNTI since May 2006, holding the position of the administrator. She has been involved in projects of the EU Citizenship, Human Rights Program and CyberEthics; she is coordinating the Peaceful Europe project and maintains the psychologist's position for the Unit for the Rehabilitation of Victims of Torture. Her future involvement will also include scientific research and facilitation of small groups engaged in authentic dialogue.

Ms. Elia Petridou

Ms. Petridou has received her Bachelor of Arts degree in New Jersey City University with a double major in Economics and Political Science, and a Masters in International Relations from McGill University. Previously she served as coordinator for the Media literacy and the EU Citizenship projects. Now she is Director for the Hotline and Associate for the Awareness Node. Ms. Petridou is also a trained facilitator for the Structured Dialogic Design Process and serves as the Secretary of the Cyprus Intercultural Training Initiative.
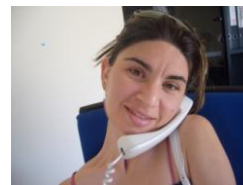
Ms. Tatjana Taraszow

Ms. Taraszow has a Master degree in Psychology with the emphases on Media, Educational, and Organizational Psychology as well as Political Science as an elective subject. She did her studies at University of Würzburg, Germany, University of Tuebingen, Germany, and McGill University, Canada. She is also a trained Mediator, trained facilitator of SDDP and in the process of training on Nonviolent Communication (NVC). Ms. Taraszow was with CNTI between August and October 2006 in the context of an ongoing collaboration with the title "Multi-media-based learning programs for children with dyslexia - Hibernation" the KMRC (Knowledge Media Research Center) and CNTI. In addition to this project, Ms. Taraszow is working in on the development of the scientific grounding and theory for the role that the "categorization ability" plays in learning. For the latter a paper was submitted to the EARLI conference (Budapest, August 2007). Since February 2007 she is furthermore the south coordinator of the bi-communal Civil Society Dialogue Project.

Ms. Kerstin Wittig

Ms. Kerstin Wittig has a M.A. in International Relations / Peace and Conflict Studies, Educational Sciences and Islamic Sciences from the University of Tuebingen, Germany. She has conducted a 3-months field research for her M.A. dissertation on bi-communal activities in Cyprus in 2004. Kerstin has been with CNTI since October 2005. She has an interest in Conflict Resolution and Management and she is trained as a facilitator. Her main responsibilities at CNTI include developing of new projects, drafting of project proposals, networking with European NGOs, especially in the field of Development Education. She is the local coordinator for European projects, and she also coordinates the organization's efforts to assist victims of human trafficking in Cyprus.

Table 2 'Network - Problématique - Factors with Clarification'   Annex C

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

Factor 1: INSAFE community website (Jason Steele)
Easier to use and display info better.

Factor 2: No idea of the program of other nodes (Pascale Recht)

Factor 3: Lack of service orientation of EUN (Ronald Hechenberger)
No needs assessment was made what nodes need and want.

Factor 4: Lack of precise sorting of contents (Luu-Ly Mai)
There is a need to make a clearer categorization of the contents available. Maybe make a new structure depending on topic, language, format or target group.

Factor 5: Lack of enough best practice sharing (Marjolijn Durinck)
Due to not enough time in meetings (hopefully Cyprus-meeting will cover that!) and a repository with 20 different languages it is difficult to get an idea of good practices in other countries.

Factor 6: Unclear roles and responsibilities between nodes/coordinator (Karin Larsson)
It's unclear which responsibilities we have as nodes. Of course, I can read the contract but there are other tasks that are not in the contract. Therefore, it's hard to prioritize the tasks.

Factor 7: Lack of involvement by nodes (Maria Elisa Marzotti)
We need to enhance interest, participation and cooperation among nodes. It depends on us but also on the nodes, hence, it depends on both sides.

Factor 8: Lack of knowledge on other nodes' activities (Agnieszka Wrzesien)
Allow more time at the meetings to share project achievements (examples to follow and obstacles to avoid..!) of each node.

Factor 9: Too much work, lack of time (Juuso Peura)
Q. If you had more time will you be more involved? A. Yes. Q.

Factor 10: Differences among the structure of each node (Luca Pitolli & Claudia Ceccarelli)
INSAFE is a network composed by nodes which represents public bodies, regulation bodies, Associations and others. This heterogeneous composition could represent a difficult in order to establish a common point of view and in sharing experiences, and requires a special effort in coordination activities. Q. Is there a difference between everyone's consortium? A. Yes, every organization has its own consortium.

Factor 11: Lack of real cooperation between coordinating node and nodes. (Veronica Samara)
Lack of knowledge from the coordinating node about the nodes' work and needs. No involvement of the nodes in the primary planning of the coordinating node's work plan.

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Table 2 'Network - Problématique - Factors with Clarification'   Annex C

Factor 12: Lack of Community spirit (Peter Behrens)

Factor 13: Radical expansion of the network (Anna-Maria Drousiotou)
Due to the radical expansion of the network this presents obstacles. There's a lot of information coming in, it seems to be an information flow. It has to do with the website basically. My concept was that there is a lot of info at the side. Q. So, is it more about the content? A. Yes.

Factor 14: [DELETE] Language issues (Stian Lindbol)
The materials are in our own languages; I don't understand everything, I don't necessarily have to, it doesn't need to be solved but we should be aware of it.

Factor 15: Best Practice (Jason Steele)
Nodes refusal to use other nodes best practice.

Factor 16: Competition instead of collaboration (Pascale Recht)
We should do more collaboration than competition to be effective. Q. Do you mean that the nodes compete with one another? A. Yes, they do. We never collaborate across countries.

Factor 17: Need to moderate network meetings professionally (Ronald Hechenberger)
EUN lacks moderation skills and innovative meeting design to enhance collaboration.

Factor 18: Lack of information on Copyrights (Luu-Ly Mai)
What are exactly the copyrights of all the contents of each node? No precise view on that yet.

Factor 19: [DELETE] Intransparent website (Marjolijn Durinck)
It's not transparent where to find information: too many buttons in community and not clear what's in the community and what's in the repository.

Factor 20: Network activities not based on nodes' needs (Karin Larsson)
Network's activities are not based on nodes' activities.

Factor 21: Training seminars are not functional (Susanne Boe)
They need to be restyled and reflect activities

Factor 22: Need to link better at both levels national project and network workload. (Maria Elisa Marzotti)
It seems like sometimes working for the network takes time away from working for national project activities. We need to coordinate and combine better these aspects. Q. What's the difference to factor #59 about the wrong balance between what the network gives and takes? A. There's no difference; that's what I mean.

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Table 2 'Network - Problématique - Factors with Clarification'   Annex C

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

Factor 23: Not enough focus on network experts (Agnieszka Wrzesien)
Identify experts within the network and let them present at the Training Sessions. We should have more time during trainings to identify experts and listen to them.

Factor 24: [DELETE] Language barrier in materials (Juuso Peura)
Difficult to share materials in different languages.

Factor 25: Differences at local level (Luca Pitolli & Claudia Ceccarelli)
Each node operates in its national context, so we can have difficulties similar to those reported in the idea 1.

Factor 26: Lack of general information - what is happening (Peter Behrens)

Factor 27: [DELETE] Language barrier (Anna-Maria Drousiotou)
This prevents materials from being dispersed easily.

Factor 28: Some cultural and technological issues (Stian Lindbol)
When we work together there are cultural aspects/differences that we have to accept; that's the way it is.

Factor 29: Language barriers (Jason Steele)
EU products etc. not in English.

Factor 30: [DELETE] Languages (Pascale Recht)

Factor 31: More space for exchanging ideas, experiences and materials at network meetings (Ronald Hechenberger)
Innovative ways of exchange in a growing network is needed.

Factor 32: Community website organization (Luu-Ly Mai)
It is very useful but we kind of get lost in it.

Factor 33: Inefficient communication models (Karin Larsson)
Too many different ways of communication and different websites where nodes are expected to upload material.

Factor 34: [DELETE] Tools are important but there are language barriers (Susanne Boe)

Factor 35: Confusion about Insafe objectives (Maria Elisa Marzotti)
We need to give better evidence to and to share our network objectives combined with nodes objectives.

Factor 36: Inability to get familiar with everyone (Juuso Peura)
Difficult to keep track on work in different countries.

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Table 2 'Network - Problématique - Factors with Clarification' Annex C

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

Factor 37: Underestimation of resources engaged in EU activities (Luca Pitolli & Claudia Ceccarelli)
In our experience we have observed that resources allocated for EU activities were slightly underestimated.

Factor 38: No clear strategy for network visibility (Veronica Samara)
No commonly decided visibility plan. Many times we have the feeling that we are working for the visibility raising of the coordinating node, when it should be the other way around.

Factor 39: Time conflict: tasks on national level + Insafe (Peter Behrens)

Factor 40: Easier website (Stian Lindbol)

Factor 41: [DELETE] Language of the material at disposal on the community (Luu-Ly Mai)
English resources are easy to reuse but others are really not (Danish or Swedish or whatever…).

Factor 42: Common activities need better preparation (Susanne Boe)

Factor 43: Confusion about how to use EUN Community (Maria Elisa Marzotti)
Network members (especially new ones) need a sort of induction to know how and why to use the Community. Moreover, it seems we need to share a common work to define rules and parameters to upload materials; without it the Community would become a big repository of inaccessible resources from a linguistic point of view.

Factor 44: We don't know each other within the network (Veronica Samara)
We also never found the time where each node presents its work plan to the rest of the network. There are possibly a lot of common activities, which can be conducted jointly ('best value for money').

Factor 45: Lack of win-win-situation (Peter Behrens)

Factor 46: Lack of Best practice template (Luu-Ly Mai)
A template to use when someone wants to share a best practice.

Factor 47: Lack of time (Maria Elisa Marzotti)
Sometimes it's very hard to find enough time to cooperate with others, especially during topic periods of national nodes activities.
Other times it's hard to understand why advanced processes of co operational work in the network are interrupted.

Factor 48: Too many groups (thematic / working) (Veronica Samara)
This makes the understanding of the network goal very difficult and cumbersome. Also, it makes the cooperation within the network sometimes a burden.

Factor 49: Feeling of pupil-teacher-relation (Peter Behrens)

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Table 2 'Network - Problématique - Factors with Clarification'

Annex C

Triggering Question: *"What are obstacles that prevent our current network of EU safer Internet Nodes from being optimal?"*

Factor 50: Lack of Filtering of all nodes' contents (Luu-Ly Mai)
Gather all the contents of all nodes on a topic and downsize it into a single and complete document in English.

Factor 51: [DELETE] Some many different languages (Jose Luis Zatarain)
Lots of resources in native languages.

Factor 52: Not enough involvement in the steering committee (Susanne Boe)

Factor 53: [DELETE] Bad decision-making process (Jose Luis Zatarain)
Lots of items for each SC.

Factor 54: No information in return for feedback for conducted activities (Veronica Samara)
We are many times asked to provide feedback for conducted activities, but we never receive information in return (for what it is used, why, follow-up). Moreover, sometimes this asked information is for us double-effort, as we already provide it to the EC through our six-monthly reports.

Factor 55: [DELETE] Contact among Nodes needed (Jose Luis Zatarain)
Nodes should be protagonists in training meetings.

Factor 56: Coordinating node's work plan imposed by the EC does not correspond with nodes' plans

Factor 57: Different nodes have different priorities (Tanja Sterk)
The major problem is that Nodes in most cases cannot afford to be effectively involved in the work at national as well as European level (lack of time- lack of money). They give priority to national activities and they do not contribute as much as they should to the activities of INSAFE network.

Factor 58: Changing agenda of the EC

Factor 59: Wrong balance between what the network gives and takes (Janice Richardson)

Factor 60: Lack of time for nodes to exchange information

Factor 61: Physical distance

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Table 5   'Network - Vision - Ideas with Clarification'

Annex D

Idea 1: Develop united information centre (Liene Kalna)
The centre which can inform the new project members about most important information. One e-mail address where I can send a question what I would like to know and only one person who answers the question.

Idea 2: Clear aim, vision and instructions for work groups (Alenka Zavbi)

Idea 3: Simple and multilayer design of the community platform (Gudberg Jonsson)

Idea 4: Clear mission and goals of network (operative goals) that are transparent to all nodes (Maria Kristin Gylfadottir)
The mission of an effective network needs to be clear to all stakeholders. Projects done by network also need to coincide with goals and operative goals. Thus tasks are limited to goals.

Idea 5: Good collaboration, sharing of ideas (Karl Hopwood)
Nodes work together to share the good practice that exists.

Idea 6: Communication between all nodes (Danelia Agius)
All nodes must be active in the network by being attentive to the networks' activities and be fully cooperative.

Idea 7: Redesign contractual dependencies of coordinating node (Bernhard Jungwirth)
Coordinator should primarily be authorized by nodes and not by EU Commission. Better if the coordinating node is authorized by the nodes and not by the commission.

Idea 8: Organize a well-structured content and knowledge management (Judith Swietlik-Simon)
An efficient networking depends on the structure of the collected and provided data. The quantity of a large data pool can only be mastered by a well defined organization and management.
The services of modern technologies (Web 2.0) will be a good help. E.g. a glossary with all Safer Internet related issues and abbreviations (maybe a WIKI) could be useful and an easy way to improve contents in collaboration.
Any sort of content should be presented in a concise manner.
The use of collaborative mind-mapping could also help to work on content and keep it up-to-date. The search on the provided data should be efficient and extendable.
Last but not least, an appealing interface with extensive functions would be a good idea. On each level.

Idea 9: Good functioning secretariat (Ellen Stassart & Tom Van Renterghem)
A network should have a secretariat which works only for the network.

Idea 10: Involvement of all partners in the network (Gry Hasselbalch)
All members of the network - coordinator as well as nodes - participate actively in common activities.

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Table 5 'Network - Vision - Ideas with Clarification'   Annex D

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

Idea 11: [DELETE] Information and knowledge sharing (Marjolijn Bonthuis)
Quality time during meetings, less presentations and more small working groups on best practice sharing.

Idea 12: Members that work for the same goal (Lena Fagerström)

Idea 13: Constructive working environment (Paola Pendenza)
Over the last Insafe meetings, there were several disputes on topics not so really prominent that created an atmosphere of not constructive and useless tensions, putting new nodes to confusion as well.

Idea 14: Organize more regional meetings (Riitta Kauppinen)
Cultural differences are obstacles.

Idea 15: Short presentations during INSAFE meetings concerning actual activities of the node (Anna Rywczynska)

Idea 16: [DELETE] Clarity, good communication (Graine Walsh)
Clear roles, uncomplicated language.

Idea 17: Regular exchange of best practice (Stephanie Kutscher)

Idea 18: [DELETE] Good flow of information (Alicja Puchala)

Idea 19: [DELETE] Set up methods or tools for translation (Jose Luis Zatarain)
Lots of materials uploaded to the repository no-one except the "author" node can understand. Most of the times are short texts (dialogues, texts from leaflets), very useful, that can easily be translated. We should try to find how to do it.

Idea 20: Making the examples for reports (Liene Kalna)
For new members it will be easier to write all reports if there were some examples how to do that, for example, filled template for public report, assessment report, progress report etc.

Idea 21: [DELETE] Educational base and exchange (Alenka Zavbi)

Idea 22: Well organized and interactive training sessions / meetings (Gudberg Jonsson)

Idea 23: Transparent decision-making and roles of all stakeholders in network (EU, coordinating node and individual country node) (Maria Kristin Gylfadottir)

Idea 24: No replication of resource creation (Karl Hopwood)
Nodes share the resources that they already have and there is discussion around all further planned resources so as to maximize the output (to avoid duplication and waste of time).

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Table 5 'Network - Vision - Ideas with Clarification'   Annex D

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

Idea 25: [DELETE] Engaging in node-visits (Danelia Agius)
Nodes could invite another node to their national point to get a hands-on experience of how the hosting node operates.

Idea 26: Coordinating node focuses on nodes' needs (Bernhard Jungwirth)
It is mainly about supporting the nodes and not fulfilling the coordinators' work plan. It is because coordinating node has it own contract with the commission so fulfilling its contract is of course its first priority and this not necessarily meets the nodes needs.

Idea 27: Structure and organize a contact data base (Judith Swietlik-Simon)
The members list should be more transparent (addresses, more information, maybe also photographs to better remember people) and also useful without using the source code … ;o).
This kind of address-book should also provide the addresses of other stakeholders.
Maybe use the power of social networking (FOAF) to allow a better and versatile collaboration of all stakeholders (node members, industry, science, …) and to share any crucial information pertaining to each of them.

Idea 28: Making of best practice papers (Ellen Stassart & Tom Van Renterghem)
Defining what best practice papers are based on a certain methodology.

Idea 29: Transparency (Gry Hasselbalch)
Decision-making and organizational functioning of network is transparent to all members.

Idea 30: [DELETE] Communication (Marjolijn Bonthuis)
Product and information sharing only in English (in repository).

Idea 31: A well structured web site supporting (Lena Fagerström)
A user friendly web site is a good support.

Idea 32: Workload consistent with resources allocated (Paola Pendenza)
In most cases the contribution requested by the European network to take part actively and carry out the numerous activities proposed at European level takes too much time and human resources compared with budget allocation, particularly during simultaneous events at national and European level (SID).

Idea 33: More One-to-one sharing and mentoring opportunities (Riitta Kauppinen)
Clear model for mentoring and resources for that.

Idea 34: More initiatives done on the pan European level (common conferences, etc) (Anna Rywczynska)

Idea 35: [DELETE] Sharing, reusing resources (Graine Walsh)
Sharing knowledge and good resources.

Idea 36: [DELETE] More overview of what other nodes are doing (Stephanie Kutscher)

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Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

Idea 37: [DELETE] Be open for new ideas (Alicja Puchala)
New ideas by one node, make it seen by others.

Idea 38: [DELETE] Facilitate face-to-face meetings among nodes (Jose Luis Zatarain)
Best way of exchanging best practices.

Idea 39: Be patient (Liene Kalna)
As a new member I don't know lot of things and I would like that people could be more patient about my lack of knowledge.

Idea 40: Motivation (Alenka Zavbi)

Idea 41: Task specific work groups (Gudberg Jonsson)

Idea 42: Simple but effective structure of communication and simple communication tools (Maria Kristin Gylfadottir)

Idea 43: Clear roles and responsibilities (Karl Hopwood)
This needs to be facilitated by Insafe so that all nodes understand what they need to be able to do both in their own countries and on a wider EU scale.

Idea 44: Avoid unnecessary prolonged decision-making (Danelia Agius)
Nodes must stick to deadlines when they are requested to give an opinion, vote or feedback.

Idea 45: Coordinator applies professional and innovative moderation and training designs (Bernhard Jungwirth)
… so that nodes' needs and consideration of group dynamics have priority.

Idea 46: Separate content and format (Judith Swietlik-Simon)
Get the content to be shared organized in a pure way - maybe use collaborative mind mapping to structure the content and work on its development, an efficient possibility to easily find the important issues and also to detect easily new ones. This will assure an exhaustive, up-to-date and consistent information transfer and with that facilitate and optimize the work of each node, without reinventing the wheel.
The format will be presented by the specific material (flyers, posters, films, games, …) provided by each node as reference from the pure version of content.

Idea 47: Develop user-friendly members area (Ellen Stassart & Tom Van Renterghem)
A website for a network should be developed in a way that every new member finds easily his/her way and old members should not search after documents. You should see this as a website.

Idea 48: Maximum exchange of experiences, ideas, tools and best practices (Gry Hasselbalch)
Initiatives and tools by individual nodes are created with a view to exchange within the network (exchange between culturally close countries).

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Table 5 'Network - Vision - Ideas with Clarification' Annex D

Triggering Question: *"What are descriptors that characterize an ideal, efficient network of EU safer internet nodes?"*

Idea 49: Meeting among smaller sub groups (Lena Fagerström)
More space for discussion exchange of ideas & tools. Possibility to find members working on the same issue/at the same stage.

Idea 50: A translation service available to the nodes (Paola Pendenza)
There's a linguistic obstacle, both in terms of costs and time needed to translate tools and materials produced by the nodes that prevent from using and sharing effectively resources between Insafe members. Furthermore, time and costs represent also a constraint as regards the translation of press releases or documents on the occasion of SID or other European events.

Idea 51: [DELETE] More direct contacts between nodes (Anna Rywczynska) Idea 52: Emphasize what could be helpful for other nodes (Stephanie Kutscher)
Coordinating node as information knot between national nodes. Coordinating node should have an overview of what the nodes are doing and once one node needs info about a certain topic they can just go up to the coordinating node and don't have to ask all the other nodes.

Idea 53: Cultural sensitivity (Alicja Puchala)
Understanding that some ideas might need transformation to be used in culturally different settings and some cannot work at some places at all.

Idea 54: Knowing each other (Alenka Zavbi)

Idea 55: Effective training sessions that coincide with operative goals of network (Maria Kristin Gylfadottir)

Idea 56: Engagement with relevant bodies (Karl Hopwood)
Nodes must engage in a meaningful way with their audience (which also needs to be defined).

Idea 57: [DELETE] Sharing of experiences/resources (Danelia Agius)
Nodes can work more effectively when exposed to ideas of other nodes and best practices.

Idea 58: Nodes and coordinator clarify what their tasks are and act accordingly (Bernhard Jungwirth)
Clearly defined roles, tasks and procedures.

Idea 59: Develop meta data templates (Judith Swietlik-Simon)
To share tools & methods efficiently specific meta data templates could help to describe the according items. The use of special meta data could also help to build up a well-structured database, describing what we upload, having some descriptors for the docs we are uploading.

Idea 60: [DELETE] Exchange of experiences (Ellen Stassart & Tom Van Renterghem)
Experiences should be exchanged.

Idea 61: An open minded and helpful approach (Lena Fagerström)

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Idea 62: [DELETE] An effective means of communication between members (Paola Pendenza)
Improve the EUN Community in order to really share information and communicate, not using it only for consultation.

Idea 63: [DELETE] Develop better possibility for adapting materials / products (Stephanie Kutscher)
Central translation of materials by Insafe would be very helpful.

Idea 64: Need an executive board that sets operative goals, makes a work program and runs steering committee (Maria Kristin Gylfadottir)

Idea 65: Learn from others' mistakes (Danelia Agius)
Nodes can work more efficiently when aware of the possible drawbacks/disadvantages of certain activities prior to implementation.

Idea 66: Improve the communication - categorization of messages (Judith Swietlik-Simon)
As there are so many EUN-emails sometimes arriving at the same time, it would be a good help to have a categorization for not loosing necessary information (e.g. at Safer Internet Forum in Luxembourg: the request of the KM working group to the new nodes to present their experiences as new nodes).

Idea 67: Getting an overview (Rita Astridsdotter Brudalen)
Important to get started.

Idea 68: Organization model (Rita Astridsdotter Brudalen)
Of the EU, what is the bigger picture?

Idea 69: The group work started in Vienna, follow up? Important follow through on good ideas. (Rita Astridsdotter Brudalen)
This will better the cooperation between countries and nodes.

Idea 70: [DELETE] Improve main contact data base (Ama Koranteng-Kumi)

Idea 71: Develop an accessible and structured list of the extended and relevant network of the nodes (Ama Koranteng-Kumi)

Idea 72: Improve the internal communication related to actual projects and events (Ama Koranteng-Kumi)

Idea 73: Regional structure of European Nodes

Idea 74: Have some common sponsorship and lobbing policy

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Table 8 'Network – Action Plan – Actions with Clarification' Annex E

Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

Action 1: Develop the knowledge about other nodes (Claudia Ceccarelli & Luca Pitolli)
Better knowledge of other nodes activity. A better knowledge about other nodes activities will help increase the networks efficiency.
Q. How?
A. I don't think we need specific tools, several tools or methods can be applied, e.g. online information system. There are many ways. It's important for the efficiency. To have a structured management information system.

Action 2: Define/Clarify roles and responsibilities of nodes and coordinator and EC (Tom van Renterghem & Bernhard Jungwirth)

Action 3: Define best practices and good practices format to distribute this amongst members (Tom van Renterghem)
It's not really clear to me what a good practice is and what a best practice is. No clear definition between good and best practice. We should decide on a definition so that we are on the same level of understanding about what that means.

Action 4: Develop member's area through website (Tom van Renterghem)
Not through the community. I think it's two different things. We are doing two different things - community and Insafe portal. It would be good and I think we need to have one point of entry into the system, not two.

Action 5: Improve decision making (Bernhard Jungwirth)
Who decides on what according to which rules?
We are quite bad in making decisions, so we should make room in order to make efficient decisions.

Action 6: Make clear what decisions we have to make (Bernhard Jungwirth)
We don't have to coordinate everything, only the "big points".
We don't have to decide on the network level on everything so that things will get simple if concentrate on the important things.
Q. Is it covered by the process idea?
A. No.

Action 7: [DELETE] Realize added values for ALL network members (Bernhard Jungwirth)
Let's agree together what the CONCRETE benefits should be for all of us.

Action 8: Hire external moderators/consultants to support us (Bernhard Jungwirth)
We don't have sufficient expertise for organizational development in the network and we are "internal".

Action 9: [DELETE] Clarify roles and responsibilities in the network (Bernhard Jungwirth)
Q. How?
A. The procedures would be to take this as a long term goal and talk about it; based on a common agreement - that this is the next step. To take this topic as one goal for one long meeting with external moderation, talking about only this topic and making a decision at the end.

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Table 8 'Network – Action Plan – Actions with Clarification'   Annex E

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Action 10: Clarify the tasks (Riitta Kauppinen)
Responsibilities: coordinator, network and the commission. I think somehow we are thinking about our important tasks compared to the network. Which are those tasks?
Q. Do you mean that we don't have to take care of all potential tasks? Should we limit our resources to the very important ones?
A. Yes.
Q. Should we decide which tasks are more important than others?
A. Yes, maybe something like this.
What is next? What are our tasks? What are the node's most important Insafe tasks? What is our task as a node?
This idea is related to 11, 12.

Action 11: [DELETE] 'Where we are now' checkpoint (Riitta Kauppinen)
What we have done, what should be done.
We have been discussing quite long the negative sides, what went wrong. Does this really help us to define our tasks?

Action 12: [DELETE] Define what positive the network has brought to us (Riitta Kauppinen)
Sometimes I think about whom from this network really helps our work in Finland, on the national level, how it is helping us.
How does this network help us on national level? What are the benefits?

Action 13: Prioritize internal communication rather than external marketing (Karin Larsson)
The process in Cyprus shows that we have issues internally that we need to focus on before we tell the rest of the world what the Insafe network is. We should therefore focus first on our internal problems; we should focus on the internal stuff.

Action 14: Reduce the number of communication channels (Karin Larsson)
It is confusing and very time consuming to sometimes find a document on the intranet, on the community, sometimes we have to search through different e-mail lists for a document or we realize that we are supposed to use Google Docs to access it. Also we all need to improve our e-mail manners - don't reply to all unless it really is important for all to read your answer. Please.
This is confusing. I would like to have fewer communication channels. I know that everyone favors different ways. But it doesn't work like this. I think we need to decide on specific communication channels. I think it's too many emails. 'We agree, we agree, but it's not really working.'
Q. Are you talking about a deputy person?
A. Just reply to Janice, not to everyone else.

Action 15: [DELETE] Re-design the MoU describing roles & responsibilities of all parties (Karin Larsson)
As already mentioned in the reviewer's report…

Action 16: [DELETE] Re-design the Insafe community (i.e. the intranet) (Karin Larsson)
Take into consideration all the problems and suggestions regarding online services and communication that was put forward during the Cyprus meeting and use it to build a more efficient intranet.
This is more general. There are lots of ideas of how to redesign the community.

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Action 17: [DELETE] Develop mandate and routines for working groups (Karin Larsson)
Each working group needs clarified objectives, tasks and routines for meetings. This has to be decided on a long-term basis.

Action 18: Review Memorandum of Understanding (Tanja Sterk)
Clearly define the roles and responsibilities of individual Nodes, coordinator and European Commission.
I want that all roles and responsibilities are clear and clarified.

Action 19: Elect a permanent chairperson of the SC (Tanja Sterk)
We need a chairperson who will be a professional, will be familiar with the whole process from the beginning, and will know the rules of network operation very well.
Q. With the right to vote?
A. No, without. It would be also possible to nominate an external person. It should be an independent person (not node or coordinator).
Q. Do you really mean nominate or elect? Who would nominate or how do we elect?
A. The chairperson should be elected with the majority of the SC.
Q. Forever?
A. 4-5 years mandate.

Action 20: Ease the adaptation of materials/practices produced within one Node to another Node (Tanja Sterk)
Extra budget for translation and adaptation activities could be allocated to coordinating Node. Each Node interested in adapting materials could ask for these additional financial resources. e.g .extra budget for the coordinating node... It is a problem for smaller countries that develop good material also can be understood and their material re-used by other nodes.

Action 21: [DELETE] Create different mailing lists with intuitive e-mail addresses that clearly identify the subject (Bruno Fragoso)
e.g. InsafeQuery@...; InsafeRequestForInformation@...; InsafeNews@…; (…)
Gives the possibility to filter emails. Makes it simpler to share information because then you only need to know one email address for each type of information. Then I can create and use filters. Because I receive so many emails every day. This way it's much easier to share information because we need to know only one email for each sender, e.g. e.g. Request for news, request for information etc.
Q. Intuitive?
A. Headline that makes sense immediately, e.g. if it's information we use news.

Action 22: Promote a workshop to redesign the Insafe community website (Bruno Fragoso)
Redesign Information Architecture accordingly with the existent know-how and user experience.

Action 23: Get a global online calendar (Bruno Fragoso)
Central point of information with duties deadlines. Each deadline will have the description of the need and will send a reminder 2 days before.
A calendar where you can update on a general basis also with small news and updates (without deadlines). Internal news.
Q. For internal use?
A. Yes, not public.

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Q. How would this calendar be different from the existing one?
A. The existing one is public.

Action 24: Submit polls for best practices presentations (Bruno Fragoso)
In this way, in the next meeting, the most voted will be presented in an Insafe workshop with all necessary detail [milestones defined; roadmap of the project; difficulties found; Quick wins identified ;(…)
To have more detailed information. If we have access to the presentations, we can go over it over the weekend and get prepared.

Action 25: Adapt Insafe website for interoperability with other awareness nodes websites (Bruno Fragoso)
The sections "Insafe articles", "events" and "Other resources" could get data directly from the members' websites (Even if not in English).
Instead of us having to send all the information in a standardized format, e.g. in word, our information should automatically adapt to the Insafe website.

Action 26: Internet FORUM for Safer Internet nodes (Julia Gursztyn)
Building up the FORUM which is a kind of discussion group. Each person from certain stakeholder can sign up and participate in discussion at any time. FORUM may facilitate in sharing ideas, problems, and observations. Maybe it'll be easier to talk over current matters. It may be as well a kind of notice-board. It's a kind of our own Awareness node's internet society which help us to keep up current communication and to be up-dated with others activities. The network is something different than the community. Forum should be defined differently from community. Should be our own awareness nodes safer internet online debate forum. I haven't used the community yet. Each person can sign up at any time and keep up at the discussions on current matters and ideas. It can facilitate these discussions on current problems. It's like a discussion group that is lasting for the time being. I think that the forum can help us to get over the current discussions and things, it's like a discussion group - you can sign up, take part in the discussions, and sign out afterwards, like Skype. You can be updated with the current things of the other nodes' activities and debates.
The notice board: you can put something there, e.g. you have a problem with something or you don't understand something, you can put your question and wait for other people's reply.
Q. Like the working group working on the MoU...?
A. Yes, you sign up and see what has been uploaded. Others can sign up and leave their ideas there.
C. There are also Wikis.

Action 27: Various trainings (Julia Gursztyn)
Each year there should be systematically organized several different trainings. A person should be given the opportunity to choose one that is the most adequate to its individual needs. It'll help to reduce eventual lack in knowledge and experience. Individual match of training can fill parts to be filled in. In that way each person, with new most needed skills and knowledge, can give their best in the project. Maybe it is also good idea to apply in advance by stakeholders the demand for specific kind soft-trainings.

Action 28: Functional training sessions with most time for best practice sharing and 'getting to know each other' activities (Marjolijn Bonthuis)
Q. What do mean by functional?
A. No presentation of experts, listening to stories.

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Action 29: Stimulation of information sharing among the Nodes, during training sessions but also in between these sessions, like regional meetings (Marjolijn Bonthuis)

Important is traveling budget and region of country of choice. There are Nodes / Countries who are quite similar in internet culture. You can learn a lot by more working and sharing together, like the SAFT countries do.

Action 30: Feedback of information provided by nodes (Marjolijn Bonthuis)

We've been asked to give information but we don't get the results back. We provide information but don't know what other nodes deliver.

We don't usually get results feedback when the coordinator asks for information. But we also want to know what other nodes are doing.

Action 31: Improving node coordinators persons descriptions on the web (Rytis Rainys)

Node persons identified on the Insafe web-site as coordinators could have an extension with clear contacts, CV and photo that could better introduce coordinator for the visitors.

I'm thinking that coordinators of nodes are very important persons, e.g. coming here, I wanted to know who the coordinator of each node is and how s/he looks, what are the contacts. To have better descriptions on the web. Now we only have name and emails. Is that enough? I don't think so.

Action 32: Form regional or thematic network clusters (Tibor Papp)

Various, more focused forms of network organization.

Regional: geographical term.

Thematic: similar projects can naturally be merged together.

Clusters can form a stronger network, a more effective one.

Smaller groups or clusters for elaborating themes, projects e.g. within regions.

Action 33: Active collaboration in an early warning network (Tibor Papp)

Frauds, hoaxes, viruses, etc....

We don't get the most out of the network if we don't do network titles within the network.

We don't have only viruses, we have fragile schemes. It's a typical network activity to catch online threats early (e.g. Viruses) and send them out in the network; this is an early warning system. Other examples could be warnings of internet fraud, pedophile activity etc. a network tool where the network gets more effective in terms of the above.

Q. Have you investigated in this topic?

To give you an example: hotlines, Inhope. Once a year, they give a report but that is not of help for the hotline. For viruses it's working, that's not a problem. Such a scheme doesn't exist for frauds, pedophile activities etc.

C. That's statistical data. That's not threats.

Q. E.g. when mobile threat appeared... is this what you mean by early warning network?

A. I don't know what the mobile threat is. But we are talking about threats in the Internet.

Q. Harmful or illegal?

A. Yes both, but I want to be as broad as possible.

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Action 34: Time for best practice sharing (one to one or in groups) at training seminars (Gry Hasselbalch)
More open time for sharing best practices during meetings, e.g. according to themes.

Action 35: The same template for sharing resources used for each meeting (made with a view to how other nodes can use the selected item) (Gry Hasselbalch)
Q. Could it be also used between meetings?
A. Yes. My point is to know this is the usual form.

Action 36: Translation of selected best resources from the network (Gry Hasselbalch)
English translation.
Q. Wouldn't they be translated already into English?
A. I'm thinking of material that nodes have. We first need a selection of best practices, and then we need another selection for the very best practices. I.e., a pre-selection process is needed and then the five best resources are being translated.

Action 37: Time for working group members to meet and discuss at training seminars (Gry Hasselbalch)
The phone, email, chat meetings are not always as productive as they could be. Face to face meetings are important, but at training seminars we often only have time in the short breaks for working groups meetings and only on our own initiative. Would help if time was allocated for the groups at the training seminars and perhaps also time for presenting the discussions of the groups to other nodes.

Action 38: Maintain a list of speakers for conferences (Judith Swietlik-Simon)
Build-up a well-organized list of speakers that are available within the Insafe network to contribute to conferences organized by nodes. It's a very specific idea. Out of personal experience with another project, I had problems with the conference that we organized. I spent a lot of time searching for people to contribute. Only late I found out that there are many good speakers in the network. It would be great to have a (updated) list of speakers. For me it would have been very helpful. I don't know whether it exists.
C. Janice has such a list of experts.

Action 39: [DELETE] Investigate in a comprehensive efficient CMS (Judith Swietlik-Simon)
A well-structured, well-organized and user-friendly web portal is the basis of an efficient collaborative networking to share knowledge and resources (e.g.: www.ena.lu (using MCE webinterface, GPL licensed): provision of multimedia content in a clearly arranged and appealing way, content sorted in diverse structures (domains, media types, …), albums (arrange own content selections, share with others, glossary, …). Information as well as contact persons should be easy to find (extended search criteria). Benefit from web 2.0 standards! (Wiki, podcast, …).
Same idea like tool for online collaboration. There are so many tools that we could use for a much more efficient and appealing community.
Q. CMS is used for managing websites. Do you mean that?
A. Yes, for managing websites and for the content. To have a better content management system. I don't like to use it.
Q. Investigate: How do you want to do that?
A. To find a real good system/tool. There are so many systems to structure and organize. To have all our information and knowledge structured in a better way.

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Action 40: Design a classification of messages (email) (Judith Swietlik-Simon)
Create a list of categories referring to communication issues, like: information, event, awareness material, etc. To be used e.g. in the 'File info' emails from EUN community by adding a new attribute 'Category' to the already existing ones (URL, Name, Description, …) or/and adding it to the email's subject matter.
To have a classification system for all the messages provided.
Create different mailing lists with intuitive e-mail addresses that clearly identify the subject. (Bruno Fragoso)

Action 41: Increase knowledge of the other nodes' project activities through whole sessions devoted to the presentations of the own work plan (Paola Pendenza)
The Sharing Knowledge & Resources sessions during the previous Insafe meeting in Cyprus was too short! It means not like in Cyprus that each node had only 3 minutes, but use more time to give each node for presentation of their work.

Action 42: The drawing up and dissemination by the coordinating node of a document containing a synthesis of all nodes activities and priorities (Paola Pendenza)
In order to understand nodes' needs.
Referring to another European project. They received from the coordinator a synthesis of the participants of the other network, which is a good tool to stay in contact with each other. It's a way to find and collect information about the other nodes. If we have a long list, it takes too much time to read about everyone. The method we are using is not efficient. We need a new method.
Q. Synthesis?
A. I can't really answer to your question. We have to ask Paola as she is referring to another experience.

Action 43: Synchronize network and national events and activities (Paola Pendenza)
So as to reduce the time conflict and optimize economic and human resources.

Action 44: [DELETE] Define the thematic groups' work plan and objectives (Paola Pendenza)

Action 45: Integrate and optimize tools for online collaboration (Vasja Vehovar)
You already have here options to upload documents. We also receive emails through the Insafe network, daily. There are three tools for communication. But it's not taken into account the tools that we have right now. There are flexible forms to upload material and much more, automatic alerts. Everything can be done in friendly way. Structuring archives. If it's not optimal, we need a lot of time. It would be an efficient tool.
C. Suggestion: Maybe we should add integrative tool into the statement.
Q. It says THE tools; does that mean that you already have tools in mind?
A. No

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Action 46: All the members of the network and EC should get regular feedback on the results of the network (Manuela Martra)
What is the impact of all the actions?
The added value of the European network is a matter of understanding.
Q. What do you mean by the results?
A. Success stories, best practices, consolidate figures and numbers of the target groups that you can reach with the budget.
Then we can send it to other commissions.

Action 47: Streamline the work and role of the working groups and the thematic groups (Manuela Martra)
There is a bit too much of overlapping and the participants are not rewarded for the work they are doing in the working groups, there's no time to present the results. I suggest having less time at training seminars to work in working groups. We need more visibility during training seminars for the presentations of the results of the working groups so that they are more efficient.

Action 48: Provide regular and professional cross-national evaluation of cost efficiency of communication actions (Vasja Vehovar)
We can do promotion on web, organize events. Different initiatives will work in different countries. There's a lot of communication tools to do promotion on the web, to organize events, there's a lot of options. It would be good to have professionals who are doing PR and communication people. Some actions are taking a lot of energy and resources but the results are rather poor. It would dramatically improve the effects of resources and the prioritizing of resources. PR, marketing, communication should be more professionalized.
Q. Is the commission in this process?
A. No. More neutral. The commission is doing it for its purposes. Communication experts would do it more in a professional way.
Q. What can nodes do?
A. An example: SID takes so many resources but the results are small. Printing - doesn't work in France, etc. Instead we should do something that is working in the most countries; we should repeat those that are effective.

Action 49: Standardize interaction through the network (Tibor Papp)
E.g., standardize forms for best practice sharing.

Action 50: Facilitate the understanding and usage of already existing means of exchange of information inside the network (Mirela-Alina Gica)
Via tutorials to see where certain documents are to be uploaded.

Action 51: Let's agree on the concrete next steps and how to do it (Bernhard Jungwirth)

Action 52: Provide nodes with the possibility to visit other nodes in other countries and the coordinator to visit nodes (Maria Elisa Marzotti)
Travel money.

Action 53: Check who is using best practices (Maria Elisa Marzotti)
So we know who is using our resources.

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Triggering Question: *"What actions can the current network of EU Safer Internet nodes take in order to reach the ideal and efficient network?"*

Action 54: Set up an advocacy unit to act at national and European levels in the name of Insafe (Maria Elisa Marzotti)
We have no common approach and policies. It's a problem to make pressure on the Min. of Education.

Action 55: Provide a translation service on request (Maria Elisa Marzotti)

Action 56: To publish on the Insafe community the tasks of each member of Insafe team (Maria Elisa Marzotti)
To clarify the tasks and responsibilities of the Insafe team members.

Action 57: Agree on the terminology used within the network (Karin Larsson)
It's really confusing; I have been confused from the beginning. E.g., the place where we upload our resources is called different things. It is confusing.
C. For me it was a problem at the beginning.

Action 58: Create a 'Who is Who' on the community (Manuela Martra)
With all relevant details/detailed information.
Q. In the community, so private?
A. Yes. Not on the website, not public.

Action 59: To design and implement longer term training program (Manuela Martra)
In the beginning of the year have one topic or more to focus on. At the end of the year you can evaluate those.

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