Emergent Issues in Information and Knowledge Management and International Development

Annual Report 2007

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Executive summary

IKM Emergent is a five year research and communication programme aimed at promoting a better understanding of the range of knowledges relevant to work in the development sector and innovation in their handling and use. The programme started in April 2007. It had been planned by a dispersed network of individuals over a prolonged period of time with no certain idea as to if or when the programme would be funded. Following approval for the programme by DGIS, a series of meetings of the working groups, the steering group and on specific themes was organised to discuss the detail of the programme and make arrangements to implement it. The striking feature of these meetings was that all potential participants who had previously expressed interest in the programme were able to participate in some way. This provided a strong basis for the shared ownership and network strength on which the programme depends to evolve successfully. Furthermore, the meetings provoked a series of debates about the detail of the programme, its external presentation and its approach to communication with other potential stakeholders, which led to significant, iterative development of its original plans.

All working groups met in person and set up and used means of working collaboratively on-line. In 2007, two programme working papers were nearing publication and detailed planning and negotiation of terms of reference had been done on virtually all the outputs which had been planned for the year. An initial web page and accompanying blog was set up. A draft communications strategy was produced and debated and developed at a communications workshop. This helped clarify the focus of the programme, which has been defined as being about how development actors can innovate to effectively handle and use multiple knowledges, as well as its key audiences.

Representatives of the programme participated in, and on a number of occasions presented its ideas at, a variety of development related events. Many organisations and individuals showed interest in the programme and membership of the open D Group reached 180 by the end of the year. The feeling that the issues the programme seeks to address are relevant to the concerns of the sector as a whole was strongly reinforced by the deliberations at the events attended.

Arrangements between programme members and EADI, the financial, legal and administrative host of the programme were established within a month of the programme's approval. Subsequently it was felt that there needed to be more communication at a management level, so that all involved could understand the relation of the numerous

programme activities to each other. Accordingly, a programme management group was established, with the approval of the steering group, and this has provided both physical and virtual space in which to review the overall progress of the programme and to clarify the details of its operations.

The annual plan for 2008 was therefore developed in an atmosphere of real confidence in the potential of the programme to fulfil its goals. Overall the programme is behind its plans and even further behind its planned level of spending. Although this was partly due to the fact that work on the original twelve month plans for 2007 only began in April, the slow start was primarily due to the priority given to the dynamics of participation and ownership in the programme as described above. Although no final output was formally completed in 2007, it was felt that the slow start had led to an improvement in the quality of the programme detail and in the level of engagement of participants. The plan foresees substantial progress in all the outputs originally planned for 2007 in the course of the year as well as in most of those envisaged for 2008 in the original proposal.

Introduction

This annual report is written in compliance with paragraph 5 of the decision in respect of this programme of the Minister for Development Co-operation of the Netherlands on March 28th 2007.

It starts by briefly considering current trends in the development sector and the fields of research, information and knowledge management that form the context for the programme. It then discusses the management arrangements for the programme and how these developed during the course of the year before reporting on the activities of the three programme working groups and the communications work of the programme. This structure is intended to make it easier to track progress towards the planned programme activities and outputs which in the original proposal, in the budgets and in subsequent plans are numbered according to the working group to which they relate (1-3) and the communications work (4).

The report is intended primarily as a document of formal record but it will also aim to summarise some of the key discussions that have taken place within the programme and to explain some of the lessons that have been learnt.

These are perhaps of particular interest in this programme as its non-institutional character offers different challenges of co-ordination, motivation and compliance to those faced by an institutionally based programme. The programme has also always been conceived as an iterative programme in which all aspects would be subject to the constant critical review of programme participants and open to suggestions for change. In this context, the discussions within the programme which lead to changes in what the programme seeks to do or, as has been more the case so far, in how the programme works to achieve its aims, need to form part of the programme record.

The programme had a long gestation period in which the proposals and the commitment of individuals to them were developed in a number of fora. During this period the personal and professional situation of many of the proposed participants changed. Nor was it clear if or when the proposals would receive the funding support needed in order to move on to the next stage. This made it an overriding priority, once the go-ahead had been received, to reaffirm the commitment of the participants to the programme and their ownership of it. The time taken to organise and hold the meetings at which this was done, combined with the April start of what had been planned as a full year programme, contributed to what has been, at

least in terms of money spent and activities completed, the slow start to the programme, which this report describes.

Context

The overriding purpose of the programme is to explore ways in which knowledge can be better applied to ensure improved development outcomes on the ground. It follows that the programme needs to remain alert to changes in the priorities and concerns of the development sector and how these may impact on the issues the programme intends to explore.

2007 saw no major new initiatives in relation to development at a global level. Major donors remained focused on the aid effectiveness agenda, post-Paris declaration, within a continuing formal commitment to the Millennium Development Goals. Increasing attention is being paid to climate change, to the rapidly emerging economic influence of China as well as to the political influence of the G 20 group of nations.

At a programme level, the long-standing debates about top down and bottom-up approaches to development continued. However even the former are increasingly experimenting with information components relating to 'access to information', especially economically relevant information, which suggest a recognition of the importance of the continuing agency of people in the sustainability of any intervention. Others have sought a more contextualised understanding of interventions. Sina Odugbemi, head of the communication for governance and accountability programme of the World Bank, spoke at a meeting on development communication hosted by Panos in November of the regularity with which technocratic solutions foundered on the barriers of obduracy and complexity. He saw workshops which drew out the 'multiple views' on any reality as part of the solution. Joy Moncrieffe and Rosalind Eyben edited 'The Power of Labelling' (Earthscan 2007) which explored the dangers of applying simplistic labels (such as 'the poor' or 'Muslims') to whole groups of people.

The challenges that the demands for such contextualised information place on development organisations were evident in every event the programme attended and in much published material as well. Knowledge management and the effective use of research were almost universally recognised as important but also as highly problematic. This suggests that the programme and its work continue to have great relevance to the sector as long as it is able to present its lessons in an accessible and usable way.

In some areas of work, the influence of new charitable foundations, such as the Bill and Melinda Gates Foundation, which somewhat different patterns of working than the longer established NGOs and foundations has become marked. There is also increasing interest from a number of disciplines, particularly related to the natural sciences and to ICT of the challenges that development can pose intellectually as well as practically. However the welcome knowledge and new thinking that such interest offers can sometimes be offset by a corresponding ignorance of local context and of history.

Another significant development during 2007 was the growing use of the range of web-related tools such as blogs, wikis, social networking and book-marking sites, collectively known as Web 2. Whilst a general phenomena, a number of claims have been made about the importance of Web 2 to development (not least at the Web 2 for Development conference hosted by FAO in September) both as a communications technology and as a model for a different way of organising work and collaboration within the development (and other) sectors. These claims are the subject of continuing debate within the programme. At the least they emphasise the argument put forward in the programme proposal that the issues the programme seeks to address cannot be explored in a static context but in one of continuing informational developments.

Programme Management

Day-to-day management

The programme is designed to be run on a continuous basis by its director and its communications co-ordinator, who are also between them, the current co-ordinators of the three working groups. The overall work-plan of each group is set by the group as a whole with the planning and decision making of the detail taken on by smaller teams working with the relevant working group co-ordinator. The decisions taken through this process are then worked into contractual form by the programme director. These contracts are then agreed with the EADI Secretariat in Bonn, which is legally responsible for the programme and which provides legal and financial services to it.

As soon as the programme received the go-ahead a meeting was held in Bonn to discuss administrative, contractual and financial arrangements for the programme. These have proved satisfactory although, following review at the end of 2007, the contractual arrangements for those on the steering group and the working groups providing their time on a regular basis to the programme have since been simplified. However, the bureaucratic

processes did not in themselves provide adequate information on the programme's activities overall for the Secretariat to be confident that it could exercise proper oversight. As a consequence a programme management group, consisting of the chair of the steering group, the EADI Secretariat, the director and communications co-ordinator and, in future, any other working group co-ordinators, was established. This met at the beginning of June and will meet again as seen appropriate by its members. It is also supported by a virtual working space in which documents and questions can be shared. It undoubtedly offers greater clarity and structure to the management of programme which is characterised by a multiplicity of elements and actors.

Steering group

The steering group met in Amsterdam on the 5th and 6th October. All members were able to attend for at least part of the meeting. The meeting reviewed the progress of the programme to date both in practical terms and in relation to its intellectual context. The meeting re-elected the acting chair, Cees Hamelink to act as its chair for the following twelve months. It also authorised him to sign, on its behalf, a memorandum of understanding for the management of the programme with EADI. This document was the same as that in the Annexe of the original proposal with two minor amendments, one regularising the role of the programme management group, the other clarifying the ownership of the web site (see appendix 1).

The group discussed draft terms of reference for the evaluation of the programme and nominated three of its members to accompany the process by which the role was advertised and candidates chosen for further interview. By the year end two promising candidates for the role had been short-listed, one of whom has subsequently been appointed.

Considering the intellectual context of the programme the group made the following comments:

- That the programme did not make sufficient explicit recognition of the extent to which the problems it seeks to address can also be analysed from a political economy perspective to be seen as an expression of political and power relationships. It was agreed that such analysis was highly relevant to the overall context of the programme but that the programme was not itself designed to have much influence on the wider political context in which such power relations were expressed. It was instead concentrating on the middle-level of organisational

practice, being focussed on what could be achieved through the reform of technical and professional understandings.   However, it was agreed that the programme should make explicit its awareness of such wider issues and their impact on the domain in which it works

- Encouragement to see Knowledge Management - as interpreted both for national knowledge and information policies and as applied within organisations - as being primarily an issue of social relations rather than of technology. This is seen as both a priority and a challenge for the programme in a climate where many are fixated on technical solutions, actively promoted by the international corporations and consultancy firms which stand to gain commercially from the adoption of such approaches.   It is planned that programme participants write and publish some form of open letter to decision makers, challenging such technology led policy decisions

- Encouragement to extend the programme's starting analysis of the use of knowledges within development organisations to consider the context of development research – who does and pays for it, under what conditions, within which intellectual traditions and for what purpose. Programme members have discussed collaborating on such issues with a view to producing an article in 2009

- That although the issues with which the programme is concerned have not yet been effectively mainstreamed within the development sector, there have been previous initiatives which, in one way or another, have sought to address them. The steering group encouraged the programme to look more closely at why some of these prior initiatives have not had a sustainable impact. It was agreed that some such work be incorporated into the programme and budgetary allowance has been made for it in the 2008 plan.

Finally the steering group expressed great interest in the triennial general conference of EADI, due to be held in Geneva in June 2008 and in ideas on how the programme could seek to contribute to the conference both through hosting a session within and through the interaction with delegates outside the formal meetings, possibly through the medium of some installation or display. The director was encouraged to further develop these proposals in co-ordination with some nominated members of the steering group.

Working Groups

Working Group 1 – Discourses

Working Group 1 is developing work on:

- Whose voices are or are not listened to in development discourse at various levels
- Links, mediation and translation between local voices (both intellectual and grass roots) and wider development discourse and practice
- Methodologies for supporting autonomous knowledge processes at local level

This group had met on three occasions prior to the formal commencement of the programme but never with all members present at the same time. It met again for three days in August 2007 at Wye College in Kent to discuss the programme in detail and to explore the dynamics of working together. These discussions benefited from those at the earlier meeting of working group 2, at which the value of commissioning definitive papers from individual or small groups of researchers at this stage in the programme had been questioned. Instead it was suggested that a more dynamic and collaborative process of developing new areas of work was called for. The idea emerged, and was subsequently further defined at the steering group meeting in October, of having co-constructed workspaces through which a number of actors could contribute evidence and analysis around a particular set of ideas through a structured and edited set of web pages.

Working group 1 developed an approach to its work which was split between a number of over-arching themes on which the group saw itself working together and a number of case studies to develop illustrative examples of relevant local knowledge processes. In addition it saw itself guiding and managing the other thematic investigations which had been suggested in the original proposal.

The over-arching themes identified were 'translation', methodologies and ethics. 'Translation' was interpreted in the broadest sense of the word to encompass the attainment of understanding in communication between processes taking place in different cultures, disciplines or organisational contexts. Methodologies refers primarily to those relevant to work on local knowledge processes – how to support such work, to maximise its value to the communities and the immediate contexts in which it takes place and to link it productively to wider development discourse. Ethics relates to the numerous pitfalls of mis-translations, of exploitative and extractive relationships with other knowledges and on how to avoid them. It

was agreed that these overarching themes would be developed through the group's collaborative engagement with a group co-constructed workspace. In relation to these discussions, the group decided to rename itself as 'Discourse, Dialogue and Translation'. Work on these themes started through the contracting of 'starting point' papers. These had been drafted by the end of the year but neither completed nor paid for.

The group intends to make full use of its members' experience and local contacts by developing four areas of empirical work with local knowledge processes. These are

- Cultural literacy: building on and disseminating existing local experience of development-oriented pedagogy and exploring its potential to transmit local environmental perspectives to the international arena. (Para, Brazil – 2008/09). Proposals for this case study were in draft form by the end of the year with work planned to start in 2008.

- Digital life stories on water: articulating and comparing local knowledge on water in a context of competing strategies for its ownership and management. (Costa Rica and Nicaragua - 2008/09). Proposals for this case study were also in draft form by the end of the year with work planned to start in 2008.

- Local Multimedia: Organising locally produced multimedia as a local development resource and exploring its potential links to and use by the development sector at other levels (South India and Sri Lanka 2008/10). Plans for an initial series of meetings with potential partners in 2008 were agreed in outline by the end of the year. These will lead to the development of a full proposal during 2008 with a view to implementation in 2009.

- Research - Local knowledge loops: exploring the consequences for local development and for research or more active and appropriate (format, language) reporting of research results to the researched communities (worldwide 2008/10). Ideas for this proposal will be further developed in 2008.

It was also intended to support the making of a participatory video of a participatory spatial modelling exercise, which had been planned for 2007. However, in an unwelcome illustration of the relevance of ethics and trust to productive communication in a development context, the issues which the exercise were intended to resolve had degenerated into violent conflict in the region concerned and the exercise had to be postponed.

These plans, and the discussions which led to their elaboration, will constitute programme Output 1.1.

The working group also set up sub-groups to further develop the ideas for work on the roles of intermediaries (output 1.2) and on the links between participatory methodologies in research or programme work with local communities (output 1.3). Further interaction via the working group D Group led to the production of terms of reference for both sets of work by the end of the year.   The former is to be developed through its own co-constructed workspace. The latter will start by encouraging the production of a number of brief case studies of how and when insights from participatory processes have or have not been used more widely. The terms of reference have subsequently been put out to tender with a view to contracting this work during 2008.

Working Group 2 – Making the most of information
Working Group 2 is developing work on:
- The potential of emerging technologies to support communication in the development sector, not least by making it less centred on the written word
- Exploring new ways of presenting research information so that it is noticed by policy makers and practitioners (it usually isn't)
- Demonstrating the bias of generic search engines and their tendency to exclude voices from developing countries and piloting technology to overcome such bias
- Interacting with people working in the development sector to explore which emerging technologies they might find useful and relevant to their work

The group met for the first time as a group in the Hague in June 2007. It discussed the wide ranging scope of the issues mentioned in its remit and concluded that the role of the group was to stimulate experiment and innovation in this area rather than attempt to cover the whole ground or to develop definitive solutions. To reflect this perception, it renamed itself 'IKM Labs'. It also decided to work through a process of first identifying and introducing key issues, then creating a space for their discussion and finally either through review of work done elsewhere or through pilots and case studies within the programme to demonstrate possible solutions. To achieve the first two elements of this process, this group developed the idea of using co-constructed workspaces, rather than commissioning papers.

The group also rethought the way it should organise and describe its work to make it more accessible to audiences. Its original series of outputs have been re-labelled as referring to Production (output 2.1), Finding (2.2) and Use (2.3). 'Use', or rather 'users', were been defined as relating not to 'all possible users', who form a population whose current practice

and needs will be investigated by WG3, but to 'interested potential users and early adopters' of new tools and practices. As such what is of interest is the interaction of this group with the ideas and arguments relating to 'production' and 'finding'. The 'user' perspective will therefore be more often integrated into all work than be seen as a stand-alone output but it also intends to participate in two interactive 'IKM labs' workshops each year at which it will present potential new tools and methods to potential users and record the ensuing interaction.

Following the meeting detailed terms of reference were drawn up for the two main pilot programmes. One, the summaries project (2.1) involves the production of 800-1000 word summaries by id21 (a programme within the Institute of Development Studies at Sussex) of a selection of papers produced by the CODESRIA, the Nordic Africa Institute and Development in Practice journal. The intention is to promote these summaries through the web sites of partner agencies and through identifying civil society intermediaries who may be interested in selecting and disseminating material relevant to their audiences. The intention is to evaluate, over three years, whether producing versions of academic quality papers in this format increases their use amongst development practitioners and policy makers, groups which historically have been shown to pay little attention to academic development research.

The second pilot is the Vines project (2.2). This aims to explore solutions to the issue of bias in the process of finding development information on-line. There is an abundant information offer about the developing world available to everybody with access to the Internet, but most people usually receive a biased view through a general window on the world like Google. The ranking of such a search engine is biased to bring on top

- large documents (as they contain more terms to index)
- documents and web pages from large organizations (as many other sites link to those)
- Information from the North (if only because organizations from the North have been present on the Web for a longer time).

IKM Vines aims at providing a view on information about the developing world that gives a higher rank to

- Information from the South
- Information held in other resources than documents
- Information from smaller organizations like NGOs

It will provide tools to create a collaborative knowledge base that contains information about places to search to overcome the structural bias of general purpose search engines and terms to use in those searches which may improve results.

Terms of reference for both pilots were at an advanced stage by the end of the year and work on both projects was expected to start early in the New Year. In addition, and in line with the recommendation of the steering group to learn more from past experience, budgetary provision was made in the 2008 plan for the evaluation of certain other development related 'demonstrator' projects which have taken place outside this programme.

Draft terms of reference were also prepared at the end of the year in relation to the development of a co-constructed workspace for the work of this group. In addition a workshop was being organised for early 2008 to plan two interactive IKM labs sessions in response to interest in these from the EADI Information Management Working Group and CODESRIA, in relation to the conference on electronic publishing in Africa which they are hosting this year in collaboration with the Africa Studies Centre at Leiden.

Working Group 3 - Management of Knowledge

Working Group 3 is critically evaluating past and present information and knowledge management practice within development organisations within the context of its contribution to the achievement of development goals.

Working Group 3 had substantial on-line interaction in the planning stages of this proposal and in the first months of its operation. This interaction also continued online in the last months but public interaction was then shared on the blog (see below).

This group met for the first time in October 2007 in Amsterdam. At that time, one of its members, Ewen Le Borgne was on mission in West Africa and another, Ben Ramalingam of the Overseas Development Institute in London had moved jobs and was no longer able to play such a full role in the work of the group. However, the meeting was also attended by Simon Hearn, a new member of ODI's 'RAPID' programme and by Peter Ballantyne from WG2.

This group took a slightly different approach to balancing the format of its work. So far, this group has been keeping very close to its original plans, although there has been some rescheduling to exploit possible synergies. It remains committed to the publication of fully researched and refereed papers. Its main piece of work for the year, an analytical overview

of previous studies of knowledge management in the development field and scoping study as a basis for further research (output 3.1) was largely finished by the end of the year and will be published as a programme working paper during 2008. However, this group, too, felt the need for a more interactive forum to spread news and ideas about development within its remit. It has therefore started a blog (http://thegiraffe.wordpress.com/) through which to encourage less formal dialogue. Members of the blog comprise working group members, some 'ambassadors' from other working groups with similar interests, and a small group of others who are strategically placed within the field of knowledge management for development.

The group decided to combine its planned survey of the attitudes of senior managers (3.2) with the planned the needs assessment planned for 2008 and to transform this into a knowledge mapping exercise which will focus on a number of countries, for example Namibia and the Netherlands. It also decided to reschedule the Innovation Workshop planned for 2008 to 2009 because so that it will be able to join forces with another planned workshop which will be taking place in South Africa.

Communications and contacts

Effective two way communications is regarded as fundamental to the programme. It needs to maintain and develop the network of researchers and practitioners upon which it is based. It also has the explicit aim of creating an environment for innovation within the development sector, an aim which requires dialogue as well as dissemination if it is to be achieved.

Aware of the challenges it faced, the programme supported Healthlink Worldwide, an NGO which specialises in development communication (especially relating to health), in organising a workshop, attended by researchers and practitioners with a wide variety of development experiences, at their offices in October. It looked at previous change episodes within the development sector, efforts to mainstream gender and disability for example, in an effort to understand how such change came about. It gave great attention to the programme's main messages, identifying the focus on multiple knowledges as the vital and distinctive element it offered. It then considered the programme's draft strategy and discussed through what processes and audiences the programme might achieve change. One output from the workshop was a detailed report which will be published as a programme working paper in 2008.

The workshop also influenced further developments of the programme communications strategy, which were articulated although not finalised in 2007. The strategy sets great store by the identification of potential change champions within development organisations or in the geographic locations in which development organisations are concentrated. It also recognises the importance of face to face contact in communicating with these champions and in being able to follow up their interest with workshops, seminars, labs, displays etc. With this in mind, another work shop has been planned for early 2008 to develop the programmes capacity to present itself.

Efficient on-line communications are also essential to the programme's internal and external communications. The programme has subscribed to the D-Groups facility, now supported by ICCO, which has allowed it to set up a number of D-Groups both for its regular work and for occasions such as planning workshops.   It set up a blog-based web site (http://www.ikmemergent.net) as an interim measure whilst detailed discussion took place as to the programme's requirements, its desire to offer an innovative example of on-line knowledge management and the various technical options available. These had reached the point of a draft specification by the year end and initial conversations with potential suppliers.

Members of the programme attended numerous events on its behalf during the course of the year including:
- Euforic Annual General Meeting, Brussels, June
- British Council, launch of 'Under the Tree of Talking', London, September
- UK Development Studies Association Conference, Brighton, September
- Web 2 for Development conference (plenary speaker) FAO, Rome, September
- EADI Information Management Working Group (report to plenary), the Hague, September
- EADI Director's Conference (report to plenary)
- The Changing Role of Knowledge for Development Conference, Maastricht, November
- Panos, launch of 'Illuminating Voices', London, November

In addition contact was made in person or on-line with a range of individuals, networks and development organisations in Europe, North America, India, Africa and South America. The challenge presented by the number of contacts and the general level of interest in the programme is its capacity to service and build on this interest. This is currently lacking. However, the outcomes of the presentation workshop, the research outputs planned for 2008

and the new web site are all intended to increase the programme's capacity to respond effectively to interest from within the sector.

Patterns of Spending

Financial details are presented in Appendix 3. Their most obvious feature is that significantly less money was spent during 2007, than had been budgeted. There are a number of reasons for this. The main one is that many fewer outputs were contracted during the course of the year than had been anticipated. This was due to a combination of the fact that the actual start date of the programme was three months later than anticipated in the budget; the time taken to revisit and further develop plans before commissioning work on them; and unanticipated delays in drawing up and agreeing contracts even where the supplier and the general terms of the output had already been agreed. Issues like small differences in the treatment of VAT for not-for profit, intellectual work by different countries in the EU and varying intellectual property regimes amongst different participating organisations led to significant delays, although the process of resolving them will be written up as part of the programme's overall learning about the practice of collaborative, inter-institutional work on development related knowledges. Despite these delays, and allowing for the various changes that have been made to the way a number of outputs will be delivered, the programme still expects to deliver all its 2007 outputs within its current plans and most of them within 2008.

A second reason is that significant savings were derived from a variety of measures which reduced costs. Participants in programme events went out of their way to be as frugal as possible, spurred by the desire to maximise funds available for expenditure on programme output in future. Meetings were arranged when people were already in the vicinity as a result of other activities, costs for flights and accommodation were kept below those budgeted. Given that the 2007 meetings were the first for several of the groups, fewer external guests were invited than allowed for in the budget. Participants at some events chose not to invoice the programme for their time. As explained in the 2008 plan, some of these savings will be used, subject to the approval of the programme management group, as a contingency fund to cover any overspend in future or to respond to any unanticipated opportunities to advance the work of the programme. They may also of course be applied to increased budgets in future years (as, to a modest degree, is the case in the 2008 budget).

Finally not all the expenses incurred by the programme had actually been processed by the year's end. Invoices and expense claims for involvement in programme activities in 2007 continue to be received in 2008. Among the reasons for such delay, it is recognised that the procedures, which were quickly put in place to ensure proper authorisation, disbursement and recording of expenditure, may have been more complicated than necessary and have led to confusion and delay in invoicing for time spent on programme activities. As a result these procedures have been simplified for 2008.

Overview and Conclusions

Between the approval of the Ministry for the programme at the end of March and the end of the year, the IKM Emergent succeeded in establishing itself as a functioning research network, working according to clear rules. The level of engagement of programme members was excellent and this led to a number of significant ideas for improving not so much what the programme intends to do but how it intends to do it. Appropriate arrangements for management and financial control have been introduced. A number of lessons about managing and working in a collaborative inter-institutional context have been learnt.

Although the need for establishing ownership and good process had been understood in advance, the work and particularly the time needed to move things forward in a constructive manner had been underestimated and, especially given the April start, the year one plans have been shown to have been over-ambitious. It is clearly now a priority that the programme demonstrates a capacity to move from planning to action in 2008 in order to establish a base of activity on which to build in the subsequent three years of the programme.

Working through communications options, building an appropriate on-line environment and being able to respond constructively to external interest in the programme have also been more challenging, greater than anticipated and have required considerable collective debate and practical work to try and resolve.

With attention inevitably focussed on getting the core elements of the programme working, some important strands have not received the attention they need. Although some plans to spend some of the 'youth involvement' budget on the participation of young researchers in programme activities were received for both the 2007 and 2008 budgets (the 2007 proposal fell foul of the postponement of the participatory audio-visual project), more thinking on how to seek a distinctive youth perspective on the issues the programme addresses is needed.

Despite these continuing challenges, the support for DGIS has enabled the programme to make an auspicious start to its work and the programme, and its participants look forward to an exciting and productive future. It does so in the context of a development sector in which the issues the programme seeks to explore are ever more central to the process of making adequate and informed responses to the complexities of contemporary realities.

Appendices

1.   Memorandum of Understanding

Memorandum of Understanding between the European Association of Development Research and Training Institutes, 'EADI', and the IKM Emergent Programme, 'Management'

EADI

1. EADI's purpose is to promote development research and training activities in economic, social, cultural, environmental, political and institutional environmental areas. As an international association of professional institutes, it is interested in generating and stimulating exchange of information and collaboration between scientists, researchers, decision-makers and practitioners concerned with international development matters. The programme represents a contribution towards this purpose.

The Programme

2. EADI management committee has approved IKM Emergent Programme (IKM Emergent) as an EADI project. IKM Emergent is constituted by a number of people who wish to work together to research and develop new methods for ensuring the production and use of relevant knowledge for development practitioners and policymakers. Many of these people, or the organisations by which they are employed, are members of the EADI Information Management Working Group. This group has formally endorsed the proposals submitted by IKM Emergent.

3. IKM Emergent is not limited to existing participants. It is open to participation from all who are interested in the production, management and use of knowledge within the development sector who share its aims and objectives.

4. IKM Emergent has drawn up in cooperation with EADI a five year programme for which it is seeking funding and for the purposes of which it is entering into this agreement. This does not preclude it, subject to 24 below, planning additional activities in the future for which it may seek funding from the same or other bodies in the future and for which it may develop different management and administrative arrangements

5. IKM Emergent activities will be organised within a framework consisting of a programme and network development strategy, a communications strategy and the work of three working groups:
    - Exploring discourses
    - Making the most of information
    - Management of knowledge

6. The IKM Emergent programme director (Mike Powell) will have overall responsibility for the management and continuing development of the programme. In particular, the programme director will prepare an annual report describing all the activities of the programme in a form acceptable to any funder and will ensure the development of detailed annual plan and budgets, covering tall aspects of the programme's activities. The programme director will report to and be accountable to the steering group and EADI (Secretariat) being the legal holder of this project.

7. A communications co-ordinator (Sarah Cummings) will be responsible for developing and delivering the communications strategy. The communications co-ordinator will report to the programme director.

8. Each working group will have a person responsible for
     – maintaining an up-to-date awareness of all developing plans and activities in progress under the auspices of the group
     – ensuring that the annual plans of the group are developed and agreed by its members
     – ensuring that the programme director and the steering group are fully aware of the work of the group and, where necessary, securing their agreement for future plans and particular activities
     – ensuring that the working group actively participates in agreed network development and communications initiatives

9. In the first instance these roles will be carried out by Mike Powell (Exploring discourses, Making the most of information) and Sarah Cummings (Management of knowledge) but they may, with the agreement of the relevant working groups, be taken over by other named individuals in the future

10. Most of the research activities of the working groups will be organised in the form of projects which will be established and managed according to the procedures laid out in the attached 'Procedures for the tendering, contracting and management of projects'. Any non-project work will be performed under separate individual contracts, which will be arranged under procedures that will be agreed between EADI and the programme director.

11. A steering group will provide overall guidance and ultimate control of IKM Emergent. It will consist of between six and eight invited members and a representative from each of the EADI Secretariat, the EADI information management working group and, should they wish to accept invitations to attend, EADI's main international counterpart organisations. Members of the steering group may participate fully in the activities of IKM Emergent or they may choose to limit their involvement to the work of the steering group. The steering group will, in consultation with the programme director and the EADI Secretariat, be responsible for inviting new members to join in the event of original members leaving.

12. The steering group will normally meet annually but may meet more often if the occasion requires. The programme director, the communications co-ordinator and the workgroup co-ordinators will normally attend steering group meetings with the programme director acting as secretary

13. A programme management group, consisting of the steering group chair, the executive secretary and programme co-ordinator of EADI, the programme director, the communications co-ordinator and the working group co-ordinators, will be responsible for management decisions in between meetings of the steering group. This group will normally meet twice a year but may meet at any time in response to a request to do so from one of its members.

14. At its annual meeting, the steering group will elect a chairperson to act for the following year as the chair its meeting(s), to assist in the representation of the programme and to lead the steering group's response to any issue which may arise about the content or management of the programme (see 15 below). Cees Hamelink will act as chairman of the group prior to its first meeting.

15. The steering group will
   - Offer overall intellectual guidance and challenge to IKM Emergent
   - Assist in peer review and quality control
   - Contribute to the impact of the programme through the value of their association with it and the dissemination of relevant material through their own personal and professional networks

16. In addition it will have the formal requirements to
   - Approve, reject or qualify the director's annual report
   - Approve the annual plan
   - Respond to any formal complaints from EADI, from the donor, or from programme participants about the progress of the programme, its adherence to agreed procedures or the conduct of the programme director
   - Participate, in collaboration with the EADI Secretariat, EADI IMWG and other stakeholders in the selection of a new programme director should such a task become necessary for any reason in the course of this agreement

The agreement

17. EADI will submit an application to the Royal Netherlands Ministry of Foreign Affairs for funding for IKM Emergent's proposed programme

18. *EADI will assume overall legal, contractual, financial and administrative management of the programme thus submitted. Costs resulting from this function will be covered by the administration costs in the programme budget.*

19. IKM Emergent programme management is responsible for the intellectual content of the programme.

20. IKM Emergent programme management will take all reasonable measures to ensure that all materials produced and communicated through channels it controls are accurate, well founded, are not libellous and do not cause gratuitous offence. However neither IKM Emergent management nor EADI are responsible for the individually held opinions or the statements of any of the participants

21. EADI with the IKM Emergent Programme Director will agree on and implement proper administrative and financial arrangements for the management of the project. EADI will keep proper accounts and make them available for audit as may be required by the funder. EADI will keep copies of formal IKM Emergent documentation including minutes of meetings and material relating to tenders and the awarding of contracts

22. An annual plan will be prepared in consultation with the working groups and with the approval of the steering group for submission to the Royal Netherlands Ministry of Foreign Affairs by November 1st each year. The annual plan will indicate the cost and proposed timing of all significant programme activities. The programme director will provide EADI with quarterly updates of the plan showing what has and has not been achieved in the past quarter and rescheduling activities and updating the plan for subsequent quarters. Each quarterly plan will indicate what contracts will be entered into in the coming period and to which piece of work they relate.

23. In the event of concerns with either IKM Emergent's adherence to agreed practical procedures or with the intellectual progress of the programme, it is expected that in the first instance the Royal Netherlands Ministry of Foreign Affairs will address these

with either the EADI Secretariat, who will then raise them with the programme management, or directly with the programme management in the expectation that the programme management will act promptly to put the programme's affairs in order. In either case the EADI Secretariat and the programme management will keep each other fully informed of the fact that concerns have been raised and of what is being done to address them

24. EADI and the EADI Information Management Working group each have the right to nominate a member of the IKM Emergent Steering group

25. EADI will register a world wide web domain name for the programme on behalf of the steering group

26. EADI will not obstruct any further development of IKM Emergent's activities over the life of this agreement, however they may be managed or administered, as long as such development is consistent with the overall objectives of the current programme and unless, in EADI's opinion, such developments render the practical arrangements entered into in this agreement unworkable

27. This agreement will be signed by EADI and in the first instance for IKM by the acting steering group chairman (Cees Hamelink) and programme director (Mike Powell). It should be formally adopted by the steering group at its first meeting. It will last for the duration of the funding agreement reached with the Royal Netherlands Ministry of Foreign Affairs and any amendments to it will require the approval of the Ministry as well as that of EADI and IKM.

For and on behalf of EADI

Name: Dr. Thomas Lawo, Executive Secretary

Date: 6th October 2007

For and on behalf of the IKM Emergent Programme

Name: Cees Hamelink, Chair, Steering Group

Date: 6th October 2007

2. Programme members, 2007

Director: Mike Powell,
Communications co-ordinator: Sarah Cummings
Programme co-ordinator: Can Akdeniz, EADI

Steering Group
Cees Hamelink, Professor, Communications and Human Rights, University of Amsterdam
Mare Fort, Senior Advisor Knowledge Sharing, CARE USA
Thomas Lawo, Executive Secretary, EADI
Kingo Mchombu, Professor and Dean of Social Sciences, University of Namibia
Robin Mansell, Professor, Media and Communications, London School of Economics
Loe Schout, Head of Bureau, Culture, ICT and Media, Hivos
Wangui wa Goro,social critic, researcher, writer and campaigner
Michel Wesseling, Head of Library and IT Services, Institute of Social Studies, the Hague

Working Group 1
Dan Baron Cohen, Playwright and arts-educator, Brazil
Kemly Camacho, Researcher, Sula Batsu, Costa Rica
Michael David, BBC World Service, Sinhala Service, London
Bridget McBean, European Centre for Development Policy Research, Maastricht
Mike Powell, Director, IKM Emergent Research Programme
Wangui wa Goro Steering Group member

Working Group 2
Chris Addison, Consultant and co-Convenor of the EADI IMWG
Peter Ballantyne, Director, Euforic
Dejan Dincic, Information Architect/Technical Director, DiploFoundation
Mike Powell, Director, IKM Emergent
Olivier Sanga, Programme Manager for Information Services, CODESRIA

Working group 3
Sarah Cummings, Senior Consultant, Context, international cooperation co-Chief Editor, KM4D Journal
Julie Ferguson, Researcher, University of London/Vrije Universiteit Amsterdam and co-Chief Editor, KM4D Journal
Ewen Le Borgne, Project Officer, IRC International Water and Sanitation Centre
Kingo Mchombu, Professor and Dean of Social Sciences, University of Namibia
Ben Ramalingam, Knowledge sharing specialist, Overseas Development Institute