

# **Communicating information and knowledge management: challenges and approaches**

**IKM Emergent workshop at  
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## About IKM Emergent

In April 2007, a five year research programme was approved for funding by the Directorate General for International Cooperation (DGIS), part of the Dutch Ministry of Foreign Affairs. The programme, Emergent Issues in Information and Knowledge Management (IKM) and International Development, will be known as the IKM Emergent Research Programme.

The objective of the programme is to improve development practice by promoting change in the way the development sector approaches the selection, management and use of knowledge in the formation and implementation of its policies and programmes. It aims to achieve this by:

- raising awareness of the importance of knowledge to development work and its contested nature;
- promoting investment in and use of Southern knowledge production of all types and origins;
- creating an environment for innovation, supported by research on existing and emergent practice, for people working in the development sector to raise and discuss means of addressing these issues; and
- finding, creating, testing and documenting ideas for processes and tools which will illustrate the range of issues which affect how knowledge is used in development work and stimulate thought around possible solutions.

## Colophon

*IKM Working Papers* comprises a series of publications published by the Information and Knowledge Management (IKM) Research Programme. Some *IKM Working Papers* are written by IKM Programme members, others have been commissioned from leading experts in a given field. The content may not necessarily be the view or position of the IKM Emergent Research Programme.

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## **Abbreviations**

CATIA	Catalysing access to ICT in Africa
CBO	Community-based organisation
DFID	Department for International Development
DGIS	Directorate General for International Cooperation, part of the Dutch Ministry of Foreign Affairs
ICT	Information and communication technology
IKM Emergent	Emergent Issues in Information and Knowledge Management and International Development Research Programme
INGO	International non-governmental organisation
NGO	Non-governmental organisation
PARC	Performance Assessment Resource Centre
PRSP	Poverty reduction strategy paper

## **Executive summary**

The Information and Knowledge Management Emergent (IKM Emergent) Research Programme held an exploratory two-day workshop in October 2007 to look at change processes within the development sector and the challenges involved, and to help inform the development of its communication strategy.

IKM Emergent advocates that by using knowledge more effectively, particularly knowledge produced in the South, working practices will be better informed and thus bring about more effective and sustainable development. Embedding this idea in the development sector requires the programme to engage with many different players, and to develop a series of tailored messages, which is a major challenge to the programme.

This workshop brought together 15 information professionals who drew on their wealth of experience from a combined total of over 260 years working in development to enter into lively discussions, initiated by a series of prepared case studies and accompanying questions, in which they explored a range of viewpoints and opinions. Some key ideas around the role of knowledge sharing for development emerged from the workshop and some potentially major challenges were explored.

One key idea was that rather than a single strand of knowledge, there are multiple knowledges developed by different stakeholders within a given project or programme and that knowledge management is about engaging with all these knowledges. Another was the role of relationships in knowledge sharing for development and the differences between those based on trust and on mistrust.

Among the anticipated challenges for the programme, participants used documented examples from past development experience to consider meaningful ways of measuring the impact and effectiveness of a programme, and to identify some of the areas for consideration when seeking to mainstream an issue within development. From discussions around this emerged the need to find champions within the development sector who can offer a range of communication skills and techniques that will be important in influencing different audience groups.

Space was also created to identify some of those key audiences and how the communication strategy might be made iterative and experimental. One group of participants conducted an initial key stakeholder analysis, by first mapping all the stakeholders for IKM Emergent and from there identifying the five key stakeholders and then used a tool to gauge what their interest,

influence and attitude to the programme might be, while the other group examined in more depth, policy advisers and senior programme managers - some of the primary audiences that had been identified in the draft communication strategy.

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## **Introduction**

This workshop was convened in London as part of the IKM Emergent Research Programme. Its purpose was to examine change processes within the development sector in general, based on past experience, with a view to identifying problem areas and strategies that might be used to overcome them.

IKM Emergent is based on the premise that using knowledge more effectively, particularly knowledge produced in the South, can better inform working practices to bring about more effective and sustainable development. Embedding this idea in the development sector requires the programme to engage with many different players, and to develop a series of tailored messages, which is a major challenge to the programme.

For this 2-day workshop, 15 participants from 5 countries (Germany, Kenya, Netherlands, Belgium and UK) attended. Participants included independent consultants as well as staff from a variety of development organisations including; research institutes (both policy and educational), international NGOs, international communication networks and BBC World Service Sinhala service. Together, they represented over 260 years of experience in the development sector.

A series of case studies and accompanying questions were prepared to kick-start workshop discussion, and participants were encouraged to draw on examples from their own experience. Discussions in both plenary and group sessions helped to raise issues, identify problem areas and strategies that might be used to overcome them.

The workshop had three objectives:

- To identify management tools used within the sector, their relation to knowledge flows and whose interests they serve;
- To identify key changes which could help create a more receptive and better informed environment; and
- To shape the communication strategy of the IKM Emergent Programme.

A number of important ideas emerged during the course of the discussions. One was that understanding and access to the complexity of 'multiple knowledges' is key to good information and knowledge-related practice in the development sector because of the range of interests, influence and accountability held by different stakeholders within any given project or programme.



Other key issues to emerge were the role of relationships in knowledge sharing for development, and the difference between those based on trust and mistrust; and the need to find champions within the development sector who can offer a range of communication skills and techniques and who will be important in influencing different audience groups.

*There are notable knowledges) This programme doesn't just do development, it wants to change the development sector, which is made up of many interrelated types of organisations and it is those interrelations that we need to look at.*

(Workshop participant).

## **Part 1: Multiple knowledges**

In one of the early sessions of the workshop participants explored their understanding of knowledge in groups and considered the key message set out in the draft communications strategy, namely that 'information and knowledge management are key to good practice in the development sector.'

From this, one group picked up the argument, put forward in the programme literature, that there is not just one knowledge but many knowledges, and that with them, power relations also come into play:

*In knowledge management it is not about making the world the way you want it to be, but it is about engaging with other knowledges.* (Workshop participant)

The idea of many knowledges was explored further by one group of participants in discussions around a case study that was used to consider how change happens and what the influencing factors might be. The case study was concerned with the development cooperation section of the Dutch Ministry of Foreign Affairs – DGIS. In the early 1990s, DGIS introduced a strategy to create Southern ownership of research agendas and programmes but, in order to protect them from Northern influences, the research unit excluded Dutch researchers and discouraged the involvement of donors and Dutch embassies. This meant that research agendas became increasingly isolated from Dutch development policy. To try and rectify this, in 2005 there was a shift towards a wider focus and a more collaborative way of working, with an emphasis on the use of knowledge, rather than on its production, and a realisation that donors need to be involved if

research is to be relevant and effective. Another initiative, started at the same time, was the *IS Academie* (Academy for international cooperation) which encouraged researchers and policy makers to develop knowledge jointly so that research is informed by policy matters and the outcomes of research are used to inform policy.

The questions posed to prompt discussion were:

- *What are the challenges of adopting this sort of approach?*
- *How do you encourage donors to engage with this process fully and be open to new ideas rather than falling back on pre-conceived assumptions?*
- *How would you encourage all the departments at the Ministry with engage with this wider definition of knowledge management?*
- *How do you emphasise the importance of ensuring that research takes local context into account?*
- *Are there other drivers of change that might interfere with the development of such an approach?*

The group that looked at this case study saw this as an illustration of some of the multiple knowledges within the development sector that are socially constructed and embedded in different networks/communities. From this idea they suggested that its interest in multiple knowledges should be the key distinguishing feature of IKM Emergent. They developed the statement 'Multiple knowledges are key to good practice in the development sector'; and this they then made more proactive by developing the statement:

*Understanding and access to the complexity of multiple knowledges is key to good development practice.*

*Words come with their own baggage very quickly e.g. knowledge management and information management. Depending on who you are talking to they already think they know what you mean. So for IKM Emergent to be distinctive the term multiple knowledges might be the one to use as it is too new yet to have acquired any baggage.*  
(Workshop participant)

Further discussions led to a suggested change in the programme's key message, to:

***Promoting the use of multiple knowledges for better development***

## **Part 2: Relationships of trust**

Another group considered a key idea for the programme in considering relationships within knowledge management in the development sector and how they can be constructed upon trust or upon mistrust.

The case study that initiated these discussions was a critique by the Zimbabwean activist Everjoice Win of donor reporting procedures and the way that learning is defined and created to meet the needs of donors rather than what would be appropriate for local use. This is written as a letter from Win to someone who first came to Zimbabwe as an enthusiastic student volunteer, willing to learn 'with' local people, but whose attitude has changed over the years, and now that she is working for a donor foundation is no longer open to new ideas. Win explains the problems that arise from having to simplify difficult contextual realities so that they will fit into the logical framework and reporting formats required by donors, questioning their motivation because such formats do not facilitate learning at a local level. She asks her donor friend to meet her half way, suggesting that donors need to be more open to the vision, language and procedures of local activists and more flexible in their requirements so that they can adapt their procedures to local ways of doing things.

The questions accompanying this case study were:

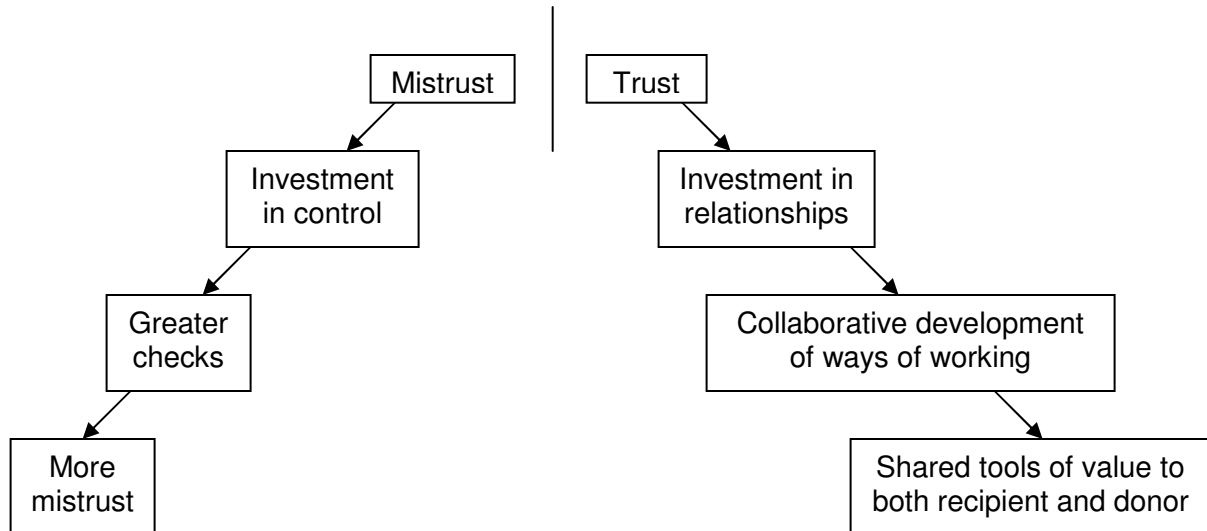
- *What can we do to help to encourage donors to keep learning?*
- *Are there ways in which both the information which donors and local people need could be captured at the same time, rather than requiring a double effort?*
- *More broadly, how well suited are management tools such as the logical framework to the development sector? Do they foster development, or do they make it easier to distribute aid?*
- *What are the benefits and challenges of using management tools?*

In the ensuing discussion, it was decided that this was about the bureaucratic interests of the political class who wanted to give aid but want to give it in a certain way, while not being really accountable to anyone, whereas the beneficiaries are seldom asked for their views.

There was a suggestion that there is a need to create new dynamics in order for there to be profound change in development processes, and that what are seen in the North as helpful tools can be seen in the South as regulation.

From this, and also using ideas put forward by Ros Eyben around the idea that the management of relationships is equally as important as the management of funding and of staff, the group suggested a model with two different roots. (*see below*)

**Illustration 1: Relationships of trust and mistrust**



*We need to look for examples of good collaborative working tools in development and highlight them. (Workshop participant)*

**Part 3: Measuring impact and influence**

A group of case studies was used to look at the question 'How do you know that you have actually achieved the change you set out to make and what are the issues around measuring impact?'

Acknowledging that the impact of a project sometimes emerges long after the end of a typical 3-year funding cycle, the Bernard van Leer Foundation's 'Effectiveness initiative' examined what makes early childhood development programmes work. This was undertaken in partnership with 10 projects, each of which had at least a 10-year track record.

A 1999 Department for International Development's (DFID) Education Department paper makes the point that consideration needs to be given to flexibility in both time and budget to undertake comprehensive impact studies. More recently, DFID's Performance Assessment Resource Centre (PARC) has pointed out impact examples are hard to pin down because development itself is 'complex, volatile and dynamic'. It argues that the place to measure impact is not at the individual project level, but across a broader spectrum of development interventions, something that would need greater donor collaboration and coordination.

In 2004 the Global Health Policy Research Network, within the Centre for Global Development set up a working group to investigate why rigorous impact evaluations on the net impact of social programmes to improve health, literacy and learning, and household economic conditions are relatively rare, and to develop proposals to stimulate better impact evaluations. In its findings, the working group suggests that what are needed are impact studies that document whether particular programmes are responsible for improvements in social outcomes relative to what would have happened without them.

It makes various recommendations for individual and collective action around improving impact evaluation and suggests that the benefit of producing evaluation information will be that much greater if a group of organisations make a collective commitment to working in a similar way and results are shared. The paper suggests two ways this might be done. In the first, each organisation would agree to do its part and to take on a fair share of the required tasks. In the second, organisations would support a common infrastructure to carry out functions that are most effectively accomplished jointly. It also recommends that there needs to be a body to lead the initiative, such as a council, and identifies a set of core functions, ideas for funding, and institutional design.

The questions based on these case studies were:

- *Sometimes the impact cannot be seen for years. How can this be built into a 3-year or even a 5-year project funding cycle?*
- *When is the best time to evaluate the impact of a project? And is project level evaluation the right level?*
- *If an impact evaluation is conducted collectively, what might some of the challenges be? Would there be a problem with different project lifecycles? How time consuming would it be to create a council and decide on common standards and then be involved in it?*
- *Does this serve to support development practice, or is it a way of justifying increased aid expenditure?*

To these the group added another question: Who are your customers, donors or beneficiaries?

Participants decided that impact measurement is based on the 'needs' of the donor but that although the development sector is a business, it is not a normal business like selling cars, where you would take notice of the needs of your customer:

*This is quite a fundamental problem in development at the moment. People who ought to benefit most are those with the least money and they don't drive the industry very well at all. We need to think how information and knowledge can redress the balance of this asymmetry.* (Workshop participant)

There was a debate about whether the development sector was an industry with a double bottom line of both donors and beneficiaries and if, at some point, there would need to be greater downward accountability. This led to some discussion around the fact that accountability is linked to power. As the poor do not have power, increased downward accountability was unlikely to occur. However, some participants felt that with the improved availability of information, a change was beginning to occur, and some communities were starting to collect information on how their constituency funds are being used and to ask 'Where are the results?', thus holding politicians to account. Nevertheless, the fact that there is not universal access to information sources and that some level of functional literacy is needed to understand the information sources means that full information will not be available, unless it suits the interest of donors.

The need to measure more than the changes pre-identified by a programme was illustrated by the example of an ICT training programme for women in India which, for the first time, offered women the opportunity to meet outside their houses. The impact of that was far greater than from learning about ICTs because the women were empowered by having the chance to meet and talk about local politics and other issues that were important for them. But indicators alone would not have revealed this, it only became apparent by having a sincere dialogue with the stakeholders to see if the money had been well spent. However, it can take time to build up trust in order for this approach to be rewarding.

*It is much more than impact – it is a question of influence. There is a multiplicity of influences and being open to mutual influencing implies a learning process. We should be willing and able to monitor our own learning process. In this way of working, impact is upward and inward.* (Workshop participant)

Mutual accountability to donors, INGOs, NGOs, CBOs, research institutes, communities and the public sector (in both the South and the North) was also considered. This was seen as more complicated than a linear process, although if there was a good system of mutual accountability it was felt that there might not be a need for impact assessment.

*We need some kind of management tool or management process because otherwise it would be difficult to say; what does this mean? ...Because of the number of different players we could end up with compromised tools...*

(Workshop participant)

With no direct accountability in the development sector, in the way that there is in business, participants felt that most beneficiaries do not have the same power as customers in business.

*If there was a way of developing some kind of currency around accountability to beneficiaries, that might be a way to articulate power for the communities.*

(Workshop participant)

Returning to the business analogy, it was pointed out that businesses measure input, throughput and output, rather than measuring impact. We also need to remember that the impact of a particular intervention could be detrimental to the wider society.

It was also pointed out that learning could come through mistakes, although people needed a safe environment in which to be able to admit their mistakes, without the risk of being penalised in some way. A more positive way of looking at mistakes, but one which requires a culture of trust is to consider them as learning opportunities. However, this can be a hard process for people who have always been successful and are not used to admitting that they have made mistakes.

## **Part 4: Mainstreaming issues in development**

Issues around mainstreaming in development were also explored through case studies based on the struggle of the disability movement to get disability mainstreamed within development cooperation. Since the late 1990s there have been a number of policy initiatives to mainstream disability and to ensure that it is accepted as a cross-cutting issue. However a study for the Disability Knowledge and Research (KaR) programme (2005: Albert, Dube & Riis-Hansen) found that there is little evidence that these policies are being fully implemented.

Their conclusions were that mainstreaming strategies need to be agency specific because of organisational differences in size, structure and working practices, as well as in institutional and political culture, and that there is a lack of broad institutional support for mainstreaming. Other factors impeding disability mainstreaming are that agencies do not communicate their policies effectively; and that the barrier of traditional attitudes to disability still needs to be broken down. Practical guidance on how to mainstream disability and adequate resources, both financial and human, is also needed if the issue is to move forwards.

Carol Miller and Bill Albert (March 2005) suggest that those lobbying for mainstreaming disability in development can learn from the achievements and setbacks facing the drive to mainstream gender. They note that while many women have seen significant positive changes to their lives as a result of gender mainstreaming, there has been no fundamental transformation of the development agenda. They suggest that the difficulties faced by those lobbying for mainstreaming disability will be even greater because disability has not been acknowledged as a cross-cutting issue and there is no agreement as to how to define it. Moreover, there is a need to understand and accept that this will need to be a long-term campaign because time is needed to challenge attitudes, organisational culture and power relationships, as well as to tap into the financial resources and develop the commitment and skills necessary to institute progressive change.

Miller and Albert then look at some of the most significant gaps in the campaign to mainstream disability, in comparison with gender mainstreaming:

- There needs to be a clear mandate or policy supported from the top of the organisation backed up by an implementation strategy with time-bound targets.
- There needs to be effective communication throughout the organisation about any impact, and this needs to be monitored to ensure that the key concepts are being understood by staff.
- In order for there to be a fundamental change in staff attitudes, there also needs to be a programme of equality training throughout the organisation.
- Fostering of an organisation-wide concern for disability needs to be backed up with a dedicated disability unit, directly responsible for driving the agenda.

The authors also suggest that there is a danger that cross-cutting and potentially cross-cutting issues, such as mainstreaming gender and disability, will be side-lined unless the policies and practices that have been developed to support them are re-examined and revised to take account



of the shift in aid towards supporting country-level instruments and away from project-based work. Finally, while the evaluation and monitoring of practice and outcomes has been important to gender mainstreaming, there are difficulties in measuring the outcomes or gauging the full impact on the lives of women. To overcome this, they suggest that greater use should be made of participatory evaluation techniques to increase and strengthen the involvement of women and disabled people.

The following questions were posed, related to these case studies:

- *Are there lessons here that we could learn in creating our strategy to promote organisational change?*
- *Do the basic tenets of organisational change resonate through any attempts to mainstream a new approach, concept or idea?*
- *Are there issues around having sufficient champions, or people from affected groups to drive the change process?*

Participants posed the question 'What is mainstreaming and how is it done?' They discussed how mainstreaming can focus on issues such as disability and gender but may also focus around the technical processes of an organisation. They considered the motivation for mainstreaming as sometimes brought about through societal changes, while at other times relating to imposed edicts or clear rules and saw the motivations for mainstreaming knowledge management as being a mix of both of these. They also noted that while some emergent issues for mainstreaming have been planned, other issues arise that no one has foreseen as likely to become important. Furthermore, not all issues that have been planned for mainstreaming result in a comprehensive a change because their significance or importance wanes over time.

*We saw some challenges, but sense that we need to be positive about them. We need to address existing cultural issues around barriers to learning and reflection. We need to find champions, but it is not clear who those champions might be. We need to see mainstreaming as a process not just a product, there need to be new views, attitudes and behaviours, and there also needs to be cross-organisational effort. (Workshop participant)*

## **Part 5: Champions for IKM Emergent**

The identification of champions for the IKM Emergent Programme to help inform and engage the interests of other people in the development sector was considered an important aspect of the programme's communication strategy.

It was suggested that finding champions would partly be opportunistic and that there is no single ideal champion, because people can articulate the ideas of IKM Emergent through different channels and in different ways in order to cover the multi-disciplinary nature of the development sector.

*They would be a key group that I would attempt to identify and stay in contact with as part of an ongoing team. We would have to try to be strategic about where they were and they would become their own network group. In this context they are really important and we could be quite creative about how we identify them.*(Workshop participant)

One proposal was to expand the existing Dgroup of interested people and develop a champions list. In order to identify champions. it was suggested that it would be useful to identify the key leveraging points and from there to pinpoint who would be most useful strategically.

For there to be broad, cross-organisational acceptance of the ideas put forward by IKM Emergent, there is a need for contextual learning to be shared through open information environments within the different areas of the development sector. In such environments people can act autonomously and demonstrate how what they are doing relates and contributes to the wider environment.

*They are themselves development tools.* (Workshop participant)

## **Part 6: Identifying the key stakeholders**

Workshop participants also looked at some issues in the draft communication strategy which will cover the IKM Emergent programme as a whole as well as its three working groups. The draft communication strategy focused on four primary audiences (senior managers, IKM professionals,

IT managers and programme managers) and three secondary audiences (general development practitioners, development researchers and general policy advisers).

It was suggested that the strategy needed to be a learning strategy and that prior to developing it various issues should be identified, such as:

- What are the kinds of changes (for example, around attitude, performance, thinking, behaviour) we would like to see in each of the four major audiences?
- Once the changes have been identified, how will that happen?
- How will the communication strategy be driven?

It was suggested that the audiences that are identified then become the audiences for the whole programme and not just the communication strategy:

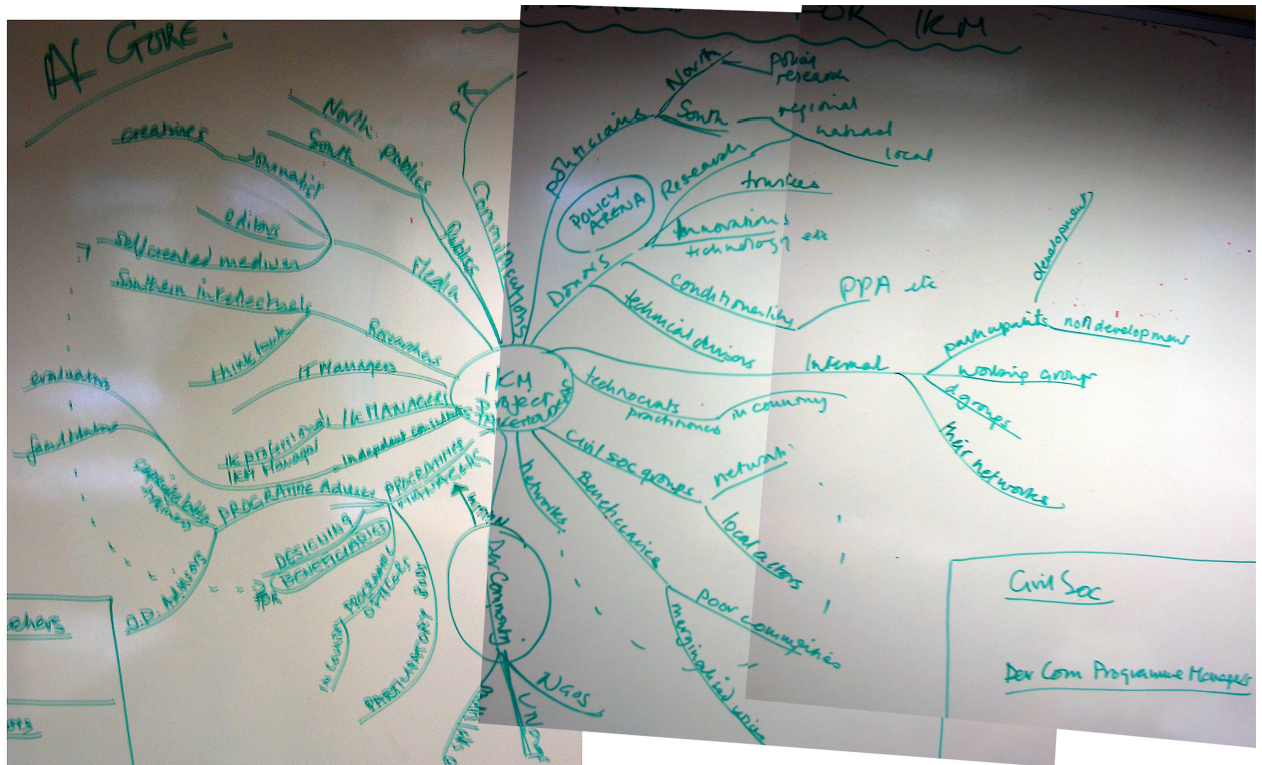
*It is not so much a communication strategy as an influencing strategy, which the communication strategy will fall out of. We need to identify the areas where the programme would most like to have an influence and through that come a set of changes. So who are the actors that we would have the most influence on? And beyond that there may be a wider group in the sector that we want to communicate with.* (Workshop participant)

The communication strategy was seen as fulfilling the role of publicising the work of the programme and communicating with other interested people, and also as a means to communicating with powerful people to persuade them to change their organisations.

*It is important to recognise that if you want to influence, you need to be influenced and now is a good time to create a communication strategy. This project is a catalyst and once you identify key people there will start to be a buzz around it.* (Workshop participant)

It was proposed to carry out a stakeholder mapping to identify other groups of people who we might want the changes outlined but who had not been identified in the draft strategy. This might include programme stakeholders (anyone paid in any way by the programme), boundary stakeholders (people we are directly trying to influence) and outer stakeholders (those who we hope the ideas would be passed on to). *(See below)*

## Illustration 2: Stakeholder map for IKM Emergent

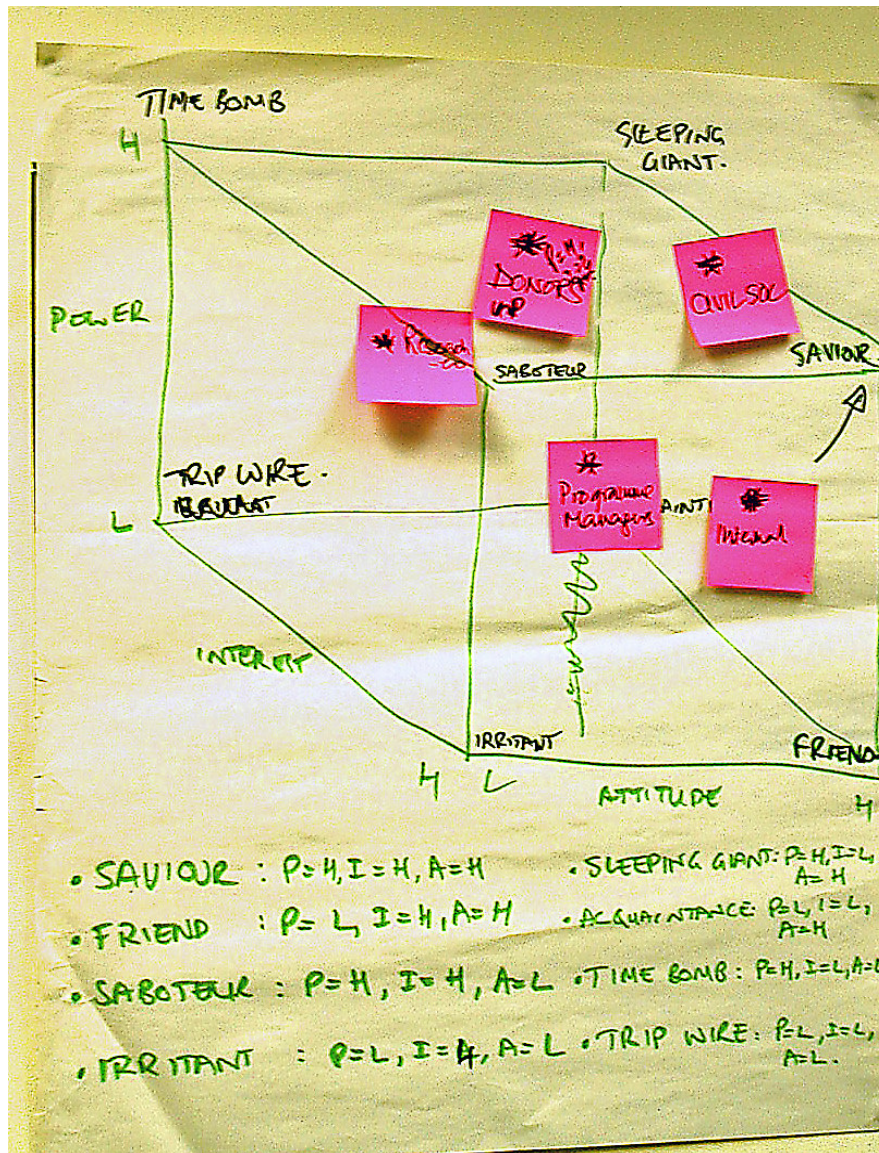


Once the programme stakeholders had been mapped, the initial five key stakeholders were identified. These were; the internal audience, donors, researchers (who could be multipliers for the programme), civil society groups (who could also be multipliers and will also give the programme credibility) and programme managers (linked with the development community). More work was needed to reach consensus that these are indeed the top five stakeholders, but limited time made this difficult.

In a further exercise, participants then placed these five groups within a power cube, adapted from that designed by John Gaventa, which uses axes of power, places and spaces, instead analysing them according to their levels of power, interest and attitude to the IKM Emergent programme, ranging from high to low on each axis (*see below*).



### Illustration 3: Power cube analysis of key stakeholders



After much discussion, it was decided that taken as a group researchers are a bit of a 'loose cannon' in that they are difficult to direct, and they currently have low interest, are at a mid-point on the power axis, but low on attitude. Programme managers were placed at the centre of the power cube because, potentially, some could score high for power, interest and attitude, whereas others could score low for power, interest, attitude. Internal stakeholders are high on interest and attitude but at a mid-point for power. However, IKM Emergent could increase their power so that they could become 'saviours'. Donors are high on the power axis have a medium level of interest and a medium level of attitude; and civil society groups are 'sleeping giants' – having high power and high attitude, but low interest, because they do not yet see how a multiplicity of knowledges could benefit them.

The next step would have been to consider the different communication approaches that would be relevant for each group depending upon where they were placed in the cube, however there was not time to pursue this.

It was acknowledged that none of these groups are homogenous and that the analysis could be repeated breaking down each group into smaller elements.

*How we engage with donors, for example, should be tailored to how we think they might respond to the programme. (Workshop participant)*

Furthermore, both the mapping and power cube analyses need to be repeated at different intervals throughout the programme because new key stakeholders might come to the fore and stakeholders' positions within the power cube might change over the course of the programme.

## **Part 7: Monitoring and evaluation**

One observation was the importance of monitoring and evaluating processes, to ensure that the methodology used will produce comprehensive results. This was illustrated with an example from the Catalysing Access to ICT in Africa (CATIA) programme for which a social network analysis was conducted, as part of an influencing strategy, and was taken right down to the level of individuals. The analysis included people who were involved with CATIA, those on the periphery, and those with no links to CATIA but who were working in the fields of ICT or the media. All individuals were tracked to find out with whom they communicated and this produced a spreadsheet of around 8,000 people which was then put through a graphics package that clustered them according to their networks. From this, it was possible to deduce those who were between two or more groups and might therefore act as a link between networks and could influence the highest number of people. For the most part this process was successful in identifying the key influencers for the programme, However, it was not 100 percent successful because one potentially key individual was not picked up by these methods, through not being directly involved with CATIA and not having attended any of the events at which information for the survey was collected. His importance to the CATIA programme only came to light during a separate interview,.

## **Part 8: Creative ideas for the communication strategy**

While one group of participants carried out the stakeholder mapping and analysis, the other group considered how the communication strategy might be made iterative or experimental.

They looked at senior managers/policy shapers – the first of the primary audiences identified in the draft communication strategy - and broke this group down into three. Firstly, senior managers within bilateral organisations, for whom they saw awareness raising as a key activity; to get across the idea of the multiplicity of knowledge sharing and how this works, and the importance of creating space and resources for other knowledges.

The second group was policy advisors or senior programme managers. These they identified as:

- 1 Technical experts/ who have power / and can help structure PRSPs and planning;
- 2 Thematic experts, who participants thought might be the easiest audience to reach; and
- 3 Those with a results oriented management approach who focus on learning objectives in a logical framework or theoretically but take a retro-active approach to learning i.e. by relying on already existing premises.

The third group was NGOs who were considered easier to reach because it was felt that the messages of IKM would be adding to their existing strengths in that they are already in contact with the grassroots and engaging in participatory processes.

They came up with a couple of possible catchphrases:

**Let's make the discourse practice**

and

**From multiple discourses to multiple practices**

And they suggested that IKM Emergent should experiment with different sorts of organisations to see how whether it could influence the change process in that way.

One observation was that a lot of senior managers in bilateral organisations are under pressure for certain kinds of knowledge and they may not immediately interact with ideas put forward by IKM Emergent. But if there was a window of opportunity to engage with them, the programme could make use of it. It was suggested that champions might be the best people to talk to this group.

*We need to think about a proactive strategy for engaging with them, yes, but we also need to look at the pressures they are under...Maybe you can present something about how they need to engage with different knowledges by responding to their fundamental interests and suggesting that this is what they might need to look at.*(Workshop participant)

It was also observed that if IKM Emergent wanted to engage senior managers then the term multiple knowledges would need to be more concrete because they want answers rather than more questions.

## **Conclusions**

Drawing on their many years of experience, workshop participants acknowledged the relevance of the IKM Emergent Programme in seeking to raise awareness of the importance of knowledge to better inform development policy and practice; of the need for improved Southern-produced knowledge and information on development related issues; and of the need to provide a more holistic view of development discourse in the North and the South.

The workshop made progress towards each of its objectives. A number of current management tools and processes were identified and their implications for IKM discussed. The workshop also experimented with a number of tools to help it analyse the environment that IKM is seeking to change. Several problem areas were identified - issues of relationship, accountability and the difficulties of getting the development juggernaut to accept and mainstream the need for change in areas such as disability. These discussions illustrated the complexity of the sector and the way in which changes to one aspect – in this case the handling of multiple knowledges will be influenced by and in turn need to influence other aspects of organisational behaviour which would not immediately appear to be connected.

On shaping the communication strategy, time was spent on seeking to identify those who most need to be influenced in order to bring about a change in the sector. This discussion was far from completed. However the importance of champions, people who have the motivation, necessary skills and know the most suitable methods of communicating with particular audience groups was very clear. From this, and an associated need to identify information products which can first reach and then support such champions, a communications strategy can be developed. However,



another conclusion was that nothing is static and that these key audiences and information products may need to be re-visited during the lifetime of the programme as the ideas promoted by the IKM Emergent programme become more widely understood within the development sector and embedded in practice.

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## **Appendices**

### **Appendix 1: Workshop programme**

#### **Monday 22 October**

09.30 – coffee/registration

10.00 – Welcome/Who we are/introductions

10.30 – What's this workshop all about – what's knowledge and is it important for development?

11.30 – Coffee break

12.00 - How do we share knowledge? Whose knowledge do we value?

13.00 – Lunch

14.00 – Introduction to the IKM Emergent Programme and its communication strategy

14.45 – How does change happen?

- Case study 1: Changing how knowledge is produced and used at DGIS
- Case study 2: From Catalyst to box filler – whose framework counts?

15.30 – Break

16.00 – Feedback on case studies

16.45 – Reflection on the day

17.00 – Close

#### **Tuesday 23 October**

09.30 - Review of the previous day

09.45 - How long does it take for change to happen?

- Case study 3: How do you know that you have actually achieved the change you set out to do and what are some of the issues around measuring impact?
- Case study 4: Mainstreaming disability and measuring the impact

11.00 – Coffee break

11.30 – Feed back on case studies

12.00 – What do we say/ do? Part I: What we can do around the IKM Emergent programme communication strategy

13.00 – Lunch

14.00 – What do we say do? Part II: Group work:

- Stakeholder mapping
- A closer look at one of the programme's key audiences for communication

15.00 – Reflection on the 2 days

15.15 – Concluding remarks

## **Appendix 2: Participants**

Can Akdeniz (EADI)

Simon Batchelor (GAMOS)

Liz Carlile (IIED)

Andrew Chetley (Healthlink Worldwide) - *Facilitator*

Sarah Cummings (IKM Emergent Programme and Context, international cooperation)

Michael David (BBC World Service Sinhala Service)

Genevieve Georges (writer on knowledge management in Francophone NGOs)

Nick Ishmael Perkins (IDS)

James Kimani (Healthlink Worldwide)

Henk Molenaar (WOTRO Science for Global Development, *in* NWO (Netherlands Organisation of Scientific Research))

Beryl Mutoonono-Watkiss (Consultant to Healthlink Worldwide)

Caroline Nyamai-Kisia (AfriAfiya)

Mike Powell (IKM Emergent Programme)

Ben Ramalingam (ALNAP)

Deepthi Wickremasinghe (Healthlink Worldwide)

## **IKM Working Paper Series**

Julie E. Ferguson, Kingo Mchombu and Sarah Cummings (2008) Management of knowledge for development: meta-review and scoping study. *IKM Working Paper* No. 1, March 2008, 45pp.

Deepthi Wickremasinghe (2008) Communicating information and knowledge management: challenges and approaches. IKM Emergent workshop at Healthlink Worldwide, London, on 22-23 October 2007. *IKM Working Paper* No. 1, April 2008, 29pp.