Emergent Issues in Information and Knowledge Management and International Development

Annual Report 2008

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Executive summary

The 2007 report explained the relatively slow start of the programme and the problems and potential benefits this caused. 2008, whilst still showing evidence of slower than planned expenditure, was a year of consolidation. The significant long term strands of work for each working group, much of which will continue into 2009 and 2010, were planned and contracted during the course of the year. Considerable progress was made to create an on-line environment to both showcase the programme's output and to demonstrate some of its ideas for new ways this could be done. The programme gave a high profile presentation of its thinking and the types of new practice which it is interested in exploring at the triennial EADI conference in Geneva. It subsequently stimulated more programme-wide thinking and collaboration through hosting the annual meeting of all three working groups together at Cambridge. Consequently the steering group meeting held in Amsterdam in October was able to observe ways in which ideas from the many programme activities were beginning to coalesce and to affirm a number of themes which could act as the focus for the programme overall.

Over the year, many participants represented the programme at a variety of development related fora and meetings were held with a number of development organisations to discuss the programme's ideas and the possibility of collaboration. In keeping with the programme's communications strategy, which emphasises the need to of identify and respond to opportunities to engage with the sector rather than rigidly follow a preset plan, these meetings have been used to shape and plan future communications and advocacy activities.

This report gives further detail of the year's activities and attempts to set them in the wider context of debates within the development sector and in the world more generally. It concludes with an overview of the emerging issues with which the programme intends to engage. A financial report is also attached.

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. However, the iterative nature of the programme has been emphasised in previous reports and plans. The programme therefore aims to reflect on its progress and on relevant external events and adapt appropriately. The report will therefore 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.

Context

Overall

Despite the fact that their full force was not recognised until towards the end of the year, 2008 will be remembered for the near collapse of the international financial system and the ensuing recession. At the time of writing, it is not clear what the impact of these phenomena will be on the development sector. Initial optimism that parts of the world less reliant on private capital movements, such as much of Africa, would be able to gain some relative advantage now appear as wishful thinking as corporations concentrate on their core markets and commodity prices fall. Less clear is the impact of the recession on the relative position in the global economy of the stronger emerging economies such as China, India and Brazil or on the functioning of

global institutions such as the World Bank and the International Monetary Fund. Most major donors have recognised that economic problems hit the poorest the hardest and have reaffirmed their commitment to significant development aid. However with the possible exception of their linkage with issues related to climate change, it is unlikely that international development issues will feature as strongly in the discussions of world leaders, preoccupied as they are with problems closer to home.

In the mean time the development sector overall continued to give attention to the Millennium Development Goals and to the aid effectiveness agenda. More specifically, in the Netherlands, the scale of development assistance and its value received considerable political and professional attention with cuts in the overall percentage of GDP allocated to aid planned. Although the Netherlands will remain a very significant and relatively generous donor, this, in conjunction with new policies for the funding of Dutch NGOs, will have a considerable impact on a number of Dutch organisations and on the sector as a whole in the country. In fact International NGOs in general are finding their unrestricted funds affected by the reduction of fundraising targets. A focus on the effectiveness and impact of development work return to the centre of INGO's strategies in this financial crisis with the potential for information and knowledge management to be recognised as core elements of such strategies. It is possible that the general climate of instability makes people more prepared to look critically at current practice and to entertain new ideas

Current Debates
Although there may be an element of noticing most that which is closest to core interests, IKM has found itself engaged in or linked to a number of debates about knowledge and research; social change; and changes in organisational structure and behaviour, all of which have implications for how information and knowledge are managed in the development sector.

A good example of this is the debate concerning the value of complexity theory as a model for social change. This has been actively discussed in development circles in both the Netherlands and the UK. As with any debate, people are taking a variety of positions, but there is wide recognition that, if it became generally accepted, the theory would have considerable implications for how development work is conceived and organised. IKM does not contribute directly to the debate on complexity theory, except where its emphasis on diversity overlaps with IKM's own understanding of

multiple knowledges. What it can do is to think about the informational representations of complexity – how it can be handled by information systems or embedded in the planning and management procedures of daily development practice. For example one information systems approach to complexity is to try and 'manage' it by incorporating more and more variables into the algorithms of computer based decision systems. Another approach would be to design systems to offer the user as clear a picture as possible of the competing viewpoints and pressures which bear on the situation they are analysing. The implications for the role of anyone using them of these two different informational approaches to the same problem are enormous. However, as with many other processes whereby knowledge and research is translated into practice, the available choices and their implications are often treated as a mere technical issue and not made explicit to the decision makers who will have to work with the consequences. The process of framing and contracting IKM's own evaluation (see below) is another example of the programme's role of seeking to tease out theoretically consistent but practical solutions to the challenges posed by innovation in how work is conceived or performed.

Programme Management

Evaluation

The programme, in consultation with the appropriate officers of DGIS, appointed Chris Mowles of Red Kite Partners as its evaluator during 2008. Chris Mowles, who formerly worked for Oxfam (GB and Ireland) in Southern Lebanon, has considerable experience as a consultant and as an author on public service and development management issues and also teaches at the Department of Complexity Management at the University of Hertfordshire. The process of elaborating an evaluation (and an evaluator) which was meaningful in the context of the iterative and emergent nature of the programme proved quite challenging and remains a work in progress. Seeking a methodology which sought to map the flow of the programme, rather than impose a linear straightjacket on it, has, however, the potential to make the evaluation as innovative as any other part of the programme. Given the current interest in the development sector of understandings of change based on theories of complexity, the methodology of the evaluation, as well as its output, has the potential to be of value to other development organisations. One feature of this methodology is the extent to which the evaluator wishes, from a distance, to keep track of the programme's iteration as it happens. This has led to a need to phase the budget for the evaluation over the life of the project, rather than have it concentrated towards the end as originally envisaged.

Red Kite partners delivered an Introductory Evaluation Review at the end of August. The paper discussed the methodology proposed by the evaluators. It identified a number of paradoxes inherent in the programme or its way of working which, it was suggested, it would be productive to follow. The evaluator, who had previously led a session at the programme wide meeting in Cambridge in July, reported on progress to the meeting of the steering group. His approach was broadly welcomed.

Steering group

The IKM steering group met in Amsterdam in October. Amongst the many things discussed in a comprehensive review of the programme to date, were the questions of strengthening the IKM network and of what, beyond all the interaction in which the programme expects to engage, intellectual legacy it intends to leave.

Networking, in the context of the programme, is not an end in itself but the methodology through which people interested in the issues raised by the programme can come together and engage with them. This engagement can take various forms including helping the programme forge links with other initiatives or organisations, being involved in the actual work programme or helping with its distributed management structure. The steering group reaffirmed its desire for this networking to be as open, welcoming and involving as possible. The further development of the programme blogs and the interactive and collaborative potential of the wiki should improve the scope for interaction with the programme.

It is also intended in future to structure meetings with a clearer separation between the business elements and the discussion and reflection on issues. It was noted, for example, that DGIS had stated that it did not feel it appropriate to be directly involved in the governance of the programmes which it was funding and wished to maintain a clear separation of roles. It would, however, be likely to be interested in any reflection on emerging findings of a programme. The Steering Group meeting of 2009 will be planned to allow this separation of discussions to take place and it is hoped this will allow the programme to gain the most benefit from the presence of DGIS staff and other critical friends.

The ideas for the programme to close with a series of publications which describes what it has done and sets out its arguments for continuing change in the sector will offer a challenge to the programme on two levels. It invites everyone to think about

how the wide range of 'illustrations' on which the programme is working can best be reassembled as a coherent whole. It also raises the questions of whether and how programme participants can work together to produce what is envisaged as a fairly ambitious final product. Ideas are in the process of being circulated for discussion in the working groups and it is planned to develop final proposals by the end of the year.

Programme management group

The programme management group had one formal meeting in Bonn in January and its members had a number of other discussions at meetings linked to other events during the course of the year. In general, the co-ordination of the programme between the programme director and the office and secretariat in Bonn worked smoothly.

One area of concern was the rate at which work was contracted and performed. This will be addressed in more detail in the section on patterns of spending below.

There were occasional hiccups in the linking of invoices and payments to the growing number of contracts each with their stage payments. As a result, it was decided that, once a contract and terms of reference had been agreed between the relevant co-ordinator and the agent of delivery, the tracking and management of the delivery of the contract would be the responsibility of the secretariat. This has made it easier to track and, where necessary, to stimulate the fulfilment of the contracts and the processing of associated payments and documentation.

Working Groups

Working Group 1 – Dialogue, Discourses and Translation

This group had the least experience of working together prior to the programme and has spent the most time reflecting on the original plans and how to improve and implement them. It has also struggled with a number of serious health related challenges amongst it members and their families. As a result, little work was completed in 2007 and the 2008 plan marked the beginning of substantive work.

Most of the elements of the 2008 plan which involved individual working group members developing their own case studies got under way early in the year. This

involved

- A study of approaches to recover, positioning and re-value local knowledge about the management and use of water resources in two communities (to be extended to a third in future) in Nicaragua and Costa Rica. This study makes significant use of digital stories in its work with the communities involves. It is also recording work in progress – in Spanish and with English summaries, on a project blog (http://historiascomunitarias.wordpress.com/). More formal reporting and academic analysis is anticipated at a later stage in the process.

- A study exploring the development related interactions which follow on from the making of digital stories in India and Sri Lanka. IKM in partnership with the local NGO IT for Change held a workshop in Bangalore involving a range of community media activists, storytellers, academics and staff of development organisations to discuss the relationship between the increasingly wide use of digital story telling in India and development. It was apparently the first meeting of its kind in India and looks likely to lead to improved collaboration between participants as well as a report of proceedings, currently in draft form, which the host organisations will publish. In Sri Lanka a very different workshop took a very different approach, training members of local communities in the making of digital stories and then attempting to track what use is made of them, what interactions develop as a result. Progress with this work is being recorded on the blog http://chillimango.wordpress.com/

- A study intended to document and later to disseminate the local level development of a pedagogy for cultural literacy and transformation by community based teachers in Para State, Brazil.   2008 saw the detailed planning and negotiation of this process with the teachers and with local communities with more substantive work planned for early 2009

- A study exploring the potential contribution of new translation practices – 'traducture' - to development and to successful communication within it started towards the end of the year. The first stage is a scoping study, which aims to identify areas in which detailed empirical work in the rest of the study might illustrate well the wider arguments being proposed

It is intended that the authors of these case studies work closely together in future to draw out from their collective experience lessons and methodologies which may be of wider relevance. The study on traducture is likely to be of relevance to, and have lessons for, the whole programme.

Apart from this work, which most directly involves the members of the working group, 2008 saw the negotiation, planning and contracting of a number of other activities all related to the issue of how Southern knowledges of various types get communicated to Northern audiences. These cover

- Planning and discussion with and contracting of Isabel Vogel of IDS, Sussex, to stimulate and act as managing editor of an on-line workspace exploring the role, functions and transparency of those who act as intermediaries in development knowledge chains. She will focus in particular of those chains where information is transmitted from the grass roots into the research and policy arenas. This will be complementary to a series of workshops in which IDS and international partners have started to explore the role of intermediaries in the outward

dissemination of research.

- The contracting of Hannah Beardon, formerly co-ordinator of Action Aid's Reflect ICT programme, and of Kenyan consultant Stephen Kirimi to develop on case studies in international NGOs and, separately, on NGO practice in Kenya which reflects on the links between the participatory methodologies used by development agencies and researchers and the wider knowledge systems of their institutions. Much of the initial research for these studies was conducted during the year and will form the basis for workshops, the development of more material and possible publications in 2009 and beyond.

- The contracting of Paul Westlake, one of the founders of Zed Press and a former chair of the trustees of Panos London, to explore, in partnership with others, the use by the development sector of material produced by African intellectuals, including traditional knowledge workers and barriers to that use. This work was just beginning at the year end.

Working Group 2 – IKM Labs

Compared to the other groups, Working Group 2, has not yet engaged in any collective work together other than the oversight and discussion of the various activities planned. So far, most of the group's activities consist of separate projects. The three most advanced of these are

- The Vines project, the development of proof of concept software which gives users the opportunity to reflect on and choose the origin of material they find through online search. This work has proceeded more or less to schedule and will be tested in an organisational setting in 2009

- The Summaries project, which is exploring the take-up of plainly written summaries of relevant academic material by development actors – policy makers and practitioners - who currently seldom read such material in its original form. The project was supposed to involve the selection of material by three publishers (The Nordic Africa Institute, Development in Practice and CODESRIA) and also by one or two intermediary organisations, based in the South and serving communities of development practitioners, which DIP was going to identify. Unfortunately, serious reorganisation and attendant staff shortages of both the NAI and DIP have meant that less progress has been made than had been anticipated. Nine summaries (out of a planned 30) were completed by staff associated with the id21 project at IDS, which regularly summarises research in progress. This was however sufficient to provoke some serious debate amongst participants about what makes a good summary. These debates are similar to those which surround what does or does not consist of good translation. It may be possible in 2009 to redesign the project in a way which both recognises the new realities of partners and explores some of the issues raised by the debates which have arisen.

- IKM Interaction Labs are intended to offer an opportunity for specialist groups of workers from various parts of the development sector and for technologists to engage in mutual explorations of the potential of new technologies for their area

of work. The aim is not the dissemination of existing technology but an improved understanding of what might become possible and of the processes of interaction between developer and users which might produce the most effective innovation. The workshop in Dublin discussed both the process by which such interactions could be managed and created and started to plan an interaction with librarians from the development sector, following a request made at the EADI Information Management Working group in 2007. Two Interactions were planned for 2008, the second being with development information managers based in West Africa but, due to problems with timings and with venues neither had yet taken place by the year end.

Three other initiatives were discussed and planned during the course of the year.

- The Local Content Showcase intends to revisit previous work to stimulate and use local contact, in particular the organisations and the content associated with the ideas of the G8 'Dotforce' consultation on 'the information society' in 2002. The aim of this review will be to look at the lasting impact of these efforts at both an organisational level and at the use of their outputs within development organisations. In doing so IKM is responding to encouragement from its steering group to learn lessons from previous work in this field. It also expects the work to generate ideas on appropriate methodologies for IKM's own task of encouraging agencies to invest in and use Southern content. Pete Cranston, formerly manager of ICT for the Overseas Division of Oxfam (GB and Ireland) and co-ordinator of the Open Knowledge Network, was towards the end of the year to carry out this work in 2009.

- Visualisation techniques are relatively seldom used as an aid to the analysis of data within the development sector. Discussions started with information specialists at the Young Lives Project, Queen Elizabeth Hall, Oxford about piloting some visualisation techniques to aid access to and analysis of the vast amount of data being collected in this large scale longitudinal study of children in four developing countries. This will then act as a demonstrator of what data visualisation can offer. Agreement has been reached in principle for IKM to support such work in 2009.

- Workspace – it was planned to develop a workspace which would present a narrative linking the various activities of this working group to each other and to an analysis of the actual and potential use of information artefacts within the development sector. This will also map out relevant informational developments, in visualisation, in use of oral material, in handling and navigating complex information, providing summaries of current thinking both in the development and other sectors and provide. This work was contracted early in the year and was partially presented both at the EADI conference in June and at the programme wide meeting in July. However, in part due to the slower than expected development of the web platform, nothing in accessible or written form was available by the end of the year.

The workspace is important as it might provide a mechanism for better links between the various activities of the working group and encourage more collaborative work amongst its members and others. It may also accelerate the development of contacts with others interested in similar issues. In general the idea that the

information artefacts people and organisations use in their working life have a significant affect on what is done and how it is done is probably the least widely recognised of the starting assumptions of IKM. Difficulty in building an effective community of practice was one of the main reasons why the Blue Sky labs planned for 2008 did not take place. It has not yet been possible to assemble a group of participants or to devise a good enough agenda to have much confidence in the outcome of such an experiment. It is however planned that lessons learned and contacts made through the other activities of the group will enable such meetings to take place during the rest of the programme's life.

Working Group 3: Management of Knowledge

Working Group 3 is critically examining past and present information and knowledge management practice within development organisations. In 2008, we were delighted to welcome Emeritus Professor, Valerie Jones, as a new member of this Working Group. Valerie's work on multiple knowledges was fundamental to the development of the IKM programme as a whole, and she has already proved herself to be an important addition to our Working Group.

The scoping study

In the first months of 2008, Working Group 3 completed a scoping study which will be the basis of further research. Entitled 'Management of knowledge for development: meta-review and scoping study', it was written by Julie Ferguson, Kingo Mchombu and Sarah Cummings. The paper drew on existing literature reviews rather than repeating this exercise, providing a 'review of reviews', and supplementing it with linkages to other fields. The scoping study explores the theoretical and conceptual background to the challenges facing the broad field of knowledge management for development, placing particular emphasis on the practice-based view of knowledge. It provides an overview of stages and models of knowledge management. A substantial part of the paper is devoted to a meta-review of literature reviews focusing on knowledge management for development, identifying the main issues which need to be addressed in further work on this subject, and exploring differences in knowledge management approaches beyond the Anglo-Saxon discourse. The Working Paper can be found online at:

http://ikmemergent.files.wordpress.com/2008/04/080421-ikm-working-paper-no1-meta-review-and-scoping-study-final.pdf.

Other publications

In addition to the scoping study, members of this working group have also published a short article in the influential, mainstream knowledge management magazine *Inside Knowledge* with the title 'A revolution in international development'
http://knowledgemanagement.wordpress.com/2008/02/03/inside-knowledge-magazine-11-5-2008/
which is aimed at influencing senior managers in the development sector, based on the premise that they may be more influenced by short articles that appear in the mainstream management press. A chapter in a mainstream knowledge management book, also focusing on development, was also published in 2008 with a similar motivation
http://informingscience.net/buy/product_info.php?products_id=69&osCsid=ce9f283db8356334d4a342bc29a6e3fe.

Knowledge mapping

During 2008, two Masters' students from the Free University of Amsterdam undertook a study of three development organisations as part of this Working Group's research programme. The organizations comprise a bilateral donor, a development non-governmental organisation and an international organisation. They shared their preliminary results with the IKM meeting in Cambridge in July. In 2008, IKM Emergent provided support to two Masters' students, based at the VU University, in terms of supervision but also to facilitate their travel to a multilateral organisation based in Geneva. Their Masters' studies are now complete and Working Group 3 plans to support their further work on their Master studies to produce one combined working paper for IKM Emergent, emphasizing the practical implications of the study for development organisations.

Organisational case studies

During 2008, two members of the Working Group, Ewen Le Borgne and Sarah Cummings, developed a framework for cross-organizational comparison of knowledge management strategies. It has been produced in the context of Working Group 3's efforts to encourage the production of documented case studies of knowledge management in development organisations. This framework paper was based on an inventory of some 50 cases of organisations, posted as an open resource on Google documents:
http://spreadsheets.google.com/ccc?key=phFVXYvl3SDYqq4Xf81FBTA&hl=en

This paper will be published as part of a Special issue of the Knowledge Management for Development Journal on the subject of 'Collaborative learning: the role of organisational knowledge management strategies' in which Sarah Cummings and Ewen Le Borgne were members of the team of Guest Editors. Although the Special Issue will be published in May 2009, much of the work related to it took place in 2008. Papers in this issue comprise:

- Head Office attitudes toward inter-organisational learning in Irish non-governmental organisations (Caroline Forsyth and Malcolm MacLachlan)
- Organisational energy and other meta-learning: case studies of knowledge management implementation in nine Asian countries (Serafin D. Talisayon)
- The tip of the iceberg: tentative first steps in cross-organisational comparison of knowledge management in development organisations (Ewen Le Borgne and Sarah Cummings)
- Swiss roots with multi-cultural and multi-linguistic branches: the challenges of sharing and building on knowledge at Intercooperation (Jane Carter, Pascale Aubert, Arjumand Nizami, Alain Cuvelier, Julia Randimbisoa and Lorena Mancero)
- Knowledge integration for development: the Hivos' approach (Josine Stremmelaar)
- Revisiting the Eastern Indonesia Knowledge Exchange BaKTI (Petrarca Karetji)

Studies

At the beginning of 2009, the four studies commissioned in 2008 will be completed. These comprise two studies of the monitoring and evaluation of knowledge management; one on the link between knowledge and policy commissioned with RADID at ODI and building their ongoing work on this subject; and a final study of approaches to bridging knowledge divides. These studies will be reviewed, edited and translated in 2009. They comprise:

- Monitoring and evaluation of knowledge management strategies (Joitske Hulsebosch, Mark Turpin and Sibrenne Wagenaar)
- Monitoring and evaluation in knowledge management for development (Serafin D. Talisayon)
- State-of-the-art literature review on the link between knowledge and policy in development (Harry Jones with Nicola Jones, Shreya Mitra and Simon Hearn)
- Learning networks for bridging knowledge divides in international development (Laxmi Prasad Pant)

The Giraffe, a blog set up at the end of 2007 to facilitate knowledge sharing between members of Working Group 3 and other colleagues, both within and outside the

programme. During 2008, some 60 individual posts and 70 comments on posts were made by both members and non-members of Working Group 3. The most popular blog post, The sad story of how a light goes out
http://thegiraffe.wordpress.com/2007/11/29/a-sad-story-of-how-a-light-goes-out/
individually received 11 comments.

Communications and contacts

IKM's interest in finding more creative ways of communicating ideas and information across the many different working environments that constitute the development sector was explored in a workshop hosted by the Disruptive Design Team in Dublin in March 2008. The workshop mixed both general reflections on new, less linear and logo-centric approaches with specific work on how to develop IKM's capacity to present itself in live encounters, on the installation and on plans for interactive IKM Labs. These are intended to offer an opportunity to explore and influence the development of new technologies and approaches in the development sector.

IKM's first experience of trying to use what had been learned at the workshop took place at the large, triennial EADI conference of development researchers in Geneva. With the help of South African artist Ralph Borland, IKM mounted an installation in the atrium of the university which presented ideas about ways of creating and sharing knowledge alongside technological artefacts which provoked thought about the technologies which can enable their accessibility and use. In addition to this, a large representation of the Brazilian flag, developed by Dan Baron Cohen and colleagues with local communities, was also exhibited in the main hall of the university. A number of IKM participants also collaborated in a multimedia presentation on multiple knowledges, chaired by Cees Hamelink, in a parallel session of the conference. This was very well received by the audience, both for its content and the innovative form of its delivery.

IKM subsequently displayed a cut down version of the installation – and Michael David led a session on digital storytelling – at the Chain Reaction event in London in November. This event aimed to stimulate social action and entrepreneurship in both UK national and global contexts, with the encouragement and in the presence of UK Prime Minister Gordon Brown. It gave IKM a chance to articulate issues of

knowledges and communication, creativity and organisational form, with a much more practically oriented audience. It also gave us experience from which the programme can learn of new approaches to the organisation of highly interactive events, the potential role of social media in supporting that interaction, and of the successful involvement of youth.

The Dublin workshop and the subsequent events listed below all represented an effort to respond practically to the analysis of our essentially complete – albeit still subject to continuous adjustment – communications strategy. This in turn built on the work of the communications workshop last October which has been published as a programme working paper.

One of the key concerns of the communications strategy, and the subject of much discussion at the workshop, is how to promote change in the practice of development organisations. Although the value of published research and associated debate was recognised as important, it was felt that direct discussion with interested people and organisations was likely to be far more effective. Our priority was therefore seen to be identifying individuals working either in development organisations who are interested in the issues raised by IKM and are prepared to champion their discussion. We would hope to meet such individuals through our own networks and by participating in as many public development related events as possible. The intention is then to be able to respond to any initial interest through offering workshops tailored to the specific IKM concerns of the organisation or place concerned. The list of meeting and events attended, at the end of this section, is evidence of the work put into to making and developing such contacts.

A second strand of the communications strategy is to provide space for the collaborative construction of research on IKM and other resources and for disseminating the results. How best to do this has provoked some debate within the programme, in particular around the extent to which our on-line presence should be based on Web 2.0 tools such as wikis, blogs and social bookmarking. The end result, in the form of a new website, was developed over the course of the year and was running in public, albeit unpublicised, before the end of the year. Although based on a number of web 2.0 tools, it is more formally structured than many Web 2.0 interactions, being intended to become a long-term resource for researchers and

practitioners of IKM and development. It is also experimenting with XTM tagging and with standards-compliant metadata which will make the site more easily navigable and open to external query. With the site based on Open Source software and with the development of the site being formally documented, it is intended that the website will become a resource for others working in the sector to download and use as a functioning model upon which to start building their own site.

Finally, the 2008 steering group meeting discussed the desirability of the programme working on a series of publications which could set out where the programme's ideas had got to by the end of its work. It was recognised that if this is to be done well, planning the participation of programme members in developing content and the management and commercial arrangements for the series needs to start well in advance. A four person group was set up to steer the process and budgetary allowance has been made for preparatory work to start in 2009.

Events at which IKM played a formal role in organising or presenting:

Title	Month	Location	Organisers
European Development Publishers network day on developing content for electronic media	January	London, UK	Commonwealth Secretariat
Communications Workshop	March	Dublin, Ireland	Disruptive Design Team and Gradcam
General Conference of the European Association for Development Training and Research Institutes (EADI)	June	Geneva, Switzerland	EADI www.eadi.org
Digital Storytelling Workshop with NGOs, academics and filmmakers	May	Kotmale, Sri Lanka	IT for Change/IKM Emergent
International Forum	November	South Africa	Association for Women's Rights in Development (AWID) www.awid.org
Conference on Entrepreneurship, Innovation and Social Action	November	London, UK	Chain Reaction http://www.chain-reaction.org/

Events attended by programme participants and reported upon:

Title	Month	Location	Organisers
Knowledge on the Move Conference	February	Den Haag, the Netherlands	Netherlands Organisation for International Cooperation in Higher Education (NUFFIC) Institute for Social Studies (ISS) Netherlands Scientific Organisation-Science for Global Development (NOW-WOTRO)
Annual meeting	June	Lisbon, Portugal	Knowledge Management for Development (KM4Dev) www.km4dev.org
The power of in-between	July	Pretoria, South Africa	The Institute of Development Studies (IDS), UK and Human Sciences Research Council (HSRC), South Africa http://powerofinbetween.wordpress.com
Complexity and Knowledge Management	October	Brighton, UK	IDS, UK
Dialogue among civilisations	December	Paris, France	UN Educational, Scientific and Cultural organisation (UNESCO)
Online Information Conference	December	London, UK	http://www.online-information.co.uk/index.html

Meetings with Organisations held to discuss possible collaborations with IKM:

IICD - September

Hivos - September

PSO – September

CTA - September

International Institute for the Environment and Development - November

In addition, the IKM meeting in Cambridge in July welcomed 37 guests, 15 from academic and development research bodies, 12 from NGOs, seven consultants or independents, and three working for government or official agencies.

Patterns of Spending

The 2007 report made clear that, for a number of reasons which were explained in some depth, the programme had not been spending money at the anticipated rate. By the time of the first programme management meeting of 2008, the implications of both the slow start and the more iterative processes through which the programme was starting to work for the programme schedule were clear. It was deemed that rushing to catch up with the timetable could undermine the working processes which were developing and, instead, a target of at least contracting all the work in the 2008 plan by the end of the year was set. With the exception of the Blue Sky Lab, planned for working group 2 and postponed for the reasons given above, this target was met.

Nonetheless, the programme is, at the end of its second year, still considerably behind its original spending predictions. It has also been informed that DGIS now has a strong preference for research programmes to finish on time and that no assumptions should be made about the possibility of budget neutral extensions. These issues are all born in mind by the programme management group and are not, currently, a cause for serious concern. Obviously there will need to be careful monitoring over the life of the programme but it is noted that much of the work contracted in 2008 is scheduled to continue into 2009, offering the programme a more stable and predictable level of activity. There is also scope for adjustment to the project plans for 2010 and, especially 2011. The latter, the final year of the programme, was deliberately planned as a year of less activity and expenditure, in part to allow some catching up and the proper winding up and dissemination of its activities.

The programme and its participants also continue to operate as frugally as possible, still regularly travelling and hosting meetings at costs below those budgeted at the start of the programme. The 2% allowance for inflation built into the original budget was not applied to the daily rate of participants for either 2008 or 2009. As discussed in the 2007 report, this reflects a wish on the programme management to build up a contingency fund which allows it to respond positively to new opportunities for interaction with parts of the development sector which arise between annual plans. In 2008 the programme was able to deliver or bring forward a number of activities which had not been foreseen in the 2008 annual plan. The scale of the participation in the EADI conference in Geneva and the simultaneous hosting of all the working

group meetings in Cambridge to create a programme-wide event were two examples of this additional delivery. Similar opportunities can be foreseen for 2009.

Overview and Conclusions

2008 saw the consolidation of many of the ideas of IKM into formalised work activities and the development of productive relations both within the programme and between it, other research and discussion initiatives and a wide range of development actors.

A unique feature of the project is its insistence on mixing theoretical reflection on the types of knowledges needed if development is to occur with in depth examination of existing and emerging practice in the technical and organisational arenas. This focuses attention not just on how any desired change can be implemented but also how new practice can, if introduced in a properly experimental way, offer new insights into theory. The many activities of the programme all have their own value within their own context. The added value of the programme should derive from the insights these activities offer when seen in relation to other programme activities. This is intended to apply at the level of each working group and also at the level of the programme as a whole. If the programme can identify and successfully communicate to the development sector the importance of a limited number of key themes, it will have gone a long way towards realising its goals of stimulating new thought and practice.

The 2007 report identified the notion of multiple knowledges – multiple that is, in the sense of discipline, of role and of social and cultural perspective. A working practice which can consider and encompass multiple knowledges is both a conceptual, and in terms of information and knowledge management and of the artefacts through which such knowledges are represented and interpreted, a practical challenge.

In 2008, the steering group discussed the notion of 'traducture', a word coined by programme participant Wangui wa Goro in 1997 as part of her doctoral thesis, as a fundamental underpinning of all development related communication and therefore of great relevance to all parts of the programme. Since its inception, the programme has become increasingly aware of the importance of translation to the issues it raises about the exchanges of knowledges across the various boundaries and layers which

exist within the development sector. These extend far beyond the literal translation of language, although this remains fundamental, to cover the expression of ideas and meanings, formed in one context, and received and interpreted, or not, in very different ones. The difficulties of this process still plague cross cultural, inter-disciplinary and trans-disciplinary discourse about development amongst 'experts' and play still larger in communication between 'experts' and the rest of us and the communities on whom development is performed.

 'Traducture' is based on conceptual frameworks of translation, which offer a variety of avenues for engaging from different standpoints including perspectives which seek to unravel dominant discourses, particularly where they distort reality through misrepresentation such as stereotyping or exclusion. It seeks to re-centre humanity in its fullness or create new discourses or draw attention to existing discourses in varied locations.   This enables the possibility of bringing various knowledges, experienced through diverse locations to bear on what is already known and of articulating them in ways that are or are not known or that are known elsewhere. Additionally, it enables unknown knowledges to surface, reflecting a desire to assert different discourses, which take into account cultures, locations, ideologies, different and multiple ways of knowing, the environment, the past, the present and also possibilities for the future either from within the discourse or through connections or discoveries within our own knowledges as well to those of others. It is derived from the deconstructive uses of the words "traduction" and 'ecriture', which encompasses the deconstruction or critical consciousness in craft, style and content of writing and transfer through translation as rewriting. '

Finally, as a programme dedicated to exploring the use of knowledges in the development sector, IKM believes it can usefully contribute to debate about and the practice of 'applied research', in particular the links, or lack of them, between academic research, innovation and development. Sadly, this is well worn ground but there seems to be a need for a renewal of thought on the purpose of 'applied research, whom it should be for, by whom and how it is done, the channels and forms of communication employed and the frameworks which govern its institutional arrangements and funding. In this, as in much else, IKM aims to act as a source of material, as a resource for facilitating discussion and as an example.

Appendix 1 - Programme members, 2008

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, Community radio specialist
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
Valerie Brown, Emeritus Professor, Australian National University,
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
Simon Hearn, RAPID Programme, Overseas Development Institute
Ewen Le Borgne, Project Officer, IRC International Water and Sanitation Centre
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Appendix 2 – Financial report