Emergent Issues in Information and Knowledge Management and International Development

Annual Report 2009

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Executive summary

2009 represented the third year of this five year programme. The two previous annual reports related the story of a slow start to the programme, with continuing discussion not so much of its content as of how its various component parts should be best delivered, followed by a gradual build up in programme activities being contracted and worked on. 2009 saw further consolidation of this trend with a growing body of work completed and more planned and contracted for 2010. It is now anticipated that the bulk of the research components planned for the programme will be complete by the end of 2010.

That will leave the programme with the task of synthesising its findings and seeking to articulate them in a form which may interest and inform development actors responsible for policy and programme work. Consideration of this task was the core discussion at the 2009 meeting of the steering group, and shaped the plans for 2010 and beyond which ensured.

The communication aspects of the programme remain a priority with an emphasis on openness to others, interaction and engagement as well as on dissemination. Thus exploratory discussions in 2008 with the Centre for Technical Assistance led to fully fledged collaboration, jointly with the University of Namibia, in a workshop on 'Knowledge for Development' in Southern Africa, held in Windhoek in November. In a similar vein participation in a series of discussions about research and development, in particular in relation to ICTs, led to a joint workshop with the Information Systems Group of the Judge Institute, University of Cambridge and the Bridging the Digital Divide Group in Cambridge in September, which in turn has spawned further plans for the rest of the programme. In addition to this interactive communication, the programme has gradually increased the number of working and other papers it has published and its web site has developed considerably. Many papers published have also been summarised and the translation of summaries, whilst behind schedule, is in hand.

2009 was not, as the report details, without problems or challenges. Overall, however, the programme has consolidated its work; come much closer to achieving its management and budgetary plans; and elaborated what it believes will prove a highly productive strategy to bring its work to a close.

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 how the programme relates to current trends in the development sector. 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).

As a programme tasked with looking critically at management tools used within the development sector, the use by IKM of a 'summary framework' for its own orientation, planning and monitoring is somewhat paradoxical. It is an open question to what extent this framework fully represents the work of the programme. However, the framework, and how it has changed over time in response to iterations within the programme, certainly remains a tool with which to analyse and pose questions of the programme's work. An updated version of it forms Appendix 3 of this report.

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 always 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 any resulting changes.

Context

As IKM enters its fourth year, it finds itself in the paradoxical position of its message and way of working having been warmly received by nearly everyone in the development sector with whom it has come into contact and yet finding the tide of the development sector as a whole still running strongly in an opposite direction. Development management theory remains dominated by concepts of centrally

directed linear change, the efficacy of which is assessed by quantitative measurement and the attainment of pre-ordained results. The British government's Department for International Development, one of the strongest proponents of research communication, remains locked within concepts of the objectivity of formal knowledge and the direct causality of change whereby 'research produces evidence which produces good policy decisions which produce changed realities on the ground'.

IKM is not alone in challenging this orthodoxy. It may have a distinct understanding of development as a 'knowledge industry', operating in an environment of multiple knowledges, themselves being redefined by rapid social, economic and technical changes. It may also be unusual in the importance it attaches to creating links between this understanding and developing practical guidance on the details of how development should best be conceived and managed. However, this understanding is also situated in the context of other strands of contemporary development discourse. It relates to the long running and continuing debates about North-South power relationships and whose voices get listened to. It relates to notions of 'development' being about more than meeting the physical necessities of life; to notions of well being and how well being can be defined and how programmes to create it can be planned and assessed. It recognises the value of Sen's capability approach and would suggest a critical but confident relationship to one's own knowledge base as a necessary capability or pre-condition for self-generated development action.   Finally its understanding of multiple knowledges sits comfortably with analyses of change based on concepts of complexity and responses to such analyses which anticipate and seek to benefit from emergence. IKM thus draws on, creates links with and contributes to a growing body of critical literature on the current development orthodoxies. As IKM works towards its own conclusions and the practical recommendations based on them, it is aware of parallel initiatives taking different but complementary approaches towards similar positions. There seems to be a growing convergence or at least similarity of implication between debates which have quite varied origins. IKM does not see this process as a problem of potential competition, more as a possibility of a mutually reinforcing coming together not just of critiques of existing practice but of ideas for new practice. As such we believe the programme is making a real contribution towards the generation of 'countervailing knowledge', foreseen in the DGIS 'Research in Development' memorandum of 2005.

Programme Management

Steering group

The IKM steering group met in Amsterdam in October. The meeting was divided into two parts – an intellectual reflection on and review of progress to date and a business meeting. A few additional people with long term awareness of the programme, including from DGIS, were invited to the former and two, both working with Netherlands based development organisations, were able to attend.

The main focus of the discussion was on what programme wide issues were emerging from the more detailed work being carried out in the various working groups. A synthesis document had been prepared in advance of the meeting and this and the interim evaluation report provided the basis for the discussion. The synthesis document was subsequently amended and published at
http://wiki.ikmemergent.net/files/0910-synthesis-v3.2.doc

Particular attention was paid to the emergent nature of the programme's own work and the extent to which this was reinforced by the networked nature of its participants. It was recognised that whilst the synthesis provided one set of overarching themes and ideas for future collaborations, not all possible connections could be identified centrally. To maximise the potential for cross programme lessons and potential collaborations to be identified, it was agreed that the process of drawing them out and writing them up needed to involve as many of the programme participants as possible. The steering group therefore directed the programme to organise a programme wide meeting for this purpose early in 2010. The meeting should also provide a mechanism for planning and securing the commitment of participants to a publishing programme which would adequately reflect the main conclusions of the programme and their implications for development practice. In this context, the steering group expressed a particular interest in drawing out actionable suggestions for changes to development practice, based on the programme's research and its underlying theory.

The business meeting reviewed overall progress to date, the great majority of which was considered satisfactory. As is described further below, it was noted that, for reasons over which the programme had little control, progress with the 'Barriers to

Southern Intellectual Output (1.4) and 'Summaries of academic article' (2.1) had been considerably less than had hoped and that the former was being discontinued. The programme has not really had the capacity, contacts or ideas to mount a proper 'youth' programme, as originally intended, although several other components of the programme have been able to opportunistically support youth involvement. Some of the interactive elements of the web site have not (yet) shown much vibrancy, even while other less planned on-line interactions have been more active than anticipated. Overall, however, the great bulk of programme components are more or less on track and are producing some very interesting findings. It was also noted that the programme policy of seeking out collaboration with other individuals and institutions following similar lines of interest had led to some very significant work which had not formed part of the original plans or budgets.

It was reported to the business meeting that Working Group 1 was not functioning properly because, following a disagreement about the origin and ownership of some of the ideas upon which they were working, one of its members no longer trusted or wished to share information with another. IKM management and other members of the working group had tried to promote a resolution of this conflict without success. Both parties involved had very different accounts of what had happened, none of which could be independently verified. Both were also seen by their colleagues in the programme as valuable and productive members of it. Lacking any judicial infrastructure and being in any case unclear as to what exactly had happened, it was not clear how the problem could best be managed. However, it was also reported that the practical implications of this problem were not as severe as they might have been. The working group had already taken all the long term strategic decisions about its programme of work and this programme was now largely being carried out by various people each liaising with IKM's director on ongoing management issues. It was also the case that the proposals that were emerging on how to build on the initial work in order to bring the programme to a coherent conclusion increasingly consist of collaborations between individuals from across the programme, rather than remaining within the original working groups. Nonetheless, the steering group much regretted that such a situation had come about. It asked the director to make another attempt to see if the parties concerned would like to meet him, along with the chair of the steering group, to see if the problem could be worked through. Otherwise it would be seen if both could continue to contribute to the programme without being obliged to work together.

Dr Wangui wa Goro resigned from the steering group at the meeting as her continued involvement in the management of an independent programme was counter to the policy of her new employers, the African Development Bank. Dr wa Goro was thanked for her significant contributions to the programme. There was some discussion as to who might replace her with names suggested from both within and without the programme. The value of having some steering group members who were also active participants in the programme and therefore were well informed as to the effectiveness of its internal workings was reaffirmed. It was decided that there was no need to nominate a replacement at this stage and that the issue could be re-visited at the meeting of the steering group at the April meeting in the wider context of whether and how the steering group wanted to engage with ideas for an IKM2.

Evaluation

Chris Mowles of Red Kite Partners presented an interim evaluation report: http://wiki.ikmemergent.net/files/0910-Interim_report_from_the_IKME_evaluator.doc. This focussed on what the programme was trying to achieve overall and on some of the strengths and weaknesses of its approach. In particular it drew attention to the range of understandings of knowledge within the programme and the balancing act required if these were to be expressed and explored over the same period as the programme was attempting to offer constructive guidance to others as to its conclusions. In this respect the evaluation was arguing that the construction of coherence could not be an afterthought of the programme, an argument which supported and informed the steering group discussion on ideas for a programme wide meeting.

The evaluator also reminded the steering group of previous discussions at which the value of including some Southern perspectives within the evaluation process had been raised. He outlined ideas as to how this might be achieved: ideas which were welcomed by the group.

Programme management group

The programme management group consists of the director of the programme, co-ordinators of the working groups and the communications co-ordinators, the chair of the steering group and relevant staff of the programme's host body, EADI. It meets as necessary to discuss financial and administrative issues and its members are frequently in touch with each other at other times.

Two meetings were held during 2009, primarily to discuss the financial management of the programme and the monitoring of contracts and the recognition and recording of deliverables. Successful efforts have been made to improve the joint recording and sharing of programme information. There was also a handover of the main administrative support to Miriam Zeh during the year, due to staff changes in EADI.

Working Groups

Working Group 1 – Dialogue, Discourses and Translation

As reported in the Steering Group section above, working group I did not function properly as a group during the year. Nonetheless all the individuals in the group continued to engage with their own work and remained available for comment and guidance on the work of others on request. Although there was no group meeting, three of the group did meet in October and were able to make significant plans for future work. At the year end, it was still unclear if there was any realistic possibility of the group working together collectively again. However, the identification within the work of the group of distinct strands which do not have to be managed together makes this uncertainty less of a problem than might have been the case.

Another issue has been the serious ill health of one of the group. This has not only impacted, hopefully only temporarily, on the rate of progress of one of the case studies, but it, along with the conflict within the group, has also undermined plans to present the group's work by means of a co-constructed workspace on the IKM web site. This work which had been planned, budgeted for and even contracted will not now take place and no expenditure was incurred on it.

Progress on Projects

1.1
Brazil case study.
A number of problems faced by local participants meant that progress on this was a little slower than expected but was nonetheless very encouraging. Some 60 local educators are participating in the project. Raw multimedia material was received showing them working on new pedagogic approaches to collaboratively agreeing and developing cultural objects which reflect issues of community concern. It is anticipated that this study will finish in 2010. It is hoped that lessons from it will feed into future work on local knowledge processes.

Costa Rica Case Study

Work has continued with two local groups – one of school children and one of women in a newish peri-urban settlement – in Costa Rica. The aim is for the groups to develop and use information artefacts with which to make sense of issues relating to their community. The school children became involved in photographing their community and using the photos in games such as Bingo to create different permutations of images with which to prompt discussion on local issues such as water supply. The work has been well documented in Spanish on http://historiascomunitarias.wordpress.com/ Funding for the study has been extended to allow for extension to a further community and the production of more artefacts. The study will be completed and written up in 2010 and will form part of the base for one of the main follow on pieces of work from this working group.

South Asia Case Study

The level of interest in Sri Lanka following 2008 workshops and from the promotion of ideas for digital story telling in Sri Lanka has been phenomenal. The case study has therefore focussed on two things: the development of a local platform - http://www.telradio.org - for digital content which serves and is available to everyone and continued support to less well resourced community groups so that their voices remain amongst those available through the platform. The case study has also provoked serious thought on the nature of outside intervention in a particular environment and how it can be most sensibly conceived and monitored. As a result of the strength of the response to the study in Sri Lanka, there has been little time or money to follow up on the very interesting workshop held on Digital Story telling in India in 2008. Extra funds have therefore been allocated to allow an Indian journalist to follow up and report on some of the initiatives featured in the workshop.

Translate 2 Dev

This case study is intended to pursue ideas of translation and local languages as a core issue for development communication within the context of 'traducture' a concept of translation which includes notions of preferences as to means of expression and the power relationships between them. The lead researcher of the case study has become actively involved in these issues in a number of African countries and, in part through her job, with related issues concerning the professional development of translation and interpretation in the continent. These multiple angles, combined with poor health, have meant that little has yet been formally reported (or paid for) within IKM. This work has already significantly affected IKM's thinking and

is the cause of local language translation being one of the main practical recommendations of the programme's work. It is hoped that this work will continue in 2010 to the level of a major and reported workshop on these issues in South Africa and, if possible, a book which will take our understanding beyond linguistic translation and into the realms of the many other barriers to cross-boundary communication.

1.2

Intermediaries

It was intended to develop an interactive workspace on the IKM web site in order to stimulate interest and discussion of the role of intermediaries in development communications beyond their role as 'agents of dissemination' already identified in pioneering work on this subject led by IDS. Their role as catalysts or barriers to bottom u[p communication is of particular interest to IKM. Personnel changes followed by re-organisation at IDS, IKM's partner in this work, delayed progress for some time. However, 2009 saw the launch of the workspace and it is hoped it will develop significantly in 2010. At the same time the participation of the researcher at the planned IKM meeting may lead to new connections around this topic.

1.3

Participatory methodologies

Anecdotal experience and a lack of obvious cases of good practice led to IKM including the issue of the attention paid by development organisations which used participatory methodologies to the information produced by such methodologies as a subject for investigation. In 2009 two case studies, one by Stephen Kirimi and Eliud Wakwabubi (of PAMFORK) on the national situation in Kenya and one by Hannah Beardon and Kate Newman on the situation in International NGOs, offered a bleak picture of the many barriers between the production of crucial – and expensively created – grass roots perspectives on development interventions and their assimilation and use by the organisations which have commissioned them. These initial working papers will be followed up with a workshop to discuss the issues raised in 2010 and further publication, focussing on how problems identified might be overcome. It is hoped that it will also be possible to find other ways to use the findings from these studies in the programme's planned signposting of practical issues which will be discussed at the 2010 programme meeting.

1.4

Barriers to Southern Intellectual Output

The fact that development agencies make very little use of local intellectuals was already well documented before IKM's inception. The impact of this fact on the quality of the knowledge development agencies bring to their work and on the viability of locally based intellectual endeavour (itself an indicator of 'development') has been less explored: still less what might be done about it. This formed the context of IKM's interest in this area and it was regarded as a significant element of the programme. After some searching, an individual was contracted, who appeared well qualified to pursue this. Unfortunately a number of factors, including his own main interest and the transfer of some of his key contacts in other organisations, meant that the study developed in a far narrower way than had been wanted. Discussion of an early draft offered little prospect that the full subject would be addressed and it was mutually agreed that the study be discontinued without payment. IKM then lacked the capacity to think through other routes to this goal or awareness of individuals available and able to do the job. It is a very large and complex subject, perhaps too large to be taken on as a single sub-project in a larger programme. The issue remains very relevant to IKM but it is now accepted that IKM does not have the ability to pursue it as it would wish.

Perspectives for future work

The partial group meeting in October discussed the Sri Lanka and Costa Rica case studies in detail. It was agreed that they not only showed signs of providing interesting findings as case studies but that these findings could, possibly along with material from the Brazil case study and from the local content strand in working group 2, form the base for the development of some coherent ideas on the role of knowledge in local development processes and ways in such a role can be practically supported. It was therefore agreed that Michael David and Kemly Camacho would be supported to produce a book on this theme. Furthermore it was agreed that the process for developing the book would include a workshop with other interested programme participants at the IKM meeting planned for 2010 and, ideally, local knowledge/ local content workshops in Africa, South Asia and Central America over the course of 2010.

Working Group 2 – IKM Labs

The working group expanded during the year to accommodate two people, Hugo Bessemer and Pete Cranston who were doing increasing amounts of work on the programme. Two other members, Chris Addison and Peter Ballantyne changed jobs

over the course of the year. They retain an active interest in the programme and remain invaluable sources of ideas and knowledge but are likely to be less directly involved in the programme's work. Olivier Sagna was unable to attend the group's annual meeting, which took place in Brussels in October, but he was represented there by Jean-Pierre Diouf, also of CODESRIA.

The programme benefits from the fact that nearly all members of this working group are continuously involved in ICT and information management work within the development sector. The plus side of this is that their knowledge is highly current and they are able to network extensively with potential audiences for their IKM work. The down side is that all are extremely busy and do not always find it easy to accommodate their more exploratory work with IKM within very busy schedules. This, however, has had more of an impact on the documentation of activities than on the activities themselves. The backlog is not unmanageable, however, and should be cleared in the first months of 2010.

Progress on projects

2.1

Co-constructed workspace

A start was made with the programme workspace on the IKM web-site. This is a useful link to offer people to explain the rationale for this working group and what it intends to explore. However, far less was done with this than planned and in particular its collaborative and interactive elements have yet to be achieved. This remains a priority for 2010.

Summaries Pilot Project

One sub-project aimed to pilot the use of summaries of academic articles as a means of getting relevant information from academic sources to practitioners and policy makers in the development sector. The participants were CODESRIA, ID 21 at IDS Sussex, the Nordic Africa Centre and Development in Practice Journal. Unfortunately the project fell foul of a wave 'reorganisations' of development information projects that meant, by the end of 2009, that only our colleagues at CODESRIA were still employed in their original posts. However, only a small part of the budget for the project had been spent and what had been done had illustrated unanticipated issues relating to the linguistic styles and attempts to capture or ignore cultural nuance within the summaries. It was not felt possible to rebuild the project with new partners. It was therefore decided to commission two reviews – one an

overview looking at a range of different types of summary document used within the development sector, the other looking at the reaction to a choice of styles in summaries of the same articles by identified audiences in Kenya – in order to at least contribute to a greater understanding of the potential value of summaries and the issues which surround their production. These reviews were commissioned by the year end.

Blue Sky Labs

The idea of holding 'blue sky labs' with an eclectic audience capable of bringing a variety of perspectives to the use of new information artefacts in development has been part of this programme since the beginning. To work, however, such labs will need some very clear issues upon which to focus and an audience very willing to engage with them. This year, again, it was felt that the conditions and contacts for a successful meeting did not exist. The issue was discussed at the group meeting with a view to developing the right conditions in 2010.

2.2

Vines Pilot Project

The Vines project successfully developed and tested its new search and navigation software, working in the process with CODESRIA, Euforic and EADI. A review of the programme at the working group meeting concluded that it had been successful both in the questions it posed about biases in development information systems and in the technological approach adopted. There has however been some delay in writing up the experiment and deciding how to make the best use of it both as a learning tool and as software which can be further developed and applied.

IKM Topic Map

Plans to offer a user led, visual interface to the subject areas covered by IKM were developed during the year. By the year end a basic visual interface had been created and was working. The task for 2010 is to more fully demonstrate its potential by adding to the data and the number of links it offers.

2.3

IKM Interactive

IKM Interactive is a series of events which aim to present new technologies to potential user communities within the development sector with a view to generating a critical exchange. The idea is to stimulate interest and explore methodologies

whereby users may influence or drive the design of new technologies in the sector. Two events were held in 2009. The first, a fairly technical exploration of ways of getting research output noticed, was organised with CODESRIA for development information managers based in West Africa. The second involved the interaction, based on social reporting and video dialogues, between local youth and delegates at the Internet governance Forum held in Sharm-el-Sheikh.

Local content

Following questions posed at the initial steering group meeting about the impact of previous development 'knowledge' projects, IKM asked Pete Cranston, original co-ordinator of the Open Knowledge Network, which grew out of the original G8 review of the 'digital divide' to revisit participants in that network. He discovered that many network members, particularly in Africa, were still active in efforts to produce local content, although needing to use on a whole range of varied mechanisms in order to support their work. A shared desire to revisit this work in the context of what network members are doing and wanting to do now led to a workshop in Brussels in October. The workshop was also attended by Michael David and Kemly Camacho, who are both working on case studies of local knowledge processes in which local content is generated through the auspices of working group 1. It is intended to follow this on with workshops in Africa exploring common strategic aims and the development and use of shared, decentralised platforms for distributing local content through a series of workshops in Africa in 2010. Links with the working group 1 work will be maintained.

Young Lives

Finally the increased visualisation of information, foreseen in the planning of IKM, is beginning to manifest itself in the development sector. It remains, however, a fairly unexamined area and one which is seen primarily as a means of communicating findings. IKM is interested in the potential of visualisation as an analytic tool for researchers. IKM has supported some initial visualisation work with the communications team from the Young Lives project, a massive DFID funded longitudinal study of young people in four countries on different continents. We hope this will provide a base for some experimentation on the visualisation of their large data sets.

Perspectives for future work

Some of the technical advances foreseen by the programme are now becoming more

noticed. There are now some high profile examples of linked data, a step in the direction of the semantic web, including some involving significant donor governments (UK, US, Finland). Linked data is also stimulating further experimentation with data visualisation which already has a number of advocates within the development sector, including OECD and UNEP. Some of the potential advantages of these technologies are becoming apparent as are some possible threats to the openness of exchanges and diversity of voices which may result from data security policies. It seems an appropriate time to try and encourage some discussion of the strategic issues for the development sector of yet another new online world: one that this time the sector might be better placed to shape.

One of these strategic issues is the relation between the future on-line practice of donors and the large international institutions and the world of local content and local knowledge processes. Will the former recognise the (economic, cultural and developmental) value of the latter and be open to influence from all sources? Or will the virtual equivalent of fortress Europe shut out the possibility of an intellectually diverse and multicultural on-line future. IKM's interest in the value and developmental potential of local content remains the same. What is not clear is whether it forms part of a single perspective for the future of this work or whether we will be obliged to work in two separate streams.

Working Group 3: Management of Knowledge

The members of the working group remained the same throughout 2009, until October which was marked by the resignation of Julie Ferguson. Julie had not been an active member of the working group since being the lead author on Working Paper No. 1 – although she had participated in planning and in the supervision of the two Master's students who had undertaken research in the context of IKM - and resigned to reflect her increasing focus on a pure academic career and because she wishes to research the programme itself as a reflection of 'multiple knowledges'. Julie's resignation did not lead to the appointment of a new member of the working group, This partly reflects the fact that this working group is interacting with a wide group of different individuals from which it would be difficult to select one in particular; and partly because the changing nature of the programme means that there are more collaborations taking place outside of working groups, both across the programme as a whole and with others who are not officially members of IKM.

The working group has functioned well, in this as in previous years. There has been

constructive cooperation between members of the group: research, writing, interacting together. In June, the working group held its annual meeting in Maastricht, hosted by the European Centre for Development Policy Management (ECDPM). This was followed by a public seminar 'Who owns the truth?', hosted by the Institute of Social Studies (ISS) which presented some of the work of this group – and related work – for discussion with members of the knowledge-for-development community in The Netherlands.

The members of the working group continued to interact – with others from both within and outside the programme – on the blog, The giraffe, set up for this purpose

This working group also made a contribution to supporting the establishment of the *Knowledge Management for Development Journal* as a formal journal for the period 2009-2011.

Progress on projects

3.1

A study was undertaken on the link between knowledge and policy by Harry Jones of RAPID/ODI which was published as a joint IKM/ODI Working Paper. This provided new perspectives on the link between knowledge and policy, and built on previous work from ODI as well from IKM Emergent.

A study of epistemologies within development organisations was begun with a literature review in 2009 but will completed in 2010. It is based on the hypothesis that one of the common reasons for the failure of knowledge management strategies within organisations is the fact that the strategy is not consistent with the epistemology of knowledge of the organisation. This study will involve a survey of knowledge managers in different organisations and follows an approach which is new to the development sector. It builds on earlier IKM work involving a meta-analysis of organisations which was published in 2009.

3.2

Needs assessment and mapping exercise

This year, Paula Zirschky re-wrote both her and her colleague, Jessy van Thiel's, Master theses as an IKM Working Paper. These theses, 'Knowledge management strategies and 'multiple knowledges': a multi-case study within the development sector' and 'Knowledge needs and attitudes towards knowledge sharing: an

awareness of multiple knowledges in the development sector', produced in 2008, had been supervised by Julie Ferguson and produced in cooperation with IKM Emergent. Julie continued to chart their change into one combined working paper. Paula Zirschky's Master thesis was also published as a whole in this year as 'Knowledge management strategies and multiple knowledges' by a commercial publisher.

In addition to this, an exercise was made to collect case studies of knowledge management in organisations which was compiled and made accessible as an open, collaborative resource to the KM4Dev community. This formed the basis of the meta-analysis of knowledge management in development organisations published in 2009.

Targeted seminar
In October 2009, as part of the Knowledge Management for Development (KM4Dev) – a network of approximately 900 professionals working in the field of knowledge management – annual meeting, a targeted seminar took place to consider the possibility of setting up a Francophone KM4Dev group. The group was set up and a number of joint actions were planned.

3-3
A study was undertaken on the bibliometrics of development which introduces a new methodological approach to research into knowledge divides in the development sector. The development sector is governed by several knowledge domains, each with their own actors, agendas and semantics of communication. All of these domains are generating knowledge which is applied in development but they have a different focus that can be made visible and comparable by mapping the semantics of text documents produced in the domains. The first phase of this study was accepted as a paper for the Knowledge Democracy conference which took place in August. In 2010, the first phase of the study will be published as a journal article.

A study of bridging knowledge divides was commissioned from Laxmi Pant, a PhD student at the University of Guelph in Canada. Based on the review of relevant literature, a Convergence Model of Social Innovation was proposed and provisionally tested using the evidence from the contemporary trend of forming learning communities, learning alliances and learning networks. Recognizing semantic ambiguity of the use of the terms, the paper introduced the concept of learning networks as a corollary to the concept of learning organizations.

Research is also being undertaken on knowledge management practices in selected Government Ministries in Namibia to increase awareness of how knowledge management can support knowledge driven development in an African country – taking Namibia as a case study - but with a view to testing this model in other African countries. The research is being undertaken by Professor Kingo Mchombu and will be completed in 2010.

Innovation workshop: Namibia

In November, a joint international workshop took place for participants from Southern and Eastern Africa, co-organised by IKM with the University of Namibia and the Technical Centre for Agricultural and Rural Cooperation (CTA). This coincided with a week of information and knowledge for development related workshops on the same location in Windhoek. The main purpose of the workshop was to raise the profile of knowledge for development in Africa among key organisations and institutions in the region and explore new research and practice. A key focus for the workshop was the concept of multiple knowledges, including indigenous and local knowledges. The workshop itself was designed to embody, as much as possible, the values it was attempting to communicate, namely respect for multiple perspectives, participation and reflection.

During the workshop, the participants designed personal actions plans for themselves and their organisations, and they continue to interact on a learning network created for this purpose. From the learning network, we have indeed established that a number of the participants are holding workshops of their own and introducing knowledge management to their own organisations.

3.4

Two desk studies of M&E of knowledge management were edited and published in 2009. One (Talisayon) was published as working paper and the second (Huslebosch et al) was published as a background paper. Neither of these papers fully reflected the developing IKM-vision on evaluation. One paper was published as a background paper because it was felt to diverge drastically from IKM vision on the subject, despite having been through a large number of reviewing cycles and amendments. We felt that this very much reflects the fact that this is a very difficult and complex field. The second paper, although of sufficient quality to be published as a working

paper, also did not sufficiently develop the IKM-vision. For this reason, it was decided that three working group members would together synthesise all of IKM's work on monitoring and evaluation, including material from the first meta-analysis (Working Paper 1), from IKM's own evaluation, and from these two commissioned studies. This work will be completed in 2010.

Perspectives for future work

We have been working on the conception of multiple knowledges in the context of the disconnection between policy, practice and academic research in the development sector. One part of this has involved using the techniques of science metrics to map this disconnection. As follow up to this, there will be further research and workshops organised around this theme, and in particular the role of academic development journals. Another strand has involved a developing series of workshops, undertaken with Hivos, to discuss, map and develop understanding of the current situation with groups of researchers and practitioners. From understanding to action, we are planning a number of activities to address these issues and make efforts to bridge these knowledge domains and cultures.

Follow-up to the workshop in Namibia will be taking place in 2010. This will involve some support to workshop participants by way of the learning network but will also involve further work with CTA.

In 2010, a number of activities are planned to consider the implications that IKM's approaches have for the practice in development organisations.

Communications and contacts

Key Messages and the Communication Strategy

The key messages that are developing from IKM, as of October 2009, comprise the following:

Multiple Knowledges: although always implicit, there has been considerable development in our understanding of the nature and importance of the concept of 'multiple knowledges' or 'epistemic diversity'. At one level this is almost a common sense response to the daily negotiations across disciplines and ways of life which

take place within the development sector. Valerie Brown has further helped our understanding of this with her demonstration of how types of knowledge are so often linked to roles. We perhaps have more to do to make our notions of other forms of intelligence – spatial, temporal, visual – equally explicit and recognised as other knowledges.

Knowledge landscapes: We have been working on the conception of multiple knowledges in the context of the disconnection between policy, practice and academic research in the development sector.

Bridges: one aspect of using multiple knowledges in practice is the importance of the bridges – human, organisational and technical - which need to exist if gaps between knowledges are to be crossed.

Local content is important: it needs to be valued by both local communities and development organisations.

Implications of non-linearity: notions of development practice which envisage direct cause and effect relationships between input and output in environments untainted by any other influences are entirely hallucinatory. Unanticipated external events, the unpredictability of life (health, family, change), and the possibility – even desirability – that new factors and opportunities will emerge out of the experience of doing whatever is planned, coming into contact and relating with the other actors involved mean that the lifespan of any firm plan is always limited.

Critique of research 'for development': the structure of research 'for development' is seriously dysfunctional. In this message, one key issue that has implications for the Communications Strategy is the inappropriateness of the 'knowledge as truth' paradigm.

Tools for handling multiple knowledges: good information design – including both means of expression and means of reception – has the potential to greatly strengthen the contexts for communicative interaction including the production of meaning.

The implications of these messages – which have been developing as the programme progresses – for communications are two-fold. Firstly, IKM has to be

capable of communicating complex messages and to do that, it has to work at developing 'shared meaning' with other development actors. Secondly, that recognition of the defunct nature of the linear approaches asks for a non-linear communication strategy. The conception of a 'sticky' message – which was considered important in the 2007 Communication Strategy – is now considered to be very much part of the 'knowledge as truth' paradigm as is the idea of the one minute presentation to a senior manager in the lift.

IKM is therefore in the process of revisiting its communications strategy and in drawing up a communications plan for the rest of the programme. Given the difficulty of communicating what IKM is communicating – a very complex message – some three active strategies are being developed:

- Working with like-minded networks which are full of KM champions. This could be seen as 'preaching to the converted' but this is not really the case as the IKM perspective is often different to the one they have and we are providing new perspectives to those who are searching for a better way of doing information and knowledge management.
- Working with organisations (CTA, Hivos, IICD to give three examples) on shared approaches
- Working on the community of practice that IKM itself represents
- Seeking potential champions in the wider KM and development networks

This is also based on the recognition that what IKM provides are 'signposts' rather than clear messages. IKM does not have the answers but rather it provides 'signposts' for those who want to improve their practices.

At the same time IKM will continue to work to provide the best possible response to those, who through making their own connections, discover the programme and want to know more about it. Thus IKM will continue to invest time and effort in publications and the web site, including the production of ancillary products such as summaries and translations. It will aim to bring together the most compelling work in a series of small, readable books which will encapsulate the main ideas and arguments of the programme and spell out their implications for development practice.   IKM will, especially in the final year of the programme, seek out every opportunity to talk to people and organisations who express a wish to hear about or engage with the programme's arguments.

Network involvement

Many of the members of IKM are involved in a wide variety of different networks. This is regarded as a major strength of the programme and one which needs to be built upon over the remaining years of the programme.

IKM is itself a network. Well over fifty people have directly contributed work to IKM, many more have attended IKM meetings and workshops or heard about the programme at conferences. There are currently 209 members of the IKM Emergent mailing list. These comprise people who have signed on via the IKM Emergent website but also participants of the many IKM events. This represents a highly interested community with which the programme can engage more.

For IKM, KM4Dev is a key network of approximately 900 members. Interaction with KM4Dev has occurred throughout the year with highlights being the KM4Dev Francophone workshop. KM4Dev represents a group of 'positive deviants' – those seeking to innovate in the area of information and knowledge for development – and thus working with this network is a logical step.

Following from the network mapping exercise of 2008, there are a number of other development related networks which might be interested in IKM's work. The 2010 communications plan will map out a range of communications actions aimed at stimulating communication, appropriate and proportionate to the priorities and style of each network.

Participation at range of events

Often as a result of such networking, IKM has participated in a wide range of external events as participants, presenting contributions and also organisers, both at the level of whole events or of workshops within events (see overview below). The full list of such events is presented below but three can be highlighted, each as an example of a different type of approach to communication.

One was a very positive example of benefiting from an invitation to a major development sector event in order to raise the profile of IKM and simply disseminate information about its work. Sharefair, organised by the FAO, IFAD and other international organisations in Rome, was a weeklong series of meetings, displays and events which virtually took over the FAO building in Rome. At this event, IKM

had broad participation: part of an international panel on knowledge management strategies in organisations; having a booth at the knowledge fair; facilitating a session on indigenous knowledge; and holding a roundtable to discuss the implications of multiple knowledges for information and knowledge management.

The international workshop in Namibia has been mentioned above under working group 3 was an example of IKM collaborating closely with other organisations with whom it shared interests and purpose in order to achieve a core goal – discussion of core aspects of the programme with a key audience – in a way which was far more effective than would have been possible if IKM had acted by itself. IKM was co-organiser of the workshop with CTA and the University of Namibia. The workshop itself was designed to embody, as much as possible, the values it was attempting to communicate, namely respect for multiple perspectives, participation and reflection. With this in mind, much of the time was given over to discussion and interaction between participants. The main purpose of the workshop was to raise the profile of knowledge for development in Africa among key organisations and institutions in Eastern and Southern Africa, and to explore new research and practice in this field. Although the participants were introduced to new approaches, one of the fundamental aims of the workshop was to stress the importance of their own agency and own perspectives in any regional approach to knowledge for development. There is now a learning network in existence in which the participants – and some newcomers – are sharing resources and communicating their experiences of implementing strategies in their own organisations. This workshop was also an important occasion for communicating IKM's messages to the participants at that workshop and to others participating in the week of information and knowledge-related meetings. It also had wide press coverage from newspapers and television. Three members of IKM were part of an hour-long current affairs programme, discussing the role of knowledge for development within the Namibian context.

The 'Good planning or benign imposition?' workshop in Cambridge in September was an example of exploring new relationships with other researchers, in this case individuals involved with the Bridging the Digital Divide Group, ICTD 2009 and 2010, the Information Systems Group at the Judge Institute and others, and encouraging them to make use of what IKM offered in order to further develop their collaboration. It also proved to be a link to debates about research and development at government level with NOW-WOTRO, DFID, IDRC and the SDC all participating or being involved in developing the agenda.

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

Title	Role	Date	Location	Organisers
Sharefair	IKM had multiple roles: participating in a panel on organisational knowledge management strategies; organising a roundtable; and facilitating session on indigenous knowledge	19-22 January	Rome	FAO/ IFAD/
ICTD	Panellist: Tracing the Genealogy of ICTD Research: Premises, Predispositions, and Paradoxes of a Field in the Making	17-19 April	Doha	IEEE
IKM Interactive	Presentations at and facilitation of workshop on social media and on issues of bias in navigation and search	2-3 June	Dakar	CODESRIA /IKM
Who owns the truth?	Presentations and discussion of IKM work in progress from Working Group 3	25th June	ISS, The Hague	IKM
CERES Summer school	Convening a workshop with Hivos and Ministry of Foreign Affairs on Connecting ivory towers: triangulation of knowledge from practice, research and policy-making Report: http://thegiraffe.wordpress.com/2009/09/15/connecting-ivory-towers/	3 July	Nijmegen	CERES
Complexity and evaluation	Presentation and discussion of changing models for project management cycles, including examples from IKM	3 July	London	PANOS
Towards Knowledge Democracy conference	Presenting paper 'panel on 'implications for the science-policy interface' Panel on 'implications for the science-policy interface'	25-27 August	Leiden	RMNO
Good planning or benign imposition?	Development research workshop on Innovation, emergence and risk in developmental research	17-18 September	Cambridge	IKM/ BDDG/ Judge Institute
KM4Dev Francophonie	Report: http://thegiraffe.wordpress.com/2009/11/20/questioning-the-ikm-emergent-pointers-en-francais-mais-de-quoi-parle-t-on/	5 October	Brussels	IKM
KM4Dev	Co-organising a 'huddle' with Hivos "From Brussels with love: cross domain cooperation in development. Report: http://www.km4dev.org/group/km4dev09crosscuttinghuddle	6-8 October	Brussels	KM4Dev
Local Content Workshop	Organising and facilitating an international workshop of local content producers	8-9 October	Brussels	IKM

Knowledge for Development in Africa	Co-organising this international workshop with the University of Namibia and the Technical Centre for Agricultural and Rural Cooperation (CTA)	9-13 November	Windhoek	CTA, IKM, University of Namibia
Internet Governance Forum	Social reporting of event Video discussions between delegates and youth	15-18 November	Sharm-el-Sheik	Diplo Foundation

Events attended by programme participants and reported upon:

Title	Month	Location	Organisers
Network Plenary	January	Cambridge	Bridging the Digital Divide Group
Strategy in a complex world	January	London	CAFOD
Knowledge in Practice	February	London	SOAS/ Africa Journal
Pattern Language	March	London	London Knowledge Labs
Information Management WG	June	Copenhagen	EADI
DD4D	June	Paris	Int. Institute of Information design/ OECD
Online Information	December	London	Incisive Media

Web site/ Workspaces

Web site

The website at www.ikmemergent.net is based on a wiki and provides access to all of the IKM documents and to the varied blogs for the different IKM research initiatives.

The website also sought to promote the notion of co-constructed workspaces. These were intended to provide some combination of the interactive nature of social media with more structured information which would allow the deliberate, if collective, construction of knowledge around a particular topic or agenda. For a variety of reasons – some concerned with topics not being followed through at all, others with people choosing to use easier less rule based alternatives through which to continue with their work – few of these spaces have developed much. In 2010 some will be discontinued, with efforts made to do enough on the others to properly test the ideas behind them.

Other ideas, like the visualisation of the IKM subject area as a topic map, are now working technically. Further work is needed to see if they are regarded as useful

tools for the research collaboration and for organising research output. Nonetheless what is on the site now is only the start of what will grow over the coming years, illustrating the many aspects of the programme and the issues it aims to cover.

Publications

The following documents were published by or as a result of IKM in 2009 or, reporting work done in 2009, in early 2010.

Beardon, H. and Newman, K. 'How wide are the Ripples?', *IKM Working Paper No 7*, October 2009

CTA 'Knowledge for Development in Africa', *CTA/IKM/University of Namibia Workshop Report*, March 2010

IT For Change 'Digital Story Telling', Consultation report of workshop, June 2008, *IT For Change/ IKM Consultation Report*, January 2009

Jones, Harry (2009) State of the art literature review on the link between knowledge and policy in development. Joint *ODI-IKM Working Paper* No. 5, August 2009,

Kirimi, S. and Wakwabubi, E. 'Learning from, promoting and using participation: The case of international development organizations in Kenya' *IKM Working Paper no 6*, October 2009

Kulis, I., E. Le Borgne, C. Vaillancourt-Laflamme and S. Cummings (2009) Special issue on Collaborative learning: the role of organisational knowledge management strategies. *Knowledge Management for Development Journal* 5(1).

Le Borgne, E. (2009) 'The tip of the iceberg: tentative first steps in cross-organisational comparison of knowledge management in development organisations' *Knowledge Management for Development Journal* 5(1) 39 – 60

Pant, L.P. (2009) 'Learning networks for bridging knowledge divides in international development: approaches and initiatives'. *IKM Working Paper* No. 4, August 2009,

Rafiq, A and Gulzar, N 'Good planning or benign imposition? Innovation, emergence and risk in developmental research: Learning from ICTD', Report of workshop September 2009, *IKM Working Paper no 9*, February 2010

Talisayon, S.D. (2009) 'Monitoring and Evaluation in Knowledge Management for Development' *IKM Working Paper* No. 3, July 2009

Zirschky, P. ' Knowledge management and multiple knowledges: a multi-case study within the development sector', *IKM Working Paper no 8*, December 2009

In addition, IKM decided to support the publication of the Knowledge Management for Development Journal over the period 2009-2011. Part of this was a grant, part to support the publication of lessons and documents from IKM, and part, as a support the continued growth of what is a unique journal in this closely related field, to be provided at risk in the context of possible but at the time unconfirmed support from other sources. In total this support amounted to a maximum of Euro 12,000 in 2009. Sponsorship from USAID has made it possible to refund some USD 9000 of this amount back to IKM.

Patterns of Spending

A financial report is provided as Appendix 2. In previous reports it has been necessary to provide additional notes to explain the overall rate of expenditure or variations of expenditure within the budget.

This is less necessary this year. At the end of 2009 the programme, which had made a slow start in first planning and then spending its budgets had spent or committed 85% of the money which it had planned on spending by the end of its third year. The 2010 foresees a continuing trend towards catching up, so that the budget for the final year, 2011, is likely to be similar to that originally predicted.

Second, as has been explained in the text, there have been many changes in the life of the programme in the precise allocation of funds between one budget line and another. An analysis of the money spent by the programme up until the end of 2009 shows, however, that the overall structure of spending and the proportion of one part of the programme to another remains very much as originally planned. It should be noted that the increase in co-ordination, management and administration can be largely explained by the facts that too many costs of the 2008 Cambridge programme wide meeting were allocated to this budget and to the timings of EADI's charging of its administration fee, which is understandably made according to programme budgets rather than year end expenditures. Both these facts will lead to adjustments in the overall figures by the programme's end.

Programme component	% Programme spend to end 2009	% Programme spend in original budget
Working group 1	20.3	21.4
Working group 2	15.5	18.3
Working group 3	17.4	17.7
Communication	13.0	14.8
Programme Development	5.3	7.0
Co-ordination/ management	28.0	20.6

Overview and Conclusions

Whatever the trends of the wider environment, within IKM many participants have found an exciting and creative space in which to develop their ideas in interaction with others. A growing body of well received outputs illustrate the breadth and depth of this work. The focus of this report has been on reporting on what has happened in 2009. However its main conclusion is that the programme is well prepared to look ahead to see what it can do to link these multiple outputs into a coherent narrative both for the intellectual completion of this research programme and, more importantly, to create the best possible chance of communicating useful lessons from it on the nature of change and innovation needed within the development sector.

Appendix 1 - Programme members, 2008

Director: Mike Powell,
Communications co-ordinator: Sarah Cummings
Programme co-ordinator: Can Akdeniz, EADI
Administrator: Miriam Zeh, 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 (resigned October)
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
Hugo Bessemer, University of Wageningen (joined group this year)
Pete Cranston, Development IT and Communications consultant
Dejan Dincic, Information Architect/Technical Director, Diplo Foundation
Mike Powell, Director, IKM Emergent
Olivier Sagna, Programme Manager for Information Services, CODESRIA

Working group 3
Valerie Brown, Emeritus Professor, Australian National University
Sarah Cummings, Senior Consultant, Context, international cooperation & Chief Editor, KM4D Journal
Julie Ferguson, Researcher, Vrije Universiteit Amsterdam, (resigned, October)
Simon Hearn, RAPID Programme, Overseas Development Institute
Ewen Le Borgne, Project Officer, IRC International Water and Sanitation Centre
Kingo Mchombu, Professor and Dean of Social Sciences, University of Namibia

Appendix 2 – Financial report

Appendix 2 - Summary framework v3 (revised March 2010)

1. Overall aims and structure

	Narrative Summary	Indicators	Means of verification	Assumptions and Risks
Super-Goal	Poverty reduction in developing countries	Achievement of MDGs	Data from Paris 21	Better policy and practice is able to deliver poverty reduction (and other MDGs)
Goal	To improve development practice by promoting change in the way development sector actors approach the selection, management and use of knowledge in the formation and implementation of their policies and programmes.	Evidence of improved management and use of knowledge leading to changes in international development policy making and practice	Tracer studies Case studies Programme evaluation	The range of issues relevant to the selection, expression and use of knowledge in the development sector is extremely broad.
Purpose	To create an environment for innovation and change in the approach of the sector to its sourcing, management and use of knowledge	Active engagement of development researchers, policymakers, activists and practitioners in the issues of the knowledge they need to do their work and that they produce themselves	Baseline survey of sectoral capacity and needs. Individual institutional assessments Development, use and diffusion of new methodologies and tools Increasing contacts with actors and networks	Links between research, communications and change are poorly understood and hard to predict
	To promote an understanding of the importance of multiple perspectives and interpretations of knowledge to effective development work	Development and use of more effective methodologies for the expression of diverse perspectives and their connection to actual IKM practice in development organisations	Greater investment in Southern knowledge production of diverse types Evidence of increased use of wider range of Southern sources in development programme, policy and research material Improved linkages between sources of knowledge and organisational information systems	MOV requires information which is seldom collected on an institutional level. Proxies may need to be developed

	Narrative Summary	Indicators	Means of verification	Assumptions and Risks
Outcome 1 Working Group 1 Dialogue, Discourse and translation)	Development sector actors have a better understanding of the range of Southern knowledge production and how to utilise it to improve development policy and practice	Southern knowledge is better interpreted and used in development agendas and practices	Surveys of sample of Southern producers Feedback from communications framework (yrs 2-5)	Southern knowledge can be made available for synthesis and use despite its heterogeneity
Outcome 2 Working Group 2 IKM Interactive)	Development sector actors have improved capacity to handle information from multiple sources and to apply in their work and in their communication with diverse audiences	Innovative mechanisms for expressing, handling, searching and managing information are tested and utilised as appropriate across the sector	Records of introduction of new mechanisms Evaluations of pilot programmes and new mechanisms including consideration of issues related to their adoption and use	That pioneers of work in these areas working outside the development sector will – in response to moral and intellectual challenges – be prepared to bring their expertise to issues raised by the programme
Outcome 3 Working Group 3 – Management of knowledge	Development sector actors have an improved understanding of the links between management of knowledge and core development processes	Increased attention to knowledge and communications processes in the management of development organisations	Surveys of managers' attitudes to and use of information and knowledge management processes Assessment of strategic plans of development organisations and of their attention to IKM issues	Previous work in this area has been piecemeal with the result that research about links between research, knowledge and management have often had limited audiences and little impact on practice.
Outcome 4 Communication strategy	An interactive information and communications strategy is planned and implemented in order to support the engagement and networking capacity of programme participants, to ensure the dissemination of programme outputs, and to identify and influence potential agents of change across the sector	Information and communications strategy Implementation of strategy	Market analysis Evidence of targeted intervention in relevant development sector discourse and of bespoke seminars/presentations to key opinion formers Analysis of use of communications mechanisms and of feedback from participants	
Outcome 5 Programme cohesion and development	Relationships and structures are created to ensure learning from and cohesion in the programme, its continuous development in relation to other opportunities within the sector, and sustainable interest in the issues it raises	Establishment of effective workflow and communication processes Development of collaborative work with other actors	Learning based methods for planning, monitoring and evaluation of the programme Programme outputs feature in planning of new initiatives by other actors	Dedicated and professional approach of programme participants required

IKM-Emergent – Summary framework v3 – relation of activities and outputs to outcomes

Outcome 1 - Dialogue, Discourse and Translation

	Objective	Related activities	Products/process	Assumptions and Risks
Output 1.1	Improved understanding of local knowledge processes, their local impact and methodologies for their support and use	A: Assessment of past practice and other potential methodologies for investment in local knowledge processes B: Testing of range of methodologies in diverse locations C: Discussion of outcomes with participants, development actors and donors	Innovation Workshop (yr 1) Participatory case studies (yrs 2-4) Identification and development of cross cutting issues: support methodologies; use of digital story telling; traducture Blogs/ web site (yrs 3-5) Workshops x 3 (yr 4) Book (yr 5)	Local knowledge processes can be articulated in form useable by development sector
Output 1.2	Creation and use of evidence based analysis of the roles played by intermediaries in development communication and how they can be influenced	A: Scoping of issues and design of possible approaches B: Original research/ pilot programmes	Assessment of existing work in area and development of a pilot programme (yr 2) Launch of co-created workspace to develop the issues (yr 3) Follow up reflection and documentation (yr 5)	
Output 1.3	Review of the links between participatory programme work, research and organisational information systems	A: Cross organisational study of use of evidence gained through participatory sources B: Review of issues and assessment of linkage to 1.1 C/D: Review of participants experience of participatory methodologies Discussion of outcomes with users of participatory methods	Two case studies completed (yr 3) Working group agenda item (yr 2) 2 Workshops with participating NGOs (yr 3/4) Follow up work on dissemination, programme linkage and implications for development practice (yrs 4-5)	

Outcome 2 – IKM Interactive

	Objective	Related activities	Products	Assumptions and Risks
Output 2.1	Investigation of new artefacts for expression and their relevance to the development context	A: Examination of new forms of communicating academically produced material to selected audiences of development policy makers and practitioners	Overview of practice (yr 4) Examination of preferred styles/ perceived value (yr 4)	That length and academic format of refereed articles is a major disincentive to practitioners' and policy makers' use of research material
		B: Assessments of relevance for development knowledge processes of current developments in the visualisation of information and of the oral record	Co-created workspace (yrs 2-4) Identification of and engagement with relevant practitioners (yr s2-3) Innovation workshop (yr 4)	That there will be markets in the development sector for these sort of tools if developed
		C: Review of assessments and identification of areas for further research/ development	Working group agenda item (yr3)	
		D: Implementation of review recommendations	Further studies/ exemplars (yrs 4-5), Linkage to other prog outputs (yr 5)	

Outcome 2 *(continued)* **– IKM Interactive**

Output 2.2	Development and assessment of classification and searching tools which will enable greater user control in identifying and accessing development related information	A: Assessment of currently available interactive visual presentation/ navigation tools and their potential value for the development sector	Group discussion (yr 1) Development of open source exemplar on programme web site (yrs 2-3)	The multi-dimensional nature of development information poses particular challenges in this area which merit deliberate attention
		B: Pilot Project to test the function and value of 'information trickle' technology to serve an identified community of practice	Vines project, Pilot study (yrs 1-3)	
		C: Review of initial experience / assessments, analysis of emerging possibilities, and identification of areas for further research/ development	Co-created workspace (yrs 2-4) Working group agenda item (yr 2,3)	
		D: Implementation of review recommendations	Action research (Yrs 4-5)	
Output 2.3	Investigation of awareness and use of new tools by development actors	A: Market research to identify potential user groups with which the programme may relate and establishing means of doing so (relates to 3.2A)	Working group agenda item (yr 1) Continuing process (yrs 2-5)	
		B: Assessment of user needs and experience of introduction and use of new tools and processes	IKM Interaction workshops (yrs 2-4)	
		C: Proposals for work practices which enable users to anticipate and shape the information and communication environment relevant to their work	Action research, guidelines (yrs 4-5)	

Outcome 3 –Management of Knowledge

	Objective	Related activities	Products/process	Assumptions and Risks
Output 3.1	Exploring how knowledge is currently created and applied within development as a whole and within different constellations of development organisations	A: An analytical overview of the literature in this broad field B Analysis of how knowledge is created and applied in the policymaking process C: Follow-up research on related issues	Meta review of subject (yr 1) Framework for cross-organizational comparison (yrs 1-2) 'State of the art literature review of the application of knowledge in policy including case studies of particular policymaking processes (Year 2) Understanding the epistemologies of development organisations (y-3) Targeted seminars (yrs 2-5)	It is assumed that demonstrating and analysing how this is taking place will make it easier for organizations to learn from each other
Output 3.2	Examining the human face of knowledge for development	A: What are the knowledge needs of different development sector actors (Practitioners, researchers, policymakers) B: Developing and implementing a strategy to promote use and understanding of knowledge-related strategies and tools within development (linked to programme communications strategy)	Needs assessment and mapping exercise (Years 2-3) Development of KM4Dev Journal (yrs 3-5) Support for Francophone KM4Dev community including IKM seminar (yr 3). Other seminars (yrs 4-5) Feedback from communications' programme	Attitudes to knowledge management – particularly among senior mangers – are largely responsible for the way knowledge management strategies are implemented

Outcome 3 (continued) –Management of Knowledge

Output 3.3	Identifying approaches that have been successful in bridging the knowledge divides and distilling the approaches in good practices	A: Overviews of these issues B: Discussion of these issues with practitioners, researchers and policymakers, cross-sectorally and in varied geographic locations, including Africa C: Identification of tools and approaches of use to development actors, North and South	Commissioned study (yr 2) Pilot on relevance of sciencemetrics yr 3) Namibia research project (yr 3) Namibia Innovation workshop (year 2) Targeted seminars (years 3-4) Action research (yrs 4-5) Summary of findings	The identification of 'good practices' should catalyse the demands for similar tools and strategies
Output 3.4	Developing instruments for evaluating the application of knowledge management within the development sector and development organisations	A: An analysis of the link between M&E and knowledge management B: Learning to assess the socio-economic impact of knowledge management strategies? C: Exploring the implications of complexity theory for the planning, management and evaluation of development programmes	Two studies (yrs 2-3) Developing instruments to examine impact (Year 4-5) Participation in and documentation of relevant seminars (Years 3-5)	The M&E of knowledge management is uncharted territory and will benefit substantially from concerted joint investigation and analysis.

Outcome 4 – Communications Strategy

	Objective	Related activities	Products/process	Assumptions and Risks
Output 4.1	Developing and implementing a strategy for change, based on research of target audiences in conjunction with the working groups, followed by tailored programme of interactions aimed at encouraging innovation and investment in appropriate IKM strategies across the sector	A: Identification of the key target audiences B: Identification of channels through which to interact with these audiences C: Developing a strategy for engagements with audiences D: Attending and speaking at or organising meetings, workshops and conferences through which IKM can make contacts with and influence wider development environment E: Development of appropriate materials to reinforce programme messages through physical and virtual channels	Research into target audiences (Year 1) Innovation Workshop (yr 1) Inventory of relevant associations, conferences and networks (yr 2) Strategic plan covering engagement with these audiences (yr 2 and 4) Series of events throughout programme life – reported on in blogs, on programme workspaces and in annual report IKM Installation (yr 2 and 4) Multi-media versions of key messages (yrs 2-4)	Difficulty of measuring change with such a diversity of actors. Proxies will need to be developed. Target audiences have historic failure in recognising the importance and in engaging with IKM
Output 4.2	Development and implementation of strategy for strengthening networking within the programme and between it and relevant existing networks; the development of mutual interests; and the creation of appropriate mechanisms for engagement with the programme	A: Identification of other relevant networks B: Identifying areas of mutual interest between these networks and IKM Emergent C: Identifying membership overlap between these networks and IKM Emergent? D: Developing the potential for engagement and joint work	Inventory of key networks and of work areas of programme participants (yr 2) Mapping of programme and network membership, content areas and work plans Strategy for interaction with networks (yr 2) Identifying IKM Emergent members who will have a key role in this interaction with other networks (yr 2) Identification of the potential for common workshops/ seminars/ conferences (throughout)	It is assumed that these participants and networks will be very willing to work with IKM Emergent because of the potential for scaling up
Output 4.3	Existence of an information rich environment to facilitate the work, of the programme: all participants in IKM Emergent will need access	A: Information media and tools needed to support work and communications of IKM Emergent	Ensuring access to shared on-line spaces, such as D Groups, wikis, blogs for all working groups, steering group etc (yrs 1-2)	

	to appropriate technological tools and platforms		Ensuring access to RSS, (yr 1) Design and development of website for communicating with the outside world (yrs 1-3).	
Output 4.4	Creation of a lasting historic record of the programme's work through a range of physical and virtual publishing initiatives and partnerships	A: Development of a publishing strategy aimed at maximum geographic distribution and cohesion between the outputs of the working groups	Publishing strategy (yr 3) Production of books, journal articles, special issues of journals, online publications etc (yrs 4-5)	
Output 4.5	Development and implementation of a dissemination strategy, beyond the publishing work, focused at particular stakeholder domains and networks, in a variety of different, accessible formats.	A: Developing of a dissemination strategy based on findings of 4.1 and 4.2	Dissemination strategy Developing standard formats for dissemination to key target audiences based on their ability to absorb information Translation of key outputs	

Outcome 5 - Programme cohesion and development

Output 5.1	Design and implementation of strategy for programme cohesion	A: Identification of overlapping activities between working groups, creation of synergy and avoidance of duplication B: Promotion of interaction between working groups and steering group	Adjustment of terms of reference to reflect all programme interest in a particular activity and to name all relevant contacts (throughout) Budget for 'ambassadors' to other working groups (throughout)	
Output 5.2	Evaluation of programme which demonstrates a deliberate attempt to track complex issues of relationships and impact as well as operational effectiveness	A: Initial review of programme leading to advice on collection of M&E information B: Full evaluation of programme	Appointment of evaluator and discussion of methodologies (yr 1-2) Evaluation and publication (yrs 2-4)	
Output 5.3	Development of joint work with relevant external actors/ institutions and of partnerships capable of adding value to the programme's impact	A: Continuous analysis of interest in knowledge issues across the development sector and development of relationships and partnerships which advance the aims of the programme	Budget for travel to or invitation of other key actors to relevant events (throughout) Budget for time spent on joint activities with other initiatives (throughout) Feedback to programme participants	

			on potential relationships (throughout)	
Output 5.4	Investment in long term impact through the integration of young researchers/ development actors in programme activities	A: Deliberate encouragement of young actors from across the development sector to shape and engage in programme activities	Commissioning of video on youth perspectives of development (yr3) Review of relative failure to progress in this area and recommendations for future action. SG meeting (yr 3). Continuing support for participation in innovation workshops and other programme events (throughout) as requested	
Output 5.5	Development of Exit strategy	Exit strategy	Agenda item for all working groups and steering group (yrs 4-5)	