Emergent Issues in Information and Knowledge Management and International Development

Annual Report 2010

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Executive summary

The year 2010 represented the fourth year of this five year programme, aimed at exploring how knowledge is used within the international development sector and related management issues, and possibilities for change. New governments in the two donor countries with which the programme is most closely linked brought renewed attention to the purpose and content of development spending. In the Netherlands, a report on development by the Scientific Council for Government Policy (WRR) offered a strategic analysis of development policy past and future which, in its emphases on knowledge, on process and on the 'how' of development, reflected many of the perspectives of IKM Emergent (WRR 2010). As one of the few initiatives looking precisely at the 'how' of management in iterative, non-linear, knowledge-based processes; this should offer a real opportunity for the programme to influence the operational changes which the report sees as inevitable. However, as 2010's communications activities again showed: there is some real interest in the programme and a fairly constant stream of invitations to talk about it but, exactly as the report observes, there are few general fora for reflecting on and being prepared to change how development work is actually done.

The programme generated a number of working papers and other outputs during the course of the year. The longer term sub-projects upon which the programme is largely built all showed steady progress and, if some are somewhat behind schedule, should be finished in the first half of 2011. Following exploratory research in 2009, the programme was able to pilot various aspects of producing and using linked open information within the development sector and reflect on this experience and its implications for policy with others in the development sector engaged with this next phase of web development. The first parts of a new and far more interactive installation were produced and demonstrated at the ICTD 2010 conference.

Following the discussions at the Steering Group meeting in 2009, the programme took steps to generate more interaction between its various participants and to stimulate ideas on how to bring its various strands together in a communicable form before the end of the programme. This led to a well-attended and stimulating second programme-wide meeting in Wageningen in April. As well as ideas for a number of individual initiatives, this meeting generated three collaborations which are intended to highlight and explain the major themes of the programme. These are a book on managing development as a knowledge industry in the contemporary world; a book on local knowledge processes and their relevance to development; and an initiative on practice-based change, bringing together programme thinking on a range of practical issues to offer signposts for development organisations. Initial work on all these initiatives started in 2010 and form the bulk of new work planned for 2011. In addition, it is hoped that further work and documentation around the notion of traducture, which had been delayed by illness, will be completed in 2011.

The management of the programme proceeded smoothly throughout the year. The steering group met twice, first at the Wageningen meeting and then in Amsterdam in October. On the latter occasion, the evaluation team presented their draft conclusions which were well received. Efforts were made to improve communication between the programme managers and the secretariat, especially in the real time sharing of information about finances and the progress of contracts. Overall, the programme continues to be slow in spending its budgets, but this is less marked than in previous years.

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. This structure, which proved effective in scoping and planning the original work of the programme, is gradually being replaced by new teams organised around particular pieces of work, often with input from members from more than one working group. However, the original structure is retained for reporting purposes as it makes 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).

Context

The 2009 programme report commented on the apparent paradox of the positive feedback received from people across the development sector to the work of the programme and the direction of change in the development sector. This divergence became more marked during 2010 and the paradox no less.

Some of the changes may be explained by wider changes, in particular in the two donor countries with which IKM is most connected. Both the Netherlands and the UK had new governments in 2010 and both faced severe budgetary pressures, resulting from the global financial problems of 2009. Both put a strong spotlight on public spending and both accelerated existing trends whereby public spending, in all sectors, is increasingly delivered through contractual arrangements rather than through the maintenance of institutions, publicly owned or otherwise, charged with delivering a desired outcome over time. In the UK, this process of seeking to simplify and streamline development assistance was given added impetus by the political choice made to defend the (still increasing) aid budget by stressing that an ever higher percentage of spending would be directed at ensuring immediate results 'on the ground'. In the UK at least, this stress on efficiency and 'value for money' has led to a noted shift in notions of 'relevant expertise'. The big four accountancy companies are increasingly contracted for assistance in decision making, as well as in service provision, despite no history of involvement in the sector or even that much reputation as specialists in emerging markets. DFID's new Independent Aid Commission is overseen by a chartered accountant, a corporate lawyer and a 'global markets' executive as well as one person, John Githongo, who has direct experience of fighting corruption in Kenya. The chief executives of three of the five largest British development NGOs – Oxfam, Save the Children and Christian Aid – are respectively a health services manager, a campaigner and a financial services executive As such, the staffing at senior

level reflects that observed by Tina Wallace[1] at the level of NGO management in Africa where those with knowledge and competence in the language and procedures of donors were gaining increasing prominence and remuneration in comparison to those of their colleagues who actually worked with poor people.

In this context, the response of IKM, a programme populated in the main by people who have spent their professional lives either 'doing', managing or studying development, might be seen as that of a special interest group reacting to its loss of influence. The same might be said of other initiatives, such as the 'Big Push Back', which advocates a rethinking of programme reporting, evaluation and impact assessment to better value local and participatory perspectives on development, launched at a well attended meeting of development academics and practitioners at IDS in September 2010, and attended by IKM. However, there are certainly arguments to suggest that current trends in development management may not lead to the improved outcomes desired.

Some of these, relating to development policy in general, were articulated at length in 2010 by Pieter van Lieshout and colleagues in a recent book on Dutch development policy, 'Less Pretension, More Ambition',[2] which is based on the WRR report mentioned earlier. Whilst the full extent of the overlap of the practical implementation of this book's recommendations with the signposts for practice based change suggested by IKM during the year is still unclear, there are definite similarities in the underlying analysis. Much of the book and its recommendations talks about the overlap of 'development' with issues like climate change, which are of global significance to everyone. It also highlights the importance of public goods – at global, regional and local levels – in enabling governments and communities to address some of these issues. These approaches and the communication and knowledge sharing they imply are of direct interest to IKM, particularly to its idea of the knowledge commons as a potential public good and how this contributes to the development knowledge ecology. The book is even more pertinent to IKM in its analysis of development itself. It does not argue, as IKM has, that development is not a service activity, but it does argue that service delivery only accounts for a partial and diminishing component of what development entails. Van Lieshout is clear that the world of development is a complex arena, inhabited by people with a range of perspectives, purposes and areas of knowledge who interact through permanently shifting relationships to create change of a largely non-linear and often unpredictable nature. He puts great weight on the specificity of local circumstances and hence of local change processes, and therefore argues of the need for detailed local knowledge and for good local relationships. He has no time for global prescriptions, which as he argues throughout, have over time changed and changed again in everything but their ineffectiveness. Development, he argues, is not a known quantity. It is something that happens

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[1] Wallace, Bornstein &Chapman, 2006, 'The Aid Chain', ITDG

[2] Van Lieshout, Went and Kremer, 2010, 'Less Pretension, More Ambition: development policy in times of globalization', English edition, WRR/ University of Amsterdam Press

through experiment, through stimulating and supporting developmental dynamics.

Given the complexity of the development process, van Lieshout calls for more professionalism in how development is supported with much more attention given to the 'how' of development rather than to the 'what' or the 'why' He is clear that by 'professional' he is not referring to adeptness in complying with bureaucratic or administrative norms but in having the competence to identify and bring together the people and knowledge from multiple sources that may be required in any situation. He is thus seeing development, not as a business like any other, nor as a series of predetermined outputs but as a knowledge-based process, a vision which has also been explicitly articulated by IKM since the beginning.

However, despite its emphasis on the 'how', the report has relatively little to offer in terms of new working methods appropriate for the new orientations suggested, nor is it particularly critical of current methods. IKM believes that these are both areas in which it can contribute towards improved management practices. First, it would argue that current linear planning and programme contracting and management models are not only inappropriate for the type of knowledge based process which development should be but are irrevocably flawed. However rigorously these models count or measure everything in sight, the fact remains that they are based on assumptions of predictability which are illusory, an order imagined for bureaucratic convenience where none exists[3]. Work on alternatives – on mobilising local knowledges, on using information generated from participatory processes, on framing new models for planning and evaluation – is being developed in several strands across the programme. However the best description we have read of the mechanics of the process which needs managing comes from someone who has only been very peripherally involved in the programme, writing a report, 'Creating Value Across Boundaries'[4] for the UK National Endowment for Science, Technology and the Arts, an independent body with a mission to make the UK more innovative. The picture this presents of the dynamics of interdisciplinary innovation with its inherently anticipated but largely unpredictable successes present us not only with an image of our own programme, but arguably of the process of development as envisaged by van Lieshout. The work of IKM, which as far as we know is the only research programme looking at how to productively incorporate and manage new knowledge dynamics within the development sector, would thus appear to be of potentially central importance to future developments in this field, however alien it might appear to current norms.

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[3] This thinking was set out in an IKM briefing 'In Search of a Working Process for Emergence and Accountability in Development' (http://wiki.ikmemergent.net/files/1002-process_summary-_v2.pdf) in February 2010 and further (and somewhat forcefully) developed by Mark Thompson, a lecturer at the Judge Business School at Cambridge, at an IKM supported panel at ICTD 2010

[4] Blackwell, Wilson, Boulton & Nelll, 'Creating Value across Boundaries: maximising the return from interdisciplinary innovation', NESTA May 2010,
http://www.nesta.org.uk/library/documents/creating_value_across_boundaries_may10.pdf

Not all of IKM's work sits within such ambiguous tension. Other strands of activity, such as promoting the engagement of formal agricultural knowledge organisations and systems with local content producers; thinking through the developmental issues behind the introduction of linked open data to the sector; constantly experimenting with new formats and media for communicating about development research all innovate within stronger and less controversial streams of information management.

Programme Management

Steering Group

The Steering Group met twice during the year, once during the programme-wide meeting at Wageningen, for a brief review of progress, and once for a more substantive discussion in Amsterdam in October.

The latter meeting started with a presentation from the evaluators, Chris Mowles and Anita Gurumurthy of their work to date and of their 'draft' conclusions. They reported on a programme which they saw as genuinely innovative and potentially transformative with a number of extremely valuable lines of work. They commented on the positive and negative aspects of working with groups of people already highly engaged with work in the field on which they are contributing to IKM: the high level of commitment and up-to-date knowledge and contacts they bring: their commitments elsewhere and their relative lack of time to fully engage with the programme and its surrounding network. The evaluators thought that there more needed to be done to bring together the many strands of the programme to form an overarching narrative to strengthen the external communication of the programme and its internal dynamics. The meeting expressed its interest in and approval of the evaluation work and a desire that the evaluators continue to accompany and comment on the programme even after the submission of their 'final' report in the first half of 2011.

The meeting then discussed the programme's plans for the rest of the year and for 2011, which, to a large extent, were aimed at addressing the issues of overall narrative and communication already raised by the evaluators. Mike Powell gave a demonstration of the overview of the programme he had given to a meeting at the International Food Policy Research Institute in Washington. Plans for a number of books were discussed. Two are conceived as narratives of what has been learnt from within the programme, two others have been developed somewhat more independently about related issues by people who have been associated with the programme. Plans for bringing together the many strands of the programme with practical implications in a 'practice based change' initiative were also outlined.

The meeting also spent some time discussing whether to seek to continue the work of the programme once its funding comes formally to an end in December 2011, and if so how. There was complete agreement that efforts should be made to secure the continuation of the work and its associated relationships. It was recognised that this could happen at an informal level or through the

funding of particular streams of work as separate initiatives. The steering group, however, concluded that there was much of value in trying to bring together strands of work and people to try and make sense of a wider whole. The programme management were therefore encouraged to try to develop and seek funding for a new programme along lines discussed at the meeting. It was noted that whilst the current director, Mike Powell, intended to be engaged in this process, he would not wish to direct the new programme. It was agreed that Sarah Cummings would take over this role for any new programme.

In November, Loe Schout of Hivos informed the chair that he wished to stand down from the Steering Group. It was agreed that he should be replaced by Josine Stremmelaar, co-ordinator of Hivos' Knowledge Programme.

Management Team
On a daily basis the programme as a whole continued to be managed by Mike Powell, with Sarah Cummings taking responsibility for the work of working group 3 and for much of the communications. The programme continued to be ably supported by EADI, whose staff are always available to provide advice on management and financial issues as they arise. Over the year, a number of steps were taken to improve communication and the real time sharing of financial and contract compliance information between EADI and the programme managers.

Working Groups

As mentioned the 2009 report, the work of the programme is less framed within the structure of the three working groups than was initially the case, and one of them has ceased to exist. Apart from the Wageningen meeting, at which most time was spent in larger groups rather than specific working group meetings, none of the groups met as a whole during the year. The working groups were invaluable at the beginning in engaging people with the programme through areas of specialist knowledge in which they had a direct and immediate interest, and in developing ideas for the main strands of work which have run throughout the programme. However since then, we have increasingly seen people, sometimes in subsets of working groups, sometimes in collaboration with others, developing their own lines of work. It is now more common for there to be an ad-hoc group of people around any particular issue, who reflect on it and guide how it should be pursued, but who then leave the management of its delivery to the co-ordinators in liaison with whoever has been contracted to do the work. However all the work done still relates in some way to the original research agenda (as amended over time) and so, for reporting purposes, the original structure is maintained.

Working Group 1: Dialogue, Discourse and Translation
As previously reported, this group no longer meets. However, work continues on all the component parts of this group's programme.

1.1   Local knowledge processes
Case studies are being undertaken in Brazil, Costa Rica and Sri Lanka.

In Brazil a group of arts educators are working with a class of students at the University of Para, who are in the process of being trained as teachers to work in rural areas. The case study involves occasional intensive work with the class in exploring techniques of using drama, song and visual images to build collaborative group dynamics and explore and exchange local knowledge. The aim is to enable the trainee teachers to go beyond formal education and encourage forms of social interaction in the communities they will serve which will value and support rural life, in a wider context of continuing migration to the cities. This work is drawing to a close with material being gathered for a book about the method and the process and also a CD of songs, to be released in 2011. UNESCO has agreed to support the distribution of the book.

In Costa Rica, members of a development research co-operative have been working with groups of people in three different communities to explore how processes of eliciting and sharing local knowledges can help in building and valuing a sense of community which may then allow further local level collaborations. The methodology adopted has been highly reflexive with much attention given to the roles of the researchers and of other intermediaries and to the potential of the methodology used to be formalised so that it can be used elsewhere. The researchers have finished their work in the community and are now in the process of writing their final reports.

In Sri Lanka, the case study has consisted of the creation of a digital media platform, on which some content is provided centrally but most is produced by groups from various sectors of society across the country. The site deliberately mixes material of developmental value with some news, sport and entertainment in the hope that this will attract visitors from across society. As the project nears its end, attention is focused on the business models which would allow its sustainable continuation and also on better understanding the possible benefits for poorer communities of producing content for such a platform.

From the beginning, translation – across language, but also across boundaries of gender, culture, discipline and power – has been seen as a vital aspect of understanding and learning from local knowledge processes. In 2008 and 2009 some work was done on this, mainly in Southern Africa, but a combination of ill health and other work commitments intervened. However at the end of 2010, some interim reports were received covering both what had been done and proposing possible directions for taking such work further. A colloquium is now planned for 2011 to discuss and document this line of enquiry.

Although the group no longer meets as a whole, communication on the issues raised by these studies continues amongst its members. Out of this communication and of conversations at Wageningen, proposals were developed by Kemly Camacho (Costa Rica) and Michael David (Sri Lanka) for a book reflecting on local knowledge processes, aiming to describe methodologies which could be applied to support them and their potential connections to more formal development activities. In a context where much local knowledge work is focused on its instrumental value – e.g. how to grow things better – the book will pay particular attention to the non-instrumental

value of local knowledge processes, such as building confidence and collaboration for processes of change. This work is closely connected with that of the local content strand in WG2 and the experiences were discussed alongside each other at a small workshop in December 2010.

1.2   The role of intermediaries
The intended exploration of the multiple roles of intermediaries in the transmission of information, especially across the multiple boundaries which exist within the development sector, has been a long term aim of the programme. It has been done primarily through the development of a workspace on the IKM web site, guided by staff from the Institute of Development Studies at the University of Sussex. Unfortunately staff turnover led to a number of delays and changes in focus of the workspace. In 2010 it was taken over by Evangelia Berdou who, as well as maintaining links to the continuing work at Sussex on other intermediary roles (the IKMediary project) focussed more closely on the intermediary role of new technologies. Four 'briefing' papers were commissioned on various aspects of this. Advantage was then taken of an existing project work in Kenya to propose a further study, which has been agreed for 2011, into the mediation between external technology experts, local technology users and innovators and, more broadly, the communities in which innovation is being promoted in ICTD projects. It is expected that this work will also contribute to that being done in WG2 about how development related ICT is created.

1.3   *Links between information from participatory processes and the work of development organisations*
Work on this theme led, in October 2009, to an IKM working paper entitled 'How wide are the ripples?' A workshop was organised in March 2010 with participants who had been interviewed for the working paper and most of whom work for international NGOs (iNGOs), to discuss the implications of the findings of this work for development practice and possible follow up. A number of those present agreed to write up their experiences in more detail for a special issue of *PLA Notes*. A writers' workshop or writeshop was organised to facilitate this process. By the end of the year, all the material for the proposed issue was available in draft form with publication itself planned for 2011.

One finding of this work was the weakness of the links between participatory processes and ensuing organisational action. Much of the information and knowledge generated by participatory processes does not become core to management, instead it generally only finds its way into advocacy on behalf of the iNGO. This was therefore identified as one of the core areas where the programme would like to see changes in the norms of development practice. Accordingly Hannah Beardon, one of the two leaders of this strand of work, was invited to participate in the planning and implication of the proposed Practice-Based Change initiative which will be described in more detail below.

Another part of this strand has been the investigation, by associates of PAMFORK, of exactly the same issues at the level of the operations of iNGOs at national level in Kenya. This also led to a working paper in 2009 and one of the authors of this report was able to attend the workshop in March. The

Kenyan colleagues also wished to follow up on their work and this has been done through the publication of a hard-copy version of their paper in Kenya, with a workshop planned for 2011.

Working Group 2: IKM Labs
The year 2010 saw major developments in the work on linked open information (2.1) and on local content (2.1) and the completion of the IKM interactive programme (2.3). Previous work on on-linenavigation and search (2.2) became integrated with the exploration of the potential applications of linked open information.

2.1
Linked open information
By the end of 2009 the programme identified the emergence of strong interest, backed by the commitment of the US and UK governments, in linked open data as an emerging phenomenon of world wide web usage, which might have major implications for development. As it is also a phenomenon which is stimulating further interest in visualisation and in new semantically based search and navigation possibilities, it made sense to continue a number of existing WG2 initiatives, such as work on IKM Vines, Young Lives and even aspects of our own website, within this context.

Work has developed on two levels. First, we have sought to develop small pilot projects which might demonstrate the potential value of this technology and therefore act as a focus for discussion. At the same time, we seek to document the process of learning to use its various components, with a view to creating a resource for others. This has involved the further development of IKM Vines, investigating its potential as an ontology comparison tool, and work on coding samples of Young Lives data so that it can be better linked with other sources of open data and visualised in new ways. In addition, there has also been further work on the IKM topic map and the potential use of its semantic base.

Second, we have sought to work with others in the development sector and beyond who are interested in this field, exploring the potential for collaboration. In 2010, this resulted in meetings and other interactions with a host of people and organisations including DGIS, DFID, the W3 Consortium and the W3 Foundation, UNDP and FAO. These contacts led to an IKM workshop in Oxford to explore both the policy and practical implications of linked information for the development sector. This involved the preparation of a discussion document (http://wiki.ikmemergent.net/files/1009-semanticikm-v4.pdf) and subsequently a policy briefing (http://wiki.ikmemergent.net/files/1011-linkedinfo.pdf) and a draft workshop report (http://wiki.ikmemergent.net/files/IKM_MEETING_-_FINAL_REPORT-v1.pdf). Further work on all these strands is planned for 2011.

Local Content
Following the Brussels workshop with mainly African based local content producers in October 2009, it was decided that the work could be most effectively developed by focussing on a particular theme and by demonstrating

the value of local content at a major event examining that theme. IKM therefore responded favourably to an invitation by ILRI to partner it and others (including IFAD and FAO) in organising a Knowledge Fair, 'Agknowledge Africa' (http://www.sharefair.net/share-fair-10-addis-ababa/content/outputs-from-focus-groups/en/), held in Addis Ababa in October 2010. IKM organised a preparatory workshop for the event in July. The feedback received was that IKM's involvement had been key both to ensuring that the importance of local knowledges to agricultural knowledge featured prominently within the event and also to supporting the presence of many local content producers at the event. The event was reported through a myriad of social media channels. Work on a more focussed report and plans on how to continue to build the work of this strand are continuing into 2011.

Summaries
Following the interrupted effort to produce and disseminate a large number of article summaries as a test of the viability of such a format, two shorter pieces – one taking an overview of many types of summary, one looking at how different summaries of the same two articles were received by different audiences – were received in 2010. It is intended to join these with some of the existing material to produce a background paper on the subject.

2.3 *IKM Interactive*
The final two sessions of the IKM interactive series were held in 2010. The first was organised in conjunction with the Information Management Working Group of EADI and looked at emerging digital phenomena which might impact on the organisation of information resources and interactions with users by development librarians. This involved training and interaction about web 2.0 technologies with African information managers mobilised by CODESRIA. It was an English language version of the first event, organised for a Francophone audience in Dakar in 2009. Audience feedback from all these events has been positive. However, although they managed to offer more than simple training, the lack of a direct link between audience critiques of whichever technologies were under discussion and technology teams funded to develop changes made the process less iterative than had been attended. A change in the co-ordination of the initiatives, due to the departure of the original co-ordinator to a full time post in the USA, has meant that the compilation and editing of documentation about the events, spread across various social media, has not yet been satisfactorily completed.

Working Group 3: Management of Knowledge

The members of the working group remained the same throughout 2010 although, in line with developments in other parts of the programme, there has been a gradual movement to more programme-wide work. Despite this breaking down of the barriers between the groups, there has still been constructive cooperation between members of the group: research, writing, interacting together. 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 has also made a contribution to supporting the

establishment of the *Knowledge Management for Development Journal* as a formal journal for the period 2009-2011.

3.1
Epistemologies of knowledge
A study of epistemologies within development organisations was begun with a literature review in 2009 and the data collection was completed in 2010. This study 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. Different authors suggest three different epistemologies relevant to knowledge management research and practice: cognitivist, connectionist, and autopoietic epistemology. This study involved a questionnaire survey of knowledge managers in different organisations to identify their tacit assumptions about knowledge and identify the organisational epistemology. It follows an approach which is new to the development sector, building on earlier IKM work involving a meta-analysis of organisations which was published in 2009. The final article will be published in 2011. The project met delay because one of the main researchers – external to IKM – took a sabbatical from mid-2010.

Practice-based change
IKM has undertaken much research throughout its life but the implications of these findings for development practice would benefit from further thought and discussion. With this motivation, the aim of this practice-based change initiative is to explore ways of working at project and programme level which better reflect the information and knowledge issues raised by IKM and others. With a series of activities (developing a questioning framework based on analysis of interesting case studies, and consultation and interaction with the community of development practitioners) it will aim to improve the amount of learning from development practice and to encourage the design and testing of new approaches. It is specifically focused on information and knowledge management practice, building on the research already undertaken by IKM and trying to investigate its implications for development practice. It aims to involve influential organisations which are also reflecting on the nature of practice-based change. CARE, as an influential organisation, will be a key partner in this although other organisations will also be included.

Planning for this work took place in 2010 with a view to implementation during 2011 and budgetary allowance has been made for it.

3.2
Multiple knowledges
in 2010, Valerie Brown's paper, summarising her current thinking on multiple knowledges, the conception of which has been of key importance to IKM's understanding of the diverse knowledge in development, was published. In this paper, Valerie argues that reconciliation of the multiple knowledges involved in international development depends, in the first instance, on all participants hearing the multiple languages of all the people involved. This understanding is based on Valerie's experience with the Local Sustainability Project which

worked with over 300 communities in four different countries on resolving sustainability issues during 1992-2004. In the paper, Valerie argues that some five sets of collaborating and often competing contributions to all lasting decisions were those of the individual, the community, the expert, the organisation and the integrative thinkers. The divisions between different interests are strong enough to represent distinct paradigms or knowledge cultures with their different content, forms of inquiry and languages, representing the multiple knowledges in the title.

3-3

Bibliometrics

The first study applying bibliometrics to development was published in 2010 (Hellsten and Cummings 2010). It involved an examination of the potential of bibliometrics analysis to make general patterns of knowledge within development more visible, and to reveal information on these patterns and in particular on knowledge divergences and divides within the sector. The methodology was tested using a pilot study comparing the semantics around Millennium Development Goals (MDGs) in three domains involved in development: policy, science and the mass media. In particular, it compares the semantics on MDGs of the Dutch Ministry of Foreign Affairs, in scientific articles authored by Dutch scholars, and in Dutch newspaper articles. In conclusion, the method provided fruitful insights into comparing the semantics of the debate around MDGs in the three separate knowledge domains. Work on a second study using the same toolkit has begun, focusing on development journals. Data collection has been undertaken for a longitudinal, systematic study of co-authorship and co-institutional structure in three major journals in the field of development research over a period of almost 20 years, namely *Journal of Development Studies*, *Development and Change*, *and Journal of International Development*. The aim of this study is to consider the how 'developmental' such journals are and to what level authors from the South are able to participate.

Knowledge management in Namibia

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 was being undertaken by Professor Kingo Mchombu and colleagues. The draft report is expected in the first quarter of 2011. Further follow up to this work and to the Namibia workshop will take place in 2011.

3.4

M&E of knowledge

In 2010, it was decided that three members of Working Group 3 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 the two commissioned studies. It was originally envisaged that this work would involve one short paper, synthesising work to date, but given that M&E of knowledge and knowledge management is an important challenge, two papers are now envisaged to be completed in published 2011. These papers will feed into initiatives around practice-based change and comprise: Part 1: M&E of

knowledge: issues in current thought and practice; and Part 2: M&E of knowledge: new ideas for current practice.

Communications and contacts

Communication and Publishing Strategy
The year 2010 saw IKM asking a group of three organisations to tender for the communications activities until the end of the programme's life with a view to identifying and servicing new development audiences which might be interested in IKM's conclusions and main outputs as these are generated over the final year of this first phase. This led to the development of a new communications strategy by Communications for Development (C4D) based on preparatory work in 2010. The strategy identifies the following:

- Relevant communication approaches, routes and tools: for the twin need to (a) communicate the correct targeted news content and (b) reaching the right audiences; addressing the question '*what communication tools are most effective in matching the information needs of the audiences with the correct IKM Emergent news content?*'
- Delivery issues; addressing questions regarding potential technological issues for online delivery, and frequency issues in relation to reaching different audiences.
- Further audience mapping and an examination of audience needs.
- The unique selling points of IKM are explored in order to develop strategies about how to promote IKM content and to find 'pegs' and 'entry points' for securing interest in the content from a range of audiences.

In 2010, IKM produced a new leaflet which summarised the findings and approaches of the programme to date. IKM has been working to explore these issues and possible alternative approaches with people, networks and organisations. As well as its various research outputs, it is elaborating a framework for innovation in practice which is based on a series of critical questions. These include:

- How do you communicate with the local communities you aim to support? What work is done in the relevant (local) languages? How can such work be supported?
- How do local knowledges influence your work at local level? How do you support and value their role in underpinning capacity for locally led development?
- Can your procedures for planning, process management, monitoring and evaluation recognise and adapt to unpredictability and emergence?
- What alternatives exist to assessment based on compliance with pre-existing plans? If flexibility is to be welcomed, how can accountability to both donors and affected communities are assured?
- What information do you make available about your programme work? How do you try to make it accessible and useful to other development practitioners? What links/connections are made to connect your information with other material on related issues/ places in a way which contributes to the

wider development information environment, able to function as a global public good?

At the same time, the programme needs to do all it can to maintain the involvement and interest of those who have participated in its development and work over the last few years. In large part, this will be attempted by efforts to involve participants in commenting on and contributing to the final programme documents and in developing plans for an IKM2. These are considered in more detail in the section on 'programme development'.

Finally the programme is expecting to directly produce two books in 2011 and, possibly, support the development of two more. These comprise a 'programme-wide' book on managing development as a knowledge industry in the contemporary world; and a book on local knowledge processes and their relevance to development being produced primarily out of reflection on the work of WG 1 and the local content strand of WG2. In addition, it is hoped that the colloquium on traducture will produce a book and a fourth may emerge from work on emergence and intent which has followed on from IKM's engagement with members of the Bridging the Digital Divide Group. Some consideration was given in 2010 to developing a publications strategy for these books as a group. However, on further thought, it is likely that each of the books will benefit from forging its own distinct style and, whilst they should reinforce and refer to each other, it was felt that little would be gained by trying to shoehorn them into some coherent series. Publication arrangements will therefore be made for each of them on an ad-hoc basis.

Participation in events
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).

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

Title	Role	Date	Location	Organisers
How wide are the Ripples?	Main organiser	18-19 March	HealthLink, London, UK	IKM and HealthLink
IKM Programme-wide meeting	Main organiser	12-14 April	Wageningen, The Netherlands	IKM
International Conference on E-Diplomacy	Plenary speaker	3-4 June	Malta	Diplo Foundation
CERES Summer School	Organising of panel session: Bridge over troubled water:	23-24 June	The Hague, The Netherlands	CERES, ISS, EADI & DPRN

	Dialogue of policy, practitioner and academic knowledge			
Making Knowledge Available to Policy and Practice	Presentation	29 September	Washington DC	International Food Research Policy Institute
International Conference on Knowledge and Change	Open space session "Are development journals really developmental?"	29 September-1 October	Den Hague, The Netherlands	Hivos
Share Fair on Agricultural and Rural Development Knowledge in Africa	Co-organiser	18-21 October	Addis Ababa, Ethiopia	FAO, CGIAR, IFAD, ILRI and IKM
Vision and Reality in Community Informatics	Organisation and presentation of panel on emergence	27-29 October	Prato, Italy	CIRN, DIAC
Annual Conference: Development paths: values, ethics and morality	Display of the IKM installation in the exhibition room	5 November	London, UK	Development Studies Association
Linked Open Information: Potential opportunities and pitfalls for International Development	Organiser	15-16 November	Oxford, UK	IKM
International Conference on Information Communication Technologies and	Partner Display of the IKM installation in the exhibition room Open Space: The power of intent	13-16 December	London, UK	Royal Holloway College, University of London; UNESCO etc

Development	and the touch of the unexpected: exploring a new paradigm for ICT research and planning for development Panellist: Conceptions of accountability in policy and practice

Events attended by programme participants and reported upon:

Title	Month	Location	Organisers
Fill the Gap	January	Amsterdam	IICD, Hivos
Evaluation revisited	May	Utrecht	Context, international cooperation; Learning by design; Centre for Development Innovation (CDI), Wageningen University
Complexity in project management in evaluation	September	Bonn, Germany	EADI
Big Push Back	September	Brighton, UK	Institute of Development Studies (IDS), UK
Open Government Data Camp	November	London	Open Knowledge Foundation

Installation

As indicated above, a new installation was developed for display at the ICTD conference in December. It will be developed further in time for the EADI/DSA conference in September 2011. Work on the new version was, as with the previous version, led by Ralph Borland. This time, however, the inclusion of monitors on the stands allowed for the development of accompanying on-line content by Michael David and Tim Davies. Another advantage of the new work is that it is of both solid and durable construction, whilst at the same time offering much greater flexibility of content. Textual content can be printed on plastic sheets, rather than on card, whilst screen content can be up-dated on-line.

Web site/ Workspaces

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. It is based on Semantic Mediawiki software. It is being slowly but continuously developed to increase its navigation and visualisation potential and the possibility of its content being mined by other semanticsbased applications, a practice which we would like to encourage, is being explored. The wiki uses open source software and its development is documented on the site so that other organisations should be able to make use of the technological developments IKM has contributed to the Mediawiki community.

Publications
The following documents were published by or as a result of IKM in 2010:

Hellsten, I. & S. Cummings (2010) Using semantics to reveal knowledge divides in Dutch development cooperation: the case of the Millennium Development Goals
Knowledge Management for Development Journal 6(1) 70 – 84
Brown, V.A. (2010) multiple knowledges, multiple languages: are the limits of my language the limits of my world? *Knowledge Management for Development Journal* 6(2), 120 – 131
Jenkins, J. (2010) '**Things can be other than they are.' Understanding the limitations of current management thinking and knowledge practice for work in the development sector'**. IKM Emergent Working Paper No. 10, 28pp.
Mansell, R. (2010) **Power and interests in developing knowledge societies: exogenous and endogenous discourses in contention**. IKM Emergent Working Paper No. 11. EADI, Bonn. 37pp.
Powell, M. & S. Cummings (2010) Progress to date of the IKM Emergent Research Programme: synthesis, understandings and lessons learned.
Knowledge Management for Development Journal 6(2) 132-150
Rafiq, A. & N. Rafiq (2010) G**ood planning or benign imposition? Innovation, emergence and risk in developmental research: Learning from ICTD**. JBS-IKM-BDDG Workshop 17-18 September 2009. *IKM Working Paper* No. 9, 29pp.
Hearn, S. (2010**) Knowledge for Development in Africa: challenges and opportunities**. 9-13 November 2009, Windhoek, Namibia. Windhoek, University of Namibia; Bonn, IKM Emergent; and Wageningen, Technical Centre for Rural and Agricultural Cooperation, 54pp.
http://wiki.ikmemergent.net/files/1003-Knowledge_for_Development_in_Africa_Final_Report.pdf

Forthcoming:
Special issue of PLA Notes (June 2011) on '**How wide are the ripples?**'

In addition, IKM has continued with its support of the publication of the *Knowledge Management for Development Journal* over the period 2009-2011. In 2010, this led to the publication of 13 articles, 3 'Community Notes' from the KM4Dev community, 4 case studies, and one interview. 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 has amounted to a maximum of Euro 12,000 per annun. Sponsorship from USAID and Hivos has meant that IKM has been paid back on third of this commitment, as agreed at the outset.

IKM Briefing Documents
In Search of a Working Process for Emergence and Accountability in Development
http://wiki.ikmemergent.net/files/1002-process_summary-_v2.pdf February 2010
Linked Open Information for Development: what it is and why it matters
http://wiki.ikmemergent.net/files/1011-linkedinfo.pdf   December 2010

Interim Documents, published on the web site
Local Content Workshop http://wiki.ikmemergent.net/files/0910-localcontent.pdf   February 2010
How Wide are the Ripples? Report of the March 2010 workshop
http://wiki.ikmemergent.net/index.php/Workspaces:5._Participation#The_workshop:
Semantic IKM? Context and possible directions for IKM's engagement with emerging web technologies http://wiki.ikmemergent.net/files/1009-semanticikm-v4.pdf   September 2010
Linked Open Information: Potential opportunities and pitfalls for International Development http://wiki.ikmemergent.net/files/IKM_MEETING_-_FINAL_REPORT-v1.pdf   December 2010

Progress was also made in producing summaries of IKM working papers and translating these into French and Spanish.

Programme development

The key event in the development of the programme was the meeting at Wageningen in April. This strengthened the network of participants upon which the programme depends for its work, led to a number of ideas on how to bring strands of work together and, some ideas for new work, and allowed people to express interest in engaging with what most interests them. From the meeting, it was possible to think ahead to and organise the rest of this phase of the programme and consider the longer term future of our collaboration.

Most of what has been planned has already been referred to. However, the proposed book on the management of development as a knowledge industry in a world of developing knowledge societies requires another mention here because it is conceived as encompassing aspects of everything the programme has engaged with. Also, although Mike Powell and Sarah Cummings will be the authors of the book, it is intended to seek comment and contributions from as many other programme participants as possible.

Following the Steering Group discussion on the potential for future IKM work, some discussion took place on what a second IKM programme should look like. This will continue in 2011 but most of the initial thinking was around further exploration of the options for new methodologies and practice consistent with the theoretical understandings – multiple knowledges, traducture, emergence – developed during this stage.

Simultaneously thought is being given to an exit strategy in the event that no further funding is available for the continuation of this work 'as IKM'. This consists of making some allowance in the 2011 plan and budget for some finishing off, tidying up and following-up work in 2012 and for maintaining the programme web-site and on-line communications channels for a longer period to allow continuing access to and dissemination of the programme's research output.

Patterns of Spending

A financial report is attached. Overall the programme continues to lag somewhat behind its planned rate of expenditure. However, a significant number of initiatives are almost completed and payment will become due on production of their final outputs. The budget and annual plan for 2011 was based on an up-to-date understanding of actual expenditure and work in progress, and takes these into account. The proportions of expenditure across the programme remain close to those recorded in the 2009 report.