

Newsletter No. 4

July 2010

In April 2007, a five year research programme was approved for funding by the Directorate General for International Cooperation (DGIS), part of the Dutch Ministry of Foreign Affairs. The programme, *Emergent Issues in Information and Knowledge Management (IKM) and International Development*, is known as the *IKM Emergent Research Programme*. *IKM Emergent* is an innovative research programme, comprising an international network of hybrid practitioners-cum-researchers, which aims to change the current practice of information and knowledge management in the development sector through its focus on multiple knowledges. The Programme has been created under the auspices of the European Association of Development Research and Training Institutes (EADI) www.eadi.org.

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Editorial

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 results and measurement. The British government's Department for International



Development, one of the strongest proponents of research communication, remains locked within concepts of knowledge and change whereby 'research produces evidence produces good policy decisions produce changed realities on the ground'. Meanwhile one of the major development NGOs, Oxfam GB, has surrendered 20 years investment in building Development in Practice journal, a unique multi-disciplinary and multi-stakeholder space for critical thinking on development, in order to save money.

Within IKM

Whatever the trends of the wider environment, within IKM many participants have found a creative space in which to develop their ideas in interaction with others. An exciting and growing body of outputs illustrate the breadth and depth of this work. The focus of this newsletter is on reporting on what has happened and looking ahead to see what we can do to link these multiple outputs into a coherent narrative, both for the intellectual completion of (this stage) of our journey and, more importantly, to give us the best chance possible of communicating our message of the need for change to the development sector.

In focusing on the programme's achievements and also in beginning to consider our modus operandi as a possible model for one form of cross-organisational collaboration, we have no wish to hide the fact that not everything in IKM has worked. A couple of significant pieces of work which featured in the original plans ran into difficulties, caused largely by re-organisations and changes of personnel, and have not been pursued as originally intended. More unhappily, one of the three working groups originally established is no longer able to work as a group due to a level of misunderstanding and mistrust between two of its members, which the programme management has failed to overcome. Regrettable as these failings are, their impact is limited by the flexibility of the programme's arrangements.

The inability to pursue some subject areas has created opportunities to direct more resources at new emerging issues or at topics around which the response and the potential has proved far greater than originally anticipated. The failure of some of the original working arrangements has led us to re-organise in ways which we believe will work and which take account of the current agendas within the programme. We are helped in this by the fact that the various elements of the programme are designed to be mutually supportive rather than mutually dependent. It also helps a lot that considerable flexibility of detail is, subject to internal management approval and feedback from regular if infrequent reporting, built into the arrangements made with our donor. This, in keeping with the conclusions of one of our major lines of work allows us to concentrate on – and feel accountable for – our goals, rather than be held to details of plan and structure that made sense four years ago.

That said, we are – and should be – accountable for our short term plans as well as for our goals. We are pleased to say that over 2009 and the first part of 2010 we made up a lot of ground in organising events and interactions which developed our understanding of the issues we seek to research, and encouraged more people, both from the development sector and elsewhere, to engage with them.

Synthesis and signposts

In October 2009, IKM produced a new [synthesis document](#)¹ summarising progress on IKM Emergent's thinking to date. IKM has never set out to be a traditional research programme of the sort which poses research questions and then works to identify and disseminate the answers. It aims instead to develop its core arguments; to explore the implications of those arguments for development research and practice; and to try and promote change in practice within the sector. IKM's key messages, or *signposts* as we now prefer to call them, relate to:

¹ <http://wiki.ikmemergent.net/files/0910-synthesis-v3.2.doc>

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'.

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 spanned. Most significant in this regard is the idea of *tracture* – translation across barriers of power and status as well as of language.

Local content is important

Local knowledges and local content need to be valued by both local communities and development organisations. We say this in two contexts. First, the process of generating and validating local content is, at a local level and as well as the instrumental value of the knowledge produced, a vital part of the dynamics through which communities can empower themselves to engage with development issues. Second, as IKM has always argued, local content, especially that created independently from the sometimes forced dynamics of funded development projects, can provide extremely valuable information to development organisations.

Implications of non-linearity

Without yet engaging with the finer points of complexity theory as it relates to social change, IKM is clear that 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, mean that the lifespan of any firm plan is always limited. Once this is accepted, the pseudo-rationality of most current methods for planning, contracting, implementing, monitoring and evaluating development interventions within the sector is exposed. There is thus an urgent need for a complete re-thinking of development management to align practice with realities on the ground. Of course, principles of accountability, ideally to 'beneficiaries' as well as to donors, will need to be embedded in any new practice.

Critique of research 'for development'

Problems with research/policy or research practice links have already been well documented before IKM came into being. However, and without disrespecting the excellent work of many individual researchers, it is hard to avoid the conclusion that the entire structure of research 'for development' remains seriously dysfunctional.

Tools for handling multiple knowledges

Good information design – including both means of expression and means of reception – has the potential to greatly strengthen the communication within the development sector. 'Good' in this context refers not just to functionality but to the political, economic and cultural contribution of the choices made to the continuously evolving development information ecology.

A key challenge over the rest of the programme will be to further develop and clarify these signposts and to think through and offer guidance on their implications for daily practice. We have to be able to move from the theoretical to being able to answer the question '*so, what should we do differently?*' Although we cannot yet answer this question fully, work planned for the coming 18 months on the implications for practice in development organisations should allow us to offer suggestions for change in the near future.

Mike Powell, Director of the IKM Emergent Research Programme

Interactions and research

In the second half of 2009 and the first half of 2010, IKM has been involved in organising a number of interactions, mostly involving external as well as internal participants. Typically these have involved both research and events – workshops and meetings – which have been used to further elaborate on and examine the findings of research. They are all linked to at least one of the key IKM signposts in the Editorial above. The events (in alphabetical order) comprise:

Bridging knowledge divides, June & October 2009, June & September 2010
Emergence and predictability in development, September 2009 and December 2010
Francophone KM4Dev, October 2009
How wide are the ripples? March 2010
IKM Labs, June & November 2009 and May, October & November 2010
IKM Programme-wide meeting, April 2010
Knowledge for Development in Namibia, November 2009
Local content, local knowledge, October 2009 and July 2010

For each of these events, links to documents and websites can be found as hyperlinks in the footnotes.

Bridging knowledge divides

In July and October 2009 and again in June 2010, a series of events have been organised on 'Bridging knowledge divides' by Josine Stremmelaar ([Hivos](#)²), Wenny Ho and Sarah Cummings. These events – supported by ongoing research – are based on the understanding that the domains of research, policy and practice in development are still acting too much from hypothetical ivory towers, unable to break free from domain-related dynamics and interests, and unable to work together. Although there have been a number of 'love declarations' between these domains – and this is very true of the Dutch development sector – there is still too little understanding of the mechanisms of interaction between them.

The IKM Working Paper by Laxmi Prasad Pant [Learning networks for bridging development divides](#)³, published in August 2009 has provided important input into IKM's thinking in this area.

Connecting ivory towers

In the first workshop 'Connecting ivory towers', ideas on cross-domain interaction in the Dutch knowledge landscape were discussed with researchers at CERES Summer School in Nijmegen, The Netherlands, in June 2009. A [workshop report](#)⁴ is available, as are Sarah Cummings' [personal reflections](#)⁵ on the process. The researchers participating in the workshop were of the opinion that connections between academia, policy and practice were much less well-developed than had originally been envisaged.

From Brussels with love

This was followed by a further workshop or [huddle](#)⁶ 'From Brussels with love' which took place in October 2009 as part of the [KM4Dev](#)⁷ annual meeting. At this, the findings from the first workshop were shared with primarily KM practitioners. This led to the introduction of the corporate sector as a further knowledge domain and some practical advice on how to facilitate links across the different domains.

² www.hivos.nl

³ <http://wiki.ikmemergent.net/index.php/File:090817-ikm-working-paper-4-learning-networks-for-bridging-knowledge-divides.pdf>

⁴ <http://thegiraffe.files.wordpress.com/2009/09/090915-report-workshop-ceres-summer-sschool-3-july-09.pdf>

⁵ <http://thegiraffe.wordpress.com/2009/09/15/connecting-ivory-towers/>

⁶ <http://www.km4dev.org/group/km4dev09crosscuttinghuddle>

⁷ <http://www.km4dev.org>

Bridge over troubled waters

A further workshop on the same theme, entitled 'Bridge over troubled waters' was held at the CERES Summer School at the Institute for Social Studies, The Hague, during June 2010 to present first findings of research on cross-domain knowledge interactions which will be published jointly by Hivos and IKM Emergent later in the year. A further workshop to present final results and to ask for feedback is planned for the [Hivos Knowledge dialogue](#)⁸ in September 2010.

Using semantics to map knowledge divides

In order to gain another perspective of the gaps between the different knowledge domains, [lina Hellsten](#)⁹ of the Organisational Science Department of the VU University, Amsterdam, and Sarah Cummings have been using bibliometrics and semantic maps to try to reveal the hidden structures of development knowledge. The preliminary results of this research were presented to the Knowledge Democracy conference in Leiden in August 2009. Sarah Cummings' personal reflections and the presentation are available in a [blog post](#)¹⁰.

The first preliminary paper from this approach 'Using semantics to reveal knowledge divides in Dutch development cooperation: the case of the Millennium Development Goals' is currently in press. The paper introduces a new methodological approach to research into knowledge divides in the development sector. The knowledge domains are generating knowledge which is applied in development but with a different focus. This focus can be made visible and comparable by mapping the semantics of text documents. Follow-up to this strand of research is to apply bibliometric analysis to development journals.

Emergence and predictability in development

Stimulated by some UK funded ICT4D projects, known as the Bridging the Digital Divide Group, and other experiences, IKM Emergent has been supporting a number of development researchers, practitioners and policymakers in reflecting on the tensions between emergence and predictability, open processes and control in development related work. In September 2009, a workshop was held in Cambridge, UK. The workshop report has been published as an [IKM Working Paper](#)¹¹.

The process continues with plans for a book, for meetings at various international research and development fora and participation in the ICTD conference planned at Royal Holloway, University of London in December 2010. The [developing plans](#)¹² for work in this area can be consulted.

Francophone KM4Dev

On 5 October 2009, coinciding with the KM4Dev annual meeting, IKM supported a one-day meeting of Francophone members of KM4Dev to discuss setting up a separate Francophone KM4Dev community. The meeting in Brussels led to the formation of [an online community, Sa-ge](#)¹³ (SA-Savoirs + GE-Gestion). The one day meeting had its own [webpage](#)¹⁴. Ewen Le Borgne's personal reflections on the meeting which he organised are also available as a [blog post](#)¹⁵.

⁸ <http://www.hivos.net/Hivos-Knowledge-Programme/News/Announcement-Hivos-Knowledge-Programme-Dialogue>

⁹ <http://www.fsw.vu.nl/nl/wetenschappelijke-afdelingen/organisatiewetenschap/medewerkers-org/hellsten/index.asp>

¹⁰ <http://thegiraffe.wordpress.com/2009/09/03/towards-knowledge-democracy-conference-1/>

¹¹ http://wiki.ikmemergent.net/files/Working_Paper_9-CambridgeReport.pdf

¹² http://wiki.ikmemergent.net/files/1002-process_summary-v2.pdf

¹³ <http://dgroups.org/Community.aspx?c=532af1c1-1d65-419c-a52c-7af6c8b7451a>

¹⁴ <http://www.km4dev.org/group/km4devfrancophone>

¹⁵ <http://thegiraffe.wordpress.com/2009/11/20/questioning-the-ikm-emergent-pointers-en-francais-mais-de-quoi-parle-t-on/>

How wide are the ripples?

On 18-19 March 2010, a workshop was held in London, UK, as part of a larger process of reflection and research, supported by IKM Emergent and called 'How Wide Are the Ripples?'. The process, organised by Hannah Beardon and Kate Newman, explored how international NGOs (iNGOs) use and manage the information, knowledge and perspectives generated through the participatory processes they initiate or fund.

The initial research built on a literature review and case studies from five iNGOs (ActionAid, Concern, Healthlink, Panos and Plan), identifying challenges and opportunities to good bottom-up information and learning flows, published as [IKM Working Paper No. 7](#)¹⁶. This was complemented by a further study, jointly published with the [Participatory Methodologies Forum of Kenya](#)¹⁷ (PAMFORK) as [IKM Working Paper No. 6](#)¹⁸, which reports research conducted by Stephen Kirimi and Eliud Wakwabubi on the use of information derived from participatory methodologies by development agencies in Kenya.

The workshop invited participants from the original research and others working on these issues to reflect further on the challenges and discuss practical solutions based on their own experiences. Participants came from a mix of large iNGOs, smaller organisations and included independent consultants. The workshop was organised around two main goals: improving the practice of iNGOs in relation to information generated through participatory processes, through workshop discussions and by developing a network for support and sharing ideas; and promoting further reflection and learning around specific issues, in particular through developing articles for a guest-edited edition of the IIED journal [Participatory Learning and Action](#)¹⁹ (PLA), in June 2011.

IKM Labs

IKM Interactive Labs are exploring the intersection of knowledge, technology and media and their relevance to development. They are interactive spaces and events where IKM-allied colleagues (Olivier Sagna, Pete Cranston, Dejan Dincic, Chris Addison, Peter Ballantyne and Hugo Besemer) explore, with different audiences, the opportunities and challenges offered by new technologies, and particularly social media, for development.

The first IKM Interactive Lab was held in Dakar, Senegal, on 2-3 June 2009, organised by Olivier Sagna of CODESRIA, and which was reported on in a [blog post](#)²⁰ by Hugo Besemer. In addition to this, Digital Diving sessions²¹ were held in November 2009 as part of [Diplo Foundation's](#)²² Internet Governance programme at [Internet Governance Forum 09](#)²³ in Sharm el Sheikh, Egypt. This was followed, in May 2010 by the Metropolib workshop organised with the [EADI Information Management Working Group](#)²⁴ in Delft, The Netherlands. A [workshop report](#)²⁵ is available.

More of these events will follow in 2010 and 2011. Two IKM Interactive Labs took place in Nairobi in July 2010, one as part of the lead up to the AgKnowledge ShareFair to be held in Addis Ababa, Ethiopia, on 18-21 October 2010. For more information about this ShareFair, please see the [outline](#)²⁶.

IKM Labs has also been exploring the implications of the emerging semantic web, particularly linked data and visualisation, for how development related information can be connected,

¹⁶ http://wiki.ikmemergent.net/index.php/File:IKMEmergent_Working_Paper_7_-_How_wide_are_the_ripples-final.pdf

¹⁷ pamfork@nbnnet.co.ke

¹⁸ <http://wiki.ikmemergent.net/index.php/File:IKM-WorkingPaper-6-PAMFORK-final.pdf>

¹⁹ <http://www.planotes.org/>

²⁰ <http://thegiraffe.wordpress.com/2009/06/07/first-ikm-interactive-workshop/>

²¹ <http://thegiraffe.wordpress.com/2010/04/05/emerging-digital-generations/>

²² <http://www.diplomacy.edu/>

²³ <http://iqf09.eg/>

²⁴ <http://www.eadi.org/working-groups/wg-information-management.html>

²⁵ <http://metropolib.pbworks.com/>

²⁶ http://www.fidafrique.net/IMG/pdf/AgKnowledge_Africa_sharefair_proposal.pdf

analysed and presented. This [exploration](#)²⁷ involves both practical and policy issues and considers not just what may be done with new technologies but the implications of how it is done for other development processes – access to information, openness, inclusivity etc. IKM is seeking to make links with others pioneering this technology within the development sector, with a view to organising a workshop on this subject in November 2010.

IKM Programme-wide meeting, April 2010

The main, internal meeting was held over three days in April 2010, in Wageningen, The Netherlands. Many members of IKM Emergent – and guests – met to review research to date, to make links between the different strands of research within IKM, and to develop plans for the last 20 months of the Programme and beyond.

IKM Programme members and colleagues presented their research in a variety of different formats, including a chat show, a knowledge fair, and session for group work. Research was presented in four thematic clusters:

Connecting knowledge
Local content, local knowledge
Knowledges and emergence
Creation and adaptation of artefacts

In addition to the cross-fertilization of work on these clusters, plans started to develop a strand of IKM on practical suggestions for the organisation and management of development programmes and research. These practice-based changes are likely to relate to:

- The role of language, especially local languages
- The role of a critical but confident grasp of local knowledges as a necessary social capability for locally led development
- Models for accountable planning, process management, monitoring and evaluation processes in a context of recognised unpredictability and welcome emergence
- The organisational and information management implications of working with multiple knowledges

Knowledge for Development in Namibia

The largest IKM event of 2009 was the Knowledge for Development international workshop jointly organised with the [Technical Centre for Agricultural and Rural Cooperation](#)²⁸ and the [University of Namibia](#)²⁹ in Windhoek during 9-13 November 2009. The goal of the conference was to raise awareness of the importance of understanding the role of knowledge in development and to discuss what understandings of knowledges were most relevant to contemporary challenges in Eastern and Southern Africa. Both aims were realised. The conference received considerable attention in the local media, including an hour long debate on the main current affairs TV show. The debate on knowledge was also very productive. The workshop was part of a week of information and knowledge related activities in Namibia, [InK4Dev week](#), organised by CTA.

Participants of the international workshop were information and knowledge-focused academics and practitioners from Eastern and Southern Africa. Recognition of multiple knowledges served as a starting point for discussions ranging from the role of knowledge in development, through the sources and nature of relevant knowledge to practical reflection on the possible syllabi for Knowledge and development Masters courses under development at a number of African Universities represented at the meeting. Of particular interest were the [Indigenous Knowledge Courses](#)³⁰ offered by [North West University](#)³¹ in South Africa which can either be studied as full

²⁷ <http://wiki.ikmemergent.net/index.php/File:1007-SemanticIKM-v2.rtf>

²⁸ <http://www.cta.int>

²⁹ <http://www.unam.na/>

³⁰ <http://www.uniwest.ac.za/opencms/export/MAFIKENG/html/faculties/hss/mastersinindigineous.html>

degrees or as modules combined in other courses, including some very practically oriented ones such as tourism. Mike Powell's presentation on [multiple knowledges](#)³² from the workshop is now available online, together with the [full report](#)³³.

Follow up work is planned developing and piloting locally relevant curricula and linking post-graduate study with knowledge management work in national development organisations in Namibia. In addition, the participants are now part of an online community.

Local content, local knowledge

IKM has supported a range of work, including work with local communities, use of new media and workshops, to demonstrate the importance of local content, local knowledge to development.

Telradio in Sri Lanka

M.J.R. David has set up an Internet radio service, [Telradio](#)³⁴, for digital story telling in Sri Lanka. Telradio broadcasts digital stories and discusses them from different geographical locations. The strengths of streaming radio and digital storytelling are being combined into a single application that is interactive and live. The possibility for different groups to interact with each other to build a common body of knowledge is the prime objective of this service.

The original plans for the Telradio project have been published as an [IKM Background Paper](#).³⁵

Work in Costa Rica and Nicaragua

Kemly Camacho and the [Sula Batsu co-operative](#)³⁶ in Costa Rica have been working with a number of communities in Costa Rica and Nicaragua to explore community knowledge of issues related to water. They have been writing about their experiences in a series of blogs (in Spanish and English), which are brought together on [Our project: exploring local knowledge](#)³⁷. These blogs include [Historias comunitarias](#)³⁸ (Spanish) with an automatic translation available [here](#)³⁹ for non-Spanish speakers; and [Proyecto Boaco](#)⁴⁰ (Spanish) with its automatic translation [here](#)⁴¹. *Historias comunitarias* also has [its own photo stream on Flickr](#)⁴².

Our Project has explored local and ancestral knowledge within diverse communities. Its principal interest has been to prove how people can become information and knowledge managers and intermediaries through the use of connected and disconnected tools and methodologies supported by information and communication technologies.

Local knowledge workshops

Pete Cranston and Peter Ballantyne organised a workshop in Terveuren, Belgium, in October 2009 as part of a continuing project aimed at better understanding, supporting and promoting the use of locally produced information content. The importance of local knowledge processes, the role of knowledge in development at local level, and the value and nature of locally produced content were discussed. This brought work on local processes in Sri Lanka and Costa Rica/Nicaragua together with work from Eastern and Southern Africa on local use of information

³¹ <http://www.nwu.ac.za/>

³² http://wiki.ikmemergent.net/index.php/Multiple_Knowledges:_views_from_the_IKM_programme

³³ http://wiki.ikmemergent.net/index.php/File:1003-Knowledge_for_Development_in_Africa_Final_Report.pdf

³⁴ <http://www.telradio.org>

³⁵ http://wiki.ikmemergent.net/index.php/File:1003_Background_Paper_telradio_paper_final.pdf

³⁶ <http://www.sulabatsu.com/>

³⁷ <http://ourproject4ikm.wordpress.com/>

³⁸ <http://historiascomunitarias.wordpress.com/>

³⁹ [http://translate.google.com/translate?js=y&prev=_t&hl=en&ie=UTF-](http://translate.google.com/translate?js=y&prev=_t&hl=en&ie=UTF-8&layout=1&eof=1&u=http%3A%2F%2Fhistoriascomunitarias.wordpress.com%2F&sl=es&tl=en)

[8&layout=1&eof=1&u=http%3A%2F%2Fhistoriascomunitarias.wordpress.com%2F&sl=es&tl=en](http://translate.google.com/translate?js=y&prev=_t&hl=en&ie=UTF-8&layout=1&eof=1&u=http%3A%2F%2Fhistoriascomunitarias.wordpress.com%2F&sl=es&tl=en)

⁴⁰ <http://proyectoaboaco.wordpress.com/>

⁴¹

<http://translate.google.com/translate?hl=en&sl=es&tl=en&u=http%3A%2F%2Fproyectoaboaco.wordpress.com%2F>

⁴² <http://www.flickr.com/photos/historiascomunitarias/>

artefacts. The [full report](#)⁴³ of the workshop is available on the IKM workspace. [Notes](#)⁴⁴ from this workshop are also available, as are Pete Cranston's [personal reflections](#)⁴⁵ on the process.

A further workshop on local knowledge took place at the ILRI campus in Nairobi, Kenya, on 7-9 July 2010 which aimed at the promotion of participatory local content-focused approaches in the wider development community. In this workshop, participants shared and documented examples of how communities and intermediary NGOs create, capture and share local content

These strands of work will continue to develop over 2010 with further workshops in Africa and plans for a book articulating the value of local knowledge processes to sustainable development.

Published research

During the past year, IKM has published a number of [IKM Working Papers](#)⁴⁶ and [Background papers](#)⁴⁷ which can be found on the [Programme documents](#)⁴⁸ page of the IKM Emergent [website](#)⁴⁹. Most of these documents are now available in the form of [long summaries](#)⁵⁰ in three languages (English, French and Spanish). In addition to other IKM Working papers mentioned in this newsletter, two others have been published in the last half of 2009:

No. 5 [Policy-making as discourse: a review of recent knowledge-to-policy literature](#)⁵¹ by Harry Jones, September 2009 (jointly published with RAPID/ODI)

No. 8 [Knowledge management and multiple knowledges: a multi-case study within the development sector](#)⁵² by Paula Zirschky, December 2009

IKM has also supported an issue of the [Knowledge Management for Development Journal](#)⁵³ on the subject of [Collaborative learning: the role of organisational knowledge management strategies](#)⁵⁴. The objective of this Special issue was to increase the understanding of organisational knowledge management strategies and to make it possible for organisations to learn from each other. The Issue also included some of the few, existing meta-analyses of knowledge management strategies, such as the paper [The tip of the iceberg: tentative first steps in cross-organisational comparison of knowledge management in development organisations](#)⁵⁵ by Ewen Le Borgne and Sarah Cummings which was also supported by an inventory of [44 organisational case studies](#)⁵⁶ which was shared as an open resource with the KM4Dev community and others.

IKM support of the *Knowledge Management for Development Journal* made it possible for the journal to move from being an informal, electronic journal to a formal journal from 2009 onwards, with some 400 free subscriptions available to individual members of the KM4Dev community to which the journal is strongly linked. As agreed, some of this support has been refunded given that the journal is now receiving some assistance from [US AID](#)⁵⁷ and [Hivos](#)⁵⁸, and from [IRC](#)⁵⁹ and [ECDPM](#) in kind.

⁴³ http://wiki.ikmemergent.net/index.php/Brussels_Workshop_2009

⁴⁴ <http://wiki.ikmemergent.net/index.php/File:0910-localcontent.pdf>

⁴⁵ <http://theprocessdiary.wordpress.com/2009/10/04/reflections-on-a-local-content-strand-in-ikmemergent/>

⁴⁶ http://wiki.ikmemergent.net/index.php/Documents#Working_Papers

⁴⁷ http://wiki.ikmemergent.net/index.php/Documents#Other_papers

⁴⁸ <http://wiki.ikmemergent.net/index.php/Documents>

⁴⁹ <http://www.ikmemergent.net>

⁵⁰ http://wiki.ikmemergent.net/index.php/Documents#IKM_Summaries

⁵¹ <http://wiki.ikmemergent.net/index.php/File:090911-ikm-working-paper-5-policy-making-as-discourse.pdf>

⁵² <http://wiki.ikmemergent.net/index.php/File:011028-ikm-working-paper-8-Knowledge-management-and-multiple-knowledges.pdf>

⁵³ <http://www.tandf.co.uk/journals/titles/19474199.asp>

⁵⁴ <http://www.informaworld.com/smpp/title~db=all~content=g914101545>

⁵⁵ <http://www.informaworld.com/smpp/content~db=all~content=a914097450~frm=titlelink>

⁵⁶ <http://spreadsheets.google.com/ccc?key=phFVXYv13SDYqq4Xf81FBTA>

⁵⁷ <http://www.usaid.gov/>

Evaluation

IKM Emergent has presented Chris Mowles of Red Kite Partners and the [Complexity and Management Centre](#)⁶⁰, University of Hertfordshire, UK, with the challenge of evaluating the programme. Chris Mowles was asked to develop an evaluation methodology appropriate for the iterative nature of the programme and its interest in emergent issues. The evaluation thus has the potential to contribute to the programme's exploration of new knowledge and learning related methodologies for the development sector as well as fulfil its internal function. The programme intends to make its evaluations public so the [Interim evaluation](#)⁶¹ was published on the IKM website in November 2009. The evaluation is being undertaken from the perspective of complexity and, given that the development field is grappling with the implications of complexity and emergence for evaluation, the approach being taken has implications for a new sort of evaluative practice.

In a new departure, Anita Gurumurthy of [IT for change](#)⁶² has been invited to join the evaluation team. Anita's fresh pair of eyes, as well as the politically interpreted 'Southern' perspective she brings, should make for a richer evaluation process.

Publications on evaluation

In addition to the evaluation of the programme itself, IKM has also published two papers on the subject of evaluation of knowledge management, taking differing perspectives. They comprise:

[Monitoring and evaluation in knowledge management for development](#)⁶³ by Serafin Talisayon, August 2009

[Monitoring and evaluating knowledge management strategies](#)⁶⁴ by Joitske Hulsebosch, Mark Turpin and Sibrenne Wagenaar, October 2009

Debate stimulated by these papers, the programme's own evaluation and involvement in broader discussions about evaluation and complexity form the basis of a synthesis which will be published after the summer.

Next steps

In the last 18 months of the programme's life running to the end of 2011, IKM Emergent will be working at bringing the findings from the different strands and clusters of research into a more coherent synthesis. This currently includes plans to produce two edited books, one on local knowledges and one on the implications of multiple knowledges and emergence for management in the development sector, as well as promoting and piloting ideas for practice-based change.

⁵⁸ <http://www.hivos.nl>

⁵⁹ <http://www.irc.nl>

⁶⁰ <http://www.herts.ac.uk/research-and-innovation/social-science-arts-and-humanities-research-institute/business/complexity-and-management-centre.cfm>

⁶¹ http://wiki.ikmemergent.net/index.php/File:0910-Interim_report_from_the_IKME_evaluator.doc

⁶² <http://itforchange.net>

⁶³ <http://wiki.ikmemergent.net/index.php/File:090817-ikm-working-paper-3-monitoring-and-evaluation-in-knowledge-management-for-development.pdf>

⁶⁴ <http://wiki.ikmemergent.net/index.php/File:090817-ikm-working-paper-3-monitoring-and-evaluation-in-knowledge-management-for-development.pdf>

IKM is also planning a programme of active engagement with the wider development sector through participation in conferences and events and being available to talk more specifically about the implications of its work for challenges faced by individual organisations. We are therefore very happy to discuss our potential participation in events with anyone who may be interested in inviting it.

IKM2

At the IKM Programme-wide meeting in April 2010, there were a number of brainstorming sessions to consider what form a possible second phase of IKM Emergent, the so called IKM 2, should take but plans are still in their infancy. Options range from a fully funded research programme to an informal research network with many different permutations in between. Plans, involving different scenarios, will be developed in consultation for presentation to the IKM Steering Group in September 2010.

Contact

Website: www.ikmemergent.net

To join the IKM mailing list: <http://dgroups.org/Community.aspx?c=f7fa34a1-2794-462c-8d99-2795682119f0>

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