

# Newsletter No. 5

September 2011

*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](http://www.eadi.org).*



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## Introduction

We apologise for the long gap since the last newsletter. There has always been something 'about to happen' which we waited to include. Now, like a London bus after a long wait, several are likely to appear in quick succession as we first catch up with what has happened over the last twelve months and then move to report on what promises to be a fascinating series of events and publications over the next few months.

## Forthcoming Events

**EADI General Conference:** IKM will be participating very actively in the forthcoming **EADI General Conference**, held together with the Development Studies Association of the UK, taking place in York, UK from 19-22 September 2011. Sessions in which people involved in IKM will participate include:

- Workshop-Media: Media Workshop for Digital Story Telling, with Michael David (Monday 19 September, 10.00-13.00)
- Shared Values: Advocating New Approaches to a Global Development Knowledge Ecology with Tim Davies, Sebastiao Mendonca Ferreira and Sarah Cummings (Tuesday 20 September, 14.30-16.30), organised with the EADI Information Management Working Group (IMWG)
- New Alliances: The Role of Intermediaries in Bridging Policy Research and Practice, with Josine Stremmelaar (Tuesday 20 September, 17.00-19.00), organised with the EADI IMWG

- Building and Adding Value to International Development Practice through Translation and Traducture, organised by Wangui wa Goro (Tuesday 20 September, 11.15-13.00 and Wednesday 21 September, 11.15-13.00)
- How are Digital Technologies Transforming Development? With Robin Mansell, Anita Gurumurthy, Evangelia Berdou and Mike Powell (Wednesday 21 September, 11.15-13.00)
- Participatory Knowledge Building for Development: Including Voices, Changing Values, with Kemly Camacho (Wednesday 21 September, 14.30-16.30) and Mike Powell, Stephen Kirimi and Kate Newman (Thursday 22 September, 09.00-10.45)
- The Changing World of Publishing on Development in an Age of Scarcity and Uncertainty: from the Editors' Desks with Sarah Cummings (Thursday 22 September, 09.00-10.45)

In addition anyone involved with or interested in IKM's work is invited to a *Borrel* – an open networking event – which we are hosting in The Galleria Bar on York University campus at 21.00 on Monday 19 September.

**Share Fair:** The 26-29 September 2011 sees the Second Global Agricultural Knowledge Share Fair<sup>1</sup>, this time hosted by the International Fund for Agricultural Development (IFAD) in Rome, Italy. IKM is organising sessions on its concept of a Development Knowledge Ecology and also on the potential relevance of Linked Open Information for local information environments. We will also be participating in a KM4Dev community meeting on Friday 30 September, following the Share Fair.

**Practice-based change:** IKM is also in the process of organising a workshop on **Practice-Based Change**<sup>2</sup>, with CARE International, which will include reflection on the practical implications of the multiple strands of IKM's work to date for development operations and their management, as well as inviting ideas from other sources. This event will take place in London, UK, on 29-30 November 2011. More on this below.

**Cross-domain knowledge integration:** Another event planned in November 2011 is a *Consultation on The state of the art on knowledge integration across boundaries: the case of international development in the Netherlands*. The consultation in two parts, comprising an expert meeting and a public consultation, is being organised with Josine Stremmelaar of Hivos and with Wenny Ho. The focus of this Consultation is to tease out elements and principles that determine effective knowledge creation processes. It is meant to provide provocative thoughts to reinvigorate thinking in the Dutch international development sector. It has its roots in both Hivos' and IKM Emergent's interest in how knowledge integration occurs and how it can be facilitated at a deeper level. The precise dates are still to be announced.

## Editorial

### Development within an ambiguous tension

Last year's newsletter commented on the apparent paradox of the positive feedback received from people across the development sector to the work of the IKM Emergent programme and the direction of change in the development sector. This divergence became more marked during 2010 and the first half 2011, and the paradox no less.

**Change in the development sector:** Some of the changes in the development sector 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, governmental or otherwise, charged with delivering a desired outcome over time. In the UK, this process of seeking to simplify and streamline development assistance

<sup>1</sup> <http://www.sharefair.net/>

<sup>2</sup> [http://wiki.ikmemergent.net/index.php/File:1109\\_IKM\\_Practice-based\\_change\\_workshop.pdf](http://wiki.ikmemergent.net/index.php/File:1109_IKM_Practice-based_change_workshop.pdf)

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', as well as the political promotion of a 'new Department for International Development's (DFID) culture of private sector-led development'<sup>3</sup>, 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. The 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 non-governmental organisations (NGOs), namely Oxfam, Save the Children and Christian Aid, were 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 in her book 'The aid chain'<sup>4</sup> 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 Forward'<sup>5</sup>, which advocates a re-orientation 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 the Institute of Development Studies (IDS), UK, in September 2010. However, there are certainly arguments to suggest that current trends in development management may not lead to the improved outcomes desired.

**The WRR report:** Some of these arguments, relating to development policy in general, were articulated at length in 2010 by Pieter van Lieshout and colleagues of the Dutch Scientific Council for Government Policy (WRR) in a report on development policy, 'Less Pretension, More Ambition'<sup>6</sup>. Whilst the full extent of the overlap of the practical implementation of this report's recommendations with the signposts for practice-based change suggested by IKM is still unclear, there are definite similarities in the underlying analysis. Much of the report and its recommendations talk about the overlap of 'development' with issues, like economic development and 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 development knowledge ecology as a public good.<sup>7</sup>

The report is still more pertinent to IKM in its analysis of development in and of 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 and colleagues are 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. They put great weight on the specificity of local circumstances and hence of local change processes, and therefore argue of the need for detailed local knowledge and for good local relationships. They have no time for global prescriptions which, as they argue throughout, have changed and changed again over time in everything but their ineffectiveness. Development, they

<sup>3</sup> Andrew Mitchell, LSE, 12<sup>th</sup> October 2010

<sup>4</sup> Wallace, T, L. Bornstein and J. Chapman, 2006, The aid chain: coercion and commitment in development NGOs.

<sup>5</sup> See: <http://bigpushforward.wordpress.com/>

<sup>6</sup> Van Lieshout, Went and Kremer, 2010, 'Less Pretension, More Ambition: development policy in times of globalization', English edition, WRR/ University of Amsterdam Press

<sup>7</sup> <http://thegiraffe.wordpress.com/2011/02/03/development-knowledge-ecology/>

argue, is not a known quantity. It is something that happens through experiment, through stimulating and supporting developmental dynamics.

Given the complexity of the development process, Van Lieshout and colleagues call for more professionalism in how it is supported with much more attention given to the 'how' of development rather than to the 'what' or the 'why'. They are clear that by 'professional' they are 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. They are 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.

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.

## Looking Ahead

### Plans for 2011

IKM Emergent is now in its fifth and, in its original form, final year. During its existence, it has generated an enormous amount of work, much of which was of real potential relevance to policy makers, practitioners and researchers involved in development issues. However, there is still much to be done both in further developing the body of work and in doing our utmost to ensure that it leads to the possibility of meaningful change in the sector. Thus the priorities for IKM in 2011 are;

- To develop and write up the overall narratives of the programme, including reflection on its internal dynamics, and to engage actively with the development community on its implications for development;
- To complete work currently planned and to follow up on those aspects which may set the agenda for continuing work beyond the timescale of the programme; and
- To work in a way which builds on existing working relationships to promote engagement with what IKM has already produced and to create bases for future collaborations, be they directly connected with IKM or not.

### Evolving strands

Looking ahead to and beyond the end of the programme, the research agenda is moving on. Key themes of future work are

**Connecting knowledges:** IKM has put considerable emphasis on the concept of multiple knowledges. It has also rejected the over-use within the development sector of simplistic 'cause-effect', linear change models and the types of knowledge and work process which accompany them. It has, instead, sought to engage with and explore the information and knowledge management implications of the concept of development as a knowledge industry, of complexity theory, of the notions of 'wicked' problems – that is problems which are based on inherently unstable dynamics and which have no single correct answer. However the issues of how to work effectively in a way which promotes connections between multiple knowledges and creates conditions for resolving such problems are relatively under explored and it is to this agenda which the programme wishes to turn. Not least this is because we believe that the locations where different knowledges intersect are fertile incubators of innovation. Such interaction can take place

in many 'locations', for example between the knowledge domains of practice and research but also at the interfaces between local, participatory knowledge and organisational knowledge.

**Local knowledges, local content:** Local knowledges and local content are important and need to be valued by both local communities and development organisations. The process of generating and validating local content is, beyond the instrumental value of the knowledge generated, a precondition for active citizen engagement with development and civic driven change. IKM has done a lot of work in coming at such issues from a number of perspectives and this is being synthesised and taken further in a book-writing collaboration led by Kemly Camacho and Michael David. This is expected to be one of the major outputs of the programme.

**Practice-based change:** The emphasis on policy and on organisational priorities in recent years has seen a lessening in the attention and status given to the actual process of working with local groups to affect change. IKM has evaluated a number of new managerial processes, especially relating to communication, planning and evaluation, from the perspective of their developmental characteristics and found them wanting. There is a need to go beyond critical analysis to develop and pilot new approaches which may be more consistent with developmental processes, whilst reinforcing 360 degree accountability. In addition, development organisations – of all sizes - are struggling with the implications of *informational developments*, namely the cultural, economic and technical changes in the handling, use and exchange of information, for their practice. Part of this struggle is an over-emphasis on internal, organisational priorities with less attention to the global knowledge commons to which they should be contributing.

**Information artefacts:** IKM has gradually assembled arguments from within and outside the programme which point to the importance, in terms of embedded cultural and developmental characteristics, of the creation or choice of the information artefacts used in development communication. Good information design – including both means of expression and means of reception – has the potential to greatly strengthen communication in all its senses. Many of the artefacts used to support development discourse – ICT systems, consultancy reports, journals, web 2.0 tools – have intrinsic characteristics which conflict with their developmental purpose. The programme needs, however, to do far more to raise the profile of these arguments and encourage experimentation in the search for more developmentally friendly artefacts. Internally it seeks to develop its own expertise in how emerging semantic web technologies and associated norms may be harnessed to the development of an inclusive and diverse global knowledge commons.

**IKM 2:** The proposal for a second phase of the IKM Emergent programme, IKM2, is being developed in consultation with programme members and the IKM Steering Group. IKM2 has a similar critique of development as the first phase of IKM but builds on the work and understandings developed during the first phase. In general terms, it aims to have a more consciously holistic approach and a renewed emphasis on information and knowledge management in development practice. Its objectives comprise:

- To raise awareness of the different elements of the development knowledge ecology in order to bring about some system-wide improvements and integration;
- To act as an international, extra-organisational source of countervailing knowledge within the development sector on the role of information and knowledge management in development practice;
- To promote development-oriented innovation within information and knowledge management;
- To act as a space where development practitioners can reflect, learn and experiment; and
- To encourage and support new development practice.

We will continue to work on the plans for IKM2 in the coming months with a view to submitting a proposal for funding mid-2012.

## **Current Work**

**Case studies of local knowledge processes 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. As this work was drawing to a close, the contested nature of the future the group is working towards was brutally evidenced by the murder of one of the group, Maria do Espirito Santo da Silva and her husband Jose Claudio, in response to their role as leaders of a settlement that aims to build a sustainable way of life within the rain forest. A book about their pedagogical method and a CD of songs, is being released in September, with support from UNESCO.

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 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<sup>8</sup>.

In Sri Lanka, the case study has consisted of the creation of a digital media platform, Telradio<sup>9</sup>, 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 the 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.

**Traducture and translation:** 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. At the end of May 2011, an international colloquium was held in Windsor, UK which brought together for the first time writers, translators and members of the international development sector to listen to each other's experiences of the often incomplete communication of understanding and meaning in various settings and to discuss the idea of traducture both as concept and practice. A full report on this event should follow soon. .

**Linked Open Information:** By the end of 2009, IKM Emergent had 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. Although to some extent driven by those excited by new opportunities to manipulate giant sets of data, this technology can be applied to other forms of information and is also stimulating further interest in visualisation and in semantically-based search and navigation possibilities.

Work has developed on two levels. 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<sup>10</sup>, investigating its potential as an ontology comparator, work on coding samples of Young Lives Data so that it can be better linked with other sources of open data and also visualised in new ways and, with less progress to date, further work on the IKM topic map<sup>11</sup> and the potential use of its semantic base.

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<sup>8</sup> <http://prezi.com/z-yqqrkyhz1b/digital-stories/>

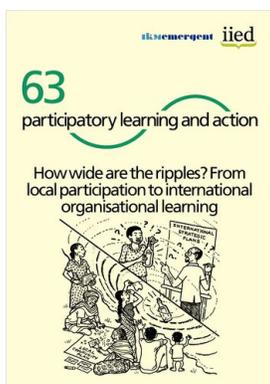
<sup>9</sup> <http://www.telradio.org/>

<sup>10</sup> <http://linkedinfo.ikmemergent.net/content/ikm-vines>

<sup>11</sup> <http://wiki.ikmemergent.net/index.php/Category:IKM>

Second we have sought to work with others in the development sector and beyond who are interested and explore the potential for collaboration. In 2010 this resulted in meetings and other interactions with a host of people and organisations including the Netherlands Directorate-General for International Cooperation (DGIS), DFID, the W3 Consortium and W3 Foundation, the United Nations Development Programme (UNDP) and the Food and Agriculture Organisation (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 prior discussion document<sup>12</sup> and subsequently a policy briefing<sup>13</sup> and a draft workshop report<sup>14</sup>. To IKM, a key issue is the capacity of the development sector to identify emerging technologies and consider how they can be shaped to meet identified development information needs rather than applied second hand having been developed in other contexts to different norms. A meeting to try and explore such issues was held at DFID in May 2011 and they will form the basis for further discussions at the EADI conference and the Share-fair in September 2011. Our initial observation is that despite all the talk of innovation, it remains very hard to find support investment for the genuinely exploratory in the development sector.

**How wide are the ripples?:** Over the last two years, Hannah Beardon and Kate Newman have been working with a range of development practitioners to explore the extent to which international NGOs learn from and otherwise make use of information gathered from the participatory methodologies which many use to plan their development interventions.



This work has been strongly supported by parallel investigations of similar issues carried out by Stephen Kirimi and Eliud Wakwabubi of PAMFORK in Kenya. Two initial IKM working papers have been followed by a series of publications. In partnership with the International Institute for Environment and Development (IIED), a special issue of *Participatory Learning and Action Notes* No. 63 on 'How wide are the ripples? From local participation to international organisational learning'<sup>15</sup>, has now been produced and edited by Hannah Beardon and Kate Newman.

**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 the International Livestock Research Institute (ILRI) and others in organising a Knowledge Fair, Agknowledge Africa<sup>16</sup>, held in Addis Ababa in October 2010. IKM organised a preparatory workshop for the event in July 2010. 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 (see also [http://wiki.ikmemergent.net/index.php/2010\\_Activities](http://wiki.ikmemergent.net/index.php/2010_Activities)). Work on how to continue the work of this strand are continuing into 2011.

**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. This study involved a survey of

<sup>12</sup> <http://wiki.ikmemergent.net/files/1009-semanticikm-v4.pdf>

<sup>13</sup> <http://wiki.ikmemergent.net/files/1011-linkedinfo.pdf>

<sup>14</sup> [http://wiki.ikmemergent.net/files/IKM\\_MEETING\\_-\\_FINAL\\_REPORT-v1.pdf](http://wiki.ikmemergent.net/files/IKM_MEETING_-_FINAL_REPORT-v1.pdf)

<sup>15</sup> <http://pubs.iied.org/14606IIED.html>

<sup>16</sup> <http://www.sharefair.net/share-fair-10-addis-ababa/content/outputs-from-focus-groups/en/>

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.

**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. 'Development Practice' here is taken to relate to the development and management of programmes at local and regional level.

So far, the most important lessons learnt to date would appear to involve

- Limited communication in and use of local languages;
- Limited support for local knowledge processes or for making use of the output of participatory process;
- The inappropriateness of tools for programme planning, management, monitoring and evaluation which are based on predictability and dampen the potential of emergent properties;
- The challenges of accountability if more flexible management procedures are introduced, both to donors and to beneficiaries; and
- The value of sharing programme information with others who may learn from it.

The aim of this 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 aims to involve influential organisations which are also reflecting on the nature of practice-based change. CARE International, as an influential organisation, will be a key partner in this although other organisations will also be involved.

**Multiple knowledges:** In 2010, Valerie Brown's paper<sup>17</sup>, summarising her current thinking on multiple knowledges, the concept which has been of key importance to IKM, 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 the people involved. For the twelve years 1992-2004, the Local Sustainability Project worked with over 300 communities in four different countries on resolving sustainability issues. 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.

**Bibliometrics:** 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. The journals analysed include: *Journal of Development Studies*, *Development and Change*, and *Journal of International Development*.

**Knowledge management in Namibia:** Research has been 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. Further follow up to this work and to the Namibia workshop from 2009 is taking place.

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<sup>17</sup> 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 <http://www.tandfonline.com/doi/abs/10.1080/19474199.2010.532148>

**Monitoring and evaluation of knowledge:** In 2010, Valerie A. Brown, Simon Hearn and Ewen Leborgne set out to synthesise all of IKM's work on monitoring and evaluation, including material from the first meta-analysis (Working Paper 1<sup>18</sup>), from IKM's own evaluation<sup>19</sup>, and from two commissioned studies, one by Joitske Hulsebosch and colleagues<sup>20</sup> and one by Serafin Talisayon<sup>21</sup>. 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 have been completed. They comprise 'Monitoring and evaluating development as a knowledge industry: ideas in current practice' written by Simon Hearn, Ewen Leborgne and Valerie A. Brown, and 'Monitoring and evaluating development as a knowledge ecology: ideas for new collective practices' by Ewen Leborgne, Valerie A. Brown and Simon Hearn. The papers have been published as IKM Working Papers Nos 12<sup>22</sup> and 13<sup>23</sup>. A synthesis paper, bringing these two papers together, has also been written by the authors.

**Web site/ Workspaces:** The website at [www.ikmemergent.net](http://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 develop its navigation and visualisation potential and the possibility of its content being mined by other semantics based applications 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 developments IKM has contributed to the Mediawiki community.

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<sup>18</sup> Ferguson, J., S. Cummings and K. Mchombu, 2008, Meta-review and scoping study. IKM Working Paper No. 1

[http://wiki.ikmemergent.net/index.php/File:80310\\_IKM\\_Working\\_Paper\\_No.\\_1\\_Meta-review\\_and\\_scoping\\_study.pdf](http://wiki.ikmemergent.net/index.php/File:80310_IKM_Working_Paper_No._1_Meta-review_and_scoping_study.pdf)

<sup>19</sup> <http://wiki.ikmemergent.net/index.php/Documents#Evaluation>

<sup>20</sup> Hulsebosch, J., S. Wagenaar and M. Turpin, 2009, Monitoring and evaluating knowledge management strategies. IKM Background Paper

[http://wiki.ikmemergent.net/index.php/File:901130\\_IKM\\_Background\\_Paper\\_Monitoring\\_and\\_evaluating\\_knowledge\\_management\\_strategies.pdf](http://wiki.ikmemergent.net/index.php/File:901130_IKM_Background_Paper_Monitoring_and_evaluating_knowledge_management_strategies.pdf)

<sup>21</sup> Talisayon, S., 2009, Monitoring and evaluation in knowledge management for development.

IKM Working Paper No. 3 <http://wiki.ikmemergent.net/index.php/File:090817-ikm-working-paper-3-monitoring-and-evaluation-in-knowledge-management-for-development.pdf>

<sup>22</sup> [http://wiki.ikmemergent.net/index.php/File:IKM\\_Working\\_Paper\\_No\\_12\\_Aug\\_2011.pdf](http://wiki.ikmemergent.net/index.php/File:IKM_Working_Paper_No_12_Aug_2011.pdf)

<sup>23</sup> [http://wiki.ikmemergent.net/index.php/File:IKM\\_Working\\_Paper\\_No\\_13\\_Aug\\_2011.pdf](http://wiki.ikmemergent.net/index.php/File:IKM_Working_Paper_No_13_Aug_2011.pdf)