



## **Intermediary workshop sessions May 21-25 2007**



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## **Introduction**

This workshop brought together information and knowledge intermediaries working to increase access to research in development contexts by providing portals, gateways or reporting services. Participants from 10 countries joined staff from across the Information Department at IDS for debate and exchange of ideas.

The workshop was highly participatory and based around knowledge sharing and mutual learning. Together we explored our understandings of how our work contributes to achieving development objectives and began to map our various approaches and roles. As well as pushing our conceptual thinking, it was an opportunity to reflect on our work, compare it with others, and share practical challenges and ideas for overcoming them.

This document is a collection of all the sessions held during the workshop - each session includes a summary and the key points that came out of it. This is an internal document for participants/organisations that attended the workshop and is not for wider circulation.

## **Workshop aims and objectives**

**Aim:** For participants to:

- discuss, reflect and learn with peers about practical and theoretical aspects of their work that will help them deliver services more effectively
- build connections with other members of the group, generating ideas about ways to sustain and support efforts in this area in future

**Objectives:**

By the end of the workshop participants will (hopefully!) have:

- a greater understanding of others services and approaches and the similarities and differences to their own
- gained new insights, ideas, knowledge and/or skills
- made connections with other participants
- identified if there is interest in future collaborative learning and exchange amongst this group

## Day One: Understanding each others' services

### 1. Exploring the purpose of our services



*"I was struck by how similar our purposes were, and how different our approaches"*

#### **Summary of session**

This session explored the purpose of our services and the core social problem that our services are trying to address. It looked at the different approaches we use to achieve that purpose and similarities and differences between our services. This was an important basis for discussions later on in the week and some of the sense of understanding who we are and what we do emerged during this session.

Appendices 1 and 2 feature the data generated during the group sessions on the purpose and social problem for each service and similarities and differences identified.

#### **Key points:**

- Most services were trying to address the core social problem that decision makers do not use evidence when making decisions – for many this was decision makers in policy circles, others focused on practitioners
- There are significant differences in the role that different services play and the approaches they use to address the core social problem even though many of the tools are similar
- Key differences are:
  - that some play a more pro-active role in getting research into decision making while others play a repository role
  - differences in content including how exclusively they focus on research
  - some services aim to connect directly with their ultimate target audience (end-end user) whilst others reach them via other intermediaries
- There are challenges in playing a proactive advocacy role for research that is not produced by your own organisation, for example it might be politically sensitive, not in line with your organization perspectives or even inaccurate – these challenges are particular to intermediaries

- The role of intermediaries in making decisions about content is a powerful one – some services focus on quality, others diversity but all are making significant decisions about what to include and exclude

## 2. Profiling users of our services



*“A learning point for me was that the groups we may think of as the same may have different needs - donors vs. policymakers”*

### **Summary of session**

In this session we explored the types of audience that need to use our service for our core social problem to be addressed. We discussed the characteristics of four key target groups: education policy-makers, donors, researchers and other information intermediaries, looking in particular at the following questions:

- **Why** are they interested in research?
- What will they **use** it for?
- What **purpose** is research serving for them?
- What will research **help** them do?
- **When** do they want to use research?
- **How** do they get hold of it?
- Do they experience **barriers** to accessing research?
- **How do you know?**

### **Key points**

- All services vary in who they are trying to reach, but include a wide range of decision-makers that are involved in education, health, community, government and business
- Barriers to accessing research include lack of interest, time, cost, relevance, southern content, knowledge that it exists or where it is; an attitude that research is not needed, copyright and exclusivity clauses.
- There were question marks over whether policy-makers actually use research to formulate policy and which policy actors we needed to reach: regulators, enforcers or policymakers? Policy-making can begin at the grassroots level, not necessarily the government level if the process is participatory
- Research needs a certain level of authority to be taken seriously by decision-makers
- Users are interested in research to find solutions, identify resource priorities; stay up-to-date, get new ideas, gather evidence to back up their arguments; answer questions, look knowledgeable, identify research gaps, do something new; or as standard practice for career advancement or credibility

- Information intermediaries respond to demands and different appetites for research information – they are not the “end user” of the information
- Researchers are a target audience for a lot of us but they are also our colleagues so we know a lot about them. We identified that for many they identified research through mostly through Euro & US networks & libraries and that personal networks and list serves are very important
- It is easy to generalise what different audiences want, but there is actually lots of diversity

## Day Two: Experience sharing on content related issues

### 3. What content do we include?



*“I’ve learnt more about how to get content and dealing with copyright issues – this has been really useful as I’m in charge of finding content from other portals”*

#### **Summary of session**

In this session we discussed the challenges of sourcing content and mapped individual services in relation to subject, type, format, source, geographical features and throughput (see Appendix 3 for full table). This helped us to determine the similarities and differences of this sub-sector of intermediaries.

#### **Key points**

- The subjects we feature are all in development contexts which have policy implications. Some services are more specific while others feature across all disciplines
- Our geographical scope ranges from national, regional to global
- Many services use selection criteria as a tool to determine what content to choose and who chooses content
- Many services use other individuals or organisations to help decide on content e.g. editorial boards (BDNet), user feedback (Eldis), funder specific restrictions (id21) and institutional members (PIDS)
- The type of content we feature hugely varies e.g. articles, news, reports, research findings, community information, policy documents, reviews, toolkits, books. They differ in whether they are evidence-based, peer reviewed or published/grey literature.
- There are differences in opinion on what content you should include i.e. published vs non-published material. Some services have strict criteria on grey literature whereas others feel it brings new ideas and debates
- Formats vary from online to offline between services e.g. full text vs abstracts, html vs doc vs pdf, CD-Roms, written, audio, video, e-mail, open access

- We all have a similar sources/suppliers - research organisations, government, NGO's, community, media, public users, partners, other intermediaries, educational institutes, publishers, list serves, newsletters, donor bodies e.g. UN, World Bank
- Some services feature a range of languages, but find it difficult to reach out to everyone
- Throughput varies considerably between services e.g. from 10's to 100's per month
- Some of the major challenges in sourcing content include:
  - Choosing what content to feature – there is often too many or too few resources available to choose from
  - Difficult decisions have to be made on what types to include and what sources to use – ensuring quality, relevance, diversity, interests and topicality
  - Defining the scope of development – what is it & what is it not?
  - Knowing who decides? – we still have to decide!
  - Convincing suppliers is difficult as the willingness to supply information varies greatly
  - Copyright and attribution – who owns the information and who gets credit?
  - Inadequate staffing can hinder the number, quality and relevance of information you source

Many of these issues were explored further in the following sessions – “Approaches to getting content” and “Content Issues”.

#### **4. Approaches to getting content: chat show**



*“The example of TzOnline having MoU’s with Government agencies (is interesting) - we tried to do this in the Philippines, but it did not work. I’d like to find out how it worked in Tanzania and follow up on that”*

#### **Summary of session**

A chat show was used to explore different approaches to choosing, identifying and finding content. Guests were Ananya from BDNNet, Hassan from TzOnline and Lynn from IIEP. This was a lively session that allowed participants to learn through hearing from the experiences of others.

#### **Key points**

Various approaches to getting content emerged including:

- *Establishing informal and formal partnerships* with development and research institutions, government offices and individual suppliers with tailored MoU’s. Site sharing partnerships in the south also promotes information sharing.
- *Convincing stakeholders* by offering revenue sharing mechanisms (e.g. pay per view, BDNNet), obtaining ‘Govt special orders’ that give permission to use content; and by offering something in exchange e.g. documents they may be interested in (TzOnline)
- *Using criteria* as a means of including and excluding content - asking key questions can help e.g. what research are policy makers looking for, what is development?
- *Being proactive* e.g. TzOnline has a researcher physically collecting documents from government offices

Some common issues emerged and built on the challenges identified in the previous session on ‘What content do we include?’:

- Finding content is a constant challenge – there is daily searching, consistent writing to stakeholders
- It is important to make partnerships a two way exchange process so both parties are gaining from the experience and feel motivated. Partnerships get easier the more you develop them

- It is difficult to deal with people that have different levels of authority - some are unwilling to share, fear plagiarism and competition and want users to come directly to them
- There are differences in opinions in whether to make all information available or be more selective. Most services use disclaimers. Problems that can arise include signposting plagiarised theses, controversial pieces or scientifically incorrect information; and exclusivity clauses can inhibit the sharing of information
- Editorial policies vary in strength between the services. They all have to make difficult decisions in what is fair and good information – this helps maintain quality standards and increases credibility

Many of these issues were explored further in the following session on “Content Issues”.

## **5. Content issues**



*“(One important thing I’ve gained is learning about) copyright/creative commons and the impact they have on our work. Future actions that should be taken by intermediaries in order to protect the author and intermediaries”*

### **Summary of session**

In this session we drew out issues emerging from the chat show and the following was discussed in groups:

- The tension between portals as publishers vs as indexes
- Copyright/intellectual property rights (IPR) incl. plagiarism
- Convincing or developing relationships with suppliers
- The politics of information

We discussed the challenges they and their organisations face or have faced, approaches used or could use, what works and why, what has not worked, and lessons learnt.

### **Key points**

#### *Convincing suppliers*

- It takes a lot of time to build relationships and it is important to ensure the credibility of your service in order to convince top level staff
- There are different levels at which we can work at: the individual, organisational and top level
- There are different movements to be aware of e.g. e-government, open repository

#### *Publishing vs indexing*

- Should we be hosting material or signposting? It was questioned whether it would be better to push links towards content producers and/or push producers towards publishers rather than hosting research for them (a repository model)
- Hosting provides added value for those who can not publish themselves, but does not serve long-term issues. Do we need to do capacity building so people can publish their own content by themselves?
- We often take the Internet for granted – CD-ROMs can be just as important
- There is tension in whether we are servicing producers or users

### *Copyright*

- Who owns the information? The terminology and laws of using content from others are vague.
- One example is to use a Creative Commons license which gives official permission to use content that producers can sign up to. It is potentially very powerful, protects authors, and promotes public ownership of material
- Is copyright an issue - "It is easier to apologise than ask"
- This group could play a leading role on this debate and influence policy on this by producing good practice guidelines on copyright

### *Politics of Information*

- All services have to make difficult choices about including and excluding content. Whose political agendas do you prioritise? Have we got the right to choose content or tone down content?
- It is important to speak to the 'right' people and ensure the rights of authors are anonymous especially on political/sensitive issues
- Translating sensitive issues can also be difficult as you have to adapt to different cultural situations

Many of these issues were explored in the previous sessions – "What content do we include?" and "Approaches to getting content".

## 6. Changing external environment



*“(What was most useful for me) was understanding the importance of the external environment – we often don’t think about how it influences our work”*

### **Summary of session**

In this session we looked at what was changing in our external environment; thinking specifically about the factors (personal, local, national, global) that affect our work, e.g. politics, law, economics, society, technology, environment & ethics. The importance of this session was to be aware that these factors can influence your purpose and problem; and your priority audience needs and motivations; and can ultimately affect the direction of your service.



We looked at the big problem that most of our services are addressing - decision makers do not have access to relevant information, so how is the external environment helping or making that difficult? We explored the following questions in pair discussions and plenary:

- *What’s your current problem & purpose & priority audiences*
- *What is assisting or inhibiting you achieving your purpose?*
- *What’s happening externally?*
- *Will it assist or inhibit you?*

## Key points

The following themes emerged under what was changing in the external environment:

### *Technology*

- Where will we be in 5 years? What will develop as fast as mobile phones did?
- Other media could reach illiterate people, but is not available yet
- Participatory web and content has forced us to think outside of boxes – social networking sites have created a buzz and blur between personal and professional spaces

### *Internet*

- The Internet is so busy – how do we get ourselves heard and trusted?
- There is increased awareness of the benefits of Internet which makes online intermediary work easier
- The Internet is only reaching cities – how will this change or how can we make it change?
- The emergence of 3G means that access via mobile phones is increasingly available

### *Movements*

- Open access means changing research, publication models and ethics
- “Learning is new knowledge” – how do we capitalise on this?
- Intellectual Property Rights (IPR) regime is changing globally
- Changing attitudes to poverty determines how it is communicated
- The range of actors at national/international levels in the development arena is increasing e.g. CBOs, FBOs, private sector

### *Research*

- The quality of research available and need for this type of information is increasing
- There is more debate about what research actually is
- Why do we share research and information rather than improve access to data for people to come up with own knowledge?
- The donor climate and state funding varies between services but determines whether research communication is seen as valuable
- Has donor capacity and learning decreased? What impact will this have on our services?

### *Investing in relationships*

- We have to influence to get research inputs into policy. This means building relationships with different organisations outside your own sector
- There is increasingly greater investment in multi-stakeholder dialogue in development (at national, regional and global level)
- We need to keep up to date through networks such as KM4Dev, but there is currently no network for this type of intermediary work

## **7. Walkshop one**



*“Sometimes I think we are so involved in doing the day to day work of ensuring we meet the targets...we do not take time to sit back and think about what we are doing”*

### **Summary of session**

In this session participants went for a walk and shared their thoughts and ideas about intermediaries and their role in pairs and small groups.

### **Key points**

The following thoughts and ideas emerged:

- Understanding intermediaries – we need to be clearer about the how we connect with other intermediaries who reach different audiences, and organise ourselves within the sector
- In the Infomediary value chain, organisations occupy different spots – we will need to evolve over time as other players come into the market
- Internet vs mobile and technology vs people - how we can collaborate to make use of development more beneficial through the Internet? The high usage of mobiles is currently underutilised by research portals
- Interconnectedness - social networking has been so successful; how can we build on these and connect with similar projects?
- It is interesting how differently people act under certain circumstances e.g. the rich man vs the poor man in his respective environment
- Impact in relation to numbers – should we focus on the key audience and less people to have more impact?
- Future collaboration among the participants – which way should we go?
- Should we be redesigning our services and promotion techniques?

- Is our aim (1) research to use or (2) research to policy or (3) research to policy → use? Is this the same? If not how is it different?
- Sustainability of services is an issue and we need to be aware of why funding for particular initiatives may stop
- “Reinforced belief that the more you share, the more you learn”
- “We are wave-makers that need to hit other wave-makers to amplify and extend”

## Day Three: Further experience and skills sharing

### 8. Understanding our group



*“It was most useful exploring the theoretical underpinnings of our work “*

*“It is amazing how we worked together to identify ourselves. We need to continue this work, especially on the value and supply chains”.*

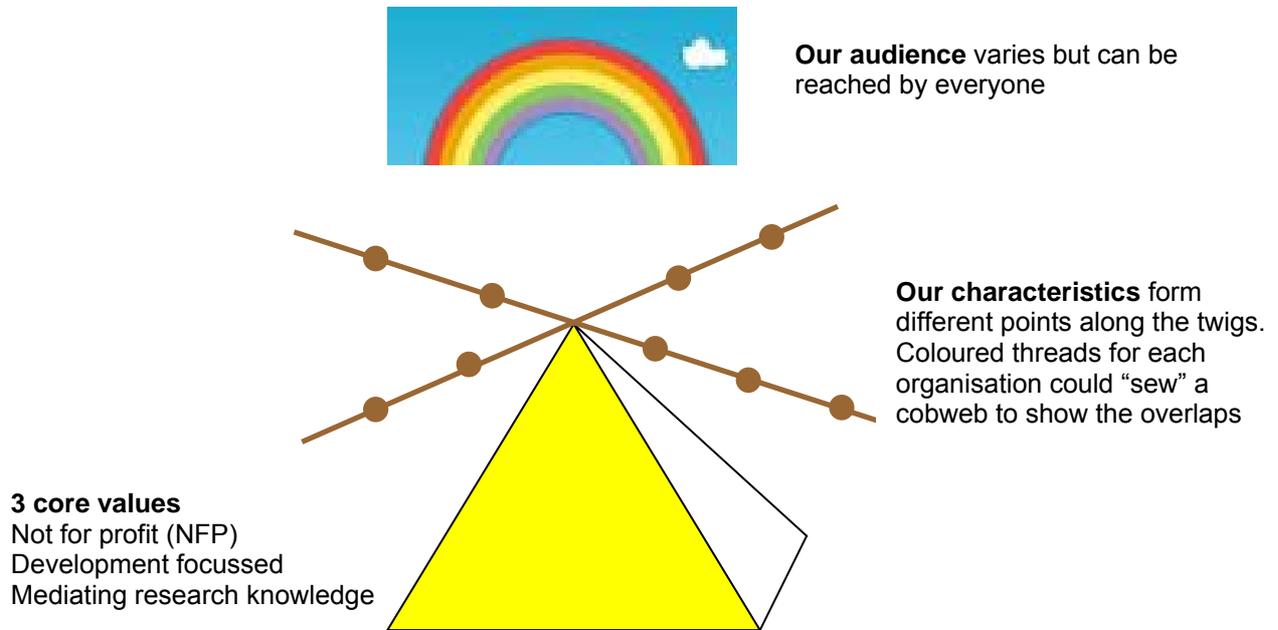
#### **Summary of session**

In this session we explored who this intermediary group were and what makes it different from other intermediaries. Is it a group and if so what characteristics make it a group? A set of core values and range of characteristics were identified and articulated in a model. This helped to further clarify our work and why we should work together. It could also be used to identify other similar providers.

#### **Key points**

- All services share a common purpose: to improve the usage of information and research findings by people making decisions about development policy/practice
- This group represents only a small subsection of the broad spectrum of information and knowledge intermediaries that operate in a development context
- Members of the group **all** share the following core values:
  - Development focussed
  - Committed to mediating research knowledge
  - Not for profit
- Members of the group occupy different spaces on the following spectrums which constitute different characteristics of the service models
  - Objective/neutral ↔ Activist
  - Indexing model ↔ publishing model
  - Cover only research findings ↔ feature range of content
  - Online communication channels ↔ offline channels
  - National ↔ Global
  - Focussed audience ↔ Broad audience

- High level of editorial selection ↔ little editorial selection
- Policy audience ↔ Grassroots audience
- These ideas form the basis of the model below. The core values form the base of the pyramid and the characteristics are on the axes coming from the top of the pyramid.



This session links to the ‘I-K-mediaries working group description & purpose statement’ and our commitment to increasing understanding of intermediary work in future activities.

## 9. Service & Product Design: Chatshow and discussion



*“A lot of questions were brought up and I have more clarity on the design of our service”*

### **Summary of session**

The second chat show of the workshop was used to explore differences in service and product design. Guests were Jennifer from PIDS and Nadia from GDNNet who outlined features of their services. This stimulated a group discussion on emerging themes including building networks, capacity building, the impact we are having, and roles in the value/supply chain. This session was the first to feature the idea of fruit analogy as a metaphor for the different roles that intermediaries play in connecting researchers and research users.

### **Key points**

#### *Summary of services*

- **GDNNet** is an international service. It has a range of regional windows (Africa, MENA, CIS, CEE, Oceania, South Asia) which are aimed at researchers and feature research from the region, details of researchers, events and jobs. GDNNet aims to create network for organisations/researchers by doing workshops on e.g. knowledge management and undertaking peer to peer review projects. GDNNet aims to get researchers to submit their research but contributions are mixed in terms of quality and quantity. GDNNet has 7 staff working across the whole site and on face to face events, plus a co-ordinator who does fundraising etc.
- PIDS is a research institute which, in addition to undertaking its own research, provides the **SERP-P** service. SERP-P is aimed at legislators and features research in major economic fields and statistics/info related to Bills passing through the Phillipine Congress. It emerged from user demand when the Congregational dept approached PIDS who came up with the concept. The SERP-P has two staff, one of whom is part-time in addition to staff working on related projects. SERP-P has a network of research producers who it relies on to submit their content to the service.

#### *Networks*

- Networks help to share, exchange and discuss – some services rely on networks to submit content or try to create networks to engage with the content or each other.
- However networks rely on personal motivation and commitment to be involved, many people don't want to be in networks or have existing personal

networks, this raises questions about how intermediaries can or should engage users through building networks, clear incentives are required, tools can help

#### *Capacity building with research suppliers*

- We can use our skills to help research suppliers communicate their work more effectively Would be good to do something on this together.
- We need to make the whole knowledge value chain work better. We can help build capacity on both sides, whilst recognising skills + capacity differences.
- By doing capacity development you can lose power/control but it will lead to better development

#### *National and international services*

- “All services exist because there is asymmetrical information”
- It would be interesting to compare global and national services. See how they relate to each other. Are there global links or global competition?
- A question for all international and regional services is whether their location affects what impact they can have and how they operate,
- In theory you could create a Bangladesh service just from looking on the internet and using global knowledge to create a local service, however the difference in-country, you can have personal relationships to source information
- Technically, Google could share all our content, but there are many factors that distinguish us from it e.g. mediation, offline and interactive approaches, and networking.

#### *Impact of our services*

- What are we evaluating? There are many areas - effectiveness, usefulness, relevance, achievements, change, outputs, outcomes and impact
- When (Tanzania Online) is off, we see what response you get. We look at the stats of how many people use our services – when people complain that our service isn't working and keep coming back it is a good indicator of impact
- “Lets have a global strike day!”
- It is hard to demonstrate impact on poverty and on a human level. We need strong case studies to back it up
- A combination of factors lead to impact, not just our services. We need to map of our intermediary role and be more specific in relation to expectations i.e. we are not about solving the whole of development problems
- How does impact compare in pre and post Internet eras? Is it just more visible; is there improved research, plagiarism? And how do you determine better research?

#### *Using fruit to explore roles in the supply chain – initial ideas*

- Globalised commodities, multiple level interactions – like in research
- We are fruit processors. One assumption that underpins all our work though is that research is a good thing, and that people's lives will be better if they use more research. So if you eat fruit its good for you and you'll live longer and have a healthier life (more research = better decision-making)
- Policymakers take more carbohydrates not vitamins. Too much fruit can make you sick
- Pie combines fruit + carbohydrates, but not as healthy.
- Different consumers of fruit, but sometimes too many of one fruit
- Product of fruit is wine

- Apple peeled + segmented, but fruit not re-usable, only consumed
- Competitors + collaborators in process
- Fruit Mountains, rotting, fresh, old, in tins, dried fruit

*Related sessions:*

*Fruit supply-chain “walkshop”:* built on the fruit chain analogy

*Evaluation:* Initial discussions on impact were explored further in a following session on ‘Evaluation’

*Mapping links in the Information and Knowledge Chain:* explored different actors in the chain

*Understanding the group:* built on the discussion about who we are and how we complement each other.

## 10. Web 2.0 Tools session



*“The business case for using web 2,0 tools is important and useful”*

### Summary of session

This session was an impromptu session in which - on request from participants - Peter Ferguson from Eldis demonstrated the Eldis community site tool and explained the thinking behind it. Cheryl Brown from IDS did a quick demonstration of some web 2.0 tools, Cheryl does not claim to be an expert so this session summary provides links to places where you can find out more from more informed people!

*There’s a revolution under way that is fundamentally transforming the way we use the Web. Something like “a massive software upgrade for the entire Web,”*

### Eldis community space

eg <http://eldis.webcrossing.com/i-k-mediaries/>

Peter Ferguson introduced the Eldis Community Space which is based on the Webcrossing software and explained some of the thinking behind it. Key points were:

- The idea is that it will add value to all of Eldis activities, will reduce production costs in terms of identifying and finding content
- Enabling individuals to have a personal site will help them to network with others, the difference with other social networking sites is that it is development focussed
- Authors of journal articles can feature them on their own personal site so enabling authors to have a personal space on the community site where they can post their articles gets round copyright law so opening up access to more content
- Eldis opted for proprietary (not open source) software as there is more support available to set it up and maintain it – the IDS in-house technical team were busy on other work and were unable to do the programming themselves – some open source tools can work out to be very time-consuming as you have to learn how to do all the programming yourself

### Tools demonstrated during the session

- **Social networking sites** eg Facebook <http://www.facebook.com/> and MySpace [www.myspace.com](http://www.myspace.com) (check out Catherine’s band space at <http://www.myspace.com/carnivalcollective> )
- **Blogs eg Blogspot** – online journal tool – generally used by individuals but can be used in other ways <http://theinfodailygrind.blogspot.com/> - this is Cheryl’s blog looking at the external environment for our work - there are loads of free blog sites
- **Flickr** photo sharing site – check out the photos from the workshop at <http://www.flickr.com/photos/8739210@N07/>

- **Google Custom search** – allows you to create a search engine that only searches sites you tell it to, Cheryl has set a test one up to search all the IDS sites its on her blog - see link above. <http://www.google.com/coop/cse/>
- **Wikis** – tool for collaboratively creating content eg wikipedia <http://www.wikipedia.org/> and also the wiki with our purpose statement on it <http://www.bluwiki.com/go/I-K-Mediaries>
- **RSS** - really simple syndication – content aggregation tools or newsfeeds – check them out on Euforic site [www.euforic.org](http://www.euforic.org) or on Eldis <http://www.eldis.org/go/newsfeeds>
- **Tagging** – Cheryl didn't talk about this but its worth a mention, more on this in the Euforic notes.

### Discussion points

- Role of the intermediary changes when social networking dimension is added – could go beyond repository model to greater engaging virtually
- Hard to predict the changing technological environment and whether new technologies will be adopted by our stakeholders (eg researchers) might require these approaches to gain greater legitimacy before people take it on (as for email)
- Issues of copyright and plagiarism, if anyone can publish (eg to wikipedia) who would know if it is plagiarism
- There is a tension between quality control and enabling anyone to publish

### Useful resources on Web 2.0

#### From Euforic

Euforic 'web-to-share' awareness and training in 2007

<http://euforic.blogspot.com/2007/02/euforic-web-to-share-awareness-and.html>

How we use web 2.0 tools from Euforic

<http://www.euforic.org/docs/200612151621384023.doc>

#### From Itrainonline

<http://www.itrainonline.org/itrainonline/english/communication.shtml>

#### From TechSoup

<http://www.techsoup.org/>

#### Conference on Web2 for Dev

Web2fordev is the first conference devoted to exploring ways in which international development actors can take advantage of the technical and organisational opportunities provided by Web 2.0. <http://www.web2fordev.net>

#### "Development 2.0: A New Paradigm for the Non-Profit Sector?"

<http://www.freepint.com/issues/240507.htm#feature>

#### Overview of Web 2.0

[http://www.businessweek.com/technology/content/jun2006/tc20060605\\_424102.htm?chan=search](http://www.businessweek.com/technology/content/jun2006/tc20060605_424102.htm?chan=search)

#### What is a wiki:

<http://www.commoncraft.com/show>

#### What is an RSS feed:

[http://www.commoncraft.com/rss\\_plain\\_english](http://www.commoncraft.com/rss_plain_english)

## **11. The fruit supply chain walkshop**



*“(One of the most important things I’ve gained is) understanding about the value and supply chain which could help understand the scope of collaboration”*

### **Summary of session**

In this session, participants took the opportunity to discuss further the role of intermediaries in the information and knowledge supply chain using the analogy of fruit. Discussions in pairs generated new ways of thinking about packaging research and our potential advocacy role.

### **Key points**

#### *Multiple actors and processes*

- Research is like globalised commodities that have multiple level interactions
- We are fruit processors. The assumption is that if you eat fruit it is good for you, you will live longer and have a healthier life. So underpinning all our work is that research is a good thing, and that people’s lives will be better if they use more research (more research = better decision-making)
- There are competitors and collaborators in the process. There can be a forward movement in chain, but it can also take tangents i.e. circles or cobwebs
- There are different routes into policy (e.g. technical staff) – whose mouth do we feed? Where do we put the most effort? Where will added value have the highest impact?

#### *Need for packaging for different consumers*

- Research and fruit needs to be produced locally, but different consumers can sometimes have too many of one fruit
- Different packaging is required for different audiences and tastes: *“For a policymaker you prepare wine (ultimately write speech + then ask what you’re going to do with this), others cocktails (full text) and some just fruit.”*

#### *Tension between intermediary and advocacy role*

- Unclear boundary between intensive processing (e.g. Making wine) of content to reach policymakers and advocacy
- Can intermediaries be advocates when they have a range of opinions to disseminate? How do you strategically communicate issues?
- You can use breakfast meetings, campaigning and lobbying to target individuals but as intermediaries we have a range of opinions to disseminate

so this kind of activity is generally better for producers of research to do rather than intermediaries

- Our role is to gather, process and expose, so when signposting and packaging are we advocating? Or is our advocacy role to use more research or a particular type of research?
- We can be activists or be proactive but not extreme due to research ethics e.g. BRIDGE

*Importance of organisation support for intermediaries*

- Potentially a tension between being an intermediary and also being a research producing institution
- Support from management is important but - like libraries - services are often not a priority in an institute - ability to raise funds can contribute to support however balancing support and expectations can be difficult
- Having a model or map of the group might help people to understand better the role of intermediaries

**Day Four: Sustainability and looking to the future of our services**

**12. Information & Knowledge Chain**



*“(One of the most important things I’ve gained is) the opportunity to think about where information intermediaries fit into the information cycle/chain and how that informs priorities, focus/foci in attaining our overall goal”*

*“The workshop made me understand well the role of intermediaries and how they relate to information sources and consumers”*

**Summary of session**

In this session, we mapped the roles of all players within the information chain/cycle (suppliers – intermediaries – end users). The model below is how many see the information chain, but what was most interesting was looking at the wider links between these players and how that should affect who we influence.



By starting on the right hand side of the map and asking questions such as “Who influences the influencers?” “How do they get information?” the group identified a wide range of actors in the chain who are between us as intermediaries and our end target audience. Understanding these actors is important for targeting our work and for monitoring and evaluation.

Discussions referred back to elements of the fruit–supply-chain and defining ourselves as a sub-sector of intermediaries. This session is closely linked to the project mapping and audience identification done on day one of the workshop. This was part of the evaluation session which went on to look at where services were collecting evidence.

**Key points**

- The table below outlines the players and links in the information chain

| Resources and suppliers (evidence generators) | Links between suppliers and intermediaries | Intermediaries                                      | Links between intermediaries and end users        | End-users                            |
|---|--|---|---|--------------------------------------|
| These include researchers, HE institutions,   | Technical people, events, conferences,     | They produce policy briefings, websites, full text, | These include journalists, partner organisations, | These include trainees, researchers, |

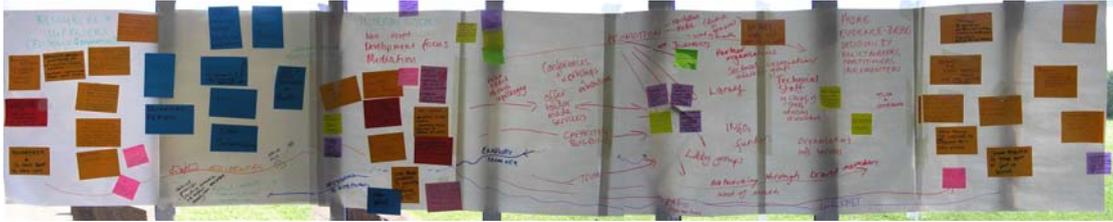
|  |  |  |  |   |
|--|--|--|--|---|
| consultants, Govt officials, NGO's and research institutions, universities, collectors of indigenous knowledge, agricultural researchers, UN, WHO. | workshops, press releases, policy announcements, networks e.g. community of practices, repositories, e-mail submissions, other intermediaries, press; and staff that summarise/write, search the Internet and use direct contacts. Some links are accidental e.g. office visits, editorial processes (i.e. checking summaries with authors can identify new content) | tools for decision making, online and offline products, value-added products, summaries and synthesises. They are adding value through repackaging; offering tailor made services, enquiries from users, capacity building, conferences, workshops and exhibitions, building trust and confidence, and through promotion (media, newsletters). | sectoral associations/ interest groups, libraries, INGOs, funders, lobby groups, technical staff, information services, networking through board members, word of mouth, radio telecentres and the internet. | extension workers, community members, trainers, policy & decision-makers, teachers, education officials, congressman, Ministers and NGO programme managers. |
|--|--|--|--|---|

- The end result is more evidence-based decision-making by policymakers, practitioners and implementers
- It was noted that our services differ in whether they target end-users (policymakers) or end-end-users (grassroots users, communities).
- We questioned how effective suppliers were and that the intermediary role could help suppliers be more effective
- Often it is not the end decision maker that goes directly to intermediaries – they sometimes find information through journalists, lobby groups, other information services and through networking. We also need to be targeting research information to these groups that influence decision-makers

### **Adding value and changing roles**

- Our importance is value added: going beyond provision of information and knowledge and facilitating direct communication between suppliers and policymakers
- The credibility of intermediaries increase with the halo effect of being seen to disseminate valued research
- The intermediary role is to support a range of people i.e. senior or less powerful people, or researchers who do not know how or where to disseminate research
- Some services were created because policy/decision-makers could not meet suppliers (TzOnline and PIDS) – people knew the documents existed but did not have the means to get hold of them.
- The role of the middle man is changing - some people want to communicate direct e.g. policy/decision-makers going direct to suppliers databases – what value added are we bringing to this process?
- Intermediaries have created a whole new market/niche – not just value-added – they have created demand for evidence in particular formats. You could fold the chain as links either side of the intermediaries are similar
- As a two way supplier we need to know what is happening either side of the chain

## 13. Evaluation



*“(Thinking about) the evaluation part (was useful) especially as we try to move from the supply side of the “fruit” chain, to the end users/consumers”*

### Summary of session

In this session, we looked at why evaluation was important for our services and identified different types of evaluation we are already using in our services. These were then mapped onto the different stages in the information chain generated in the previous session. We also discussed the challenges of evaluating our services. Evaluation is a key area that the group would like to explore more in the future.

The key point of the session was that it is important to identify your assumptions about how your service achieves your purpose, in particular the actors and processes involved, in order to identify where to collect evidence for M&E. The information chain generated in the previous session helps to identify the assumptions. This will help determine what questions you need to answer, then you can work out methods (e.g. survey, interviews, web stats etc) By plotting our M&E activities on the information chain map generated in the previous session, we can see in which areas we are collecting most evidence and which assumptions we are not attempting to test.

### Key points

*What is the point of evaluation?*

- It is a basis for monitoring long-term outcomes and impact – what differences have you made? Are you adding value?
- To check assumptions you made are still correct
- To build trust and be transparent - prove value to stakeholders e.g. funders, public, beneficiaries
- To check you are on the right track/direction and measure progress
- To know whether achieved destination (you need, baselines, clear outputs and milestones)
- To evolve and adapt to changing environment – find different ways to get there
- To find out if any unplanned/unexpected outcomes or barriers/obstacles
- To help make future decisions for service – i.e. deciding the next destination
- It is self reflection for improvement and change
- To compare results and learn from others
- To test use – how own services are impacting on policymakers
- Evaluating the evaluation is also required to check whether you are spending too much time/money or not enough

*Types and methods of evaluation being used at different stages of the chain*

- Resources and suppliers - evaluation of behaviour change and capacity of supplier (e.g. ICT skills, ability to contribute), PIDS have a framework looking at this
- Links between suppliers and intermediaries – there is little evaluation of this element in the chain, (one eg may be that id21 have tried to establish what proportion of UK produced development research they are covering)
- Intermediaries – auditing/financial tracking (TzOnline), production statistics (GDNet), user preferences of product design, stakeholder meetings to review databases (AICAD) – M&E here is broadly about measuring **production** figures
- Links to end users - external evaluation, web statistics (to find out where users come from, volume of use, traffic, when they use – useful for funders and stakeholders), web 2.0 tools for M & E, media and press monitoring; user surveys/questionnaires (to monitor accessibility, relevance of content and needs of users e.g. TzOnline, encourage continuous feedback on product/service via website), interviews with **non-users** as a control (D-Net and IDS) and research studies (IDS); and user biographies (to check users changing views)
- End-users – evaluating boundary partners behaviour (D-Net), independent evaluations (by donors or external consultants) (AICAD, IDS) M&E here is more about **outcomes** of the service and is more difficult to measure than production indicators.

#### *Challenges of evaluating our services*

- Planning processes – getting indicators of success right is difficult at the beginning
- It is difficult to assess what actions people take after they have used your service and how this relates to your ultimate end user – for example how does an NGO involved in lobbying use the resources from your service,. This is a connection/interface we might not have so much control over. Evidencing assumptions that those links exist – we should be talking to the suppliers who may already have this information e.g. development research impact on policy
- The rigidity of logframes – because there are only five layers, there is a leap directly to the final outcome and therefore a case for adding another layer. This could be the start of developing a new template for logframes which would work better for information and communication programmes.
- There is debate on internal vs external evaluation methods – which is best depends on the context, what you are evaluating and why, e.g. if for funding, self-reflection can be biased. Would joint evaluation be more beneficial?
- How to balance qualitative and quantitative processes
- Targeting sectors/users more and identifying instances of use e.g. citation
- Packaging and presenting evaluation reports to reach out to different audiences

This session links closely to the one on the information supply chain.

## **14. Sustainability**



*“I came to realise well the issue of sustainability – it goes beyond funding and resources”*

### **Summary of session**

In this session, the group identified priority areas for discussion in relation to the sustainability of their services:

- *Governance/management*
- *Flexibility/innovation/change/improvement*
- *Competition – finding a niche*
- Addressing needs – adding value
- Generating income/funding
- Engagement
- Technological advancement

Following this Geoff Barnard, Head of Information at IDS gave a presentation on funding and sustainability from an IDS perspective. We discussed further three of our priority issues highlighted in italics above. All services had common issues i.e. keeping staff, flexibility, competition and niche.

This session was originally intended to be about financing for our services. However, this was felt to be less of a priority than other aspects of sustainability.

### **Key points**

The following points emerged from discussions on sustainability issues:

#### *Governance, management & structure*

- It is often difficult to find the right people/skills match, especially multi-skilled staff
- Inductions for new staff is crucial – they need proper orientation and training (especially by previous staff if possible)
- Staff turnover often means that skills and capacities that were built up get lost
- A ‘brain drain’ can occur with headhunting of staff by government bodies, donors etc
- A pleasant working environment is important to maintain staff morale
- It is difficult to sustain finite projects and recruit temporary staff
- Documenting processes, policies, principles and systems (e.g. why decisions were made) is vital, but rarely done

- A Board of Directors establishes credibility but managing issues, expectations and demands is difficult – there is often a lack of control
- Many agreed that government and management were central to sustainability, even more so than funding

#### *Flexibility, innovation, change & improvement*

- Innovation is important for adding value, improving services and generating funding: “innovation is key or we will perish”. It is vital that it meets needs – this sometimes means anticipating needs, but innovation should not be undertaken for the sake of exciting progression
- Technology can help you push forward towards achieving objectives – the need for sophistication often drives this, but the idea is to make services more effective and meet user needs. Do we wait for technology to arrive or create it?
- Links to governance structures means a lack of flexibility
- Quality of work speaks volumes – it ensures credibility to funders, peers, and networks: “I’d rather do nothing than put a bad product out”
- Networks can also work the other way by improving the quality of your work

#### *Competition- niche*

- If we provide services that are demanded by users and policy makers – how can we compete?
- How can we exploit competition e.g. Google. Teaming up with competitors can strengthen activities
- Competitors force you to look for more opportunities and innovation
- It can have a positive effect as it brings out key issues and can complement work – marketing, more opportunities, innovation
- It can also have a negative effect internally at an institute level
- Competition for funds between different organisations and within organisations means less complacency, but is a waste of resources. This means we need to be clearer about our added value
- There are more opportunities for collaboration at a global and regional level
- Being clear about niche determines whether you’re competitors or collaborators - knowing what we are contributing to development will help
- This group is more peers and collaborators rather than competitors, but we can be competitors and collaborators at the same time

## Day Five: Looking to future of this group

### 15. Future of the group



*“(One of the most important things I’ve gained is) the possibility of collaboration with IDS and other participants”*

#### **Summary of session**

During the week, the group explored ways in which we could work together. In this session, we built on the ideas generated for future activities (see ‘Appendix 1 - Ideas for future activities’) and drew up an action plan. We also identified more concrete principles, structures and purposes for the group.

#### **Key points**

- The group decided they would like to carry on sharing and collaborating, and agreed the best way to do this would be to form a group with IDS to act as a "driver" to start with. The "*I-K-mediaries Working Group*" emerged (I-K standing for Information and Knowledge).
- One way to take the group forward was to use the Eldis community site to network with each other, share experience, highlight relevant news and ask for advice on particular aspects of our work. We agreed that participation would be limited to those at the workshop and one other person from each organisation.
- Ideas for mid to long-term activities included producing practical how to guides, building understanding of "intermediaries" and lobbying donors/suppliers. Face to face communication was also felt to be an important factor and we agreed to meet again in early 2008 where one of the participants would host.

We agreed future activities for the group would fall under five streams of work:

- ***Sharing and learning*** – the group will continue to share and learn about practical and strategic aspects of their work by debating, posing questions and sharing resources on key issues (areas suggested include. M & E, external environment, market research, partnership working, and strategies for dealing with common constraints). The community platform will provide a space for a peer support network and online discussions. The collective

experience of the group could also be used to support new-comers to the knowledge and information intermediary work.

- **Increasing understanding** – The group will continue to define the intermediary sector, the theoretical underpinnings of intermediary work and map our own services within it. It will attempt to become clearer on its own niche and added value in development. The idea is for the group to take more time to think and reflect and look critically at its role and how we can collectively make a difference.
- **Lobbying and championing** – The idea was raised of joining forces to lobby on common concerns to influence key stakeholders such as suppliers of research and donors for knowledge work. This may see the group playing a leadership, campaigning or championing role in opening up access to knowledge.
- **Developing good practice** – The group will identify and promote good practice among intermediaries by collaboratively creating manuals and how to guides – ideas for subjects include copyright and IPR and web metrics.
- **Functional collaboration** – Having recognised that we are collaborators not competitors, the group will enable tactical collaboration between its members. This might be collaboration on exchanging content, signposting and promoting each others services, and undertaking joint projects.

**I-K-Mediaries Working Group: Action Plan**

|                            | <b>Immediate (Now – Sept)</b>   | <b>Mid-term (18mths)</b>   | <b>Long vision</b> |
|----------------------------|---|--|--------------------|
| Structures for Group       | <ul style="list-style-type: none"> <li>• Create an online workspace by June 8<sup>th</sup> – review in 6mths</li> <li>• Establish a name – done, I-K-Mediaries Working Group</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Have a meeting in early 2008</li> </ul> |                    |
| Sharing                    | <ul style="list-style-type: none"> <li>• Post questions for group</li> <li>• Post relevant documents e.g. M &amp; E toolkit, external environment, market research</li> <li>• Select one area for email discussion</li> </ul> | <ul style="list-style-type: none"> <li>• 1-3 quick email debates</li> </ul>      |                    |
| Lobbying                   | <ul style="list-style-type: none"> <li>• Workshop report – draft early July, final report end of July</li> </ul>  | <ul style="list-style-type: none"> <li>• Lobbying suppliers</li> </ul>           | →                  |
| Intermediary Good Practice | <ul style="list-style-type: none"> <li>• Copyright – have this as the first email discussion topic</li> <li>• IPR webmetrics</li> </ul>   | <ul style="list-style-type: none"> <li>• Create an M&amp;E toolkit</li> </ul>    | →                  |
| Understanding the sector   | <ul style="list-style-type: none"> <li>• Mapping our services (CF/YK) - framework by end of June, and filled in by mid-July</li> </ul>  |  |                    |

## 16. Summary of the evaluation of the workshop



This is a summary of participants' feedback captured at a plenary discussion on the final day of the workshop and through individual questionnaires.

### ***Some of the highlights and learning points that participants identified were:***

- Understanding the role of intermediaries and identifying who we are and how we relate to each other:

*It was most useful exploring the theoretical underpinnings of our work “*

*“It was the first time I had come across the concept of “an intermediary”*

*“I now understand the meaning of my job – thank you 😊”*

- Realising that there is more scope for collaboration rather than competition

*The understanding of about value and supply chain which could help understand the scope of collaboration*

*The idea of different intermediaries playing different roles and that there should be more scope for co-operation than competition*

- Sharing and learning from other similar providers and exposure to various tools and approaches:

*“Listening to and talking with other colleagues about their roles and work. Being with people who do the same type of work and who understand the problems and challenges. “*

*“The experience of knowing so many other providers who are into the same thing, but have different approaches – diversity. It’s so fascinating. We’re trying to look at each of our own mechanisms and seeing if we can adapt them”.*

- Some participants identified the need for their services to be more proactive:

*“The importance of taking a more proactive role in terms of making research useful for policy-making and improvements of livelihoods of poor people. Being a single repository sometimes is not adequate”.*

*“The role of intermediaries goes beyond the provision of information/knowledge. There is a need of adding value to the knowledge to be more than just a repository”*

*“Not everyone requires the same service/products. Packaging things in different ways for different people”.*

### **What will people do differently as a result?**

- Review service or implementation model

*“First, I will sit down with the management committee and discuss with them some of the key things highlighted in this workshop and from there, review our own SER-P from the point of view of how it is structured, our criteria for selection of network members and possible incentive mechanisms that will help in maybe re-inventing it and eventually sustaining it”.*

*“Consider hiring IT/Info services officer urgently”*

- A couple of participants said they would consider going beyond acting as a repository to producing more synthesis products:

*“...more thought would be useful on how or whether to go for more value-added services, for example, making issue-based synthesis from various research papers for particular rational angle”.*

*“I will emphasise on the broadening of our services/activities to include the activities that will add value to our products”.*

- Think about connecting with research suppliers

*“First thing probably will be organising research communication workshop for the resource supplying institutions.*

### **Comments on IDS participation**

- *“It was interesting to meet different people from the teams, it brought energy”*
- *“The combination of facilitating and participating meant there was no us and you”*
- *“A bit more structure about IDS participation could be useful – i.e. one person from each team every day, so participants can follow up with different people”*

### **Feedback on the format of the workshop**

- The participatory nature of the workshop was welcomed by all participants:

*“This workshop is very different (from others I’ve been to). I like the style, the unorganised structure and different modes of interaction with other people as well as ourselves”.*

- Many mentioned that they valued the opportunity to reflect

*Sometimes I think we are so involved in doing the day to day work of ensuring we meet the targets...we do not take time to sit back and think about what we are doing., The workshop has given us the opportunity to do this and I hope I will do more of this in future*

- Some mentioned that they would have liked some lecture formats and more examples of how people do things e.g. monitoring and evaluation
- More emphasis on concluding sessions would have been good

*“didn’t conclude session on tools, lack of concrete conclusions”*

### ***Issues not covered enough***

- Evaluation – participants felt that the session on M&E did not meet their expectations and needs.
- Decentralisation of implementation and partnership working

## Appendix 1: Purpose of our services and core social problem they aim to address

*These notes have been edited in some cases to express the core problem as negative*

| Service     | Purpose  | Core social problem/s   |
|-------------|--|---|
| ELDIS       | To filter, structure, present, share development information   | Readers to not have access to relevant info at time when they need to use it  |
| HSRC – NEQI | Evidence-informed policy dialogue (education, improve, quality)  | Quality of education is not optimal because decision makers do not have relevant & timely info which could improve their decisions on policy/practice   |
| SERP-P      | Promote research utilisation & advocacy of some of the results   | Target clientele (policymakers, researchers etc) are not aware of what research work has been done in specific areas<br>- People do not know where existing studies may be found & what the highlights of such studies are<br>- There are research gaps |
| Id21        | Communicating development research to policymakers (govt) and decision-makers (NGO, UN, bilateral)                           | Research isn't a part of decision-making  |
| GDNET       | Promoting development research   | Policymakers don't have access to locally produced research   |
| BDR         | Making resources available on Bangladesh & South Asia to target groups for quality interventions                             | There is informal decision making<br>Lack of research info for right decision making  |
| Euphoric    | (1) Inform dev policy & practice<br>(2) mobilise & enhance access to dev info  | Information isn't getting to the right people   |
| Siyanda     | Provide diverse & relevant gender resources online for policymakers & practitioners  | OECD-DAC objective = "there needs to be an online database of gender specific resources"<br>- offer a "low-overhead" service to gender-focussed specialists & to those who are not ( <i>n.b these are solutions not social problems</i> )               |
| CSE         | Disseminate environmental news & analysis & research to a wide variety of stakeholders                                       | Lack of info of environment linkages with development<br>Environmental thinking is not mainstreamed   |
| PAIKS       | Community info dissemination   | Poverty reduction & economic devt, change people's livelihood, empower community to reduce poverty  |
| Source      | International info support centre around management, practice & communication of health & disability in developing countries | Lack of awareness of issues & lessons explored in different places to improve impact of various types of communication in health, disability & child rights   |

|                           |  |   |
|---------------------------|--|---|
| IDS knowledge services    | Better informed decision making on devt (ultimate aim = positive change)   | Poor decision making<br>Lack of learning<br>Key knowledge hidden  |
| HIV and Ed Clearing House | Collect, synthesise & disseminate info/knowledge on HIV/AIDS & education to donors, key partners (share info, avoid duplication of programmes) | Good practices to manage the impact of HIV/AIDS on education systems – ensuring access to education are hard to find and are not disseminated         |
| Tz-Online                 | Easy/faster access to info on dev in Tanzania – change focus to poverty reduction – economic dev, repackaging?                                 | Information not available when required<br>Poor decision making/policy because of lack of info<br>Political power determines whose info/knowledge (?) |

## Appendix 2: Summary of similarities and differences

| Group   | Similarities   | Differences  | Highlights  |
|---|--|--|---|
| (1) Nick<br>Deepthi<br>Peter F<br>Anil                      | <ul style="list-style-type: none"> <li>• Range of audiences</li> <li>• Range of delivery methods used by each service</li> <li>• All have partially realised ambitions – satisfaction &amp; dissatisfaction of services, looking forward</li> <li>• Open/public access</li> </ul>  | <ul style="list-style-type: none"> <li>• At very different stages</li> <li>• Some have a sectoral focus</li> <li>• How formally we relate to researchers</li> <li>• Time-bound initiative &amp; institutionalisation</li> <li>• Partnership structures</li> <li>• National vs International</li> <li>• Openness to capacity development</li> <li>• Print/online balance</li> </ul> | <ul style="list-style-type: none"> <li>• Timely &amp; appropriateness of information – underpins our expressions &amp; what we are trying to address. What does that mean we're trying to operate?</li> <li>• Political expediency &amp; information – interpreting policy. Recognise that lots of us talk about info but how do we engage with policymakers? E.g. HSRC tries to present policy options</li> <li>• Decentralisation is a big topic – what does that mean? production dialogue</li> <li>• Ideas on communities of practice – to create &amp; inform how services are delivered</li> <li>• The extent to which mission &amp; politics inform how different services work (some have advocacy agenda/framework). What's presented on database is the end of process</li> <li>• Case study on Sahara (S.Africa health network) – illustrates production dialogue and advocacy agenda (on HSRC website)</li> </ul> |
| (2) Louise D<br>Jennifer (arrived later)<br>Nadia<br>Ananya | <p>All the services have the following features</p> <ul style="list-style-type: none"> <li>• Online database</li> <li>• Abstracts</li> <li>• Newsletters</li> <li>• Contacting authors/publishers/ organisations</li> <li>• Marketing/outreach</li> <li>• Content in local/other languages (English, Spanish, French)</li> </ul> | <ul style="list-style-type: none"> <li>• Capacity building for KM (GDNET offer workshops)</li> <li>• Customised info services</li> <li>• Profiles of researchers</li> <li>• Offering funding opportunities</li> <li>• On demand info services (selling)</li> <li>• Sales of data/resources</li> <li>• Economic issue of the day – definition &amp; implications</li> </ul>         | <ul style="list-style-type: none"> <li>• Common purpose – make research relevant, useful &amp; available to decision makers</li> <li>• Effectiveness of research is impt</li> <li>• Similar tools – Internet, Print, Workshop, e-mail, web forums</li> <li>• Focus is regional &amp; global – but what about sub-levels?</li> <li>• Targets are policy-makers, development partners, academia, research community</li> <li>• Impact – should we be discussing this more, how we measure?</li> </ul>   |

|   |  |   |  |
|---|--|---|--|
| <p>(3) Adrian<br/>Peter B<br/>Catherine F<br/>Shams</p> | <ul style="list-style-type: none"> <li>• Info dissemination for policy &amp; practioners</li> <li>• Technical tools for user access</li> <li>• Public/open access– for those with Internet access, service is free</li> <li>• Language strategy</li> <li>• ‘Eyeballs’ are not necessarily end users/consumers</li> <li>• Agenda to influence policy</li> </ul> | <ul style="list-style-type: none"> <li>• Type of content i.e. news vs ‘research’</li> <li>• Summaries vs indexing</li> <li>• Pooling/sourcing – some closed which defines content</li> <li>• Language output</li> <li>• All relate to researchers differently – some are victims of service!</li> </ul>   | <ul style="list-style-type: none"> <li>• Real problem trying to address: variations in services – gender, policy, environment</li> <li>• We make it easy for others to find &amp; use by repackaging &amp; redistributing content. However, do users have to unbundle again?</li> <li>• Big challenge is getting knowledge beyond regular crowd – requires different strategies. When informing policies in different environments, we tend to focus on specialists &amp; ignore rest of community. How do we mainstream?</li> </ul> |
| <p>(4) Geoff<br/>Hassan<br/>Bernard<br/>Lynne</p>       | <ul style="list-style-type: none"> <li>• All ‘agents’ for exchanging info</li> <li>• All cover research</li> <li>• All work in full text</li> <li>• All actively market &amp; promote services</li> <li>• All services free</li> <li>• Funding is vulnerable</li> </ul>  | <ul style="list-style-type: none"> <li>• Some work – directly with target users or indirectly via other intermediaries</li> <li>• Some cover other content types</li> <li>• Different funding mix – international donors, country missions, government</li> <li>• Collection focus different – national, regional, global</li> <li>• Debates on ultimate user – community or researcher?</li> </ul> | <ul style="list-style-type: none"> <li>• Importance of having a clear vision &amp; clear picture of how your outputs will contribute to vision</li> <li>• We have similar overall vision but are taking distinctive routes to achieve it (esp. target audiences)</li> <li>• Hard to measure impact – what would happen if we disappeared? Would anyone notice?</li> </ul>  |

### Appendix 3: Content mapping

| Service | Geographical features   | Subject/Discipline   | Type   | Format  | Source/Supplier  | Other  | Throughput  | Challenges  |
|---------|---|--|--|---|--|--|---|---|
| GDNet   | <ul style="list-style-type: none"> <li>Windows – regions (by country)</li> <li>From the south</li> </ul>  | <ul style="list-style-type: none"> <li>Social sciences, economics, political science</li> <li>Development – urban/rural/agriculture/sustainable dev/human rights</li> </ul>                      | <ul style="list-style-type: none"> <li>Researchers – thesis, articles, chapters of books, reports (published)</li> </ul>   | <ul style="list-style-type: none"> <li>Written documents</li> </ul>   | <ul style="list-style-type: none"> <li>Researchers/organisations</li> </ul>  |  | <ul style="list-style-type: none"> <li>&gt;11,000 docs, many broken links. Target ~100 per month. 3000 organisations. 6000 researcher profiles</li> </ul>   | <ul style="list-style-type: none"> <li>Choosing what to feature</li> <li>Relevancy</li> <li>Books vs. copyright</li> <li>How to find content?</li> <li>Doc's organise</li> <li>IIGSO documents</li> </ul> |
| AICAD   | <ul style="list-style-type: none"> <li>Mainly East Africa, but also other areas abroad</li> </ul>   | <ul style="list-style-type: none"> <li>Diverse</li> <li>Poverty related</li> <li>Economic development</li> </ul>   | <ul style="list-style-type: none"> <li>Research findings</li> <li>Experts &amp; Institutional profiles</li> <li>Training themes</li> <li>Community information</li> <li>Indigenous knowledge &amp; technologies</li> </ul> | <ul style="list-style-type: none"> <li>Thesis &amp; dissertations</li> <li>Personal CV type</li> <li>Course outline</li> <li>Success story text</li> </ul>  | <ul style="list-style-type: none"> <li>Universities</li> <li>Research institutes</li> <li>Govt departments</li> <li>Community option leaders</li> <li>NGOs and others</li> </ul>   |  | <ul style="list-style-type: none"> <li>Database is new. 751 entries. 600 staff profiles. 150 organisation profiles.</li> </ul>  | <ul style="list-style-type: none"> <li>The difficult decisions are on the types to include, on the sources &amp; the willingness to release information</li> </ul>  |
| Euforic | <ul style="list-style-type: none"> <li>Europe actors</li> <li>Africa, Asia etc</li> </ul>   | <ul style="list-style-type: none"> <li>Cooperation/development/trade</li> <li>Policy/practice/process</li> <li>Public/non-state</li> <li>Europe &amp; some dev issues e.g. governance</li> </ul> | <ul style="list-style-type: none"> <li>Opinion</li> <li>News</li> <li>Reflection</li> <li>Research</li> <li>Case</li> <li>Diversity a plus</li> <li>Org</li> <li>Object</li> <li>Portal</li> </ul>                         | <ul style="list-style-type: none"> <li>'Full'</li> <li>'Open' content – text, video etc</li> <li>Online – must not be a dead-end</li> <li>If possible requires least tech effort of user e.g. html vs. PDF, open vs. registration needed</li> </ul> | <ul style="list-style-type: none"> <li>Content by</li> <li>Acc/research</li> <li>NGO/civil society</li> <li>Governments</li> <li>Commentators</li> <li>News services &amp; media</li> <li>Aggregating thus also intermediate RSS index feeds (content pre-identified by others)</li> <li>South &amp; North</li> <li>'Members' of Euphoric</li> <li>'Key actors' in subject</li> <li>'Boundary' opinions</li> </ul> | <ul style="list-style-type: none"> <li>Language</li> <li>Any European language</li> <li>Language balance</li> <li>Actor/perspective balance</li> <li>Content/type balance</li> </ul> | <ul style="list-style-type: none"> <li>7-8000 index items. 5000 current database signposts. 100 blog items. 2000 organisations on the database. Content from others e.g. Eldis increases total (dramatically)</li> <li>(220 indexes per month)</li> </ul> | <ul style="list-style-type: none"> <li>Language</li> <li>Balances</li> <li>'Smart'/labour saving processes</li> </ul>   |
| Eldis   | <ul style="list-style-type: none"> <li>Southern focussed, ↑ emphasis on southern-produced content</li> </ul>  | <ul style="list-style-type: none"> <li>Social dev (50)</li> <li>Env issues (50)</li> <li>Current affairs</li> </ul>  | <ul style="list-style-type: none"> <li>Govt policy critiques</li> <li>Research – new info</li> <li>Commentary</li> </ul>   | <ul style="list-style-type: none"> <li>Full text online</li> <li>Hosted by Eldis</li> </ul>   | <ul style="list-style-type: none"> <li>Research institutes, I/NGOs</li> <li>Media</li> <li>Submitted by public</li> </ul>  | <ul style="list-style-type: none"> <li>Relevance – who is it interesting for?</li> <li>Tailored to users needs</li> </ul>  | <ul style="list-style-type: none"> <li>35,000 records, target of 400 per month but rarely achieved (perceived as the giant of the group)</li> </ul>   |   |
| Id21    | <ul style="list-style-type: none"> <li>Mainly research on developing countries</li> </ul>   | <ul style="list-style-type: none"> <li>Rural dev</li> <li>Urban dev</li> <li>Global issues</li> <li>NR</li> <li>Health</li> <li>Education</li> </ul>   | <ul style="list-style-type: none"> <li>Evidence-based policy relevant research</li> </ul>  | <ul style="list-style-type: none"> <li>CD-Rom</li> <li>Online</li> <li>E-mails</li> <li>Paper</li> <li>Discussions</li> <li>Seminars</li> <li>PDFs</li> </ul>   | <ul style="list-style-type: none"> <li>Academic research (UK, some overseas, some NGO)</li> </ul>  | <ul style="list-style-type: none"> <li>'Sound' methodology</li> <li>Recently published (18 months)</li> </ul>  | <ul style="list-style-type: none"> <li>50 research summaries online. 3700 database size</li> <li>(500 per year)</li> <li>6 every 2 weeks</li> <li>10 insights, 7 highlights</li> </ul>  | <ul style="list-style-type: none"> <li>Diversity</li> <li>Interest</li> <li>Topicality</li> </ul>   |
| Siyanda | <ul style="list-style-type: none"> <li>Global scope</li> <li>20% + resources available in non-English versions (southern target but N/S)</li> </ul> | <ul style="list-style-type: none"> <li>By resources with a gendered approach</li> <li>Relevant to international dev +/- gender equality</li> </ul>   | <ul style="list-style-type: none"> <li>Background papers</li> <li>Policy documents</li> <li>Country profiles</li> <li>Research</li> <li>Reports</li> <li>Toolkits</li> <li>(online mainly + offline)</li> </ul>            | <ul style="list-style-type: none"> <li>Written + supplied in pdf, doc or html</li> </ul>  | <ul style="list-style-type: none"> <li>Users</li> <li>Partners</li> <li>Bridge</li> <li>IDS</li> </ul>   | <ul style="list-style-type: none"> <li>Language</li> <li>Google searches, known source sites</li> </ul>  | <ul style="list-style-type: none"> <li>2000+ summaries (50 per month)</li> <li>1000+ gender experts/consultants profiles (20 per month)</li> <li>100+ message + announcements at anytime (40 per month)</li> </ul>  | <ul style="list-style-type: none"> <li>Who decides?</li> </ul>  |

|           |  |   |   |   |   |   |  |  |
|-----------|--|---|---|---|---|---|--|--|
|           |  |   |   |   |   |   | <ul style="list-style-type: none"> <li>50 email updates (per month)</li> <li>Things other than document resources</li> </ul>   |  |
| HSRC      | <ul style="list-style-type: none"> <li>National – South Africa</li> <li>International</li> </ul>   | <ul style="list-style-type: none"> <li>Education &amp; quality</li> </ul>   | <ul style="list-style-type: none"> <li>Print – papers, articles, books, newsletter</li> <li>Web - website</li> </ul>  | <ul style="list-style-type: none"> <li>Open access</li> <li>Html</li> <li>Speeches</li> <li>Policies</li> <li>Newspaper</li> <li>Govt Gazette</li> <li>Research reports</li> <li>Journal articles</li> <li>Books</li> <li>Surveys</li> <li>Conference papers</li> <li>Internet</li> </ul> | <ul style="list-style-type: none"> <li>Not WB</li> <li>Product quality critical</li> <li>University</li> <li>Research org's</li> <li>NGO</li> <li>Govt</li> </ul>   | <ul style="list-style-type: none"> <li>Language - English</li> </ul>  | <ul style="list-style-type: none"> <li>0 Has not started operating yet!</li> </ul>   | <ul style="list-style-type: none"> <li>Structure a system to set up info services</li> <li>Who decides – still have to decide!</li> </ul>  |
| BDNet     | <ul style="list-style-type: none"> <li>Resource coverage – Bangladesh, SAARC</li> <li>Visitors – 30 countries</li> <li>Promotion – Australia, US, UK, SAARC</li> </ul> | <ul style="list-style-type: none"> <li>84 thematic areas – all subjects related to dev, BD 4 South Asia</li> </ul>        | <ul style="list-style-type: none"> <li>Book/monograph</li> <li>Research paper</li> <li>Occasional paper</li> <li>Theses</li> <li>Newspaper articles</li> <li>Working papers</li> <li>(Published/unpublished)</li> </ul>   | <ul style="list-style-type: none"> <li>Online – audio, e-mail alert, video, text (full text – pdf, doc, abstract – editing, prepared by Bdresearch)</li> <li>Offline – CD, printed summary</li> </ul>   | <ul style="list-style-type: none"> <li>ElDis</li> <li>DNet</li> <li>Research institutions within Bangladesh</li> <li>Print media</li> <li>Educational institutions</li> <li>Individual author</li> <li>Dev orgs</li> <li>Private publishers</li> <li>Institutions abroad working on South Asia</li> </ul> | <ul style="list-style-type: none"> <li>Language – Bengal, English</li> <li>Technology - Business model (free 90%, payment 10%)</li> <li>Open resource (php, they sql?)</li> </ul> | <ul style="list-style-type: none"> <li>Up until April 2007 1212 papers (&gt;5000 extracts), with an average of 20-30 per month. If team grows, this will be higher</li> <li>46,000 hits (May 05 – April 07)</li> <li>registered users – 1,400</li> <li>No of downloads – 36,000</li> </ul> | <ul style="list-style-type: none"> <li>Defining scope of development</li> <li>Quality</li> <li>Convincing</li> <li>Editing only abstract</li> <li>Problems: inadequate staffing, collection of resources, attribution</li> </ul> |
| CSE India | <ul style="list-style-type: none"> <li>Focused on South Asia – all content geographically tagged</li> </ul>  | <ul style="list-style-type: none"> <li>Environment, sustainable development</li> </ul>                                    | <ul style="list-style-type: none"> <li>Peer reviewed literature Government documents</li> <li>NGO occasional papers</li> <li>Laws, bills</li> <li>Court judgements</li> <li>Statistical data</li> <li>News report analysis, editorials</li> <li>People databases</li> </ul> | <ul style="list-style-type: none"> <li>Pdf</li> <li>Word documents</li> <li>Web pages</li> </ul>  | <ul style="list-style-type: none"> <li>Govt departments</li> <li>Judiciary</li> <li>NGOs</li> <li>News orgs</li> <li>Users</li> </ul>   |   | <ul style="list-style-type: none"> <li>0 Offline resources trying to bring online (100s of 1000s of abstracts, 5000 photos, high 100,000s news clippings, newspapers daily extract from</li> </ul>   |  |
| IIEP      | <ul style="list-style-type: none"> <li>Global but mainly focussed on Africa</li> </ul>   | <ul style="list-style-type: none"> <li>HIV/AIDS - impact on education</li> <li>- planning + policy docs</li> </ul>        | <ul style="list-style-type: none"> <li>Research papers</li> <li>Policy docs</li> <li>Workshop reports</li> <li>Literature reviews</li> <li>Training materials + tools</li> <li>Journal articles (if permission given for full text)</li> </ul>                              | <ul style="list-style-type: none"> <li>Full text – either dat or links</li> <li>CD-ROMs of same documents</li> </ul>  | <ul style="list-style-type: none"> <li>IIEP/UNESCO research</li> <li>UNAIDS co-sponsors</li> <li>Partners</li> <li>Submissions from members – mainly thesis papers</li> <li>Other websites</li> <li>List serves</li> <li>Newsletters</li> </ul>   |   | <ul style="list-style-type: none"> <li>2,000 full text documents</li> <li>1,200 members</li> <li>c.25 per month</li> </ul>   | <ul style="list-style-type: none"> <li>Copyright</li> <li>Members - conversations</li> </ul>   |
| TzOnline  | <ul style="list-style-type: none"> <li>About Tanzania</li> </ul>   | <ul style="list-style-type: none"> <li>All on dev issues - poverty issues</li> <li>- growth, mining, education</li> </ul> | <ul style="list-style-type: none"> <li>Research findings</li> <li>Reports</li> <li>Books + monographs</li> <li>Articles</li> <li>Abstracts + summaries</li> </ul>   | <ul style="list-style-type: none"> <li>Full text - both electronic + print</li> </ul>   | <ul style="list-style-type: none"> <li>Authoritative researchers</li> <li>govt</li> <li>academics</li> <li>inst of higher learning</li> <li>dev partners</li> <li>links of useful</li> </ul>  |   | <ul style="list-style-type: none"> <li>&gt;6000 documents in database, average of 100 per month. Problem with numbers – as don't have control over links (sometimes they are there,</li> </ul>   | <ul style="list-style-type: none"> <li>Determining what is development and what is not</li> <li>Convincing content supplier</li> </ul>   |

|            |   |  |   |   |   |  |   |  |
|------------|---|--|---|---|---|--|---|--|
|            |   |  |   |   | resources e.g. Eldis, GNet, World Bank MOUs)  |  | sometimes not)  |  |
| SER-P      | <ul style="list-style-type: none"> <li>Largely on Philippines materials but may also be from institutions not necessarily based in Philippines</li> </ul> | <ul style="list-style-type: none"> <li>Socio-economic dev</li> <li>Research with policy implications (mostly on economic dev issues)</li> </ul>                    | <ul style="list-style-type: none"> <li>Publications (for PIDS contributions, largely peer-reviewed) – books, journals</li> <li>Discussion papers also included which may not have been reviewed (so-called “raw” materials for eliciting comments/suggestions)</li> </ul> | <ul style="list-style-type: none"> <li>Mostly of abstracts + key words</li> <li>Some with full text online</li> </ul> | <ul style="list-style-type: none"> <li>From the network members which are mostly institutes based within in academic settings, govt or NGOs</li> </ul>  |  | <ul style="list-style-type: none"> <li>What about downloading documents from other websites? Legal?</li> <li>&gt;4000 studies from 23 network members, 100 studies per year (both published + non-published)</li> </ul> |  |
| Healthlink | <ul style="list-style-type: none"> <li></li> </ul>  | <ul style="list-style-type: none"> <li>Health + disability – rights</li> <li>Child rights</li> <li>Info/knowledge management - practice + communication</li> </ul> | <ul style="list-style-type: none"> <li>Published – grey literature</li> <li>Reports, research</li> <li>Abstracts + publishers details + web links to full articles</li> </ul>   | <ul style="list-style-type: none"> <li>Digital</li> <li>CD-ROMs</li> <li>Paper –based</li> <li>Video</li> </ul>       | <ul style="list-style-type: none"> <li>Healthlink</li> <li>Healthlink partners</li> <li>Research Institutes</li> <li>Handicap International + their partners</li> <li>Centre for health in dev</li> </ul> |  | <ul style="list-style-type: none"> <li>27,000 records. Abstracts rather than full docs</li> </ul>   | <ul style="list-style-type: none"> <li>Different focus of different partners</li> <li>Copyright</li> </ul> |

## **Appendix 4 - Ideas for future activities generated through the workshop**

### **Sharing experiences: with this group and others**

- Developing support system for the knowledge intermediaries
- Set up some kind of an association of knowledge and information intermediaries composed of members of the workshop
- Establish a more organised structure for group/intermediary sector i.e. meet regularly, share experiences and resources, organise key wants
- Peer support network – facility to give feedback on strategies and ideas if wanted
- Sharing our understanding of our external environment i.e. research or things we notice
- Sharing ideas around partnership working
- Sharing strategies for dealing with common constraints
- Organise capacity building programmes on common issues (technical, copyright, outreach) for the knowledge intermediaries
- Find a way to share and exchange ideas, content, technology etc

### **Sharing with others**

- The group can form a pool of experts who can help other intermediaries in terms of training and setting up knowledge sharing portals/networks
- Sharing what happened /outputs with wider group

### **Joining up for Advocacy: Lobbying stakeholders**

#### **Donors and funding**

- Making the donors aware about the importance of research communications and supporting Southern organisations
- Lobbying for common concerns – acting as a pressure group
- How can information's contribution to development be made more visible
- How can the image of information workers be made more visible and recognised
- Find a way of improving our funding environment – telling funders what we need/lobbying
- How can we play a leadership role in opening up access to knowledge?
  - campaigning
  - championing

#### **Publishers**

- Encouraging info producers to publish under creative commons
- Work together to encourage/force publishers to use more open copyright licences such as creative commons

#### **Intermediaries good practice – practical tools**

- Some kind of good practice guidelines for intermediaries
- Commission – papers/manuals on critical issues e.g. M&E of your service, funding models, copyright consequences
- Collaborative project on metrics and benchmarking
- Ideas for taking it forward – discussion group, put Q's/challenges to the group

#### **Understanding the sector**

- Develop an agreed language to describe what we do
- What is good information?
- Intermediaries and intermediary work definitions
- Mapping our services
- Exploring more the different types of intermediaries

#### **Practical collaboration**

- Signposting to each others sites and content
- Build systems and services to inter-connect with each other

- Exploring strategic dissemination of paper products (newsletters, reports etc) – intermediaries role in this
- Exchanging content more, particularly full text documents (links), but also organisations. The aim will be to expand our networks.
- Exploring methods for gathering feedback from audiences – intermediaries role within this
- Explore potential for sharing relevant audiences (how to get into audience 'markets')
- Collaborative workshop for resource suppliers
- Write-up on economics of info + knowledge intermediation
- Collaborate in collecting information/research that is not available online
- Collaborate in convincing/encouraging supplier to give their info/research
- Explore + collaborate with other intermediaries on knowing more on incentive mechanisms like revenue generating schemes

## Appendix 5: Intermediary Workshop Participants

| Organisation            | Name                       | Email  |
|-------------------------|----------------------------|--|
| D-Net,<br>Bangladesh    | Ananya Raihan              | <a href="mailto:ananya@dnet-bangladesh.org">ananya@dnet-bangladesh.org</a>                 |
| IIEP, UNESCO,<br>France | Lynne Sergeant             | <a href="mailto:l.sergeant@iiep.unesco.org">l.sergeant@iiep.unesco.org</a>                 |
| CSE, India              | Shams Kazi                 | <a href="mailto:shams@cseindia.org">shams@cseindia.org</a>                                 |
| AICAD, Kenya            | Bernard Bazirake Bamuhiiga | <a href="mailto:bazirake@aicad.or.ke">bazirake@aicad.or.ke</a>                             |
| HSRC, South<br>Africa   | Dr Anil Kanjee             | <a href="mailto:akanjee@hsrc.ac.za">akanjee@hsrc.ac.za</a>                                 |
| SERP-P,<br>Phillipines  | Jennifer Liguton           | <a href="mailto:jliguton@mail.pids.gov.ph">jliguton@mail.pids.gov.ph</a>                   |
| ESRF, Tanzania          | A.K. Hassan                | <a href="mailto:akhassan@esrf.or.tz">akhassan@esrf.or.tz</a>                               |
| GdNet, Egypt            | Nadia Fawzy                | <a href="mailto:nfawzy@gdnet.org">nfawzy@gdnet.org</a>                                     |
| HealthLink, U.K         | Deepthi Wickremasinghe     | <a href="mailto:Wickremasinghe.d@healthlink.org.uk">Wickremasinghe.d@healthlink.org.uk</a> |
| Euforic,<br>Netherlands | Peter Ballantyne           | <a href="mailto:pb@euforic.org">pb@euforic.org</a>   |
| IDS, U.K                | Geoff Barnard              | <a href="mailto:g.barnard@ids.ac.uk">g.barnard@ids.ac.uk</a>                               |

### Facilitators and Rapporteurs

|     |                  |  |
|-----|------------------|--|
| IDS | Catherine Fisher | <a href="mailto:c.fisher@ids.ac.uk">c.fisher@ids.ac.uk</a>         |
| IDS | Gabrielle Hurst  | <a href="mailto:g.hurst@ids.ac.uk">g.hurst@ids.ac.uk</a>           |
| IDS | Yaso Kunaratnam  | <a href="mailto:y.kunaratnam@ids.ac.uk">y.kunaratnam@ids.ac.uk</a> |
| IDS | Cheryl Brown     | <a href="mailto:c.brown@ids.ac.uk">c.brown@ids.ac.uk</a>           |
| IDS | Anna Downie      | <a href="mailto:a.downie@ids.ac.uk">a.downie@ids.ac.uk</a>         |
| IDS | Isabel Vogel     | <a href="mailto:i.vogel@ids.ac.uk">i.vogel@ids.ac.uk</a>           |
| IDS | Catherine Gould  | <a href="mailto:c.gould@ids.ac.uk">c.gould@ids.ac.uk</a>           |

### Other IDS participants

|   |                  |  |
|---|------------------|--|
| BLDS  | Julie Brittain   | <a href="mailto:j.brittain@ids.ac.uk">j.brittain@ids.ac.uk</a>   |
| BLDS  | Stephanie Watson | <a href="mailto:S.watson@ids.ac.uk">S.watson@ids.ac.uk</a>       |
| Bridge                                      | Adrian Bannister | <a href="mailto:a.bannister@ids.ac.uk">a.bannister@ids.ac.uk</a> |
| Bridge                                      | Hazel Reeves     | <a href="mailto:h.reeves@ids.ac.uk">h.reeves@ids.ac.uk</a>       |
| Bridge                                      | Elaine Mercer    | <a href="mailto:e.mercer@ids.ac.uk">e.mercer@ids.ac.uk</a>       |
| Eldis                                       | Peter Ferguson   | <a href="mailto:p.ferguson@ids.ac.uk">p.ferguson@ids.ac.uk</a>   |
| Eldis                                       | Liz Allcock      | <a href="mailto:l.allcock@ids.ac.uk">l.allcock@ids.ac.uk</a>     |
| Eldis                                       | Alan Stanley     | <a href="mailto:a.stanley@ids.ac.uk">a.stanley@ids.ac.uk</a>     |
| Health &<br>Development<br>Information Team | Kate Brincklow   | <a href="mailto:k.brincklow@ids.ac.uk">k.brincklow@ids.ac.uk</a> |
| Health &<br>Development<br>Information Team | Rebecca Wolfe    | <a href="mailto:r.wolfe@ids.ac.uk">r.wolfe@ids.ac.uk</a>         |
| ISU   | Duncan Edwards   | <a href="mailto:d.edwards@ids.ac.uk">d.edwards@ids.ac.uk</a>     |
| id21  | Louise Daniel    | <a href="mailto:l.daniel@ids.ac.uk">l.daniel@ids.ac.uk</a>       |
| id21  | Alistair Scott   | <a href="mailto:a.scott@ids.ac.uk">a.scott@ids.ac.uk</a>         |
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| id21  | Freida M'Cormack | <a href="mailto:f.mccormack@ids.ac.uk">f.mccormack@ids.ac.uk</a> |
| id21  | Shanti Mahendra  | <a href="mailto:s.mahendra@ids.ac.uk">s.mahendra@ids.ac.uk</a>   |