

Newsletter No. 3

March 2009

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



Contents

Editorial (Mike Powell)	1-5
External conversations	
Within IKM	
Website and Dgroups	
Emerging issues	
- Changes in thinking and implications for practice	
- Traducture	
- Applied research	
News from the Working Groups	6-9
Contact	9

Editorial

Firstly, apologies that what was supposed to be a newsletter has morphed into something approaching an annual report. Things have kept happening with the programme at a pace which meant that there has always been something to add just when I thought I was about to hit the send button. Many ideas have moved from discussion and development to implementation. As will be described below, IKM is now involved in a wide range of activities through all its component parts. All illustrate particular aspects of the conceptual, technical and management issues regarding the use of multiple knowledges to support development practice, which the programme exists to explore and articulate.

External conversations

We have had our first experiences of trying to start conversations with external development audiences about these issues. With the help of South African artist, Ralph Borland, IKM mounted an installation at the EADI conference in Geneva in June 2008. A number of IKM participants also collaborated in a multimedia presentation on multiple knowledges, inspirationally chaired by Cees

Hamelink, at a parallel session of the conference. To our pleasant surprise, the first contribution from the audience was that all sessions at future EADI conferences should be like that. We do not think all sessions should be the same in any event, but were pleased that we had, through the example of demonstrating some alternative approaches, provoked thought on the vexed and continuing issues of research for development, and how and to whom it should be communicated.

Related blog posts:

[First day of the EADI General conference¹](http://thegiraffe.wordpress.com/2008/06/24/first-day-of-the-eadi-general-conference/)

[Disruptive design at EADI \(Day 2\)²](http://thegiraffe.wordpress.com/2008/06/25/disruptive-design-at-eadi-day-two/)

[Day three of the EADI conference³](http://thegiraffe.wordpress.com/2008/06/26/day-three-of-the-eadi-conference/)

We then displayed a cut down version of the installation – and Michael David led a session on digital storytelling – at the Chain Reaction event in London in November 2008. This event was aimed at stimulating social action and entrepreneurship in both UK national and global contexts, with the encouragement of the British Prime Minister, Gordon Brown. It gave us a chance to articulate issues of knowledges and communication, creativity and organisational form, with a much more practically oriented audience. It also gave us experience of new approaches to the organisation of highly interactive events, the potential role of social media in supporting that interaction, and of the successful involvement of youth, all of which we can learn from.

Related blog post: [Chain reaction⁴](http://thegiraffe.wordpress.com/2008/11/13/chain-reaction/)

More recently, Sarah Cummings and Mike Powell represented IKM at a Share Fair, hosted by Food and Agriculture Organisation (FAO) in Rome but also involving the International Fund for Agricultural Development (IFAD), the World Food Programme, the Consultative Group on International Agricultural Research (CGIAR) and Bioversity International. It was a lively event: another example of efforts to break out of tired formats for knowledge exchange and encourage more open interaction between participants. A wide range of knowledge-related development activities were presented in a variety of ways in an exploratory setting.

Related blog post: [Share Fair at the FAO⁵](http://thegiraffe.wordpress.com/2009/01/29/share-fair-at-the-fao/)

Less publicly, we have met with a number of non-governmental organisations (NGOs) and other organisations to present the programme and explore the potential for IKM to help stimulate reflection on and innovation in information and knowledge management practice. This is an important part of the programme's role so if you can think of occasions when such interaction might be helpful, please get in touch.

Within IKM

We have also had two exciting and enjoyable programme meetings. In July 2008, members of all the working groups, of the Steering Group, people engaged in IKM-supported work and critical friends of the programme came together for a series of programme meetings, and as much informal networking as could be fitted into the hours of the day. Catching about the only decent weather of the British summer and in a very calming location, the event not only allowed a lot of programme business to be conducted, but demonstrated the energy, experience and engagement of the individuals involved.

The IKM Steering Group then met in Amsterdam in October 2008, a somewhat quieter but also productive event. Amongst the many things discussed in a comprehensive review of the programme to date, were the questions of strengthening the IKM network and of what, beyond all the interaction in which the programme expects to engage, intellectual legacy it intends to leave.

Networking, in the context of the programme, is not an end in itself but the methodology through which people interested in the issues raised by the programme can come together and engage. This engagement can take various forms including helping the programme forge links with other

¹ <http://thegiraffe.wordpress.com/2008/06/24/first-day-of-the-eadi-general-conference/>

² <http://thegiraffe.wordpress.com/2008/06/25/disruptive-design-at-eadi-day-two/>

³ <http://thegiraffe.wordpress.com/2008/06/26/day-three-of-the-eadi-conference/>

⁴ <http://ikmemergent.wordpress.com/2009/01/09/chain-reaction/>

⁵ <http://ikmemergent.wordpress.com/2009/01/29/share-fair-at-the-fao/>

initiatives or organisations, being involved in the actual work programme or helping with its distributed management structure. The Steering Group reaffirmed its desire for this networking to be as open, welcoming and involving as possible. The further development of the programme blogs, and the interactive and collaborative potential of the wiki-based website, should improve the scope for interaction with the programme. It is also intended in future to structure Steering Group meetings with a clearer separation between the business elements and the discussion and reflection on issues. It is hoped this will make it easier for our critical friends to participate in the latter.

Related blog posts: [Complexity theory and the Steering Group meeting in Amsterdam](http://theprocessdiary.wordpress.com/2008/10/10/complexity-theory-and-the-steering-group-meeting-in-amsterdam/)⁶ and [Washing horses](http://theprocessdiary.wordpress.com/2008/10/06/washing-horses/)⁷

The idea for the programme to close with a series of publications, describing what it has done and setting out its arguments for continuing change in the sector, will offer a challenge to the programme on two levels. It invites everyone to think about how the wide range of 'illustrations' on which the programme is working can best be reassembled as a coherent whole. It also raises the questions of how programme participants can work together to produce what is envisaged as a fairly ambitious final product. Ideas are in the process of being circulated for discussion in the working groups and it is planned to develop final proposals by the end of 2009.

Website and Dgroups

We are about to launch our new website at the same URL (<http://www.ikmemergent.net>). The website is not intended as an impressive promotional device but as a place of work for the programme and, over time, a resource for those interested in the issues we explore. The wiki-based site, developed by Web Architects in Sheffield, is, and will remain, a work in progress. It has a number of features which aim to test and demonstrate new possibilities. As with any wiki, it is intended to support collaborative working. Our site will have a number of co-constructed workspaces, each with its own editor, exploring specific aspects of the programme. We hope to also stimulate collaboration in building a topic map of the subject areas touched by the programme, with a kind of annotated bibliography of resources relevant to each topic. We hope the data will be structured in a way which allows multiple navigation routes, including, in time, a dynamic visualisation option. We are also trying to make it easy for users to enter metadata about the site content in a way which will be compatible with emerging semantic web standards as well as, although we are still working on this aspect, generating tags for social book-marking. With the software used being Open Source and with Web Architects documenting the development of the site, it is planned that it will be straightforward for others to download and use our site as a functioning model upon which to start building their own. Please use the site and help us build the content.

For our communication within IKM Emergent, we have stuck with Dgroups, the online space collaboratively created and run by a partnership of development organisations, through a period of some instability. All our groups have now been moved to the new platform which, once we have learnt the new administrative rules, should offer much more reliability. We would like to express our real appreciation of those individuals and agencies that have put enormous work into securing a future for this really valuable resource for the development community.

Emergent issues

Changes in thinking and their implications for practice

Quite early on IKM Emergent, through group meetings and meetings with critical friends, decided that a particular feature of the development environment was that it was one of multiple knowledges – multiple that is, in the sense of discipline, of role (as Valerie Brown described so clearly in her presentation in Geneva) and of social and cultural perspective. A working practice which can consider and encompass multiple knowledges is both a conceptual and, in terms of information and knowledge management, a practical challenge.

⁶ <http://theprocessdiary.wordpress.com/2008/10/10/complexity-theory-and-the-steering-group-meeting-in-amsterdam/>

⁷ <http://theprocessdiary.wordpress.com/2008/10/06/washing-horses/>

IKM is far from the only programme or network of people looking critically at development practice. The value of participative action as an empowering process, not just as an organisational methodology, has long been argued and debated. Knowledge exchange is immeasurably improved by an atmosphere of trust, which is why Ros Eyben's work on the centrality of good relationships to effective development assistance is so relevant to IKM. In both the Netherlands and the UK, there have been a series of meetings and publications on the relevance of complexity theory to development. What this means is understood differently by different people but, as Jean Boulton said at a recent meeting of the UK complexity and development network at the Catholic Agency for Overseas Development (CAFOD), the fundamental issue for managers to grasp is that they are not, cannot be, and should not be in complete control of events.

IKM does not set itself to contribute to the core issues of all these important debates. What it is concerned with are the challenges and often very fundamental choices such issues present to how information and knowledge are managed within development organisations. Many of these challenges have implications that go far beyond any delimited information or knowledge management function, and need to affect both the whole organisation and how we, as individuals, approach our work.

For example, how can work which relies on and may be altered through participative interaction with stakeholders and which expects to respond to emergent factors outside its control be evaluated? This became a practical issue for us and for our donor as we had to brief and select an evaluator for IKM itself. We are now working with Chris Mowles of Red Kite Partners. Chris, who formerly worked for Oxfam (GB and Ireland) in Southern Lebanon, also teaches at the Department of Complexity Management at the University of Hertfordshire. His initial review concentrated on the potentially productive paradoxes which lie at the heart of IKM. It certainly has the potential to be an evaluation with a difference and one which could contribute to the very limited stock of case studies of evaluations of non-linear processes. However, as Chris has already said, to achieve this he needs those involved in the programme to document their progress and to reflect on the following questions

- What has happened to your plans?
- What has happened that you did not expect?
- What has happened that you didn't want?
- What have you found of value in the process?

The [Process Diary](#)⁸ blog exists as a log of such documentation and reflection. All people participating in the programme, as either programme members, those undertaking IKM commissioned work, or a broader group who are networking with the programme, are encouraged to register and to use it. For details on how to do this, please contact Sarah at the e-mail address below.

Of course, there is little point in seeking to rethink evaluation without also thinking of the implications of new concepts and practices on the rest of the project cycle. This IKM intends to do, both through the workspaces and through participating in meetings and conferences, in which these questions are being discussed.

Finally, it should not be imagined that the implications of new thinking rest simply at the level of organisational procedure. More fundamentally, people working in development need time to think more about what they are doing, be capable of listening to other knowledges, which may not be expressed in forms with which they are familiar, and be ready to expect and respond to emerging realities. This may be anathema to the culture of urgency of many development organisations, to the control impulses of modern management and its obsessions with workflows, targets and control and to the high priests of total connection to the deluge of on-line noise and associated expectations of instantaneous response. However, following the excellent Italian example of food (<http://www.slowfood.com/>), IKM would like to be part of a campaign for *slow knowledge*.

⁸ <http://theprocessdiary.wordpress.com/>

Traducture

Since its inception, the programme has become increasingly aware of the importance of translation to the issues it raises about the exchanges of knowledges across the various boundaries and layers which exist within the development sector. These extend far beyond the literal translation of language, although this remains fundamental, to cover the expression of ideas and meanings, formed in one context, and received and interpreted, in very different ones. The difficulties of this process still plague cross-cultural, inter-disciplinary and trans-disciplinary discourse about development amongst 'experts' and play a still larger role in communication between 'experts' and the rest of us, and the communities on whom development is performed.

The introduction of the word *traducture* by Wangui wa Goro, coined originally in 1997 as part of her doctoral thesis where she explores issues of translating inequality (wa Goro 2005), drew attention to the inadequacy of the term translation. *Traducture* enabled recognition that our explorations of development issues raised could be limited by too literal an interpretation of the words used. In this context, *traducture* better encompasses the range of 'translations' that the programme wishes to explore, as well as the science, art, technology and craft of making them.

Traducture is based on conceptual frameworks of translation, which offer a variety of avenues for engaging from different standpoints, including perspectives which seek to unravel dominant discourses, particularly where they distort reality through misrepresentation, such as stereotyping or exclusion. It seeks to re-centre humanity in its fullness or create new discourses or draw attention to existing discourses in varied locations. This enables the possibility of bringing various knowledges, experienced through diverse locations, to bear on what is already known and of articulating them in ways that are or are not known or that are known elsewhere. Additionally, it enables unknown knowledges to surface, reflecting a desire to assert different discourses, which take into account cultures, locations, ideologies, different and multiple ways of knowing, the environment, the past, the present and also possibilities for the future, either from within the discourse or through connections or discoveries within our own knowledges as well to those of others. It is derived from the deconstructive uses of the words *traduction* and *écriture*, which encompasses the deconstruction or critical consciousness in craft, style and content of writing and transfer through translation as rewriting.

The issues raised by this broader understanding of the need for translation resonate across the entire programme. We also intend to explore methodologies for new practice, in particular through a case study of traducture which will examine how such practice is being attempted in a range of different contexts.

wa Goro, Wangui (2005) unpublished thesis "Hectorosexism in translation: A comparative study of Ngugi wa Thiong'o's Matigari and Devil on the Cross, Middlesex University.

wa Goro, Wangui (2006/2007) Problematizing the gaze through traducture. Does it matter if you're back or white? In: White matter/Il bianco in questione. *Athanor* 17(10): 52-61

Applied research

Finally, as a programme dedicated to exploring the use of knowledges in the development sector, IKM believes it can usefully contribute to debates about the links between academic research and development. Sadly, this is well worn ground but there seems to be little progress in distinguishing between development research and research for development, with the former adept at grabbing budgets planned for the latter. The notion of 'applied research' actually being applied in any dynamic sense also appears pretty tired. Later this year, IKM hopes to co-host a workshop which will present academics, research organisations and funding agencies with evidence from ICT4Dev research which illustrates the constraints on participative, beneficiary-oriented research practice enforced on researchers by current funding frameworks, and invite them to discuss the implications. We also intend to look for and learn from those few programmes which prioritise user demands in shaping their research agendas and which make creative efforts to communicate their findings back to the researched communities. For example, Martha Chinouya and Wangui wa Goro presented a fascinating example of reporting the results of HIV research back to communities in Zimbabwe at the EADI conference in June 2008.

Mike Powell, Director of the IKM Emergent Research Programme

News from the working groups

Working Group 1: Discourse, dialogue and translation

Working Group 1 is concerned with whose voices are (or are not) listened to in development discourse. It is seeking to explore links, mediation and translation between local voices (both intellectual and grass roots) and wider development discourse and practice. After much discussion and the gradual and interactive refinement of its original plans, work is now under way across the full range of its planned activities.

In summary, the work of the group is planned to consist of the following over the final quarter of 2008 and 2009:

- Working Group workspaces are being developed to provide an overall narrative of the work of the group and its relevance to development, as well as producing more detailed collections of work on *traducture* and methodologies for work supporting local knowledge processes
- Case studies on local knowledge processes involving digital stories on community approaches to recover, position and re-value local knowledge in Nicaragua and Costa Rica in the [*Historias comunitarias*](#) (Community stories) blog⁹; on documenting and disseminating the local level development of a pedagogy for cultural literacy and transformation in Para Stare, Brazil; on the community level and development sector interactions, generated by locally produced digital stories in Sri Lanka and Southern India which are to be found on the [*Chillimango*](#) blog¹⁰; on elaborating an understanding of *traducture* to facilitate the transmission of ideas and knowledge between communities and between various types of actor involved in development interventions.
- Work exploring the role, functions and transparency of those who act as intermediaries in development knowledge chains, in particular where information is transmitted from the grass roots into the research and policy arenas.
- Work based on case studies in international NGOs and, separately, on NGO practice in Kenya which reflects on the links between the participatory methodologies used by development agencies and researchers and the wider knowledge systems of their institutions. This work will feed into workshops with agency staff and, possibly, a stand alone publication later this year.
Workspace on: [Participatory methodologies](#)¹¹
- Work, in partnership with others, looking at the use by the development sector of material produced by African intellectuals, including traditional knowledge workers and barriers to that use. In subsequent years, the results of the African study will be reviewed by commentators from other continents.

Working Group 2: IKM labs

IKM Labs is concerned with how development knowledges are expressed, including alternatives to the written word, and also how they can be found and used within development organisations. The Working Group is overseeing a number of activities, continuing and building on those started last year:

⁹ <http://historiascomunitarias.wordpress.com>

¹⁰ <http://chillimango.wordpress.com/>

¹¹ http://wiki.ikmemergent.net/index.php?title=Workspaces:5._Participation

- The Vines Project concerns the development of ‘proof of concept’ software which gives users the opportunity to reflect on and choose the origin of material they find through online search. Most of the development work on this has now been done, and it will be piloted in two organisations in the first half of 2009. This will, in turn, make the concept available to be demonstrated and discussed by interested groups later in the year.
- The Summaries Project is exploring the take-up of plainly written summaries of relevant academic material by development actors who currently seldom read such material in its original form. It is also likely to lead onto a consideration of different approaches to the art of producing a ‘good’ summary.
- IKM Interaction Labs – which involve mutual explorations of the potential of new technologies with specialist groups of workers from various parts of the development sector. The first such event is planned to involve the immersion of development librarians in the media-environment of their younger students in the hope of better understanding their information seeking and handling behaviour. Another event being considered is a joint exploration with community level networkers in Africa, exploring what tools they would like to see in order to support their work. If you would like to explore the possibilities of as yet undeveloped information and communication technologies for your area of work, please get in touch.
- The Local Content Showcase intends to revisit previous work to stimulate and use local content, in particular the organisations and the content associated with the ideas of the G8 ‘Dotforce’ consultation on the Information Society in 2002. The aim of this review will be to look at the lasting impact of these efforts at an organisational level and at the use of their outputs within development organisations. In doing so, IKM is responding to encouragement from its Steering Group to learn lessons from previous work in this field. It also expects the work to generate ideas on appropriate methodologies for IKM’s own task of encouraging agencies to invest in and use Southern content.
- Visualisation techniques are relatively seldom used as an aid to the analysis or to the communication of data within the development sector. Information specialists at the Young Lives Project, Queen Elizabeth House, Oxford are working with IKM to plan a pilot project applying visualisation techniques to aid access to and analysis of the vast amount of data being collected in this large scale, longitudinal study of children’s lives in four countries. We hope this will act as a demonstrator (and a stimulus) of what data visualisation can offer.

Over the coming months, it is intended to develop the workspace of this Working Group. We need to present and explain our analysis of the actual and potential use of information artefacts within the development sector in a way which illustrates the connections between the activities described above. We will also attempt to map out other relevant informational developments, in visualisation, in use of oral material, in handling and navigating complex information, providing summaries of current thinking and providing links to resources.

Workspace on: [Information artefacts¹²](#)

Working Group 3: Management of knowledge

Working Group 3 is critically examining past and present information and knowledge management practice within development organisations. In 2008, we were delighted to welcome Emeritus Professor, Valerie Jones, as a new member of this Working Group. Valerie’s work on multiple knowledges was fundamental to the development of the IKM programme as a whole, and she has already proved herself to be an important addition to our team.

Last year, IKM Emergent provided support to two Masters’ students, based at the VU University, to facilitate their travel to a multilateral organisation based in Geneva. In addition, their Masters’ studies, now complete, were focused on case studies of a variety of organisations, based on their understanding of multiple knowledges. Working Group 3 is supporting their further work to

¹² http://wiki.ikmemergent.net/index.php?title=Workspaces:1..Information_artefacts

produce one combined working paper, emphasizing the practical implications of their research for development organisations.

In the coming year, there will be increased editing of [The Giraffe](#)¹³, the blog being used for knowledge sharing between members of Working Group 3 and other colleagues, both within and outside the programme, reflecting its increasingly complex content.

Commissioned studies

At the beginning of 2009, the four studies commissioned in 2008 will be completed. These comprise: two studies of the monitoring and evaluation of knowledge management; one on the link between knowledge and policy, commissioned from the Research and Policy in Development Programme (RAPID) at the Overseas Development Institute (ODI) and building their ongoing work on this subject which will be published as a joint ODI-IKM Working Paper; and a final study of approaches to bridging knowledge divides. These studies will be reviewed, edited and translated in 2009. They comprise:

- Monitoring and evaluation of knowledge management strategies (Joitske Hulsebosch, Mark Turpin and Sibrenne Wagenaar)
- Monitoring and evaluation in knowledge management for development (Serafin D. Talisayon)
- State-of-the-art literature review on the link between knowledge and policy in development (Harry Jones with Nicola Jones, Shreya Mitra and Simon Hearn)
- Learning networks for bridging knowledge divides in international development (Laxmi Prasad Pant)

Collaborative learning: the role of organisational knowledge management strategies

The issue (Volume 5, issue 1) of the *Knowledge Management for Development Journal* on the subject of 'Collaborative learning: the role of organisational knowledge management strategies' will be published in May 2009. It has been produced in the context of Working Group 3's efforts to encourage the production of documented case studies of knowledge management in development organisations. The paper by Ewen Le Borgne and Sarah Cummings in this issue is part of IKM's efforts to develop a framework for cross-organisational comparison and analysis of knowledge management approaches. To support this, an [inventory of organisational case studies](#)¹⁴ has been developed as a Google spreadsheet which will be kept current. (If you know of other cases, not yet included in the inventory, kindly inform Ewen¹⁵ or Sarah.) This will be followed by a small meeting to discuss the application and use of such a framework with colleagues responsible for knowledge management in organisations.

Papers in this issue comprise:

- Head Office attitudes toward inter-organisational learning in Irish non-governmental organisations (Caroline Forsyth and Malcolm MacLachlan)
- Organisational energy and other meta-learning: case studies of knowledge management implementation in nine Asian countries (Serafin D. Talisayon)
- The tip of the iceberg: tentative first steps in cross-organisational comparison of knowledge management in development organisations (Ewen Le Borgne and Sarah Cummings)
- Swiss roots with multi-cultural and multi-linguistic branches: the challenges of sharing and building on knowledge at Intercooperation (Jane Carter, Pascale Aubert, Arjumand Nizami, Alain Cuvelier, Julia Randimbisoa and Lorena Mancero)
- Knowledge integration for development: the Hivos' approach (Josine Stremmelaar)
- Revisiting the Eastern Indonesia Knowledge Exchange BaKTI (Petrarca Karetji)

¹³ <http://thegiraffe.wordpress.com/>

¹⁴ <http://spreadsheets.google.com/ccc?key=phFVXYvI3SDYqq4Xf81FBTA&hl=en>

¹⁵ leborgne@irc.nl

New activities

Working Group 3 will be supporting research on multiple knowledges within Namibia. It will also be supporting the *Knowledge Management for Development Journal* for the period 2009-2011 with a financial investment of €4000.00 per annum. This is in recognition of the fact that the new, formally published journal makes an important contribution to the emerging field of knowledge management for development. The journal will continue to be a platform for publication of selected outputs of Working Group 3.

This year, Working Group 3 will start looking at epistemology of knowledge within development organisations, as part of a two year action research project. In addition to this, we will also be exploring the possibilities offered by science metrics to investigate the divides between the domains of development research, policy and practice. A preliminary study will examine the potential for such research which would form the groundwork for an application to an external funder, rather than using IKM resources.

Related blog post: [The Triple Helix¹⁶](#)

Planned meetings

An innovation workshop will be held in Windhoek, Namibia, hosted by the University of Namibia and in collaboration with the Knowledge Management for Development (KM4Dev) community¹⁷. It will aim to bring together national, regional and some international experts in the field of knowledge management for development, while providing a platform for presenting ongoing research outputs from the Programme and elsewhere. The aim is to learn more about methodologies for the management of knowledges in the Southern African development context and to ensure that such learning is communicated to international development organisations which work in the region.

Working Group 3 is also planning to support the first meeting of a group of Francophone knowledge management for development practitioners, an offshoot of the KM4Dev online community. The first meeting is planned to be held in Paris. The reason for this support is the longstanding interest within the programme in ‘multiple knowledges’ within Europe. It is hoped that this meeting will create conditions for bridging the gaps between Francophone and ‘Anglo-Nordic’ intellectual traditions and development practice.

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¹⁶ <http://thegiraffe.wordpress.com/2009/02/24/the-triple-helix>

¹⁷ <http://www.km4dev.org>