

Strategic Communication and Knowledge Sharing at ICARDA 2012-2016



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Contents

Executive Summary	vi
1. Current situation at ICARDA 1.1 Situation Analysis: 'rapid scan' of communication and knowledge sharing activities at ICARDA 1.1.2 Communication 1.1.3 Knowledge sharing 1.1.4 Information Management 1.1.5 Barriers and challenges to overcome 1.2 Why is ICARDA unique? 1.3 ICARDA communication and the CGIAR Research Programs 2. Concepts and approaches 2.1 Strategic communication and knowledge sharing are a part of the research project cycle 2.2 Strategic communication	vi 1 1 1 1 1 3 3 3 4 5 5 6
 2.3 Knowledge sharing and organizational learning 2.3.1 Demonstrating the added-value of knowledge sharing 2.3.2 Communities of practice 2.3.3 Mass collaboration 2.3.4 Knowledge sharing: Implications for ICARDA 2.4 Information Management 	6 6 7 7 7
3. ICARDA Strategy and Action Plan for Strategic Communication and Knowledge Sharing 2012-2016 3.1 The framework: Strategic communication and knowledge sharing 3.2 Strategic communication for ICARDA 3.3 Outcomes: Targets and key result areas	9 9 9 11
4. Operationalizing the plan 4.1 Guiding principles - Prioritizing ICARDA's communication investments and activities 4.2 Skilling and staffing of ICARDA's communications and knowledge sharing group	15 15
5. Measuring Results	17
6. Funding ICARDA's communication activities	17
Annexes: ANNEX 1 - EXAMPLES OF COMMUNICATIONS PLANS ANNEX 2 - General Target audiences – summary of ICARDA new e-contacts list structure ANNEX 3 - Proposal - Refereshing ICARDA's Publication Structure ANNEX 4 - Examples of two novel approaches to self-publishing of peer reviewed science ANNEX 5 - MASS COLLABORATION (excerpt for Harvard Business Review) ANNEX 6 - COMMUNITIES OF PRACTICE ANNEX 7 - Overview of priorities and preparatory activities for 2011	18 22 25 32 33 33 34
End Notes	35

Executive Summary

Strategic Communication and Knowledge Sharing at ICARDA, 2012-2016 This is the 'ICARDA Strategy and Action Plan for Strategic Communication and Knowledge Sharing, 2012-2016' It builds on the paper 'Elements of a Strategy' presented to the ICARDA Board of Trustees in 2010.

This strategy and plan are designed to directly support ICARDA's science and outreach programs and the impact goals set out in the *ICARDA Strategic Plan*, 2007-2016. It is also informed by ICARDA's Center Commissioned External Review on information technology systems and knowledge management, and by ICARDA's extensive experience in partnering with and supporting the national agricultural research systems on many countries in the dry areas.

This strategy and action plan propose that ICARDA take the approach of strategic communication and knowledge sharing, and sets out how this will be put into action in a series of practical activities.

The concepts developed here illustrate how ICARDA can become more effective in achieving its research and impact goals, by combining three elements:

- strategic communication
- knowledge sharing, research utilization and continuous learning
- effective information management

Overview of targeted outcomes

High-level outcomes

OUTCOME 1: Establishing ICARDA's relevance and authority, among policy and decision makers, in providing science-based approaches that improve livelihoods and solve agricultural problems faced by people in dry areas.

Increase the credibility of ICARDA as a leader in thinking and science-based solutions to the problems faced by the dry areas.

OUTCOME 2 - Increased visibility of ICARDA.

Increase the visibility of ICARDA. Including marketing communication activities, improving coherence of graphic presentation, expanding the diversity and targeting of publication types, general communication and general materials that explain ICARDA and its expertise – produced and delivered in a timely manner.

Program-level outcomes

OUTCOME 3 - Getting ICARDA's research into use.

Increase the use of ICARDA's research results, working closely with management, research program leaders and outreach colleagues to create information products and services, and to package research concepts and results to encourage their uptake by specific user groups.

OUTCOME 4: Mobilizing knowledge sharing to increase the effectiveness of ICARDA's research.

Supporting a culture change in the organization so that sharing of experience and partnership is a default way of working; and that ICARDA becomes expert at capturing and adding value to the information it produces (as a center and in its partnerships). This activity supports ICARDA's current reform process and its performance criteria.

OUTCOME 5: Contributing to ICARDA's resource mobilization efforts.

Providing support and input to link communication with resource mobilization, at center level and for programs.

1

1. Current situation at ICARDA

Assets, Constraints, and Unique Selling Proposition

Situation Analysis: 'rapid scan' of communication and knowledge sharing activities at ICARDA

Elements of strategic communication, knowledge sharing and collaboration are in place today in ICARDA's strategy and management approach. Some of the ideas and concepts described in this strategy are new approaches for ICARDA, but in many areas ICARDA is clearly not starting from zero.

In the past 30 years, ICARDA has produced a significant body of original science and public goods research and crop varieties that have improved the livelihoods of farmers and communities in the regions of Central and West Asia and North Africa. The center has also supported partner countries to improve their farming practices and has encouraging the uptake of new crop varieties that have significantly contributed to better food security in a number of drylands countries.

ICARDA is known in the region – and is probably unique in the CGIAR system – as a center that has had close and long-term links to the partner governments and national research systems where it works. In terms of scientific outputs, ICARDA has produced a wealth of publications and an increasing number of journal articles in international scientific journals. It is among the leading CGIAR centers in this category today.

A project focus and project-driven funding that has been an increasing characteristic of the center's research portfolio in recent years. This has resulted in the creation of information products and knowledge activities at the project level. But the center lacks processes for distilling information from groups of projects into higher-level synthesis products and services that will drive the uptake of science into practice and give tools and direct advice to countries for the scaling-up of new technologies, policies and approaches.

1.1.2 Communication

The communications function supporting ICARDA's research has been largely focused on the publishing of scientific and technical reports, and the well-received popular science publication, Caravan. Activities in the areas of advocacy and policy communication, web presence and work with the media have been lower and ad hoc. There has not been a sustained investment in these activities over recent years.

1.1.3 Knowledge sharing

With partners. Much of the sharing of experience and knowledge in ICARDA's program has traditionally taken place in the regional programs and the ongoing yearly cycle of outreach and research coordination activities.

Within the organization. ICARDA research programs and large projects take different approaches to the learning and sharing of their experience – ranging from classic project management (e.g. inception and review workshops and end of project meetings) to more innovative exchanges and synthesis of results throughout the project. Some use electronic platforms to promote continual exchange within the project cycle. Presentations in the weekly seminar series are one connection point for all researchers at ICARDA headquarters to listen to and debate the work of others. ICARDA's outreach

ICARDA's current communication and knowledge assets and approaches

- Annual Report and Caravan publications.
- Some 200 peer-reviewed article in international journals yearly.
- ICARDA-published technical and research reports.
- Tried and tested methodologies available to countries in areas such as farming practices, natural resource management.
- New 'Research to Action' policy reports series, that link evidence to new resources and campaigns.
- Continual contacts and engagement with decision makers in many countries by ICARDA senior management and outreach offices.

offices and regional programs also have regular information sessions and exchanges – both internally and with partners.

SWOT Analysis of ICARDA's Communication and Knowledge Sharing activities

Strengths:

- Excellence in research
- This translated into strong reputation for Scientific Excellence
- Individualization of Coaching
- Geographical Location and reputation as dry areas specialist.
- Long history of building close partner relationships in the region (many of whom are now leading figures NARS and international organizations).
- Excellent Facilities
- Strong Networks with outreach offices and NARS, Advanced Research Institutes, etc.
- Strong new leadership and a number of new middle managers.
- Access to external expertise

Weaknesses:

- Fluctuating leadership for past 5 last years
- Website needs improvement.
- Current focus of CODIS team is on producing documents, low balance of skills in producing high value communication products and services.
- Primary focus of communication has been on producing publications and technical outputs linked to projects and promotion, as opposed to strategic products and services to drive uptake of science in countries.
- Need processes for capturing and synthesizing learning from projects and research programs.
- Communications activity is relatively underfunded
- Global contacts database is not comprehensive
- Few quality control measures, processes, service levels.
- Strategic and policy influence focus is not formally embedded in a strategy.
- Knowledge sharing and learning strategies are needed.

Opportunities

- Agriculture and especially Food Security are becoming a major global issues
- ICARDA has material that can be transformed into 'technology and policy' intervention packages that countries can use – that compliment global and national food security strategies.
- ICARDA can provide practical policy options and approaches realistic to low income countries' needs.
- Technical innovation can be synthesized from past work.
- ICARDA has trained thousands of people in past decade and should capitalize on these contacts.
- Options for upgrading the team are: new employees, reshuffling ownerships, outsourcing.
- Outcome-driven performance measurement & management

Threats:

- Climate change
- World economic crisis
- Political change within the region
- Competition with other providers of research and training
- Timescales, deadlines, work pressure complexity of deliverables for many projects and CRPs.
- Core funding shift to CRPs
- Move to larger projects with more stakeholders (CRPs)

ICARDA's performance measurement criteria

The sharing of knowledge and experience is built into ICARDA's performance measurement. Having policies in place and sharing examples/practices, will help make learning a part of how ICARDA works.

- Biophysical outputs
- Methodologies
- Concepts
- Networking with national programs
- Publications
- Training
- Working as a team
- Fund Raising

3

- Diversity of regions served and diversity of their needs
- Acceleration of Food problems worldwide, especially for the rural poor
- Shortage of young scientists in agriculture
- Need to react quickly to changing needs of countries and development community

1.1.4 Information Management

ICARDA produces a wealth of research data and information in its projects and programs, that is currently maintained by project managers and within programs to varying degrees. A more strategic approach to data and information management is being developed in response to the recent center commissioned review of information management and systems. A research information platform is being created as part of the upgraded ICARDA intranet, which will allow the storing and sharing of information for the research programs across the organization. Selected data sets will be fed to the users worldwide through the ICARDA website.

1.1.5 Barriers and challenges to overcome

While many of the activities described above result in the effective sharing of information and experience, ICARDA does not currently have an integrated concept and approach for the capture, managing, synthesis and dissemination of the knowledge it generates.

Making communication and knowledge sharing priorities clear and roles explicit will greatly increase the value of ICARDA's work and will increase organizational performance. This is the purpose of this strategy.

It can be said that ICARDA is affected by the constraints to sharing of experience and knowledge faced by many organizations today – a perceived lack of time and funds by some managers and researchers 'to do additional things' (such as communication and knowledge sharing activities), and the project-based nature of much of ICARDA's work that tends to fragment.

These are perceptions that can be changed. Many successful research organizations have succeeded in creating a communication and knowledge sharing culture and habits that increase the value of the work they produce. This requires clear policies and practices, capacity building and support to colleagues to build communication and knowledge sharing habits and the organizational culture that is needed for this to happen at ICARDA.

1.2 Why is ICARDA unique?

Over the years, ICARDA has produced highly-relevant work that supports countries and farmers in the dry areas but the center is not widely known for the extent of its research achievements and the added value it has brought to countries.

ICARDA combines a solid science-base with experience at field and farming system level, gained through breeding, development and dissemination of some 900 new crop varieties; technologies and interventions produced together with country partners; its strong links to country systems; and its gene bank and expertise in collecting and managing genetic resources. All of this expertise is available to help countries in drylands agro-ecosystems and beyond.

With these facts in mind, the scene is set for ICARDA to establish itself as a more visible and credible force in drylands agricultural research and solutions.

ICARDA's unique selling proposition – where we come from

- Three decades' experience and work on the ground with partner governments and research systems in most developing countries dealing with the problems of drylands agriculture.
- 900 new crop varieties developed and delivered with research partners in many low income countries.
- Providing improved technologies and practices for natural resource management, including rain water harvesting, conservation agriculture and supplemental irritation.
- A history of research linked to development and action on the ground in many countries.
 ICARDA provides a package of products, services to partner countries and development partners.
- Offers long-term support to post conflict areas in rebuilding agricultural systems, as a partner in the CGIAR efforts.
- Unique expertise in long term capacity building and partnership with countries on drylands farming practices and technology development.

ICARDA can achieve this with a sustained effort in strategic communication and knowledge sharing.

1.3 ICARDA communication and the CGIAR Research Programs

A strategy for ICARDA's communication over the coming decade would not be complete without a strong link to the CGIAR Research Programs (CRPs) and a reflection on the center's role in the reform of the CGIAR system. Support to the Drylands Systems CRP, led by ICARDA, and to the nine other CRPs where ICARDA is a partner will be key activities for the communications group in the future. The group will provide strategic advice and services to the *Drylands Systems* CRP, giving input on issues such as communication and tactics for getting research into use, influencing policy.

Depending on the final structure and management approach of the *Drylands Systems* CRP, the ICARDA communication team can provide support services for implementing communication activities, or can provide an oversight and strategic advice role.

For other CRPs where ICARDA is involved, the communication team will provide a combination of support, and implementation depending on the needs of each of these partnerships. As the CRP concept is a new and evolving process, the communication situation and ICARDA's role in these relationships should be reviewed periodically to assess the best way of working with them.

2. Concepts and approaches

Getting ICARDA's research and thinking into use

Putting in to action the approaches proposed in this strategy requires a long-term effort and a change in thinking across the organization. This strategy and the action plan outlined in the Section 3, propose that ICARDA takes incremental steps toward building a culture of continued organizational learning and open collaboration. This can be done by piloting some activities as proof-of-concept of these new approaches. This will allow ICARDA to see what is the most effective approach, and to learn from these trials.

How can ICARDA be recognized as a leader in thinking and solutions to the problems faced in dry areas and fragile ecosystems? And what solutions and directions are necessary?

With its mix of research expertise and work on the ground, close links with partners in many dry areas' countries, ICARDA is one of the best-placed research centers to successfully link research to development. This strategy proposes how strategic communication and knowledge sharing can be mobilized to help make this happen.

2.1 Strategic communication and knowledge sharing are a part of the research project cycle.

This strategy illustrates how ICARDA can become more effective in achieving its research and impact goals, by combining three elements:

- strategic communication
- knowledge sharing, research utilization and continuous learning
- · effective information management

In a research organization, having activities in communication, information and learning that are disconnected from the research strategy and cycle makes for an inefficient process of moving research into use. Coordinating these activities as a part of the research project cycle – at center and program level, and for the major research projects – will increase the value of the research and ICARDA's overall relevance.

2.2 Strategic communication

To support the ICARDA strategy, the communications investment needs to link to ICARDA'S *high-level outcomes* and deliver specific products and activities that help achieve them. It also needs to work at the *program level*, identifying the specific communications needs of major research programs, at the different stages of their project cycles.

What makes this approach communications approach 'strategic' is its sharp focus on engaging and influencing specific groups of people and describing what the desired outcome for each of these groups will look like – then tacking results. Using this 'strategic' approach, there is no scope for influencing 'the general public' or for providing general 'public awareness' that is specified in the plans of many organizations. How the approach works is explained in detail in the Action Plan (Section 3).

Setting priorities

The current nature of ICARDA's approach – due in part to the high degree of program-driven funding – has created communication and information products that are a mix of low and higher-value products and services.

To achieve bigger impacts over the coming decade, ICARDA will need to focus and invest in its communication, on a small basket of the highest value activities and products. Other information activities will be done less frequently or discontinued.

2.3 Knowledge sharing and organizational learning

The past decade has seen a big movement in the area of knowledge management and sharing. The World Bank was the first major development organization to recognize the potential of 'knowing what it knows'.

The Bank has invested heavily in processes and services for capturing and sharing knowledge across the organization^{i ii}. The Word Bank's Board approved its then president, James Wolfesohn's, program for knowledge management and sharing on the basis is that it would *significantly improve* the organization's performance and its ability to better address a continually changing situation, in the regions and countries where the Bank works.

In some NGOs and development organizations there is extensive theoretical discussion on knowledge management and sharing. In the private sector, the reasons for applying these approaches are clear – to be closer to customers, reduce project cycle times and to improve the speed of innovation and problem solving. In a word: *to stay in business*.

2.3.1 Demonstrating the added-value of knowledge sharing

Knowledge sharing can be enriched at ICARDA by providing management and researchers with advice and support – and by illustrating, through useful examples, how it can be applied to our daily work. To get started, knowledge sharing can be introduced as a series of pilot activities across the organization.

A practical approach is to work first with groups and managers who see the potential of working in this way. These examples can be documented as proof-of-concept, and grow into a more structured approach or policy after one or two years.

For the longer term, if ICARDA is to make knowledge sharing a part of the way it operates, new processes to encourage the capturing and sharing experience knowledge sharing and organizational learning need to be built into work practices and performance criteria. They need to become part of core ICARDA activities. Organizational learning is a part of: communication, project management and reporting, meeting organization and facilitation, how partnerships are managed, monitoring and evaluation.

2.3.2 Communities of practice

Communities of Practice (CoPs) can be described as the 'database' of experience that resides in the heads of a group of people with a common interest. Rather than being stored in an information system, that would be quickly out of date, the CoP is a link between people that can tap each others' experience at any time.

CoPs are typically groups of professionals linked by a common interest and in contact frequently and informally on issues related to their topic of interest. Typically, a Community of Practice lives its own life, is created and managed informally by its members (at no cost). It is not mandated by the organization but seen by many modern managers as a useful way for a thematic or project group to quickly share information and engage in group problem solving. ICARDA has several Communities of Practice running today, or communities waiting to be created. With some facilitation and advice to program management new CoPs can easily emerge. Here, some advice and short training in techniques will benefit ICARDAs managers that are interested.

Communities of practice - instant access to the experience of others, to improve the quality of research and partnerships.

"

Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly They are known under various names, such as learning thematic groups, or tech clubs.

"

Etienne Wenger (2006)

2.3.3 Mass collaboration

The concept of mass collaboration has emerged in the past decade, fundamentally changing the rules of business and the innovation process as it has been practiced for over a century. 'Mass collaboration' means opening up an organization's research and innovation processes to the world community of experts (potentially thousands of experts worldwide) - known or unknown to you - who can enrich your work and speed the process of innovation. The results of this collaboration flows directly into the organization's innovation processes. This results in new products and services that are developed more rapidly, through collaboration with a global community rather than a small, internal research group. Most of the world's leading industrial companies have opened up their research and innovation questions to the world community of scientists and technical experts (see Annex: Mass Collaboration, Excerpt from the Harvard Business Review). The book Wikinomics: How Mass Collaboration Changes Everything (Don Tapscott and Anthony D. Williams). It offers a wealth of examples and models that can inspire ICARDA.

Clearly, the scope and scale of ICARDA's activities are different from those of a multinational corporation. But the basic principles of mass collaboration will benefit ICARDA and its partners by helping it more rapidly generate and test research concepts and innovations. Mass collaboration seems particularly relevant for a research organization producing public goods science and for the spirit of the new CGIAR Research Programs. What would be the result if ICARDA used mass collaboration to reach far beyond the CG system to engage researchers, experts and other enthusiasts worldwide in exploring and solutions for drylands agriculture? This is interesting food for thought....

2.3.4 Knowledge sharing: Implications for ICARDA

Different programs and departments of ICARDA are actively pursuing knowledge sharing and learning activities today. An institute-wide initiative, backed by policies and some simple processes will help spread this thinking across the organization. What is probably not happening today, and could greatly benefit ICARDA, is a more structured approach to capturing and sharing the learning for projects and programmatic activities, to encouraging the creation of communities of practice as a way to speed the process of innovation, and the systematic use of 'learning before during and after' techniques (see proposal for knowledge sharing under Action Plan section).

2.4 Information Management

The world's leading organizations manage the information they generate as a strategic asset. For an agricultural research center, this information ranges from program and project information to data and information collected in the course of research, including maps, field trial measurements, results of household surveys, literature searches and related information that is the staple of any research program. Feedback and queries received in the research process can also be strategic information.

In the world of international public goods science the most common perception of public goods is peer reviewed papers and other research outputs, such as outputs and technical publications. In reality, all the information described above is a potentially valuable public good that other can use. To make this possible, - and add maximum value to the information generated during the research process – a center such as ICARDA should have place process, plans and platforms to store, catalog and make available. These are the central elements of an information management strategy.

Practical learning approaches to improve ICARDA's organizational performance

Examples of simple ideas that ICARDA can apply include: 'Learning before, during and after' approaches in our everyday work. Outcome mapping¹ techniques that define and track progress toward behavior change in specific groups of people.

Facilitation of meetings in new ways and capturing and packaging information from these interactions¹.

These activities can be face-to-face or on-line – to encourage maximum interaction, group learning and sharing of practical experience between members of the project team, with colleagues and with external partners.

Facilitated communities of practice that stimulate and harvest learning between partners as part of the day-to-day running of research projects. ICARDA will benefit by using these kinds of activities in our daily work.

PRACTICAL EXAMPLES

What would mass collaboration look like for ICARDA?

• Enriching GIS information with locally-contributed data and inputs. ICARDA's suitability maps can be opened to the world, to request contributions for more specific country data that we cannot practically collect ourselves. For example: where are all the date palm cultivation areas in Tunisia?

Maps and GIS information can easily be placed on the Internet, linked to a discussion to capture input and interactions between users.

• Opening the global debate on the 'FIGS' approach as a 'new best practice' for gene bank mining. How to engage globally with a small team and limited resources. The FIGS approach, developed by ICARDA is a unique and effective way to mine genetic resources databases and get better results from the existing genetic information in gene banks worldwide. ICARDA has developed this approach and there is much interest in it other centers. Opening the FIGS approach to mass collaboration between genetic resource experts worldwide will help create the open exchange of practices of how FIGS works well (or better?) than traditional approaches.

An important question for this model is how can ICARDA balance its need to retain ownership of the FIGS core and receive funds to develop it, while making it broadly available as a public good. This issue needs to be carefully considered. At first glance, it seems that FIGS can benefit by opening the discussion as broadly as possible to have its approach validated by practitioners worldwide, and be the platform of sharing of others' experience for everyone interested in the FIGS approach. The result will be a community of FIGS practitioners exchanging on their experiences, and a resource that is open to everyone interested – facilitated by ICARDA. ICARDA can tap this learning and integrate it into improved versions of FIGS.

Such a resource can be created quickly and at low cost as an ICARDA-owned Wiki space on the internet. For the first year, facilitation time will be needed by the FIGS team with, with support from the communications group. As it develops the site should be maintained following a wiki-style editorial policy.

• Taking supplemental irrigation to the next level. ICARDA has done substantial research and has a number of publications on supplemental irrigation as an important food security option for farmers in dry areas. There are hundreds (perhaps thousands) of rural development and water management practitioners across developing countries with additional practical experience in supplemental irrigation that could benefit from ICARDA's work, who can provide new insight to improve ICARDA's current offering in supplemental irrigation, and others who ICARDA can influence to benefit from these practices.

What kind of collaboration questions, activities and objectives will help broaden ICARDA's knowledge of supplemental irrigation and get these practices into use?

Supplemental irrigation used here as an example. Such an approach can benefit many of ICARDA's research areas.

 More research power for small research groups. ICARDA has six water researchers and a small group of socio-economics researchers. Opening research questions – requests for ideas and information – to the global community of water resources and natural resource economists will give ICARDA instant access to a talent pool of several thousand new specialists

3. ICARDA Strategy and Action Plan for Strategic Communication and Knowledge Sharing 2011-2016

The framework: Strategic communication and knowledge sharing

What is strategic communication? Identifying the key groups of people that ICARDA and its partners can influence directly, defining how we can influence them, engaging these people through specifically designed communications activities, products and services. And measuring the results of the plan and adjusting as needed.

What is knowledge sharing? Helping people access to the information they need when they need it. This practice is about embedding approaches to the capturing and sharing of experience in our existing work processes and creating a style that encourages learning and sharing of useful information – within ICARDA and with our partners.

The purpose of knowledge sharing is to improve the effectiveness of our programs and our investment in research, and increase the speed with which we learn and transmit practical experience to our partners.

3.2 Strategic communication for ICARDA

The Approach - 'Outcome thinking'

The approach for the design of ICARDA's strategic communication and measuring its impact activities is inspired by Outcome Mapping. The strategy will not use the full Outcome Mapping framework but rather, will inspire itself from the key elements of the concept – aiming for specific action and 'behavior change' among specific groups of people for the communications activities, products and services at different levels of the strategy.

The communications plans for ICARDA and its programs will focus on three questions:

- 1. Who can we influence directly? Define the people we can influence directly.
- 2. What do we want to happen? Describe the specific actions that we want to see in these target groups that illustrate that ICARDA has influenced their thinking or actions.
- 3. What communication activities, products and services will we create to reach this goal.

Who can we influence directly?

In practical terms, engaging in strategic communication at ICARDA means having an action plan in place to deliver on the high-level outcomes, and a specific plan for each large program or research area. This process will be managed and implemented by the communications team, working in partnership with center and research management, who be personally involved in some aspects of the delivery of these activities.

Initially it will not be possible to implement detailed communication plans for each program.

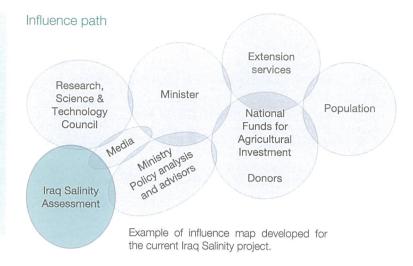
In 2011, plans will be put in place and activities will be done with each program, and the main restricted projects. At the minimum each program will have a web page prepared to engage its key target groups and will receive advice and support from CODIS to implement parts of their plan.

Having these plans in place will help focus program leaders on how communication is a part of their research program, and that resources need to be made available to sustain long term communication activities, in partnership with the ICARDA communications group.

Tracking the effectiveness of Communication.

Mapping the influence path in greater detail clarifies desired outcomes per audience group and suggests the type of activities and products that are best suited to engage with these groups, and the desired results.

ICARDA should map influence paths and desired outcomes for its high-level outcomes, and per research program.



Getting started: examples of knowledge sharing and learning activities for ICARDA

Knowledge sharing roles and responsibilities

Senior Management	Set the tone, set policies – call for KS and learning as a core of ICARDA's business model.
Research management	Build culture. Implement policies, including processes and links to performance criteria.
Program management	Lead by example of making KS work in research. Identify useful areas where KS practices can increase exchange, experience sharing and performance. Examples and advice for meeting facilitation and capturing to information.
KS facilitation and coordination (Communications Group)	Set KS services. Provide examples of practices, and advice to program management. Help capture and share results of meetings. Support for facilitation of important meetings. Capture and package learning. Document and share processes.
Tech support (web team, IT)	Provide platforms and communication tools as needed.

Today (years 1-2)	Tomorrow (years 2-5)	Long term (5-10 years)
Seed ideas; identify programs interested in trying this out.	Seed ideas and find programs interested in trying out.	Part of the way we work.
Information sessions.	Information sessions.	
'Knowledge and learning services' Active advice and support to programs.	Active advice and support to programs.	
Start using 'learning before, during and after' in project and program work.	Learning before, during and after' is used by many.	Learning before, during and after' is an integral part of the way we work.
Proof of concept. Identify and support 1-2 communities of practice. Document and share experience.	Community of practice approach started for each major program. Start documenting enhancement.	Part of the way we work.
Proof of concept. Pilot new approach to organizing key meetings (regional meeting, program meetings, Board meeting, Presentation day). Document and share experience.	Approach documented and made known. Key meetings planned and implemented to maximize learning and capturing of experience and sharing broadly with others.	Part of the way we work.
Proof of concept. Pilot new approaches to capturing and packaging information from key meetings and interactions. Creation of one new information product. Document the approach.	Approaches documented. Key information captured and shared for each major meeting. Products and services are defined to capture and deliver useful learning.	

3.3 Outcomes: Targets and key result areas

High-level outcomes

OUTCOME 1: Establishing ICARDA's relevance and authority, among policy and decision makers, in providing science-based approaches that improve livelihoods and solve agricultural problems faced by people in dry areas.

Tactics

- Publishing of an influential paper or analysis in an international policy journal, to link ICARDA's thinking on a systems approach to agriculture in the dry lands as the way forward to improving food security in these regions. Once published, this piece will be supported by an ongoing information action (campaign). The campaign will involve making personal contact with specific high-level people worldwide and engaging them in discussion on the topic.
- On-going information actions or campaigns to be built around new ICARDA policy publications (see examples of 'Research to Action' publication on Stripe Rust strategies for countries, and Conservation Agriculture, published in June 2011). 2-3 policy publications and related campaigns organized per year. This is in addition to frequent dissemination of various research results to a global general contacts list.
 - Opinion and comment pieces written by the Director General (ICARDA website and other external publications).
- Regular comment on science-based solutions for Drylands agroecosystems, written by senior researchers about their work (ICARDA website).

Examples of activities, products, services:

Short term:

 Authoritative articles in international development, policy or economic publication that is referred to by others; series of policy syntheses of the ICARDA research program. An ongoing 'campaign' on these issues to raise awareness of the problem and encourage debate.

Primary target is a policy paper in Foreign Affairs, jointly authored by the Director General, a leading development figure and a developing country leader.

Short term:

Creation and publication of high-level comment and analysis
on the issues and solutions to dry lands and livelihoods improvement
problems. This is supported by appropriate information campaigns
to engage and inform specific audience groups.

For example - regular comments/editorials to international journals; publication of targeted policy publications and analyses.

- **Explore partnerships with influential international forums** and networks where ICARDA's expertise can support the international political and development agendas.
 - Partner with World Economic Forum to engage decision makers worldwide in an on-going discussion and community of practice on issues of farming in drylands and fragile ecosystems and the importance of the systems approach. WEF provides political credibility; ICARDA provides research credibility, evidence and authoritative comment from the region.
 - Input and special sessions at specific high-level meetings every year (list to be investigated e.g. World Economic Forum regional meetings, IUCN bi-yearly meeting, key environment and development policy meetings in donor countries.

 Frequent comment and examples by ICARDA Director General

and senior researchers on the issues of drylands research (ICARDA Blog).

- **Medium Term:** Special reports and analysis (meta analysis) reviewing *The State of Dry Lands Agro-ecosystems*. Us these as input to influential international forums political, economic, science, technology and innovation. Hosting of special 'think tank' meetings to spark debate on these issues and to reflect with others leaders in policy shaping and improving livelihoods in dry lands and marginal areas.
- **Long Term:** 'Dry Areas Web' resource and information platform where practical information and solutions to problems of dry areas and fragile ecosystems is shared and made available. A global resource with participation of many organizations, facilitated by ICARDA.

OUTCOME 2 - Increased visibility of ICARDA.

Increase the visibility of ICARDA. Including marketing communication activities, improving coherence of graphic presentation, expanding the diversity and targeting of publication types, general communication and general materials that explain ICARDA and its expertise – produced and delivered in a timely manner.

Activities

- Creation of a set of useful corporate information (publications and web resources) that demonstrate ICARDA's expertise in providing solutions at policy level and on the ground in dry areas. This information will drive interest and create more requests for ICARDA's expertise.
- Creation of a refreshed set of ICARDA graphic and visual identity guidelines.

Program-level outcomes

OUTCOME 3 - Getting ICARDA's research into use.

Increase the use of ICARDA's research results, working closely with management, research program leaders and outreach colleagues to create information products and services, and to package research concepts and results to encourage their uptake by specific user groups.

Tactics:

- Communication plan for each major research activity.
- Refreshed publications approach, structure and policies, with a focus on better capturing and synthesizing research outputs in a useful way. (see separate proposal in Annex)
- Web content specifically targeted at specific user groups
- Packaging or creation of tools and best practices from ICARDA's research.
- On-going information actions or campaigns to be built around new policy level publications (see example of proposed 'Research to Action' publication on Wheat Rust). 2-3 per year
- Fund raising: Involvement in proposal development process to ensure communication strategy and budget for every proposal. Involvement in donor communication activities and information development.

Examples of Activities, products, services:

Short term:

• A communication plan for ICARDA and individual research programs that defines practical communications activities and desired outcomes, starting in 2011.

Medium term:

 New series of synthesis reports, tools and publications and practical webbased information that provide practical information to policy makers and potential users of ICARDA's research. These are linked to ongoing activities and an action plan for promotion of these outputs worldwide.

OUTCOME 4: Mobilizing knowledge sharing to increase the effectiveness of ICARDA's research.

Supporting a culture change in the organization so that sharing of experience and partnership is a default way of working; and that ICARDA becomes expert at capturing and adding value to the information it produces (as a center and in its partnerships). This activity supports ICARDA's current reform process and its performance criteria.

Tactics

- Pilot and demonstrate knowledge sharing and learning activities with some programs, as proof of concept for an ICARDA knowledge sharing approach and future policies.
- Support and mentoring of program and big project leaders
- Support and innovative ideas for organizing meetings, capturing and sharing of information
- Knowledge sharing component for big activities (CRP 1.1 and big programs)

Opportunities to build sharing of knowledge and experience into big research activities (regional/partner meetings).

Examples of Activities, products, services:

Short-term:

 Seeding practical knowledge sharing ideas and approaches to learning, such as learning before, during and after as a part of daily work and project management. Starting of knowledge sharing activities at institute level: input into how we can organize more productive meetings; support for capturing and sharing of results of meetings and research programs.

Knowledge sharing proof of concept

- **Pilot activity 1 –** Embed learning activities in 1-2 research programs to demonstrate effectiveness.
- Pilot activity 2 Support 1-2 communities of practice.
- **Pilot activity 3 –** Test ways of rapid capture and sharing of information from an ICARDA regional/partners meeting.
- **Pilot activity 4 -** Support 1-2 meetings to use learning and KS approaches.
- Design of learning activities in CGIAR Drylands Systems program.

Medium term:

 Facilitate ideas for embedding knowledge sharing approaches in the research project cycle, such as practice, meeting organization, engaging with partners, on line collaboration tools and information platforms. Providing a package of information support and knowledge sharing services, as support to research programs and important ICARDA meetings.

OUTCOME 5: Contributing to ICARDA's resource mobilization efforts.Providing support and input to link communication with resource mobilization, at center level and for programs.

Tactics

- Support to management in strategic communication related to engaging with donors and potential funding partners.
- Provide input to major funding proposals to ensure that knowledge sharing and communications aspects are included and can add value to the research projects proposed.

4. Operationalizing the plan

4.1 Guiding principles - Prioritizing ICARDA's communication investments and activities

To deliver on this strategy and provide effective and high quality communication, communications team will need to focus on products and services that address the center's agreed strategic goals. There will be increasing demands for communication and information services from programs, regional offices and management. The success of this plan will rest on the team's – and ICARDA's – ability to focus on a set of strategic priorities and deliver the communications outcomes specified in under heading 2.3. This also means deciding what we *not* do.

This planning will guide the investment in staffing and skilling of the communications team.

A set of guiding principles for focusing ICARDA's investment in communication will be useful:

- 1. Core expertise. The communications team will be composed of a small core of professionals each offering unique expertise. They will tap the experience of outside partners and suppliers and work in teams with other ICARDA groups where this makes sense (e.g. Training and IT).
- 2. Outsourcing. Wherever quality work can be delivered more effectively using outside expertise, this will be done.
- 3. Flexible supplier relationships. Aside from the core communications team, short-term contracts and strong relationships with trusted suppliers will be the default way of working. These strategic partners can be located anywhere and will be managed by the communication group in a networked way, in activities integrated in the yearly communications workplan.
- **4. Full cost recovery.** Full cost of staff time and related costs for work will be charged, as frequently as possible, to all clients of the communications team, to fund its work.

4.2 Skilling and staffing of ICARDA's communications and knowledge sharing group

To deliver on this action plan, ICARDA requires the skills of three senior positions: Science Writer (currently under recruitment); Coordinator of Global Communication; Communications Manager/web editor; Manager of web and online services. 2-3 more junior people are needed to support these positions so that the internal resources are 'two deep' in the key skill areas. These junior positions can be filled partly by local recruitment, partly by interns or planned partnerships with universities. A detailed assessment of current skills and future needs to deliver this strategy will be presented to management.

Leadership roles – Strategic communication and knowledge sharing at ICARDA

Team Leader - Research into use/Science writer

Core skills

"Getting ICARDA's science into use"

 Ability to synthesize science for specific audiences (decision makers, donors and policy makers, policy shapers) to create and manage creation of high-quality information products and services derived from ICARDA's science.

Delivering on strategic priorities

A number of general operational tasks have a high potential for outsourcing.

Operational/General activities

- Advise management and develop information products and services from ICARDA's peer reviewed science that get research used (Policy Briefings, tools and guidelines, research syntheses, popular science).
- Managing ICARDA's science publishing process.
- Document and measure impact of this activity to ICARDA's research.

Examples for inspiration: Pillar of Sand (Sandra Postel), State of the World's Environment, IUCN's Red List of Endangered Species, IWMI's Water Policy Briefing.

Team Leader - Communication and content (website editor) Core skills

"Producing clear content, examples and stories about the ICARDA's research and solutions"

- Ability to produce a wide variety of summary information on the research and ICRADA's activities.
- Manage the strategic content of the website, targeting specific user groups worldwide.
- Develop and implement strategic communications plans per ICARDA program.
- Document and measure impact of this activity to ICARDA's research.
- Examples for inspiration: IUCN web, Bioversity web, see ICARDA's Iraq Salinity Initiative Communications plan, Center for Science and Environment, India.

Team leader - Global Advocacy

Core skills

"Leading activities that influence thinking"

- Positioning ICARDA as a leader in solutions to drylands agriculture and fragile ecosystems. Creating and managing campaigns and activities targeted at engaging and influencing decision makers on the key issues relevant to ICARDA's work.
- Can include meetings and consultations, media actions, participation in committee meetings, global political and business gatherings, etc.
- Document and measure impact of this activity to ICARDA's research.

Examples for inspiration: IFPRI 2020 campaign and media relations, IUCN's Red List of endangered species, 'TED Talks', World Resources Institute, World Economic Forum regional consultations.

Team Leader - Knowledge sharing, information and web services Core skills

"Managing ICARDA's information assets and providing rapid access to ICARDA's information, animating the culture of sharing of knowledge and learning across ICARDA and with partners"

- Leading the integration of library services with web and on-line services
- Providing knowledge and learning services' to programs and program leaders. Proposing tools and techniques to the science program and country managers to capture and share learning, in face-to-face and online situations.
- Support to program leaders and regional partners to organize meetings so they become valuable learning events, adding value to information so that it can be shared for others to benefit.
- Support on-line sharing of information with colleagues and partners, including social media.
- Document and measure impact of this activity to ICARDA's research.

Model and examples for inspiration: World Bank's knowledge sharing services and activities (2001-2011), CGIAR ICT-KM team, services and results over past five years. The Community of Practice: Knowledge Management for Development Organizations (KM4Dev). IFPRI's library skills, services and structure, ILRI information and knowledge management services.

5. Measuring Results

Measurement of the results of communication will be built into communication activities at various levels, for example:

By communication plan

Tracking the effectiveness of the individual center level and program level activities – have we managed to influence or engage with the people intended and what has been the result?

Data on web usage, launches and information 'push' campaigns

In addition, data on the various campaigns and information actions will be collected and reviewed with management, for example:

- Regularly monthly broadcasts (launches) of ICARDA's new publications.
- Detailed web usage information will be collected, interpreted and presented to management regularly, to look at: the documents and information downloaded and used, the number of users to the site, type of users and organizations using ICARDA's information, etc. The webmaster will provide regular web usage statistics.

Service level measurement:

The service levels developed by staff responsible for specific processes (publishing, web content, training and management, layout and production, library services) will be measured periodically.

- Customer satisfaction surveys will be done to track the effectiveness
- The CODIS workplan will have a fund raising component at the management level (head of department) and for the leader each team.

6. Funding ICARDA's communication activities

The CODIS workplan has a fund raising component at management level (head of unit) and for the leader each team.

Options for raising funds for communications activities

Current practice

- · Charging staff time to projects.
- Funding a staff position all or partly through projects.
- Funding components of research program that provide budget to CODIS to manage communications activities.

Activities to be developed

- Writing funding proposal specifically for communication and knowledge activities.
- Funding an event that carries budget for positions that can be use fro general communication activities.
- Program to welcome interns or young professionals at no/low cost.
- Funding staff through project costs for specific activities such as a campaign or publication.

ANNEX 1 - EXAMPLES OF COMMUNICATIONS PLANS

Iraq Salinity Project

Groups		Outcome		Action Plan
Overall	Small	Must-have	Ideal	ACIOH Flair
		Co-operation between ministries (facilitated by MoA), Understanding of the project passed upwards to the minister, Support the project team, provide resources (finances,		Synthesis reports on project findings
on Makers Ministers (or their representatives)	Each ministry to agree to a		Propose national salinity program	
	national salinity program, adopt relevant findings and support the extension, and implement		Symposium with all key stakeholders, presenting findings and proposing future work	
Government Decision Makers Ministers (o mentary Ministers (o mittee bassed books) Ministers (o montary bassed browning books) Ministers (o montary browning browning books)		Support the project team, provide resources (finances, vehicles, logistics)	collaborative projects between ministries.	Influence the planning and follow up departments within each ministry to extend the results of the project by presenting synthesised materials to thier planning meetings.
ent 🗆				Smaller meeting of committee subset
ərnm	ary		a un alla da la da	Short document produced for committee
Gove	Parliamentary Committee	Supporting the project team, provision of resources (finances,	Committee proposes legislation on salinity and water resource	Group of project personnel to meet and brief whole committee
	Parlia	vehicles, logistics)	management	Invitation for committee to attend field day
	<u> </u>			Media activity
	ng noors /e in		Donors provide longer term funds	Letter to donor groups to encourage them to contact relevant ministries in Iraq and interact with Iraqi project team
	Co-ordinating committee (Donors currently active in Iraq)	Additional resources for this project. Investment in Iraq within a national salinity framework.	(10 years) for capital investment and capacity development to improve salinity management in	AusAID to promote the project to the monthly comittee meeting in Baghdad.
Donors	Co-commi commi	a national sailnity framework.	Iraq.	Symposium with all key stakeholders, presenting findings and proposing future work
ă			Donors provide longer term funds	Flyer calling for partners for the project (support and/or funding)
	onors no	Additional resources for this	(10 years) for capital investment and capacity development to	active in Iraq
	Donors not currently	project. Investment in Iraq within a national salinity framework.	improve salinity management in Iraq.	Invitations extended for donors to attend a group meeting with PTC PSC at December 2011 meetings.
	put		Influencing their organisation to have a collaborative project in this research area	Short and regular communication to feed into future planning in the institutions.
ers	Steering Committee and involved	Effectively communicate with colleuges who are not part of		researchers
Close Project Partners	Ste	the project.		have small briefings with deputy ministers
oject	Ö			monthly summary distributed to general audience
e Pro	4	The minister supports the	Minister of Agriculture	Concise monthly project update provided to the minister
Clos	Deputy Minister of	project logistically. The deputy minister communicates effectivly to the Minister of Agricultre and other ministers.	communicates to Iraqi Prime Minister the importance and outputs of this project.	Agriculture (on PSC)
	(Iraq)		Influencing their organisation to	Short and regular communication to feed into future planning in the institutions.
70	ities	Effectively communicate with colleuges who are not part of	become involved in the proejct or	Concise monthly project update based on monthly project report
involved Universities (fraq)		the project.	have a collaborative project in this research area	Short meeting/briefings with head of institution
p		Effectively communicate with become involved in the proejct	Influencing their organisation to	Concise monthly project update based on monthly project repor
Associ	have a collaborative project in this		Short meeting/briefings with head of institution	
	_			Call for Partners circulated.
iety	Irad	Several organizations show interest in the project and using jo	Several organization agree to joint the project and participate in	Concise monthly project update circulated
Os + civil soci organizations	_	the research findings implementation a		Short meeting/briefings by project leaders with head of institution
+ civ	ख		At least in iternational NGO	Call for Partners circulated.
NGOs + civil society organizations organizations ternational	Several organizations show interest and in the proejct and using the reseach findings. At least in iternational NGO becomes inbyplyes in implmenting interventions to reduse salinity in Iraq, or provides funding.	Concise monthly project update based on monthly project repor		

Communication plan for Focused Identification of Germplasm Strategy (FIGS)

Draft for discussion, prepared by Michael Devlin and Ajay Varadachary, July 2011

1. Background

ICARDA has developed the Focused Identification of Germplasm Strategy (FIGS) which is a novel way to improve the precision of mining a gene bank's plant genetic information to identify specific plant traits, (disease and pest resistance, drought tolerance, improved yields etc.).

This approach speeds the process of breeding new crop varieties with specific traits. It contributes to increased food security by improving the accuracy with which researchers and gene bank managers can locate genetic material that has specific traits. This speeds the process of innovation in developing new, better-performing crop varieties. In some cases it has identified material that could not be easily pinpointed using current gene searching practices.

The FIGS approach is becoming recognized among some crop breeders who have see it as a new and productive alternative to traditional approaches to searching gene bank information. It is innovative in its approach that matches agro-climatic information (location-specific information) with plant traits. This allows breeders and food security specialists to more rapidly identify 'best bet' options for improved crop varieties with specific new characteristics.

2. Communications challenges and target audiences

To date, a number of ICARDA's genetic resources counterparts in other research centers and managers of gene banks have used FIGS to their benefit and now are asking for details on how the method. Some of them are interested in acquiring the technology but have shown less interest in working with ICARDA to help enrich the FIGS approach or to provide experience of how it has helped them. This group should be convinced to use and contribute to the development of FIGS.

Another group of gene bank managers who can benefit from this 'focused identification' to genetic resources seems to be reluctant to use it, as they prefer the traditional approach to gene bank searching. This group should be convinced that FIGS is a viable alternative that they should also adopt, that compliments current practices.

A third target group is the donors and supporters of genetic conservation in the research for development arena. This group should be aware that FIGS is an ICARDA innovation and a public good coming from ICARDA's research brings a unique and an effective new approach to gene bank mining to speed the process of new crop development and improve food security. They should also be convinced to provide funding for the development of FIGS and to convince gene bank managers and their superiors to use FIGS as part of their standard practices.

3. Communications objective

FIGS is a new and important innovation in improving the productivity and quality of existing plant genetic information. ICARDA needs to urgently establish itself as the creator of FIGS, and the center that will continue developing this approach as a public good that can help improve the productivity and performance of genetic information, to improve food security.

Overall objectives

- 1. To establish FIGS and ICARDA as leaders in the field of 'focused germplasm identification' and to confirm ICARDA's role as the creator of FIGS and an innovator in this approach to gene bank mining.
- 2. To build the FIGS brand (as an ICARDA innovation) and help secure funding to develop and expand use of the tool and concept worldwide
- 3. To educate genebank managers and their superiors of using FIGS as a good compliment to conventional gene bank mining. And one that should be included into their standard practices.
- 4. Create a platform for the continuous debate and exchange of experience on the focused approach to germplasm identification, which will enrich and build recognition of the FIGS approach and tool.

4. Activities, products, services

4.1 Web page: The current FIGS web page should be revised to include information that makes the case for the approach, as described above.

CODIS FIGS team Timeline: October. Introductory brochure: A short promotional document explaining the benefits of FIGS to decision makers and managers of gene banks in partner countries, the CGIAR and the international donor community.

This will be sent electronically to a wide group of potentially interested users worldwide (3000 on the ICARDA general e-list) and with a personal letter to a priority target group (50-100 people worldwide).

Action: CODIS FIGS team Timeline: October

4.2 FIGS e-platform for sharing experience: A special web page, based on the Wiki format will be created to provide a living resource for an ongoing discussion and experience sharing on 'focused identification'. The space will be facilitated by ICARDA FIGS staff (with CODIS support) and managed in the wiki style with an editorial team composed of experts on the field to ensure accuracy of the information posted (specific approach to be decided). As the platform develops, ICARDA FIGS team (supported by CODIS) will synthesize and disseminate the exchanges in the page (experience, examples, questions, etc.).

Action:

CODIS: Create wiki and provide platform and structure; write initial content; advise on progress of platform and work with editorial committee.

FIGS team: Convene core group through regular communication, provide input to initial content and structure, create and actively manage editorial committee.

Timeline: Create and launch basic Wiki in September.

4.3 Identify meetings where FIGS can be presented

In the coming year FIGS should give information and 'practioner' presentations and sessions in a number of key regions. These can be specifically-organized or side sessions at international and regional meetings where potential users and targets are attending.

Action:

CODIS: Support in preparing content of meeting and advice on facilitation and capturing information. Can provide facilitation and capturing of information at the meeting as needed.

FIGS team: Propose high-potential meetings where FIGS can have a side session.

Timeline: List of options to be compiled by September.

4.4 Create VIP contacts list: A top priority for moving forward with this plan is to establish a list of the high-level contacts wide that FIGS needs to contact to achieve the objectives of this plan.

CODIS: Support to search for wider group of contacts and mange list.

FIGS team: provide all key contacts and ideas of where others are.

Timeline: October.

4.5 Launch of FIGS concept: All the above activities and products will be highlighted in a global launch of FIGS. This will be done in an e-mail campaign, some activities in the specialized media and a campaign to personally engage specific individuals. If budget allows, special meetings can be organized in appropriate locations.

CODIS: Launch plan preparation of specific information and execution.

FIGS team: Provide specific input and actively manage wiki platform.

Timeline: To be decided.

4.6 Influence path/outcomes: Development of a detailed map of the specific groups to influence through the FIGS communication plan, and expected results and outcomes that are targeted.

CODIS: 1-day planning session with FIGS team. FIGS team: 1-day planning session with FIGS team.

Timeline: September/October

5. Budget

All the above activities can be delivered with existing staff time and a small operational budget. Applying additional operational funds will help move forward faster and engage with a much wider audience.

An indicative minimum cost is \$2000 in operational funds. This option will not cover the cost of holding or participating in meetings and special activities.

An ideal budget to provide full support to expanding FIGS for its launch year \$10,000. This will allow support to facilitation of the platform to stimulate wide use, and preparation of regular information materials and syntheses from these discussions. Increase fids will also allow the organization of 1-2 special meetings in different regional locations or as side meetings of other events.

An additional \$3000 in staff time (senior CODIS staff plus support) should be added to both the minimum and ideal options. Staff time costs are given here as indicative figures for this version of the plan. For activity starting 2012 more detail will be given to conform to the ICARDA policy for full cost recovery.

Concept for information platform on 'Focused identification of germplasm'

 Opening the global debate on the FIGS approach as a best practice for gene bank mining – with a small team and limited resources. The FIGS approach, developed by ICARDA is a unique and effective way to mine genetic resources databases and get better results from the existing genetic information in gene banks worldwide. ICARDA has developed this approach and there is much interest in it other centers. Opening the FIGS approach to mass collaboration between genetic resource experts worldwide will help create the open exchange of practices of how FIGS works well (or better?) than traditional approaches.

An important question for this model is how can ICARDA balance its need to retain ownership of the FIGS core and receive funds to develop it, while making it broadly available as a public good. This issue needs to be carefully considered. At first glance, it seems that FIGS can benefit by opening the discussion as broadly as possible to have its approach validated by practitioners worldwide, and be the platform of sharing of others' experience for everyone interested in the FIGS approach. The result will be a community of FIGS practitioners exchanging on their experiences, and a resource that is open to everyone interested – facilitated by ICARDA. ICARDA can tap this learning and integrate it into improved versions of FIGS. Such a resource and be created quickly and at low cost as an ICARDA-owned Wiki space on the internet. For the first year, facilitation time will be needed by the FIGS team with, with support from the communications group. As it develops the site should be maintained following a wiki-style editorial policy.

ANNEX 2 - General Target audiences – summary of ICARDA new e-contacts list structure

Audience Category	
Policymaker-South	
Policymaker-North	
Research-South	
Research-North	
NGO-international	
NGO	
Media	
Donor	

VIP List - (key decision makers North (per country)	VIP-List key decision makers South (per country)
Head of state	Minister of Agriculture
Minister of Development Cooperation	Minister of Agriculture and Agrarian Reform
Head of national development cooperation agency	Minister of Environment
Head of Research agency	Minister of Irrigation
Head of Agriculture/Rural Development agency	Minister of Science and Technology
Head of Regional Desk, CWANA/South Asia agency	Director General Research
Head of major NGOs/National Associations	Director General of Agriculture/Environment
Head of Media	Director General of Extension Agencies
	Head of Agricultural university
	Head of major NGOs/National Associations
	Head of Media
	ICARDA's friends + alumni

Countries North	ICARDA priority countries
AUSTRALIA	TAJIKISTAN
AUSTRIA	TURKMENISTAN
BELGIUM	UZBEKISTAN
BULGARIA	KAZAKHSTAN
CANADA	KYRGYZSTAN
CHINA	TURKMENISTAN
CYPRUS	TURKEY
DENMARK	IRAN
FINLAND	AFGHANISTAN
FRANCE	PAKISTAN
GERMANY	GEORGIA
GREECE	BAHRAIN
IRELAND	SYRIA
ITALY	PALESTINE
JAPAN	LEBANON
LUXEMBOURG	IRAQ
NEW ZEALAND	JORDAN
NETHERLANDS	QATAR

Countries North	ICARDA priority countries
NORWAY	SAUDI ARABIA
POLAND	OMAN
PORTUGAL	UAE
RUSSIA	YEMEN
SLOVAKIA	ALGERIA
SLOVENIA	EGYPT
SPAIN	MOROCCO
South Korea	TUNISIA
SWEDEN	SUDAN
SWITZERLAND	LIBYA
TAIWAN	BANGLADESH
UNITED KINGDOM	BENIN
UAE	BIRKINA FASO
USA	BOTSWANA
	BURUNDI
	CAMEROUN
	CENTRAL AFRICAN REPUBLIC
	CHAD
	CONGO
	DJIBOUTI
	ERITREA
	ETHIOPIA
	GABON
	GHANA
	GUINEA
	GUINEE
	INDIA
	INDONESIA
	IVORY COAST
	LAOS
	LIBERIA
	MALAWI
	MALI
	MALTA
	MAURITANIA
	MAURITIUS
	MONGOLIA
	MYANMAR
	NAMIBIA
	NIGERIA
	RWANDA
	SENEGAL
	SIERRA LEONE
	SOMALIA
	COMMENT.

Countries North	ICARDA priority countries
	SOUTH AFRICA
	TANZANIA
	TOGO
	UGANDA
	ZAMBIA
	ZIMBABWE
	BHUTAN
	BOLIVIA
	BRAZIL
	CAMBODIA
	CHILE
	COLOMBIA
	COSTA RICA
	CUBA
	ECUADOR
	MEXICO
	MALAYSIA
	MOZAMBIQUE
	NEPAL
	PAPUA GUINEA
	PERU
	PHILIPPINES
	SRI LANKA
	THAILAND
	URUGUAY

ANNEX 3 - PROPOSAL - REFRESHING ICARDA'S PUBLICATION STRUCTURE

MEMORANDUM

FROM: Michael Devlin

TO BE PROPOSED TO ICARDA EXECUTIVE COMMITTEE AND MANAGEMENT FOR DISCUSSION

September, 2011

Proposed concept and framework for renewing ICARDA's research and program publications and other key research information

1. Background and context

This memorandum proposes an approach and publications framework aimed at streamlining ICARDA's self-published scientific and technical outputs. It argues that focusing on a smaller number of more tightly-defined information products – that follow a set format for focus, structure and length – will add value to the information ICARDA produces, making the research outputs more useful and accessible to users worldwide. The overall impact of implementing this framework will be increased visibility of the center and of the relevance of its work worldwide.

The concept addresses primarily the publishing of ICARDA's outputs that are derived from its body of research. Outreach, marketing and public information documents are also profiles in the proposed publishing framework.

Brief situation analysis - Publishing at ICARDA -

ICARDA's current science publishing practice is to focus scientific performance and output on publishing in peer reviewed (ISI) journals. This process works well and has placed ICARDA among the top-rated CGIAR centers, according to the CGIAR performance indicators for scientific outputs.

In addition to its peer reviewed science, ICARDA publishes a large number of project and program reports, books, proceedings, technical reports, summaries, research reports, guidelines, manuals, and semi-research promotional information. This output for the center is estimated at several thousand printed pages per year.

In the past three years, ICARDA has published an estimated dozen different types of self-published outputs from its research program – including project reports, summaries of regional activities, research reports, technical reports to donors (many that include useful comment and analysis that can benefit a wider public), manuals and guidelines, proceedings, books and other documents.

These publications are of varying levels of review, depth and focus. The graphic presentation, length and branding of this collection of publications is equally diverse. This variety of types and levels of information is partly driven by the project-funded nature of many outputs. Over the years, this funding trend has shaped the publishing approach of ICARDA.

ICARDA spends a significant amount of funds each year on the editing and printing of materials, much of this funded from projects.

Implementing this proposal and publications framework is likely to reduce costs for editing (by proposing templates and processes for researchers to prepare their submissions) and production (templates and standard layouts) that can be used more

The ultimate aim of ICARDA's publications should be to present new findings, change thinking, inform policy and put practical information in the hands of users worldwide – positioning ICARDA as a leader in its field.

Achieving this will contribute directly to two long-term goals for ICARDA:

- Project the center as a producer of high quality science and solutions.
- Contribute directly to increasing the center's value and to raising funds.

strategically to invest in getting ICARDA's research into use and practice (see heading 2.2). Reduced projection costs per publication will leave funds in each project for marketing and dissemination of that information, a practice that does not happen today.

Proposal for creating a core of high-value information products

This publishing concept calls for the refreshing the center's approach and policies for publishing its self-published research and program outputs.

It argues that ICARDA can increase its influence and impact by focusing its publishing and information resources on a small number of focused 'high-value information products'; and linking these to the center's plan for strategic communication and knowledge sharing¹ - which aims influence thing of decision makers worldwide and get more of ICARDAs' research concepts and findings into use worldwide.

Adopting these recommendations will have direct implications on four areas at ICARDA.

- New publishing guidelines will be required and all ICARDA published research outputs will be channeled into one of the set categories/series, each with specific editorial requirements and formats.
- Project and program funds for publishing will be focused on producing these ICARDA outputs and not standalone project outputs.
- Outputs will be defined by ICARDA's long-term goals and strategy and managed by a publications committee.
- The creation and publishing of these outputs will be governed by an updated publications policy and guidelines, and implemented by CODIS, providing support to the publishing committee, and program leaders and researchers who author the publications.

2. Proposal and recommendations for discussion

New publication types

2.1 Focus on a smaller number of high-value publications, each with a specific purpose and review/approval process.

It is proposed to create four 'grades' of information for ICARDA-published scientific and technical publications².

- A high-level **policy and synthesis report series** focused on making the case for investment and action in dry areas research (working title 'Research to Action').
- An externally peer reviewed ICARDA Research Report series. Following the process of international journals.
- A Working Paper series.
- A Program Report series.

"Research to Action" series

Editorial approach: Synthesis of ICARDA's science and new thinking, written specifically to inform and influence decision makers in partner and donor countries. Content should be evidence-based, referring to published peer reviewed research produced by the center, or other peer reviewed research that links to ICARDA's program. In a typical year ICARDA can publish and promote 2-4 of these reports.

Format and Focus: A 'white paper' or policy synthesis approach giving examples and country experiences (15-20 pages) with technical detail and references in annex. A shorter summary policy briefing series (1-2 pages) will summarize these findings. **Funding:** An ICARDA publication, funded by the center (with participation of relevant projects).

Decision/review: Publications committee decides on the high potential candidate themes for this series. CODIS provides editorial planning and writing for each issue and designs an action plan for engaging specific users. Internal review following current process.

Strategic communication: These reports will be used as the evidence and center piece of campaigns or targeted communications actions that engage target decision makers worldwide, as part of the yearly communications plan.

"Research Report" series

Editorial approach: an ICARDA series of externally reviewed reports coming out of ICARDA's research program. The series needs to capture a specific niche in peer reviewed science that is not covered by current journals. For example: generic examples and practices for drylands agriculture/sustainable intensification and multi-disciplinary perspectives (ICARDA's system perspective).

PRACTICAL EXAMPLE: Launching ICARDA's Stripe Rust Report

The Wheat Stripe Rust report (published, May 2011) was a pilot of the Research Action series and of a process of rapidly producing a synthesis report and integrating it in to a campaign to promote the issue of country strategies for managing and preventing stripe rust and increased investments in stripe rust research.

Summary of the process:

- Rapid reporting on the meeting policy-focused report ready 4 weeks after the meeting.
- 2. Printing in US to deliver on time to the Minnesota conference.
- Letter from ICARDA DG to donors calling for more investment in Stripe Rust.
- Letter from ICARDA DG to leaders in partner countries, stressing need for .
- Launch to 3000 e-mail users worldwide as a test (see response statistics in annex).

The launch of important new ICARDA 'science products' should be done, monthly, throughout the year.
3-4 times yearly this will be accompanied by a 'direct response' action (as above) – a personal contact with decision makers calling for their interest and action on a specific issue.

^{&#}x27;This proposal is one component of the draft strategy of strategic communication and knowledge sharing for the center. The strategy – prepared in summary form for discussion at the May 2011 Board meeting – calls for ICARDA to focus more of its investment on producing strategic information (high-value content), on engaging specific user groups (encouraging the uptake of knowledge and ideas), and of providing better access to the research (information architecture and management).

The advantage of channeling ICARDA's outputs into a numbered and referenced series, greatly increases their availability to a worldwide audience. Proper ISBN registration, cataloging and key word tagging, opens the ICARDA catalogue to automated harvesting by other websites, science information aggregators on the web and library harvesting databases. This accesses a potential user base of hundreds of thousands of users.

In a typical year ICARDA will publish 6-8 of these reports.

Format: Report of 15-30 pages.

Funding: An ICARDA publication, funded by the center.

Decision/review: Anonymous double-blind external review, as for a journal. This is a potential opportunity for ICARDA. If it is to be pursued a 'fund' will need to be set up to cover costs of producing and managing peer review and publishing process. Can be part of measured peer reviewed outputs of ICARDA researchers.

Should be of the level that meets researchers' requirement for ISI performance criteria (see examples in Annex - IWMI research report and Water Alternatives).

Strategic communication: Dissemination plan for each report, including distribution to ICARDA e-contacts list, aggregators of scientific information and partners. Specific communication action will be designed depending on topic and public.

"Working Paper" series

Editorial approach: Papers that capture can share learning on work in progress, perhaps freezing useful information today that will become peer reviewed papers in the future.

This can be information on the current status of a project or program that is ripe for sharing. Designed for rapid completion and dissemination (target should be less than one month editing and completion time).

In a typical year ICARDA will publish 8-10 Working Papers.

Format: Report of 15-30 pages. A specific format and guideline will be developed and provided.

Funding: Funded by project/program funds.

Decision/review: Internally reviewed the current process. CODIS provides templates and support for editing and packaging information as needed.

Not part of the measured scientific outputs of researchers.

Dissemination: Small print-run. e-distribution.

"Project Report" series

Editorial approach: Summaries of the progress of ICARDA programs as useful information is available for sharing. In a typical year ICARDA will publish 8-10 Program reports.

Format: Similar to Working Paper.

Funding: Project/program. Project or program pays all costs.

Decision/review: Program leader authorizes. Final sign-off by relevant Director. CODIS provides template, guidance and

necessary editorial support.

Dissemination: Small print-run. e-distribution.

Policy summaries

One-page summary of the results of each Research to Action series.

Research Summary

Editorial approach: One-page summary of ICARDA's peer reviewed research published in journals. Topics to be summarized

The purpose of Research Summaries is to give the broadest possible exposure to ICARDA's thinking and science published in international journals. Summaries will add value by presenting the potential benefits of the research, to specific user groups. Decision: Program leaders propose short list of published journal articles that have meet the criteria agreed (e.g. benefits to propose). CODIS prepares 1-page summary in specific format.

2.2 Self-publishing of books

ICARDA self-publishes a number of books and proceedings every year, at significant cost and time input to the center. It is recommended that the practice of self-publishing these kinds of publications be discontinued and that any future books be submitted to review by external publishers with an interest in rural development, livelihoods improvement, agricultural research natural resources management, etc. (CABI, Oxford University Press, IDRC publishing, etc.).

Acceptance of a title by reputable publishers is an endorsement of a good level of scientific thinking. It also covers much of the editing cost, arranges international peer review and places the topic in the international body of science. The implication is that if a proposed book is not accepted by an international scientific publisher that ICARDA should probably not be publishing the material³.

³A related issue is the question of the usefulness of the large volumes that ICARDA publishes in today's world of electronic publishing and 'strategic information'. They are labor intensive to prepare and produce, expensive to ship and prohibitive in cost to reprint. And the question should be asked of our current volumes, how many people read them, what is the desired target audience and impact criteria, and how could this information be better packaged to influence thinking and increase the use of our science?

2.3 Electronic publishing – less paper, more print-on-demand and a strategic approach to engage users worldwide. A further recommendation of this concept is that ICARDA should reduce its current practice of printing large numbers of paper copies of publications and focus on creating a well-organized collection of electronic publications that can easily accessed

worldwide and printed 'on demand' from any location.

Current practice in information dissemination of science and policy over the past decade in both the public and private sectors has been moving toward 'e-publications'. These are web-based titles that can be printed as needed – and most frequently downloaded and printed by the users in different part of the world. These electronic publications are professionally referenced and structured (using 'metadata'/keywords) in databases and search engines so that they can be harvested automatically by libraries and search engines worldwide, and located by any user searching the Internet.

For ICARDA, some print and 'push' marketing of results remains useful. But the priority today is for global public goods that are well structured and can travel by themselves across the Internet.

This practice is a practical example of how a strong strategy that links information management/electronic publishing/internet will increase ICARDA's reach from several hundred potential users receiving publications today to many thousands worldwide. As a part of the communication plan, precise information will be gathered regularly on who is downloading, who is using the materials, with an attempt to receive direct feedback for users.

ICARDA's partners in low-income countries and VIP audience will continue to receive hard copy publications as relevant to their needs. But the general rule will be to print less, print on demand and favor the dissemination through the internet.

2.4 Funding ICARDA publications and information.

It is recommended that ICARDA creates a central publications fund to cover the costs of the 'flagship' ICARDA publications (Research to Action and Research Reports + dissemination actions). The purpose of the fund is to ensure that ICARDA has sufficient resources to continually grow the creation of its high-value publications, including writing, publishing, peer review and sustained promotion worldwide. Other series will be paid by projects, facilitated by CODIS following the agreed content and structure.

A rule of thumb for investment in communication per research project/program is 10% (DFID guideline). A useful policy would be to allocate a percentage of this. Across the center to an ICARDA research publication fund – to be managed by a publications committee.

Annex: Proposed ICARDA Publishing Framework

Publications Framework

Corporate Outputs	Research and program outputs
Summaries + syntheses	"Research to Action" series
Brochures	"Research Paper" series
Corporate Publications	"Working Paper" series
	"Program Report" series
	Tools + Manuals
	Book, Proceedings, Popular Science
	Research Data

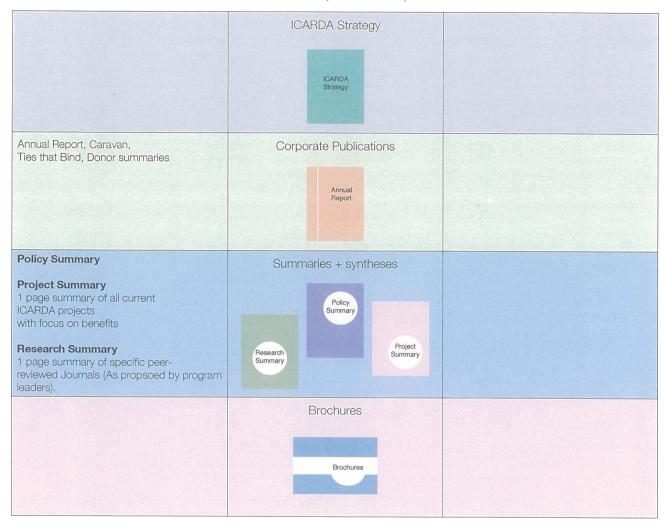
Proposed Publication and Information Framework

ICARDA research and program outputs

High-level Advocacy synthesis of ICARDA's science	"Research to Action" series	Review: Topics selected and reviewed by executive committee/research management with CODIS.
aimed at influencing and informing the thinking of decision makers in donor and partner countries.	Research to Action to Action to Action	Publishing investment: Purpose-written by CODIS or external writer, with significant investment in writing, editing and design. Each publication is the center-piece of a specific communication/advocacy activity or campaign. Funding: An ICARDA publication, funded by the center with participation of relevant
Editorial approach: ICARDA series of externally reviewed reports coming out of the research program. The series needs to captures a specific niche in peer reviewed science that is not covered by current journals.	"Research Paper" series Research Paper Research Paper 1 2 3	Projects. Review: External anonymous peer review as for a scientific journal Following ICARADA review and publishing process. Publishing investment: written by researcher as for a peer reviewed journal. CODIS provides template for style and format, some editing and support for graphics. Funding: An ICARDA publication, funded by the center.
Editorial approach: Capture and share learning on work in progress, freezing thinking that will become peer reviewed papers in the future. Designed for rapid production and dissemination (less than one month editing and completion time).	"Working Paper" series 1 2 3 Working Paper Working Paper Working Paper	Review: Following ICARADA review and publishing process. Publishing investment: Submission quality should be as for external Journal as a ready- to-publish document. CODIS will provide template for style and format, editing and support for graphics. Funding: Project pays costs.
Editorial approach: Summaries of the progress of ICARDA programs as useful information is available for sharing.	"Program Report" series Program Program Program Report 1 2 3	Review: Following ICARDA's publishing process. Publishing investment: CODIS will provid template for style and format, some editing and support for graphics. Funding: project pays costs.
	Tools + Manuals Manual Manual Manual 1 2 3	
	Book, Proceedings, Popular Science Proceedings Proceedings 1 2 3	
Packaged and shared according to agreed ICARDA/ CGIAR research data protocols and formats.	Research Data	

Proposed ICARDA Publications Framework

ICARDA Corporate Outputs



Annex 4 - Examples of two novel approaches to self-publishing of peer reviewed science

IWMI Research Report series.

This series, started by Director General, David Seckler, is an internationally peer-reviewed report series created and managed by IWMI. The review process is anonymous, managed by a publications committee, chaired by the Research Director. The secretary of the committee manages the review process using an international list of external reviewers who are paid a stipend of \$400 to review each paper.

A typical papers I reviewed by 1 internal and 2 external reviewers. The publishing process is identified to that of a peer reviewed journal. The unique aspect of the series is that it favors presenting generic aspects of the research of IWMI and combined approaches that may not fit the needs of a more narrowly focused peer reviewed journal. Also, the length allowed is longer than a journal (up to 30 pages), allowing for more discussion of the issues.

The series registers thousands of downloads per year (up to 30,000 according to the current IWMI head of communication). See www.iwmi.org/researchreports

Water Alternatives.

This journal was created by three senior researchers from different countries and institutions (IRD, France, IFPRI) as an outlet for cross-sectoral research papers on water that bring a 'creative perspective', that is not common in conventional water policy and hydrology journals.

Its editors explain that the journal makes a bridge between academic thinking and the work of water/water management professionals. This is a non-profit self-organized publication that is 3 years old.

The review process is at the level of ISI publications and the team's goal is to secure ISI certification soon. Since 2009 it has published 10 issues and the website has registered 200,000 downloads. See www.wateralternatives.org

Examples - pilot versions of proposed ICARDA publications:

Research to Action Report - Strategies to reduce the emerging wheat stripe rust disease

Working Paper - Guidelines for setting up community-based sheep breeding programs in Ethiopia

Program Report - Development of sustainable date palm production systems in Gulf Cooperation Countries.

ANNEX 5- MASS COLLABORATION (excerpt for Harvard Business Review)

Excerpt from Harvard Business Review article: P&G's New Innovation Model by Larry Huston and Nabil Sakkab http://hbswk.hbs.edu/archive/5258.html

The strategy wasn't to replace the capabilities of our 7,500 researchers and support staff, but to better leverage them. Half of our new products, Lafley said, would come from our own labs, and half would come through them.

It was, and still is, a radical idea. As we studied outside sources of innovation, we estimated that for every P&G researcher there were 200 scientists or engineers elsewhere in the world who were just as good—a total of perhaps 1.5 million people whose talents we could potentially use.

But tapping into the creative thinking of inventors and others on the outside would require massive operational changes. We needed to move the company's attitude from resistance to innovations "not invented here" to enthusiasm for those "proudly found elsewhere." And we needed to change how we defined, and perceived, our R&D organization—from 7,500 people inside to 7,500 plus 1.5 million outside, with a permeable boundary between them.

ANNEX 6- COMMUNITIES OF PRACTICE

What do communities of practice look like? (source: Etienne Wenger 2006)

Problem solving	"Can we work on this design and brainstorm some ideas; I'm stuck."	
Requests for information	"Where can I find the code to connect to the server?"	
Seeking experience	"Has anyone dealt with a customer in this situation?"	
Reusing assets	"I have a proposal for a local area network I wrote for a client last year. I can send it to you and you can easily tweak it for this new client."	
Coordination and synergy	"Can we combine our purchases of solvent to achieve bulk discounts?"	
Discussing developments	"What do you think of the new CAD system? Does it really help?"	
Documentation projects	"We have faced this problem five times now. Let us write it down once and for all."	
Visits	"Can we come and see your after-school program? We need to establish one in our city."	
Mapping knowledge and identifying gaps	"Who knows what, and what are we missing? What other groups should we connect with?"	

ANNEX 7- Overview of priorities and preparatory activities for 2011

e development of this strategy was started in April 2011. The intention is to have it reviewed by ICARDA management, and reviewed and adopted by the Board for implementation in 2012. A briefing note giving an overview of the strategy was submitted as input to the April Board meeting.

In the meantime, it is important to progress with a number of priority actions that should not wait for the adoption of the strategy to move forward.

Building the foundations for strategic communication. Priorities for communication + information in 2011.

Priority task	Description	Status
Staffing review and plan	Review of needs and start hiring process for key positions.	Science writer recruitment completed. Hiring of project based communication officer agreed. Part time editor hired. Assessment prepared for discussion and consideration.
CODIS workplan and priorities 2011	Develop workplan and deliverables by team and staff member.	Completed July 2011. CODIS staff progress review October 2011.
Develop ICARDA communication strategy	Prepare concept paper and action plan and circulate for discussion + adoption by Board.	April – Concept memo prepared for Board. July – first draft for internal discussion. September – updated draft ready for wider circulation.
Improved processes and service levels	Develop processes and services levels for key activities provide by CODIS (publishing, library, web services etc).	In progress as part of workplan. Publishing processes and service levels defined and started in April. A customer satisfaction survey will be done in 2012.
Pilot project 1 - new kind of action oriented report/ publication	Develop and example of a synthesis report of ICARDA's science to be used as a policy shaping and fund raising tool.	New 'Research to Action' report in Wheat Stripe Rust strategies for countries published in May, with promotion of report. 'Research to Action 2' on Conservation Agriculture planned for September.
Pilot 2 – Capture and share experience form a regional meeting.	Develop example of a report of information resource that captures learning for a regional or partners meeting.	To be done.
Develop new ICARDA Website	New ICARDA website developed to international standard with compelling content, content management processes policies and features to allow collaboration and sharing of information.	Budget approved in August. Project starts September.
Process in place for better management of the publishing process.	Urgently improve service levels.	See above
Proposal - Framework for publishing	New framework for publishing	
Proposal - Refreshed ICARDA graphic identity	Concept for more consistent graphic design for ICARDA documents posters, website, etc.	Proposal ready for discussion September.
Improved global e-contacts list.	Current e-contacts list (March 2011) is 400 people worldwide. Optimal list is 5000-7000 segmented by target group.	July – first version ready 3000 contacts. Web mailing service used to generate precise user statistics for each broadcast. Full version to be completed by end 2011

END NOTES

¹Sharing knowledge to achieve development Goals, World Bank OED 1996.

^{*}Knowledge sharing at the World Bank. The fad that would not go away. See article in annex from Inside Knowledge Magazine.

Developing the ICARDA strategy for communication and knowledge sharing

This strategy was developed in mid-2011 following a series of discussions with ICARDA management, staff and stakeholders. Drafts were reviewed and commented on internally, and by an external group composed of professionals from several donor agencies and several ICARDA partners in National Agricultural Research Systems, international communications professionals, CGIAR centers and the CGIAR Consortium Office. The ICARDA Board of Trustees commented on the strategy in 2011 and adopted it in 2012.

About ICARDA and the CGIAR



Established in 1977, the International Center for Agricultural Research in the Dry Areas (ICARDA) is one of 15 centers supported by the CGIAR. ICARDA's mission is to contribute to the improvement of livelihoods of the resource-poor in dry areas by enhancing food security and alleviating poverty through research and partnerships to achieve sustainable increases in agricultural productivity and income, while ensuring the efficient and more equitable use and conservation of natural resources.

ICARDA has a global mandate for the improvement of barley, lentil and faba bean, and serves the non-tropical dry areas for the improvement of on-farm water use efficiency, rangeland and small-ruminant production. In the Central and West Asia and North Africa region, ICARDA contributes to the improvement of bread and durum wheats, kabuli chickpea, pasture and forage legumes, and associated farming systems. It also works on improved land management, diversification of production systems, and value-added crop and livestock products. Social, economic and policy research is an integral component of ICARDA's research to better target poverty and to enhance the uptake and maximize impact of research outputs.



CGIAR is a global research partnership that unites organizations engaged in research for sustainable development. CGIAR research is dedicated to reducing rural poverty, increasing food security, improving human health and nutrition, and ensuring more sustainable management of natural resources. It is carried out by the 15 centers who are members of the CGIAR Consortium in close collaboration with hundreds of partner organizations, including national and regional research institutes, civil society organizations, academia, and the private sector.