

CGIAR ICT-KM Program Three-Year Strategic Plan



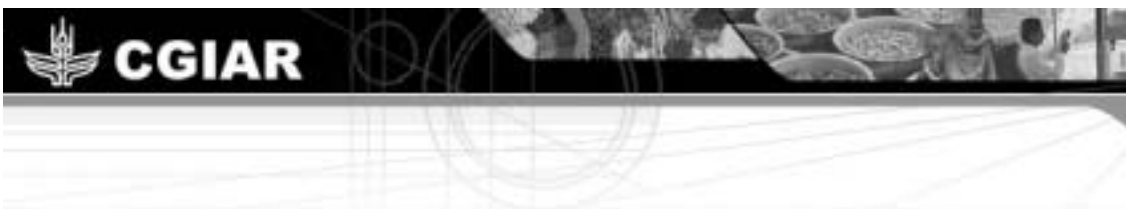


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The vision described in this document is one of a CGIAR without boundaries, an internationally distributed, unified and open knowledge organization. CGIAR staff, regardless of their location, will collaborate in science, using high capacity computing and communication. The global public goods the CGIAR manages will be safeguarded, developed and made accessible for use by all stakeholders. The process for achieving this vision is described, as are the investment requirements, and the steps needed for completion.

1 Introduction

The CGIAR's Third System Review (1998) stated: "The revolution taking place in information and communications technologies presents a tremendous new opportunity for the CGIAR to bring scientific knowledge and indigenous and local knowledge together to bear on global challenges, and to make this knowledge available to its constituents. These advances enable the systemic assimilation and dissemination of relevant and timely information, as well as dramatically improved ability to gain access to the universe of knowledge and to communicate through low-cost electronic networks."

In 2001, a major CGIAR initiative called Change Design and Management (CDM) resulted in the adoption of four pillars for reform within the System: creation of an Executive Council; initiation of Challenge Programs; transformation of the TAC into the Science Council; and establishment of a System Office. These reforms are all attempting to help the system function much more like a unified system. ICT and KM have been identified as playing a crucial role in this reform process.

In this climate of restructuring and realignment of vision, mission, goals, and delivery mechanisms, the CGIAR has made considerable efforts to pursue a 'one-system' strategy.

In an effort to harness the information technologies and knowledge management practices to achieve this goal, in early 2001 the Information Technology Professional group of the CGIAR supported by the Information Management Professional group made a recommendation for the creation of a Chief Information Officer position.

The position, which has now been filled, is responsible for providing vision, strategic planning, and coordination of information technology (IT), Information Management (IM) and knowledge management (KM) within the CGIAR system.

The Chief Information Officer is responsible for identifying, championing, and coordinating areas of collaboration between CGIAR centers and information domains for greater system-wide value.

2 Strategic Context

2.1 Summary of System-Wide ICT-KM Strategies/Initiatives

At least three system-wide strategies/initiatives directly relevant to this area have taken place so far: a strategy on the future of Information Activities in 1994, the Organizational Change Program in 1999 and the ICT strategy workshop in 2001.



2.1.1 System-wide strategy on the future of information activities in the CGIAR

Most of the ideas in this strategy, prepared in 1994 for the CDC, are still valid and relevant today. In a climate of tremendous technology advances, of renewed desire for partnership and unpredictable sources of funding, the strategy aimed at enhancing the quality and relevance of research and decision making of CGIAR staff, their clients and partners; disseminating effectively the results of International Agricultural Research Centers and partner research; and contributing to the development of an efficient and effective global information system on agricultural research. It envisaged that the CGIAR should play a catalytic leadership role in the evolution of a global information system on agricultural research and that the CGIAR should embrace partnerships with other stakeholders.

It established three objectives:

- to increase the CGIAR's efficiency, as a system, in the provision of information services;
- to help the CGIAR function as a unified system; and
- to facilitate the CGIAR's evolution from a center-based to a center- and program-based operation.

It envisaged joint action and collaboration as central to future approaches.

The strategy called for:

- a common electronic communications network;
- networked information systems and databases;
- building information partnerships;
- the use of common technical standards for information products;
- joint acquisition of inputs and production of outputs; and
- high system-wide standards for staffing and human resource development policies.

An inter-center working group was proposed to help implement the strategy.

The 94 strategy was truly aimed at unifying the CG system.

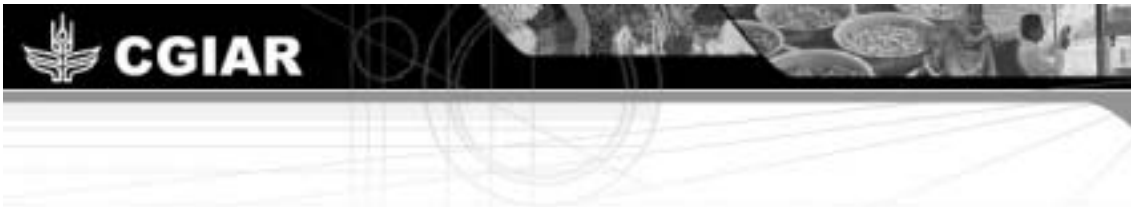
The principal lesson taken from this experience is that for a successful strategy there must be ownership, sustained leadership, a specific implementation plan and an environment where the proposed actions can be implemented (funding for example).

2.1.2 Organizational Change Program

The Organizational Change Program, started in 1999 by Training Resource Group with a grant from the Ford Foundation, aimed at strengthening the CG Centers' leadership and organizational performance by developing innovative ways of managing collaborative alliances and improving knowledge management.

Knowledge sharing principles are not new, but the CG was now attaching increased value to knowledge to demonstrate worth and impact in the competitive work environment

The main lessons learned though the OCP program:



- First, "knowledge management" is not just about information technology but is about "hiring smart people and getting them to talk to each other." Effective knowledge management relies on solid information systems to facilitate the access, retrieval, and sharing of knowledge and it requires an organizational culture (values, norms, and behaviors) that support and reward collaboration and sharing of expertise.
- Second, as important as knowledge sharing is, it will not occur without facilitating the people to people connection, not only virtually. This takes time, space, money, technology, and executive focus.
- Third, top management "buy-in" is essential.

2.1.3 ICT Strategy Workshop

The ICT Strategy Workshop was organized in 2001 by the ICT Sub-committee of the CDC, and believing that ICT developments offer exciting opportunities, produced proposals on potentially system-wide ICT-related activities.

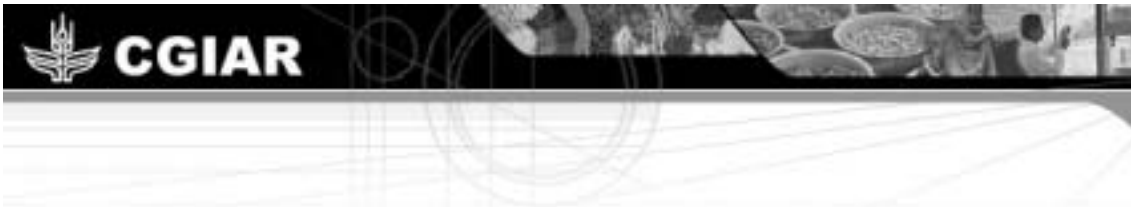
Their recommendations included:

- The establishment of a corporate CGIAR ICT department,
- The system-wide tendering for shared Email, web-hosting, travel mail and voice gateway.
- The termination of IVDN-type services and shifting of focus to increasing the bandwidth for Internet to all sites of the CGIAR
- Exploring potentials for a CGIAR system-wide system of high speed Internet access to increase the connectivity of the NARS.
- Accepting the recommendation for system-wide migration to Windows 2000 as the foundation for the CGIAR seamless network.
- Implementing a common Project Manager system (developed by CIAT)
- Developing a CGIAR Intranet
- Adopting a single web-based accounting package for all 100-odd CGIAR locations for efficiency sake
- Developing a system-wide E-learning initiative which offers exciting opportunities for the CGIAR to share its knowledge with its target audiences.

2.2 Current Status of System-Wide CGIAR ICT-KM Initiatives/Infrastructure

The current status of a number of initiatives of system-wide interest is as follows:

- Late in 2002, a new system-wide purchasing agreement for Microsoft products was sealed; this new agreement is bringing considerable savings to the system.
- A study for adoption of system-wide collaboration software was prepared for the CG.
- The CGIAR is in the process of implementing a new software platform that will be the foundation of the CGIAR seamless network
- Infofinder, a 'one-stop shop' for electronic information available within the centers, the Secretariat and FAO, was launched by the CG and FAO



- Joint subscriptions to 5 major publishers, where to date all centers were subscribing separately to the same titles will bring about substantial savings
- A CIO was hired, although a CGIAR ICT-Department was not pursued.
- Successful Tendering for system-wide Email, web-hosting, travel mail and voice gateway.
- Termination of leased lines to a central hub replaced by increased Internet bandwidth to all sites of the CGIAR, spearheading the creation of a virtual CGIAR communications system
- The Project Manager system developed by CIAT has been endorsed as a system-wide product for managing the project cycle available within the CGIAR.
- A CGIAR Intranet has not yet been implemented.
- E-learning opportunities have so far been pursued only at center's level.
- Common publishing platforms as well as workflow and content management systems are being adopted.
- CGIAR Library Consortium was established and the first 2 contracts signed

2.3 The Environment

The world is undergoing profound global economic, technological and social change. Some of the most important **external drivers** that affect the CGIAR from the perspective of ICT-KM include:

- Donors are restricting core funding at the same time as demanding that Center programs be more relevant directly to the needs of the poor, while also emphasizing shorter-term results as compared to longer-term research programs.
- Information and communication technology developments are creating new opportunities for access (even at the farm level) and for support for data-intensive scientific research. Other organisations around the world are making important progress with the application of emerging powerful standards "technologies" (such as XML) thus improving the value and sustainability of their information and knowledge sharing activities.
- Increased attention is being paid to the risks of creating and expanding the digital divide in terms of access to ICTs, often widening information and opportunity gaps between rural and urban communities, and between women and men.
- Intellectual Property Rights regulations are influencing the flow of information and knowledge.
- The challenges today related to international agricultural research for development involve reliance on multi-disciplinary research teams dealing with the environment, human populations, health, agricultural technology and other disciplines. The demands do not correspond directly with individual Center mandates, requiring cross-Center work and attention to new areas.

- There is a perception that the global public goods managed by the CGIAR are not as accessible as they should be to the broader community of researchers around the world.

Similarly, there are a number of internal drivers (some of which are also comparable advantages) including:

- Current efforts to move the CGIAR from a predominantly institute-based structure to a program-and institute-based system built around "global challenges", demands broader teamwork, collaboration, knowledge sharing and a change in culture.
- The CG is seeking greater efficiencies and synergy through joint activities, taking advantage of economies of scale in services and purchases, and exploring how to better share knowledge, best practices, and experiences between and among the Centers.
- The CGIAR is a knowledge-based organization. As such, knowledge is both a key input and the end product of the research process. The CGIAR is obligated to make access to these assets as easy as possible. The CGIAR, with effective system-wide action and coordination, can maintain a comparative advantage as a knowledge broker facilitating collaboration between developed and developing countries.
- More internal capacity building is required for improving collaborative research and to make the CGIAR a more desirable partner in international agricultural research.
- The wide diversity within the CGIAR with respect to culture, gender, access, resources, skills, function and the markets from which staff are drawn presents challenges for the system.

Given this environment, there are some important needs for the CGIAR to consider in the formulation of an ICT-KM strategy. These include:

- There is a need to develop a culture of active sharing of information and knowledge within the CGIAR. This involves timely and cost effective multi-directional communications, the knowhow to collaborate and build communities and the tools to support multi-disciplinary and multi-cultural teams.
- New science is becoming increasingly ICT and knowledge intensive requiring appropriate communications infrastructure and informatics tools.
- The CGIAR must maintain its current knowledge base, create new ones, add value continually and facilitate easy access for Southern partners to these assets and to the more tacit knowledge throughout the system.
- There is an underlying need for greater accountability to all stakeholders.
- Addressing these needs requires strong senior management support, champions for this change process throughout the system, incentives for change and the demonstration of value and impact.

3 ICT-KM Program: The Vision

There is a growing digital divide within the worldwide agricultural research community. This divide threatens to reduce the effectiveness of research being done on behalf of the poor. At the same time, the global public goods demanded of this community of researchers are becoming ever more complex. It is no longer enough, for example, to generate new crop varieties. Attention must also be given to the policy environment, natural resource management, and a host of socio-economic issues. We can help meet these challenges by applying emerging ICT-KM approaches to generate, safeguard, and share knowledge in new ways.

In the next five years, the CGIAR will:

Transform the way it works, incorporating new ICT and KM practices to preserve, produce, and improve access to the agricultural global public goods needed by the poor in developing countries;

Be a leading knowledge broker, bringing together all actors in an open, inclusive community for global public goods research for development.

As a result of increased capacities in these areas, the CGIAR will not only better serve its constituencies but also be more attractive to all partners.

4 ICT-KM Program: The Thrusts

Three main thrust areas have been identified for this strategy, building upon the CGIAR's traditional sources of excellence:

4.1 ICT for Tomorrow's Science

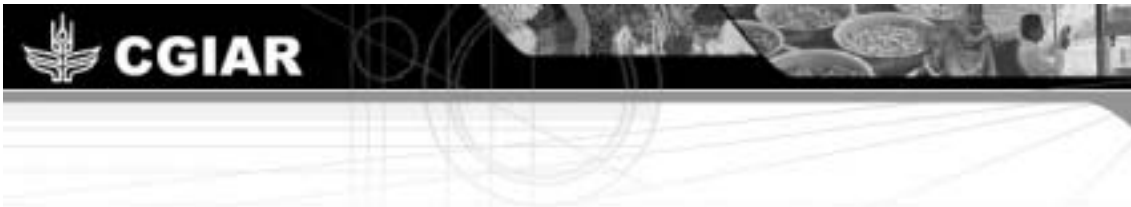
High-performance informatics and improved connectivity within the CGIAR and with its partners will allow them to benefit from new information-intensive methods.

4.2 Content for Development

Robust technologies and innovative approaches will be implemented to capture and integrate knowledge assets, giving users rapid access to the information they want, when and in the form they want it. This will support novel learning approaches and broad access to the research generated by the global agricultural research community.

4.3 A CGIAR Without Boundaries

Knowledge Management approaches will be used to strengthen collaboration within the CGIAR and with an open global community of researchers, policy makers and development partners.



5 Guiding Principles for the Program

Keeping in mind efficiencies and cost effectiveness, the program will be guided by principles such as:

- **Integration:** Develop a common and technically advanced environment across all centers which empowers researchers, managers and staff at large to achieve new research and business goals requiring high levels of collaboration across centers and with other institutes
- **Innovation:** Promote novel approaches to research, training and administrative practices made possible by advances in ICT and KM which improve effectiveness, efficiency and scope of CGIAR core activities
- **Linkages:** Enable successful linkage between diverse, distributed human and information resources to capture the added value of collaboration in exploiting new techniques spanning from comparative biology to distance education
- **Learning:** facilitate the corporate learning and provide a platform for becoming a leading provider of educational content

6 ICT-KM Program: The 2004 Investment Plan

Each of these thrusts has a corresponding investment plan. The plans are designed to transform the capabilities of the CGIAR centers by incorporating new technologies and approaches in all facets of their work in support of the CG mission. This means updating the facilities of the CGIAR, upgrading the skills of the staff, and improving the readiness of the organizations to adopt new technologies and approaches as they emerge in coming years.

The following principles guide the formulation of projects:

Appropriateness

- Respond to concrete and expressed needs (in some instances opportunities should be seized where needs are not expressed)
- Support the CGIAR mission
- Focus on people
- Be inclusive (accessible at the program and activity levels)

Sustainability

- Minimize recurring expenses
- Take advantage of economies of scale (cost effective)
- Build capacity in all activities

Scalability

- Build learning into and across all activities
- Not reinvent the wheel – be replicable
- Use a building-block approach
- Be applicable (potentially) system-wide



Technical

- Promote technical systems that are accessible, reliable, interoperable, flexible, decentralized and integrated (for activities involving technologies)
- Use open approaches (open standards and open content, and open source when appropriate)

Accountability

- Be driven administratively by the Centers
- Be developed from the bottom up by the communities
- Be measurable and include monitoring and evaluation plans

The strategy envisages a number of priority activities for each thrust over the next few years. These are presented in the next section within each thrust areas.

6.1 ICT for Tomorrow's Science

Research Informatics is becoming increasingly important for the CGIAR system as emphasis shifts to integrated research efforts and to comparative biology which seeks to transfer knowledge from, for example, major crops and model organisms to 'orphan' crops in the mandate of the CGIAR. The major constraints for Research Informatics in addressing these challenges are identified as connectivity, networking, computing resources, and open standards. This leads to five main areas where significant investment would help in the CGIAR's research efforts.

The CGIAR should be moving towards fast Internet standards as lack of fast and efficient internet access limits its ability to communicate in networks, to access system-wide and external biological and other databases, and to access new opportunities for computing power such as grid computing. Protocols and practices for the efficient and appropriate use of these facilities also need to be developed system-wide as well as security mechanisms.

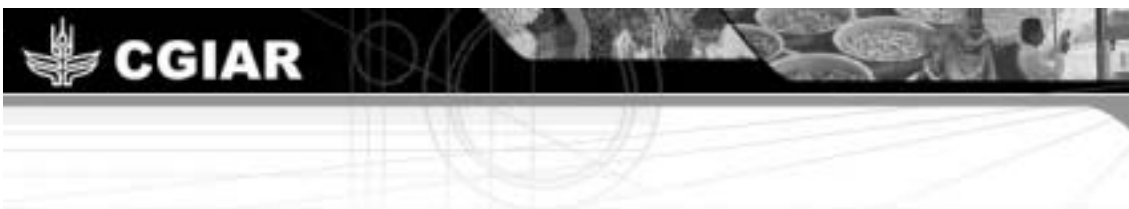
Resources to allow and encourage the development of the research informatics communities of practice, to share best practices, collaborate and to backstop will be required.

System-wide complete reliance on standard commercial software packages is inefficient and separates the CGIAR from both cutting edge developments in certain fields (e.g. bioinformatics) as well as from NARS colleagues at the other end of the spectrum who cannot afford the commercial solutions. System-wide support is needed for choosing, extending and training on an open source suite for science which can be shared with partners.

Success in 'new biology' will depend critically on the ability of geographically distributed scientists in diverse disciplines being able to integrate and exchange information. The higher the degree of common standards, the more successful will the CGIAR be.

Following is a list of proposed projects for this thrust.

- Applying ICT and KM for Excellence in Science: Providing resources and support to system-wide communities of practice using ICT-KM to carry out cutting-edge science



- Participation in Global Advanced Research Networks: Providing CGIAR centers with high-capacity links to global research networks to move large datasets and connect to the research community at large.
- Second Level Connectivity for CGIAR: Providing 'non-headquarters' locations with minimum connectivity required to participate in these expanding communities.
- Disaster resilience for CGIAR data preservation and business continuity: Providing centers with resilience capabilities in the face of disasters to protect its GPG;
- Video Conferencing systems for Project Collaborators: providing headquarters and principal regional locations with basic video conferencing facilities.

Approximate investment required in 2004 for this thrust amounts to 4 Million USD.

Some notional objectives in the 3-year program for this thrust are:

- All major GPGs will be protected in more than one location;
- Eight centers will be connected to Advanced research networks;
- The vast majority of scientists and managers will have access to collaboration tools including appropriate video conferencing.

6.2 Content for Development

The CGIAR has generated a wealth of data, information and knowledge objects that today are produced in a myriad of styles and formats. They are referenced and made available in many different ways. This creates a situation where CGIAR colleagues, partners and other users have access to only fragments of the CGIAR's public goods. In many cases it is impossible to easily locate useful information in certain topic areas.

This thrust area will reference all data, information and knowledge objects produced by the CGIAR in a common way and make these accessible through a common interface. The features of this new system include:

- A one-stop-shop for all data and publications produced by centres
- A one-stop-shop for information from all CGIAR libraries.
- Automated workflow for capturing, managing and delivery of information objects (including "publications", Web pages, images etc); simplified document conversion and dissemination through shared resources and services for groups of centers.
- The possibility for users to search across all CGIAR information and knowledge objects, and instantly compile abstracts, or summaries of documents pulled from objects published across all centres (maize production in dry areas; potato and livestock production and impacts on soil erosion in upper catchments...).

The proposal is for a set of linked activities designed to help CGIAR make a quantum leap in improving its access to information and the usefulness and relevance of the information it produces.

The thrust is divided into 4 projects, that will be implemented in Year 1. Some elements build on activities and practices of some centres, and will be implemented by clusters of centres working together and with outside suppliers. All centres will be consulted in the creation of these tools and services

1. **Building a strategic alliance across research groups for common data standards and exchange:** Working with research groups across the system to define a common set of standards, for referencing all data and information objects.
2. **Content Management:** Creating a content management system that will enhance and automate the process of capturing, managing and delivering all information and knowledge assets of the CGIAR (data, publications, images, etc.).
3. **Knowledgebase Center (Virtual Library):** Integrating information of all libraries of the CGIAR in a common referencing system and providing rapid access through a resource centre portal to all other data and information objects produced by the CGIAR.
4. **On-line Training Resources:** A platform for making available on-line learning resources.

Approximate investment required in 2004 for this thrust amounts to 2 Million USD

Some notional objectives in the 3-year program for this thrust are:

- A single stop shop for all CGIAR explicit intellectual asset will be available
- All publishing processes will be fully automated and rationalized

6.3 A CGIAR Without Boundaries

The CGIAR system, like many organizations, is adept at generating information. However, the challenge is in knowing how to extract and manage the knowledge buried within the volume of information being produced, and then being able to apply that knowledge to emerging needs. Knowledge sharing (management) is a way of putting information, communities, processes, and tools together to allow the CG to collaborate more effectively and make better decisions.

Tools and technologies by themselves cannot ensure successful partnerships, collaboration or teamwork, nor make the CGIAR work as a system; they are necessary but not sufficient. And, while the tools and technologies can contribute to improvements in personal and organizational performance, significant gains require changes in organizational culture and individual behavior. People, and the tacit knowledge they have, are central. It is through greater understanding and the application of "Knowledge Management" principles and approaches that organizational culture can shift towards one of ongoing learning and collaborative sharing of knowledge and expertise – a CGIAR without boundaries.

It is now realized that the best knowledge transfer technique is face-to-face interaction and that the best knowledge repository is a community or group of people, supported by a technology solution. But technology on its own does not address the problem.

The CGIAR has been experimenting with KM approaches over the last several years through the Organizational Change Program (OCP). Changes in behaviour and organizational cultures do not occur overnight. Continuing efforts are required.

The thrust is divided into a number of activities as follows:

1. Creating and Strengthening a Knowledge Sharing Culture through KM Workshops for senior managers to build visible support for culture change, for Human Resource Managers to strengthen incentive systems that promote knowledge sharing practices and for communities of Scientists to improve the way they work.

2. Institutionalizing participatory KM strategy development for individual centers, programs and challenge programs
3. Providing access to knowledge sharing tools, techniques and training to communities of practice in support of a knowledge sharing culture
4. The CGIAR Intranet, a shared space for inter-center applications and information relevant to the entire CGIAR community

Approximate investment required in 2004 for this thrust amounts to 1.3 Million USD

Some notional objectives in the 3-year program for this thrust are:

- 50% of senior managers will be champions of this programs through their actions
- HR policies will be supporting a knowledge sharing culture
- A comprehensive package of tools and services supporting the COPs and staff will be available from within the system

7 ICT-KM Program: The Governance

The ICT-KM Program is managed by the Chief Information Officer (CIO), with the active involvement of an ICT-KM Advisory Group composed of representative staff from across the CGIAR system. The roles and responsibilities of the CIO and the Advisory Group as well as procedures for governing the elaboration and implementation of the Program are presented below.

7.1 CIO - Role and Responsibilities

The CIO is responsible for providing vision, strategic planning, and coordination of Information and Communication Technology (ICT), Information Management (IM) and Knowledge management (KM) within the CGIAR system. The Chief Information Officer will identify, champion, and coordinate areas of collaboration between and among CGIAR centers and information domains for greater system-wide value.

The Chief Information Officer, in concert with the Advisory Group will:

- spearhead the development and implementation of an evolving system-wide strategy that harnesses the new potentials of information and communication technologies;
- coordinate and encourage linkages and learning at a system-wide level between and among the CGIAR's ICT and KM communities to enable and enhance new ICT and KM possibilities across the system; and
- coordinate fund raising and allocation of resources to support the implementation of activities identified in the strategy.

The CIO works at two levels, providing both system-wide strategic leadership and center-specific advice and support. At the center-level, this could include providing advice on recruitment of senior level ICT-KM specialists and participate in the review the center level programs and strategies as appropriate.



The CIO reports jointly to the chair of the CGIAR ICT-KM subcommittee of the Center Directors' Committee and to the Director of the CGIAR.

7.2 ICT-KM Advisory Group - Role and Responsibilities

The objective of creating this group and bringing members together is to help the CIO identify priorities within the CG system regarding ICTs and Knowledge Management, to support the preparation of action plans and to champion their implementation.

Members of the ICT-KM Advisory Group are selected based on the following criteria:

- Familiarity with the vision of the CGIAR.
- Relationships with clients and stakeholders (Donors, NARS, others).
- Willingness to represent their group and report back to their group on the strategy and actions agreed to by the ICT-KM Advisory Group.
- Support of their DG to dedicate a portion of their time to this task.
- Ability to dedicate their time to Advisory Group activities throughout their term
- Representatives of their community or group, not just their center.
- Ability to work collaboratively as a team player.

The ICT-KM Advisory Group is composed of standing representatives from several communities of practice (CoP) and management groups within the CG, including:

Information Technology (IT) (2)
Information Management (IM) (2)
Marketing (1)
Training Capacity and Strengthening (1)
Scientists (3)
Publishing (1)
Deputy Director Generals (DDGs) (1)
Director Generals (DGs) (1) and
CGIAR System Office (1).

Additional communities may be added to the Advisory Group if they are related to the ICT-KM mandate and are a functioning Community of Practice.

The above represent their communities on the working group and are part of the decision-making process to identify priorities for the CIO. The Chair of the ICT-KM sub-committee of the CDC and the Director of the CGIAR are ex-officio members. The members are elected by secret balloting. To provide an opportunity for others to participate, Advisory Group membership will be rotated. The length of term will be 3 years with one third changing every year.

Terms of Reference for members of the ICT-KM Advisory Group are:

- Actively participate in activities of the Advisory Group (before, during and after sessions).
- Conduct adequate preparatory work, including polling of their constituency, before attending Advisory Group sessions.
- Attend Advisory Group sessions.

- Champion implementation of identified and agreed upon ICT-KM Advisory Group action plans.
- Act as a liaison to their Community, not just their Center.
- Support the CIO in identifying ICT-KM issues of broad concern to the CG system.

This will require members to stay in communication with and get input from their community on a regular basis.

Together the CIO and the AG provide a strategic, open and transparent mechanism for promoting the implementation of ICT and KM approaches that support the CGIAR as an integrated system. They provide a single, well-publicized entry point for submission of ideas. Through the Strategy formulation and implementation process, they provide a space for consultation, dialogue and learning. Their work will be carried out virtually for the most part through the ICT-KM Advisory Group Workspace but they will meet face-to-face usually once per year to review the status of the implementation of the strategy and identify new priorities and opportunities for funding. The CIO and the AG are jointly responsible for assisting in the process of raising funds for ICT-KM initiatives. They are also responsible from a corporate perspective for overseeing the implementation of the activities and learning from them.

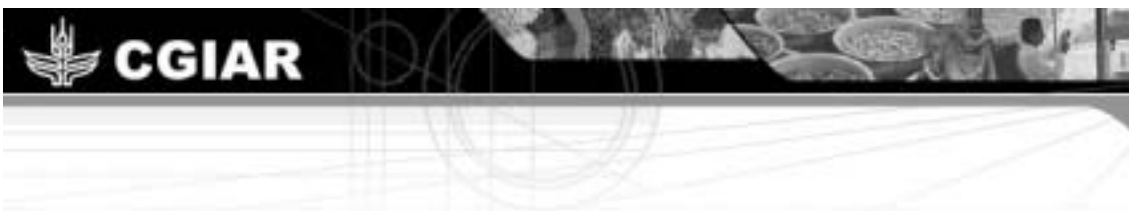
7.3 Activity Identification and Approval Process

The current ICT-KM Strategy has been developed for a three-year cycle where the proposed activities for 2004 have been endorsed by the AG.

Activities in the thrust areas are proposed by champions within the CGIAR community to the CIO and the ICT-KM Advisory Group. They are presented in a 1-2 page document that addresses activity objectives and outcomes, leadership, resource requirements and timelines. They are assessed according to the ICT-KM objectives and guiding principles and to CGIAR corporate goals. Once approved in principle by the AG and the CDC, they are entered in the program's project pipeline in the ICT-KM AG workspace in anticipation of potential funding opportunities. The CIO will provide a template with the elements and criteria that should be addressed in the business case document. The champion then prepares a more complete business case for the activity. Funding efforts can be carried out by members of the AG, champions, centers and the CIO.

7.4 Monitoring and Evaluation

One of the elements that needs to be addressed in the business case is an effective monitoring and evaluation approach. Such an approach should measure the success in achieving identified milestones and evaluating the impact of the activity from a variety of perspectives (impact on the CGIAR as a system; impacts on user communities; impacts on technology systems; productivity gains; prospects for sustainability; etc.). The focus should be more on learning and outcomes as not only on outputs. Learning from individual activities will be key inputs to the overall evaluation of the strategy.



7.5 Revising the Strategy

On an annual basis AG members will consult widely within their communities of practice on current and emerging needs and opportunities. The implementation of the strategy and the progress of the specific initiatives during the year will be reviewed. A short report on the progress of the strategy will be prepared by the CIO for the CDC. Towards the end of the third year of the cycle the results of the three annual reviews and the learning from individual activities will be compiled as an input into a global review of the overall strategy. A new three-year strategy will be developed based on the lessons learned. In addition, as part of this process, the terms of reference for the Advisory Group will be reviewed and revised as appropriate.

8 Resource Implications and Sources

If all year one activities were funded it would require approximately 7.8 Million USD.

Overall impact on human resources within the system needs to be closely assessed.

Funding to support these activities can come from a number of sources: the CG centers themselves; multi-laterals; bi-laterals; private foundations; private sector; and collaborative funding instruments. Likely sources include organizations that have an interest in supporting: the CGIAR as a system; the specific mandate of specific centers; and ICT and/or KM for development activities. There are several challenges to locating funding for strategy activities: there is a movement by many donors away from providing core support to organizations, and many of the activities would be seen to be a form of core support; there is increasing interest by donors in seeing their support go to activities closely related to poverty reduction, and closer to ultimate beneficiaries (many of the strategy activities would not meet this criteria on the surface); and finally, while donor interest in ICT and KM activities is growing dramatically, concerns and hesitation still remain, and many that do fund such initiatives do so only when it is seen to be going to a more traditional target of support (where ICT-KM is in the background).

The most promising sources of funding include:

- Organizations that are interested in supporting the CG itself, especially system-wide initiatives, that are also supportive of the role of ICT and KM in development (e.g. World Bank).
- Donors with a track record of supporting the CG and individual centers and of supporting ICT and KM activities (e.g. CIDA, Danida, DFID, DGIS, EC/EU, Ford, IDRC, IFAD, Kellogg, Rockefeller, SDC, Sida/SAREC, USAID).
- Private sector interests that have demonstrated an interest in areas of common interest (eg. Sun Microsystems Center of Excellence Program; IBM Life Sciences Solutions).
- Socially conscious private sector interests (eg. Grameen Bank)
- Global ICT private sector companies interested in donations and/or concessional pricing (Eg. CISCO)
- Collaborative instruments that fund ICT-KM projects (eg. InfoDev Program; Development Marketplace, Tech Funders Consortium, Genetic Resources Conservation Program).
- Corporate Foundations



In order to improve the prospects of locating the necessary funding for the 2004 investment plan and subsequent plans in the future, the following multi-pronged strategy is suggested:

- The CDC negotiates with World Bank.
- Once priority activities and champions have been identified these project champions should prepare short concept notes on their respective activities in a manner that is accessible to potential funders and partners. These marketing materials should be made available to the CGIAR as a whole (on the intranet as well as in hardcopy handouts) for disseminating to potential sources whenever opportunities arise. The CIO should coordinate this process.
- The CIO should coordinate with the marketing group regarding access to the inventory of sources that provides coordinates for the appropriate contacts and funding requirements/procedures for the prime sources of funding.
- The CIO and champions, both individually and jointly should schedule visits (on a regular basis) to appropriate program or corporate staff (visiting both those responsible for CG subject matters and those responsible for ICT-KM support) at these sources in a coordinated fashion. Resource mobilization is not the responsibility of only the CIO – it is a responsibility for all. These efforts should be pursued from the perspective of building relationships and partnerships as opposed to getting one-off contributions, whether from public or private sources. The CIO should coordinate applications for funding for specific activities and in-kind donations, whether to donors, private foundations or special funding instruments.
- Funders, partners and organisations that provide in-kind donations should be recognized prominently on CGIAR communications instruments.
- The CIO and champions should plan to participate in international conferences and workshops involving ICT-KM and funders.