



ICT-KM Investment Plan 2006

Improving CGIAR Effectiveness through Knowledge Sharing

March 2007



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PROGRAM OF THE CGIAR 

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IMPROVING CGIAR EFFECTIVENESS THROUGH KNOWLEDGE SHARING (KS)

Executive Summary

Over the last two years, four CGIAR Centers have been actively involved in testing knowledge sharing (KS) approaches and tools through the KS Project of the ICT-KM Program. Under pilot initiatives supported by the project, each Center has successfully incorporated KS principles and approaches into high-profile events, which have served as entry points for promoting change in the Centers' institutional culture. Specifically, the events have demonstrated how Centers can plan, conduct, and evaluate their work with greater efficiency by drawing more fully on the collective knowledge of their staff. The project received valuable support through a partnership with the Bellanet International Secretariat, located at the International Development Research Centre (IDRC) in Canada.

In addition to achieving concrete outcomes through the pilot initiatives and a series of complementary activities, the KS Project created a core team of KS specialists in the CGIAR, who possess the skills and motivation necessary to move this work forward. To build on the interest and gains generated by the project, two of the Centers involved propose a new initiative, or second phase of the KS Project, which will pursue the following lines of action over a 2-year period.

CIAT will develop and implement a plan for extending the lessons learned from the KS pilots and other project activities to other Centers and Programs. This **Scaling Up** activity will mainstream KS in other Centers. CIAT will also foster further development of the new but robust community of KS practitioners in the CGIAR, expanding it to involve professionals from all areas of the Centers' work, including research, capacity building, research support, and management (**Strengthening Champions**).

IWMI will identify and pursue opportunities to enhance collaborative learning and innovation in major CGIAR partnerships through the use of KS approaches (**Scaling Out**).

The first two actions should go a long way toward making Centers more efficient in planning, conducting, and evaluating their work, while the third should improve the effectiveness of selected Center partnerships in delivering research results and development outcomes. Both CIAT and IWMI will implement active **Monitoring and Evaluation** approaches to ensure ongoing learning and revision of project activities as appropriate.

1. Background

The 15 Centers supported by the CGIAR and their many national partners are together creating a wealth of knowledge that can help rural communities in developing countries build sustainable livelihoods. They are also doing much to ensure this knowledge is widely shared. Yet, formidable obstacles to knowledge sharing remain, both within Centers and between them and their partners, and these reduce the effectiveness of our R&D efforts.

One obstacle is the persistence of a supply-driven "pipeline" approach to technology development and transfer, together with a "service and product delivery" approach to capacity building. These models are ill suited for developing and scaling out the sorts of knowledge-intensive R&D methods needed to meet the complex challenges of reducing poverty and preserving natural resources. The CGIAR Centers and their partners need to shift to a more demand-driven, interactive approach, in which such methods are developed collaboratively through a shared process of learning and innovation. A key requirement for achieving this shift is that knowledge sharing should no longer be a mere afterthought in research. Instead, it must become an integral part of the whole research process, involving all stakeholders.

Toward a knowledge sharing and learning culture

The Centers have already taken important steps in that direction. The International Center for Tropical Agriculture (CIAT), for example, is entering into a series of regional “learning alliances,” through which participatory methods for linking small farmers to markets are devised, applied, and evaluated collaboratively with major NGOs, and their numerous local partners. The Center for International Forestry Research (CIFOR) was, from its inception in 1993, conceived as a “Center without walls” committed to learning through collaborative research. And, in keeping with this vision, CIFOR has built its programs around diverse partnerships. Likewise, under its new strategy, the International Maize and Wheat Improvement Center (CIMMYT) is giving major emphasis to improved knowledge sharing through global innovation networks, and it has created a new program responsible for pursuing that end. Finally, the International Water Management Institute (IWMI) has created and is implementing a comprehensive knowledge sharing strategy for the Center. Within this framework Knowledge Sharing in Research is a key focus area. Through its pilot project on knowledge sharing in research, IWMI and the CGIAR Challenge Program on Water and Food are identifying, monitoring, analyzing, and documenting innovative methods and practices for use by institute researchers and their partners in knowledge sharing and communication.

Similar developments are under way in other CGIAR Centers as well, with growing numbers of positions and projects focused on aspects of knowledge management or sharing.

The Knowledge Sharing Project

Against this background, it is no coincidence that the four Centers mentioned above have played an active role in a recent initiative aimed at fostering knowledge sharing (KS) in the CGIAR (see the project Web site at www.ks-cgiar.org). Funded by the World Bank through the CGIAR’s ICT-KM Program, the project has focused on incorporating KS principles and techniques into high-profile Center events under pilot initiatives led by each of the four Centers, with project support. The pilot initiatives at CIAT and CIFOR resulted in a new way for the centers to organize and conduct their annual staff meetings, while that at CIMMYT contributed to the formation of a well-integrated team of scientists who share knowledge and information and work towards common goals. At IWMI, the pilot initiative centered on a workshop designed to launch the Institute’s pilot project on knowledge sharing in research.

By creating opportunities for large numbers of Center staff to connect with one another through KS approaches, the pilots have helped identify practical ways for each participating Center to enhance the efficiency of its work.¹ Here is a sample of comments from center staff about the pilot initiatives:

- “This has been an experiment like any experiment; some things worked well and some not so well. Now we can take the best of what we’ve learned this week and apply it in the future” – *Joachim Voss, Director General, CIAT*
- “The Peer Assist session has enhanced my capacity for future actions. I really appreciate the exercise.” – *Jean Claude Rubyogo, Seed Systems Specialist, CIAT-Africa*
- “[In the knowledge fair] there were plenty of things to do, and that generated a sense of high energy and excitement.” – *Maira Moeliono, Scientist, CIFOR-Governance Program*
- “We’ve broken the mold – we’ve changed the way in which meetings have been traditionally run within CIMMYT. That’s a huge leap forward.” – *Dave Hodson, Head, GIS laboratory, CIMMYT*

The pilot initiatives were complemented by several other activities. The KS Project joined

¹ For further information on two of these pilot initiatives, see: Staiger, S., A. Hewlitt, D. Horton, N. Russell, and G. Toomey. 2005. Major meetings as entry points for knowledge sharing. *KM4D Journal* 1(2): 47-60. www.km4dev.org/journal

forces with the CGIAR Institutional Learning and Change (ILAC) Initiative to offer training on the facilitation of group decision-making. The objective of the course was to build participants' facilitation skills for conducting meetings, working with teams, managing conflict, and building consensus. Participants in the first training workshop, held in February 2005, found the training extremely useful, and many are applying their new skills in their daily work:

- "I would like to give this workshop the strongest endorsement I can. I felt, and I think others felt, that it was the most useful event they'd attended since joining the CGIAR." – *Paul O'Nolan, Head, IT Services, IRRI*

The KS Project and the ILAC Initiative also carried out a joint study on the role of human resources policies and practices in fostering KS and organizational learning to gain a better knowledge of the issues and to identify key areas for future intervention. The study examined six CGIAR Centers as well as six other organizations that are regarded as leaders in KS and organizational learning. In addition, the project has developed a Web-based "toolbox" (www.ks-cgiar.org/toolbox) for KS practitioners in the CGIAR, which presents a selection of methods and approaches. Short descriptions of each tool are drawn from the most relevant sources, and step-by-step guidelines are provided for their use. The toolbox also includes links and references to more information as well as to stories relating different individuals' and organizations' experiences in the use of particular tools. Finally, the toolbox offers contact information for persons who have used specific tools and are willing to share their experience and expertise. This toolbox is available through the CGXchange.

One especially significant development in the life of the KS Project was the start of active participation in the KM4Dev community – a network of development practitioners who share their experiences on knowledge management through on-line communication and annual meetings. Staff of the KS Project contributed importantly to the community by guest-editing the second issue of its peer-reviewed, on-line *KM4Dev Journal*. The theme of this journal issue, to which the KS Project also contributed a case study, was "approaches to promote knowledge sharing in development organizations."

As a result of that experience, these Centers involved in the KS Project are now well positioned to confront further challenges through the new 2-year project proposed in this document.

2. Aims and Outputs

CIAT will develop and implement a plan for extending the lessons learned from the KS pilots and other project activities to other Centers and Programs. This **Scaling Up** activity will mainstream KS in other Centers. CIAT will also foster further development of the new but robust community of KS practitioners in the CGIAR, expanding it to involve professionals from all areas of the Centers' work, including research, capacity building, research support, and management (**Strengthening Champions**). These two actions should go a long way toward making Centers more efficient in planning, conducting, and evaluating their work.

IWMI will identify and pursue opportunities to enhance collaborative learning and innovation in major CGIAR partnerships through the use of KS approaches (**Scaling Out**). This should improve the effectiveness of selected Center partnerships in delivering research results and development outcomes.

Both CIAT and IWMI will implement active **Monitoring and Evaluation** approaches to ensure ongoing learning and revision of project activities as appropriate and that the effectiveness of investments is demonstrated and documented.

Goal

To promote collaborative learning and innovation in the CGIAR and its R&D partnerships.

Purpose

To support effective use of KS approaches and tools throughout the CGIAR and in its R&D partnerships.

Expected outputs

- *KS approaches integrated into Center activities:* Field-tested strategies for ensuring widespread use of KS approaches in CGIAR Centers and programs
- *A vibrant KS community:* A dynamic and expanding community of KS practitioners in the CGIAR and its partner organizations
- *Partnerships strengthened:* Proven approaches for achieving more collaborative learning and innovation in CGIAR partnerships through the use of KS in research projects.

3. Project Coordination and Governance

Project Leaders for both components of the Knowledge Sharing project, their DGs and an external KS expert, together with the ICT-KM Program officer will form the Knowledge Management Project Team. The CIO will be responsible for approving the final project documentation, budgets and work plans, including the selection of the partner Centers/communities/research partnerships that will be active partners within the project.

Responsibility for project administration will be undertaken by CIAT and IWMI. Each Center will provide a project coordinator, who will play an active facilitating role in the KS community, coordinate the preparation and implementation of the project work plans, design workshops and other activities, communicate the main outcomes and messages of project activities, and handle project administration and reporting. The coordinators will also be responsible for setting up mechanisms of collaboration within the KS community.

4. Activities

To deliver those outputs, the project will coordinate and support the collective efforts of participating Centers through the activities outlined below.

5. Total budget (USD)

Line item	CIAT Budget	IWMI Budget	Total
Staff	146,000	124,000	270,000
Consultants	14,000	12,000	26,000
Activities	179,000	181,000	360,000
Travel	26,000	15,000	41,000
Workshops	36,000	71,000	107,000
Communication	11,000	7,000	18,000
Overhead	88,000	90,000	178,000
TOTAL	\$500,000	\$500,000	1,000,000

Project Detail: Scaling Up and Strengthening Champions

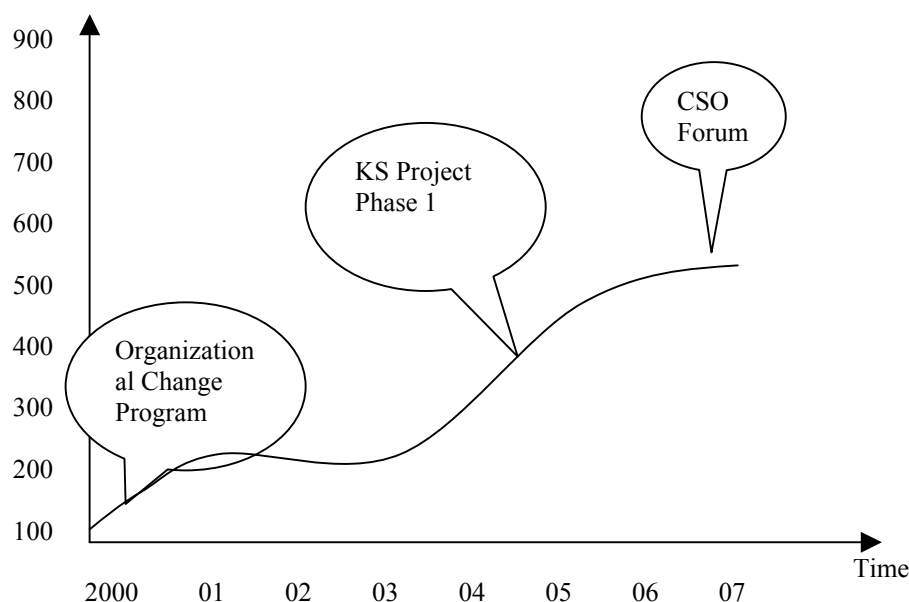
1. Project Information

Host Center: International Center for Tropical Agriculture (CIAT)
 Project Title: Improving CGIAR Effectiveness through Knowledge Sharing (KS): Integrating KS into Center Activities (Scaling Up)
 Project Coordinator: Simone Staiger-Rivas
 Duration: Two Years
 Total Project Cost: 500,000 USD

2. Rationale

Since 2000, the CGIAR has taken important steps to explore innovative approaches to foster collaboration through knowledge sharing and management, as the Organizational Change Program, the ICT-KM Program², and most recently within the CSO Initiative of the CGIAR (figure 1.).

Figure 1. Number of CG staff who experienced knowledge sharing methods through the KS project and related milestones



The first phase of the KS project³, mainly through its four pilot activities, has demonstrated the potential of KS approaches for increasing centers' efficiency in planning, conducting, and evaluating their work. It has also sown the seeds for significantly expanding the use of those approaches in the CGIAR as most recently shown in the CGIAR-CSO Forum at AGM06⁴. We now need to build on the excitement and momentum created by the successful use of major meetings as entry points for broader institutional change.

In doing so, it is crucial that we promote KS, not as an additional activity that increases our

² For further information, see: Project Proposal, Fostering a Learning-Oriented Knowledge Management and Sharing Culture in the CGIAR (339 kb) at http://www.ks-cgiar.org/pdf/cg_km_project_proposal.pdf

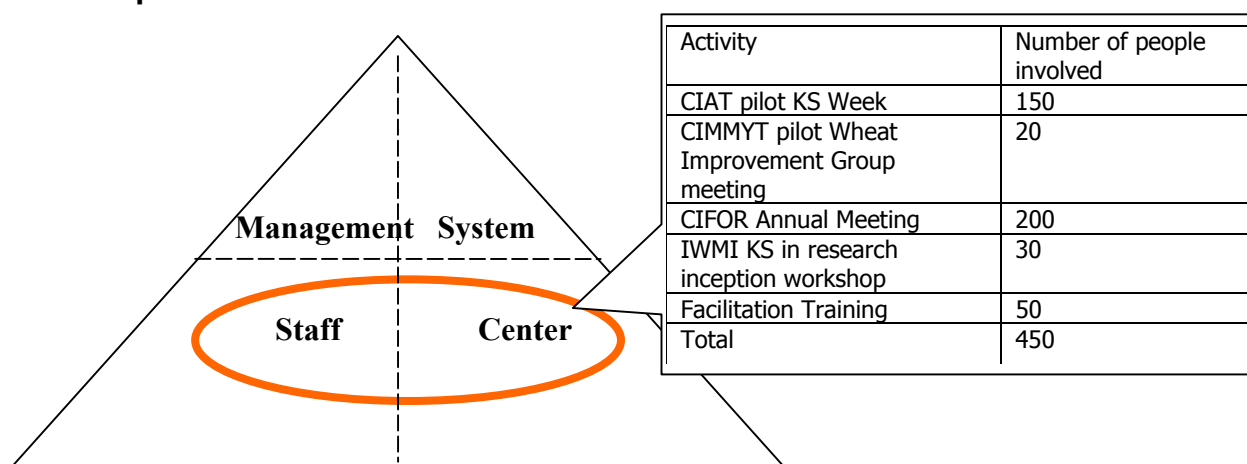
³ Russell, N.; Staiger, S. 2005. Knowledge-Sharing Solutions for a CGIAR without Boundaries. CIAT, Cali, Colombia. [Case study report, 700 kb] at: http://www.ks-cgiar.org/pdf/KS_magazine.pdf

⁴ For further information see; http://www.cgiar.org/meetings/agm06/agm06_stakeholder_csos.html

burden of work, but as a different way of working that greatly improves performance. To bring about organizational change, we need to do more than simply familiarize colleagues with a set of tools and techniques. We must also create opportunities for staff to participate in activities that motivate and prepare them to adopt more collaborative attitudes and employ KS approaches habitually.

An important lesson learnt from the first phase of the KS project is the potential of KS tools and methods to support participatory bottom-up approaches. The emphasis of the first phase was on pilot activities, where the pilot project teams were guided by internal and external KS specialists in a learning-by-doing approach with the main objective to get as many people as possible involved in a first KS experience (see figure 2).

Figure 2. Priority Focus of KS1: Get as many people as possible involved in a first KS experience



In order to achieve the goal of the second phase, which is to improve CGIAR effectiveness, we need now to complement this bottom-up approach and get support and engagement from top management, and suggest doing so by responding to concrete needs that have been expressed at the System level.

Secondly, if we want to address the need of institutional change within the CGIAR, we need to expand the rationale from the first phase of the KS project (that demonstrated the potential of KS by using important face-to-face meetings as entry point) to broader Center management related issues. We suggest doing so by following the successful pilot project model of the first phase.

Finally, to obtain change from inside out, we need further to continue our efforts to develop KS capacity within the CGIAR, at center staff level by supporting inter-Center collaboration, as well as through training activities, with a specific focus on virtual collaboration in the institutional area, but also within R&D partnerships. It is desirable to continue the active connection with the international community of KS specialists in the development sector and benefit from the exchange of experience and joint activities if we want to learn further about KS, and if we want to contribute to CGIAR's visibility within the development sector.

3. Objectives

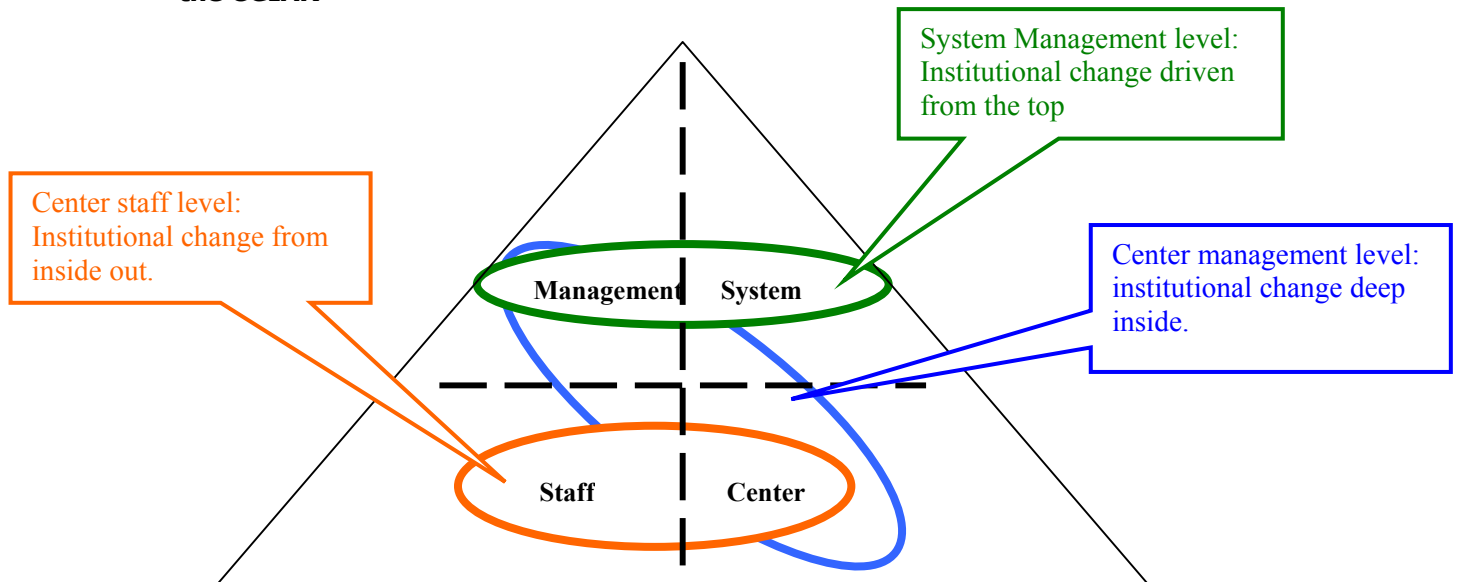
3.1 Overall objective

The objective of this project is to improve CGIAR effectiveness by promoting collaborative learning and innovation, and supporting effective use of KS approaches and tools throughout the CGIAR.

3.2 Specific objectives

The overall objective will be addressed by activities at different levels of the System as shown in figure 3, which will contribute to Scaling Up KS within the CGIAR.

Figure 3. Priority Focus of KS2 - institutional KS: Mainstreaming KS throughout the CGIAR



Incorporate KS in strategic activities at the CGIAR System Level: Institutional change driven from the top

With a view to obtain impact at the top management level of CGIAR and benefiting from the current interest in KS approaches generated at this level through the CSO Initiative, the project will extend the lessons learned from the KS pilots to support the use of KS approaches in important activities at the System level.

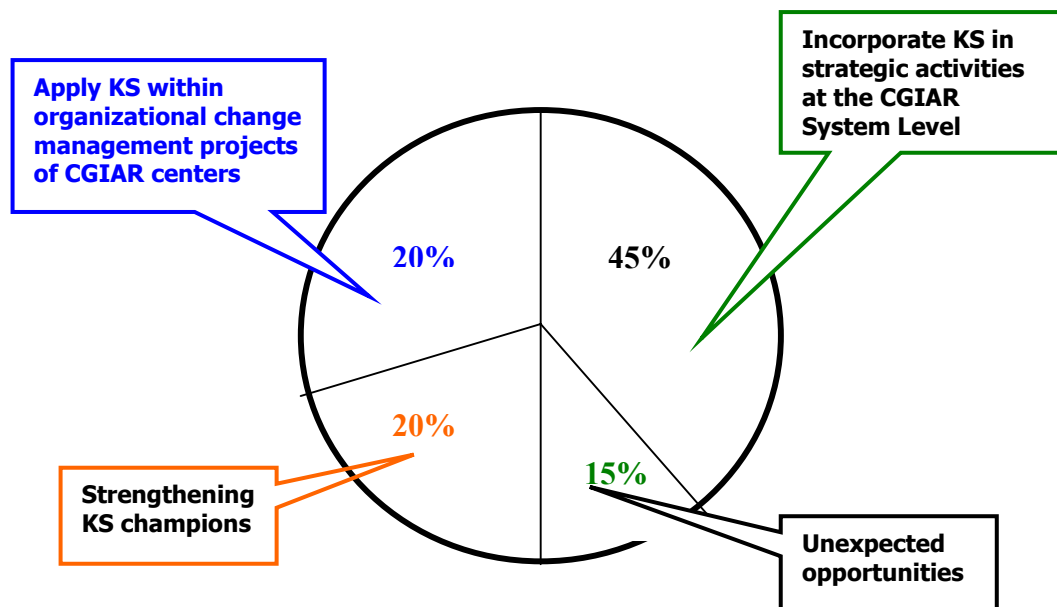
Introduce KS into organizational change management projects of CGIAR Centers: institutional change deep inside

With a view to contribute to profound institutional change, we will apply KS approaches with selected centers through pilot projects and learn about their effectiveness at Center management level. The project will extend the lessons learned from the first phase of the KS project to new institutional areas and domains, including research support, administration, management, and capacity building, and other organizational change management projects.

Strengthening KS champions: Institutional change from inside out

The project will foster further development of the new but robust community of at least 30 KS practitioners in the CGIAR and its links to the community of KS practitioners in international development organizations through joined training activities, and facilitated networking mechanisms.

Figure 4. Representation of overall effort and budget of the specific objectives and related activities



Unexpected Opportunities

The first phase of the KS project showed that many unexpected opportunities occurred during the implementation of the activities. In order to be able to respond to those opportunities which will have to relate to the three major project objectives, the project reserves 15% of its budget. See detailed budget in section 6.

3.3 Joint activities with KS in Research

Under the overall title "Improving CGIAR Effectiveness through Knowledge Sharing (KS)", a second project component (developed in a separate proposal) deals with knowledge sharing in R&D partnerships. The objective of this component is to identify and pursue opportunities to enhance collaborative learning and innovation in major CGIAR partnerships through the use of KS approaches (Scaling Out). This should improve the effectiveness of selected Center partnerships in delivering research results and development outcomes. Several joint actions are planned and outlined throughout this document, and integration and collaboration will continue throughout the implementation of activities.

4. Activities / Methodology

The project will focus its activities on the three strategic levels that have been identified.

4.1 Incorporate KS in strategic activities at the CGIAR System Level

The project will incorporate KS in activities at the System level. This activity will represent **45%** percent of the project's overall effort and budget under the overall coordination of the CGIAR Secretariat. (See CIAT's budget in section 6 and 6.1).

Most important activities:

1. Contribute to the CSO Initiative (jointly with KS in Research)
 - Input and flesh out the CSO-CGIAR Network approach
 - Support the development of a CSO Web portal
 - Input (definition of objectives, process, and facilitation) for the Grant Scheme Inception workshop in October 2007 (jointly with KS in research)

- Include experiences and tools applied in the Toolbox. Promote it within CSO community.
2. In coordination with KS Research, support the Science Forum at AGM 2007.
 3. Support the Science Council Standing Panel on Mobilizing Science (SPMS)

Outcome: An alliance of members, partners and international agricultural centers strengthened through the introduction of KS tools and methods.

4.2 Introduce KS into organizational change management projects of CGIAR centers

The project will carry out 3 pilot initiatives in 3 selected centers to introduce KS approaches into such activities as organizational learning and change, strategic planning, impact assessment, project evaluation, business process reengineering, and ICT-related projects. These pilot initiatives will be documented creatively to facilitate sharing of effective practices across centers.

Possible Areas of Intervention

Projects that are related to organizational learning and change, which:

- Increase trust in institutional expertise, and people: Strategic planning, Business process reengineering; monitoring and evaluation of institutional services and their impact.
- Strengthen organizational culture: Definition of core values; Headquarter-regional relationships; Internal communication strategies and activities;
- Facilitate institutional communication: Design and adoption of ICT-related projects (Institutional memory, intranet, use of collaborative tools); Cross thematic institutional networks, and communities of practice; Events (seminars, fairs, internal capacity building activities)

The KS project is supporting the pilot activities in order to introduce and apply KS approaches across CG centers and Challenge Programs, and to encourage and facilitate learning processes. The funds that are being made available will certainly not cover the complete cost for each activity. They are considered as seed money that allow centers to enter into a new domain and to be part of a group of practitioners that share their findings throughout the process.

The pilot activities will be carried out in parallel with the KS in research pilots. A joint call for proposal and inception workshop will be held and the Impact Pathway methodology⁵ will be used to monitor and evaluate the activities. The interactions of the pilot project leaders will be facilitated throughout the whole process, which represents also an important element of the third activity of this project (Strengthen KS champions, see below 5.3a)

All centers can submit proposals. However, preference should be given to those centers that haven't been involved in the first phase of the KS project. A selection committee will review the concept notes: 4 KS practitioners who are not working within the CGIAR but who know the system (names to be defined), as well as the 2 project leaders, Sanjini de Silva and Simone Staiger-Rivas. The CIO will receive the recommendations of the selection committee and formulate recommendation to the CIO management for final decisions.

This activity will represent **20%** percent of the project's overall effort and budget (See CIAT's

⁵ See: Boru Douthwaite, Impact Pathways at: <http://boru.pbwiki.com/>.

budget in section 6 and 6.1).

Outcome: KS principles and approaches applied in the area of organizational change management projects of selected centers. Experiences shared and documented.

4.3 Strengthening KS champions

The first phase of the KS Project was carried out by a group of committed center staff through a strategic partnership with the Bellanet International Secretariat at IDRC. Together, they managed to create a core team of KS specialists in the CGIAR, who possess the skills and motivation necessary to promote the mainstreaming of KS. Even so, this group is still small, and overall, KS expertise within the CGIAR is still limited.

In the second phase of the project, we will seek to strengthen the KS community, expand it to include a minimum of 30 professionals throughout the CGIAR, and enhance its relationships with external partners. The result will be an emerging network of KS practitioners capable of helping all centers enhance the efficiency and effectiveness of their internal operations and collaborative efforts, and Centers that are able to develop their own action plans for promoting KS and for further developing in-house capacity to implement those plans. The project will strengthen champions by focusing on the following activities:

a) Virtual Teamwork

Staff involved in the KS project (KS in research and institutional KS) will be linked through virtual groups with the support of a facilitator. Following the methodology that was used for the first phase of the KS project, different mailing lists will be used: (1) Core group. (2) One for each pilot project. A workspace within CGXchange will support the teamwork and serve as a repository for project documents.

Outcome: KS core team and project teams strengthened through facilitated, transparent and inclusive communication

b) On-line facilitation training and/or support of virtual teams, communities, and networks.

The project seeks to support actively virtual teams, communities, and networks in the institutional area, but also within R&D partnerships, in their collaborative and knowledge sharing efforts. This activity includes an important on-line facilitation-training component. Leaders of the teams, networks, and communities will be mentored and trained on the spot. Support will also be given in the use of different electronic media, as i.e. survey tools, electronic planning tools, synchronous and asynchronous communication tools. Teams can express their interest and apply within the call for proposals.

Outcome: Strengthened virtual teams with enhanced on-line facilitation skills

c) Joint activities with international development organizations in the area of capacity building and training

The project will pursue its efforts to develop activities within the community of KS practitioners KM4Dev⁶. The KS project suggests to take the lead on the Knowledge Expedition concept, and to support its implementation as a means to (1) contribute to strengthen the network of KS practitioners of international development organizations; (2) strengthen the CGIAR network of KS practitioners and give it visibility; (3) contribute

⁶ See the Km4Dev Web site at: www.km4dev.org

to internal and external capacity building throughout the process; (4) document the experience in dynamic formats (Web site, wikis, electronic training module...) to allow the sharing of the experience and its findings.

Outcome: Strengthened KS capacity in the CG; Innovative training materials produced in collaboration with KS practitioners of international development organizations.

d) Synergies and possible joint activities with related CGIAR Programs or initiatives

The project will contact Programs and initiatives within the CGIAR that may be interested in joining efforts to promote a knowledge sharing culture: Units of the CGIAR System Office, like the G&D Program, SAS-HR, CGIAR Secretariat, and also the Institutional Learning and Change Initiative (ILAC)⁷ will be contacted to detect synergies and opportunities for possible joint activities in the area of training in KS, capacity building, documentation, and communication.

Outcome: Strengthened KS capacity throughout the System. Resources optimized. Number of users increased.

e) Further development of the toolbox⁸

The KS toolbox, a Web-based selection of KS processes, will be further developed, including the experiences, stories, photos and contact information of those who participate in the project activities. The toolbox will be translated into Spanish and French, in order to give larger access within the CGIAR and worldwide. Its content will be disseminated through the KS focal point list, the KM4Dev community, the CSO Initiative of the CGIAR, CG X change and wherever further opportunities occur.

Outcome: An expanded and widely used resource on KS tools and methods, including a pool of KS practitioners within the CGIAR who share their experiences.

Carrying out these activities, the project team will permanently support the efforts of the ICT-KM Program to promote collaboration and teamwork around the use of the CGIAR's global public goods.

These activities will represent **20 %** of the project's overall effort and budget (See CIAT's budget in section 6 and 6.1). Activities a) to d) will be carried out jointly with the KS in research project, and will receive financial contributions from this area. Activity c) will include financial contributions from participating centers, and teams. Activity d) will include common sponsorship with international development organizations. Activity e) will include contributions from involved programs or initiatives.

⁷ Visit the ILAC Web site at: <http://www.cgiar-ilac.org>

⁸ Visit the toolbox at: <http://www.ks-cgiar.org/toolbox/>

5. Timeline

In bold: joined activities with KS in research

Activities / month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Incorporate KS in strategic activities at the CGIAR System Level	CSO-Forum follow-up meeting	Input to CSO-Network approach and Web portal	Contribute to preparation and facilitation of Science forum at AGM 2007						Grant Scheme Inception workshop	Support the Science Council Standing Panel on Mobilizing Science (SPMS)											AAR: final reporting and evaluation			
Introduce KS into organizational change management projects				Call for proposals and selection and preparing the inception workshop				Inception workshop	Pilot activities											End of project workshop	AAR: final reporting and evaluation			
Strengthening KS champions				Call for proposals for on-line facilitation training (virtual teams)			Virtual team support and on-the spot on-line facilitation training																	AAR: final reporting and evaluation
		Translation toolbox. Update Web site				KM4Dev Workshop																		
	Virtual teams: from project team to increasing core group with pilot leaders																							
	Joint KS training initiative with international development organizations																							
Synergies and joint activities with CGIAR-related initiatives and Programs: SAS-HR, G&D, ILAC, Com. Unit CGIAR Secretariat																								
Project Management	Operational project budget and functional team. Workplan approved by core group and CIO	Start KS in research		Bi-annual progress report. 6-month worplan							One-year AAR with pilot leaders. Progress report. 6-month						Progress report. 6-month worplan			End of project workshop	Final reporting		End KS in research	

6. CIAT Managed Budget

(2 years in USD)

Line item	CIAT Budget
Staff	146,000
Consultants	14,000
Activities	179,000
Travel	26,000
Workshops	36,000
Communication	11,000
Overhead	88,000
TOTAL	\$500,000

6.1 CIAT Budget Notes

This budget is based generally on experience in the project's first phase.

Staff: Covers the cost of 75%-time of a project coordinator (Senior research fellow), and 25%-time of a project assistant for 2 years.

Activities: Covers pilot project and activity related meetings, traveling, training, M&E, documentation, consulting. The project will call on KM/S specialists from within and outside the CGIAR to take part in and actively support pilot activities, workshops, training and mentoring. The support can include advice and participation in the preparation and carrying out of the project activities, the facilitation of events, and the documentation of project activities. The cost of their services is assumed to be in the range of \$300-\$1,000 per day. CGIAR participants in workshops and training will receive a travel subsidy of \$1000 each, with the remainder to be paid by the respective centers. It does not cover project coordinator travel costs.

Consultants: The project team will call on KM/S specialists from outside the CGIAR. The support can include advice and participation in the preparation and carrying out of the project activities, the facilitation of events, and the documentation of project activities. The cost of their services is assumed to be in the range of \$300-\$1,000 per day.

Travel: This item includes airfare and per Diems for CGIAR project staff, and for consultants where not covered under the Workshops line item.

Workshops: Includes project inception workshop, project M&E workshops, and training workshops. This item includes airfare and per Diems for CGIAR project staff, and for consultants where not covered under the activities line item. It includes consultancy fees, travel, and other costs related to these workshops.

Communication: Includes the production of communication products, such as magazines, Web sites, posters, and so forth, as well as the use of on-line collaborative tools, telephone conferences, videoconferences, and use of international courier services.

Overhead: Calculated as 20 %.

Project Detail: Scaling Out - Strengthening Knowledge Sharing in Research

1. Project Information

Hosting Center: International Water Management Institute (IWMI)

Project Coordinator: Sanjini De Silva

Project Duration: Two Years

Total Project Cost: 500,000 USD

2. Background

Many staff in CGIAR Centers and partner organizations are convinced that we need to shift to a more demand-driven, interactive approach, in which knowledge-intensive methods and tools for R&D are devised collaboratively through a shared process of learning and innovation.

Active knowledge sharing is an important factor in the success of such processes. There is a longstanding tradition that separates researchers from those that take up their results. To bridge this gap, increase the adoption rate of research recommendations and improve the performance of Centers and their partners, the project will work closely with scientists, users and project partners who are open to incorporating KS approaches into new or ongoing collaborative R&D initiatives. When users (or beneficiaries) participate in research, knowledge flows both ways. When researchers engage and communicate with users from the research design and carry on interacting throughout the project, the value it can add to the work can be significant.

By focusing on pilot activities in the KS Project's initial phase, we were able to generate much interest among the Centers involved and create a core group of KS practitioners. This approach was also successfully applied in the IWMI/CPWF pilot initiative on KS in research.

In phase 1 of the project the IWMI pilot initiative centered on a workshop designed to launch the Institute's pilot project on knowledge sharing in research. A number of Knowledge Sharing approaches were introduced to participants who were to become KS focal points/champions. Many of the focal points took this role on enthusiastically and have since introduced and used these approaches in their projects, teams and offices. The pilot project is identifying, analyzing and promoting best practice in innovative knowledge sharing, M&E and science communication in research projects. While the KS in Research Pilot Project has made good progress, especially by introducing new approaches, it has not reached its full potential due to insufficient funds to implement more activities at the project level.

In the KS Project's second phase, we will build on this model by implementing KS activities in eight major research projects: six to be funded by this project and 2 to be funded by IWMI and the CGIAR CPWF.

- Two of the eight proposed projects have been part of the IWMI/CPWF KS in Research Pilot Project over the past 18 months. These projects will still be part of this ICT-KM phase 2 project on the basis that they are well established, understand and have bought into the concept of KS in Research and are moving forward in implementing KS activities. KS activities in these two research projects will be funded by IWMI and the CGIAR CPWF.

Six research partnership projects will be identified & funded by phase two. The six projects will be selected based on the following criteria:

- Expressed and demonstrated interest in exploring new approaches for improving research effectiveness
- Breadth of research partnership

- Opportunity for spin offs and multiplier effects
- Demonstration of commitment (co-funding for example)

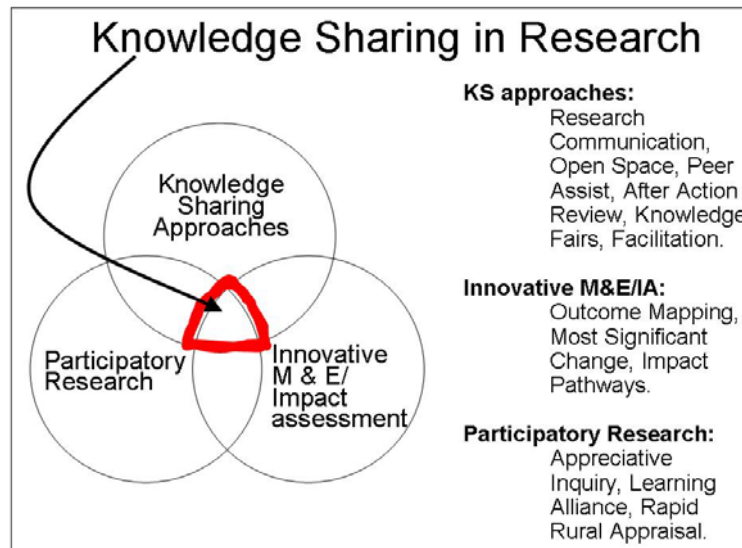
The Project Coordinator will invite research partnerships to make a proposal to participate in this project, evaluate them according to the above-mentioned criteria and make recommendations to the CIO who will make the final decision on the pilots to receive support.

3. Summary of planned project activities

The initiatives will encompass activities across the entire project cycle, including proposal development, partnership formation, research-for-development activities, project monitoring and evaluation, and the documentation and communication of outcomes. The KS project will support those activities by:

1. Using planning meetings with partners to build relationships that provide a basis for effective collaboration.
2. Supporting effective researcher/end user interaction, especially during the planning stage of each initiative.
3. In coordination with KS Strengthening Champions Project Leader, contribute and assist in implementing KS techniques for the Science Forum at AGM 2007.
4. Supporting the creation and facilitation of effective R&D networks and communities of practice.
5. Introducing KS tools (e.g., knowledge fairs, after action reviews, peer assists, chat shows, and so forth) into specific R&D activities.
6. Supporting the documentation of the knowledge sharing approaches and experiences of the pilot projects both comprehensively and descriptively using different media.
7. Supporting the use of collaborative tools in R&D partnerships to complement face-to-face interactions.
8. Offering easy access to facilitation training (including online facilitation) and to other KS capacity building activities, organized as part of the project's effort to foster an active and expanding community of KS practitioners in the CGIAR.
9. Validating the use of KS approaches in high-profile areas of R&D, such as high-value agriculture and disaster relief.
10. Demonstrating that some approaches used to promote KS in research are similar to innovative approaches used for planning, monitoring and evaluation (M & E) and impact assessment (Outcome Mapping, Most Significant Change, Impact Pathways and Network Mapping). M&E and Impact Assessment support the identification of lessons learned and present opportunities of how these lessons might be used in the future. However, most of the more traditional impact assessment approaches (post project) do not lend themselves to treating impacts as something that can be used in an ongoing learning process. There is a need to use more participatory and ongoing approaches such as Outcome Mapping and Most Significant Change. These approaches allow projects to adjust their direction as they go along and serve as an excellent knowledge sharing mechanism.
11. Demonstrating that Knowledge Sharing in Research brings together a number of new and old approaches (see figure below). It will help show their collective value, methodologies and most importantly a change in culture that will support ongoing agricultural research in getting the research that we produce into the hands of the end user (or beneficiary).
12. Promoting active exchange of experiences between initiative teams to maximize learning across centers.

13. Carrying out a study aimed at helping us better understand and learn from the successes and failures of R&D networks and partnerships in the CGIAR and other international organizations. Together with the outcomes of the activities, study results will take the form of a printed guide and web-based document, made widely available to CGIAR researchers and partners. The IWMI KS in Research Pilot Project experiences and outputs will be built upon when implementing these two activities.



4. Project Team

The project team will consist of:

1. A project coordinator
2. A communications coordinator/researcher who will facilitate implementing KS activities
3. Communications coordinator/writer who will document - both written and through video

5. Monitoring and Evaluation

Soon after project approval, a workshop, jointly organized by Project Leaders of both KS projects (CIAT and IWMI), will be convened for key stakeholders to develop a work plan, including a plan for monitoring and evaluating project activities and results. The actions described below will be proposed to stakeholders:

1. Each major project event will include a session to review the project's progress and to update the work plan. Results of this session will be documented and posted on the project website.
2. After Action Reviews will be conducted at each major project event and the results documented and posted on the project website.
3. A thorough midterm review of the project will be conducted in mid-2007. It will include a participatory review and planning workshop involving key project participants and stakeholders as well as one external evaluator. A report will be prepared and posted on the website that includes results of the participatory review plus an independent commentary by the external evaluator.
4. Near the end of the project (mid-2008), a thorough project evaluation will be conducted involving (a) preparation of a comprehensive project report by the project coordination teams; (b) a participatory evaluation workshop; and (c) an external evaluation by a panel of three experts, who will base their work on a

review of project documents, interviews with key stakeholders, and participation in the workshop mentioned under point (b).

5. Development of Impact Pathways could be used to help projects plan, implement, monitor and evaluate their progress. This will also support the process of scaling out and scaling up and therefore result in sharing our research wider.
6. Most Significant Change could be used throughout the project duration as a more innovative and participatory M&E approach. The significant change stories are written by beneficiaries and are an ideal way of communicating change stories both positive and negative to a wide group of stakeholders in an easy to understand manner in both components of the project.

Implementation of these activities by both CIAT and IWMI will ensure that ongoing learning and revision of their respective project activities will take place as appropriate. It will also contribute to ensuring that other CGIAR staff, Centers and Programs not directly involved in project activities can benefit as well through wider dissemination of project results.

6. Process

During the first several months of the project, the core project team will lead the following process:

- Core team fine tunes full proposal and proposes a set of strategic priorities (virtual consultation)
- CIO approves the proposal
- Core team develops call for proposal for the activities
- Core team examines incoming proposals and recommends selection of activities to CIO
- CIO makes decision on activities
- Core team organizes an inception workshop for selected activities.

Bi-annual work plans will be developed and vetted by the CIO before implementation. Implementation of project activities will be decentralized to participating Centers to take full advantage of in-house expertise. Where applicable, principles for determining support for specific activities include: multi-Center, multi-partner, scalable and replicable. An over-riding concern is to ensure that specific project activities can continue to produce desirable outcomes beyond their respective immediate participants and on an ongoing basis after the activity is completed. This will be accomplished through active dissemination of results and learning and by making access to these results easy.

It should be noted that **Scaling Out** project activities will be drawing on the activities organized by the **Scaling Up** and **Strengthening Champions** activities (for example, online and face-to-face facilitation training). And, furthermore, the **Scaling Out** project will achieve outcomes ascribed to **Scaling Up** and **Strengthening Champions** project activities (strengthening capacities within participating centers and creating new KS champions).

7. IWMI-Managed Budget

(2 years in USD)

Line item	IWMI Budget
Staff	124,000
Consultants	12,000
Project activities	181,000
Travel	15,000
Workshops	71,000
Communication	7,000
Overhead	90,000
TOTAL	\$500,000

IWMI-Managed Budget Notes

This budget is based generally on experience in the project's first phase.

Staff: Covers the cost of 60% (132 days) of a Project Coordinator and 200 days of a Project Team consisting of Researcher, Communications Coordinator and Admin support.

Consultants: The project will call on KM/S specialists from within and outside the CGIAR to take part in pilot activities, workshops, training and mentoring. The cost of their services is assumed to be in the range of \$300-\$1,000 per day.

Travel: This item includes airfare and per diems for CGIAR project staff, and for consultants where not covered under the Workshops line item.

Project Activities: This will fund six projects to implement various Knowledge Sharing activities..

Workshops: This includes the project inception workshop, project M&E workshops, and training workshops. This item includes airfare and per Diems for CGIAR project staff, and for consultants where not covered under the activities line item. It includes consultancy fees, travel, and other costs related to these workshops.

Communication: Includes telephone conferences, videoconferences, and use of international courier services, as well as the production of communication products, such as magazines, Web sites, posters, and so forth.

Overhead: Calculated at 18 %.