

Project Detail: Strengthening Champions

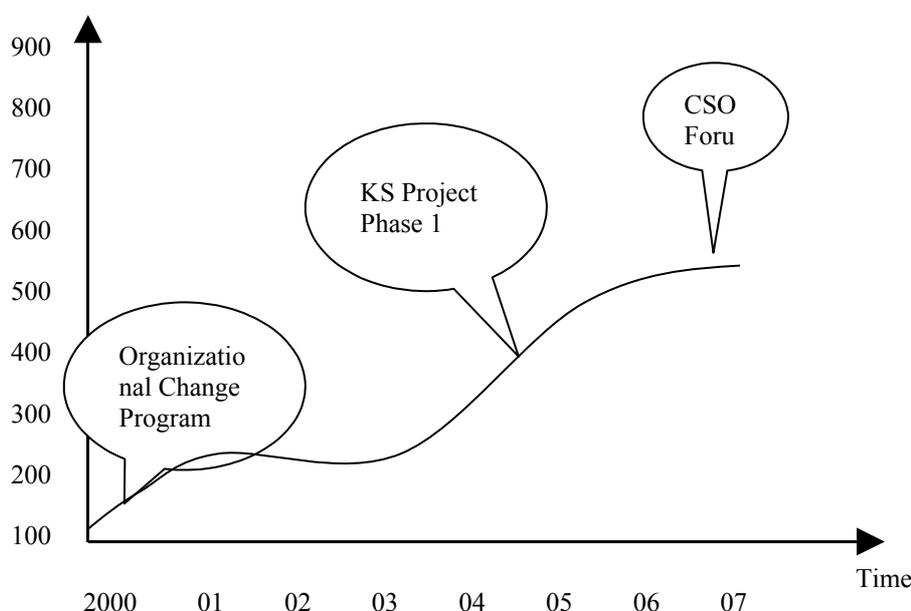
1. Project Information

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 Program¹, 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 project², 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 AGM06³. 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 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

¹ 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

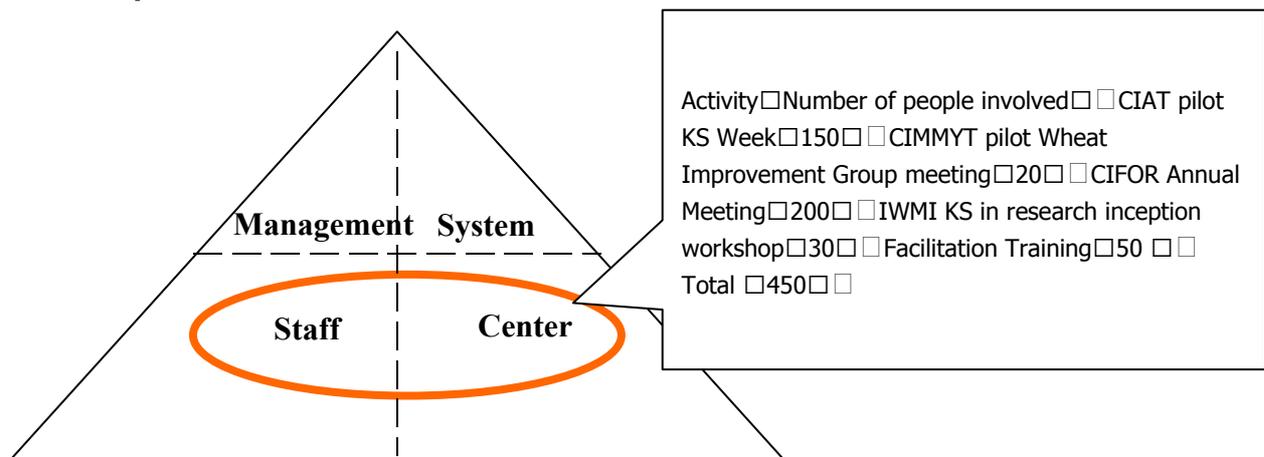
² Russell, N.; Staiger, S. 2005. Knowledge-Sharing Solutions for a CGIAR without Boundaries. CIAT, Cali, Colombia. [Case study report, 700 kb] at: http://www.ks-cgiar.org/pdf/KS_magazine.pdf

³ For further information see: http://www.cgiar.org/meetings/agm06/agm06_stakeholder_csos.html

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

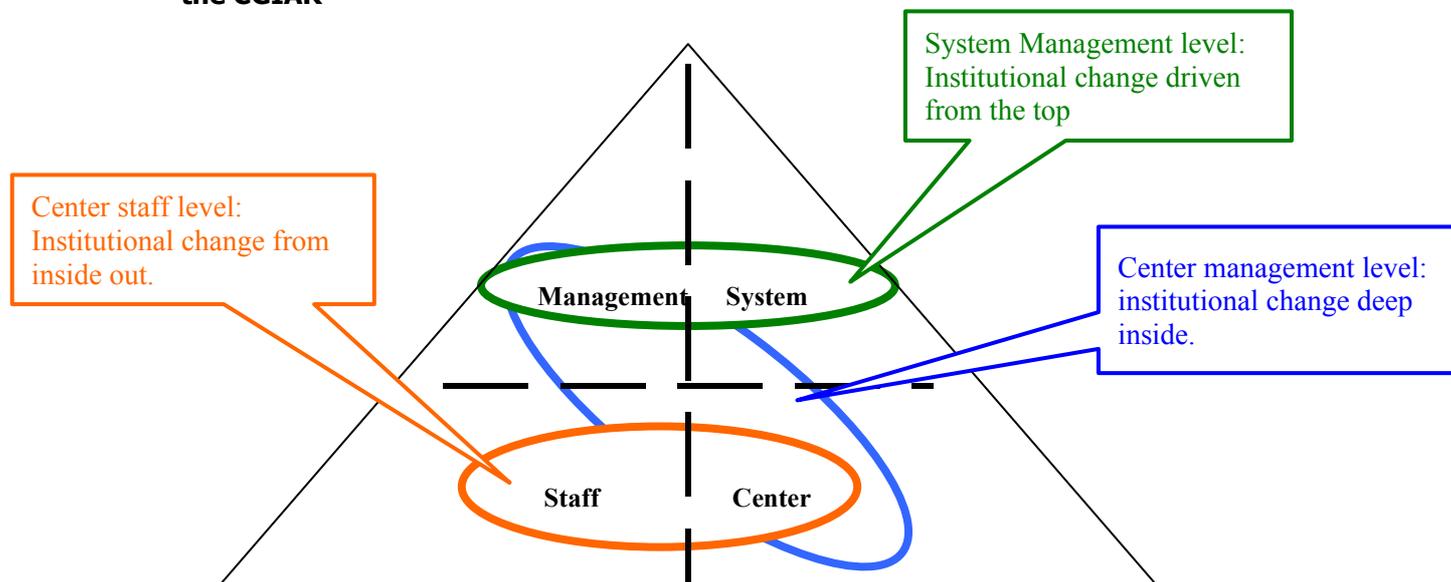
3.1 Overall objective

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.

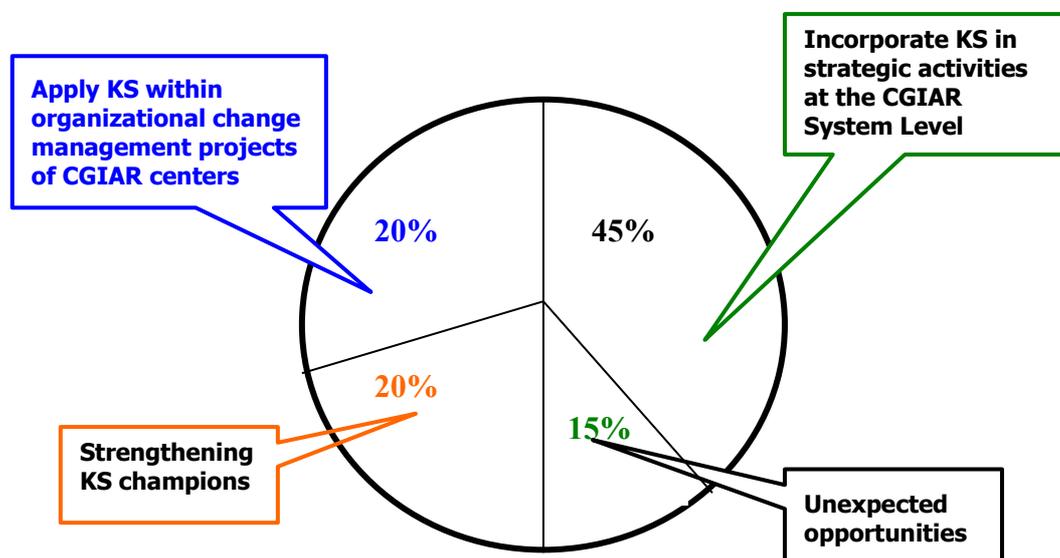
Introduce KS into organizational change management projects of CGIAR Centers: institutional change deep inside

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 methodology⁴ 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

⁴ 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 KM4Dev⁵. 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

⁵ 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)⁶ 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 toolbox⁷

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.

⁶ Visit the ILAC Web site at: <http://www.cgiar-ilac.org>

⁷ 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 %.