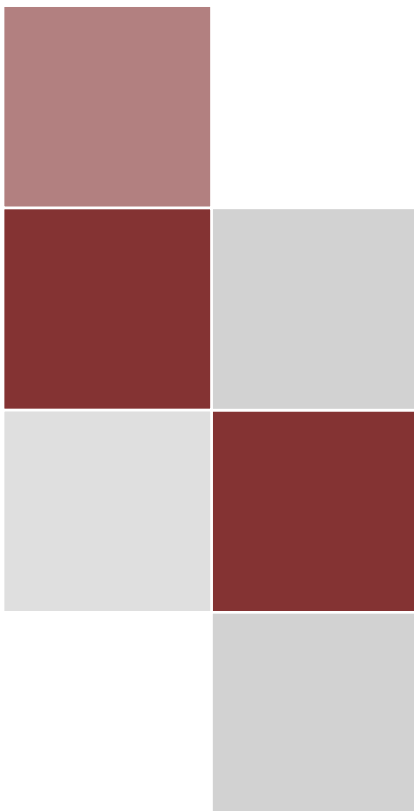




CGIAR

ILRI

INTERNATIONAL  
LIVESTOCK RESEARCH  
INSTITUTE



# ILRI Communications and Knowledge Management Unit Plan, 2015- 2016

May 2015

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## Overview and rationale

In 2013, the core identity of the International Livestock Research Institute (ILRI) was identified by ILRI management as: *creating knowledge about livestock to benefit rural poor in developing countries in ways that have global application and draw on knowledge from around the world.*

Key tasks for ILRI are to ensure that the knowledge created is communicated, shared and put to work to benefit the people that ILRI works for.

This plan is mainly driven by the directions set out in ILRI's 'influencing' critical success factor (CSF) plan: to influence the choices of decision-makers and investors *and* catalyze changes in the strategies and practices of a large set of livestock system actors and livestock producers themselves. In short, to ensure that ILRI's science products influence others and have impacts. Key action areas across ILRI in this area are identified in the CSF as follows:

1. **Build the Evidence Base.** Obtain, aggregate, present and make accessible missing and insufficient data on livestock that will help build the evidence base for small-scale sustainable livestock development; from this evidence, derive 'key messages' for key audiences.
2. **Make the Products.** With allies and partners, design and deliver a (mix-and-match) range of multimedia, multi-format, multi-purpose 'influencing' products, processes, conversations and events.
3. **Enlarge the Constituencies.** Help create and catalyze effective, influential and like-minded pro-poor constituencies in which to co-create (as needed) and co-present/co-advocate compelling and evidence-based information and knowledge for different audiences and purposes.
4. **Evaluate the Aspirations** of key stakeholders, partners and CGIAR research program (CRP) agendas to ensure ILRI's agenda is also demand driven.
5. **Be There.** Take the pro-poor livestock agenda, knowledge and messages to different audiences by joining conversations and convening other influential groups via print media, online discussion groups, digital events, face-to-face meetings, etc.
6. **Mainstream Influencing.** Create buy-in for, and capacities in, individual and institutional influencing work across ILRI. The talent and activities needed to cost-effectively influence others (e.g., messaging, packaging, negotiating, learning, listening, engaging, presenting, speaking, writing) need to be well understood, resourced and embedded in our projects, programs and regions as well as in individual and team plans/key results areas (KRAs).

The other CSFs also provide important directions, notably: delivering high-quality science, developing capacities to communicate research findings, supporting a conducive learning culture inside ILRI, and developing convincing funding proposals.

This plan is global in scope in that it addresses both external and internal communications and knowledge management and sharing demands.

# Objectives

The Communications and Knowledge Management team at ILRI provides central leadership in knowledge sharing, communication and information facilities and expertise to ILRI researchers, the organization and its partners. Activities are intended to enhance ILRI's effectiveness and outcomes through four main activities:

- Communicate evidence for wider influence – by engaging with and influencing decision-makers and other audiences;
- Translate science-based practices into impact – by communicating research outputs into potential development outcomes, get knowledge into use;
- Link and connect people and knowledge to enrich collaboration, learning, interaction and exchange;
- Access, organize and manage, document, publish, communicate and disseminate research knowledge, information and data, products and outputs for wide accessibility and use.

Three functional areas and associated deliverables are the focus of this plan:

- Knowledge, publishing and curation;
- Knowledge, engagement and collaboration;
- Communications, awareness and advocacy.

## Key expertise areas

1. Devising and delivering integrated 'communications and KM' packages as part of research projects.
2. Raising public awareness of developing-country livestock issues and building greater support for pro-poor livestock research for development.
3. Establishing and managing open access information 'repositories' (<http://cgspace.cgiar.org>).
4. Innovative use of 'social' participatory web-based communication approaches and tools to disseminate research information (<http://maarifailri.org>).
5. Using multimedia (film, video, audio, images, photo-films) to support reporting and publishing of research activities, typically capturing project knowledge, reporting on events and communicating messages to wide audiences. <http://ilri.org/ILRIFilms>
6. Event and process design, facilitation and reporting to deliver effective and participatory engagement and meetings. <http://maarifailri.org/social-reporting/>
7. Supporting (research) collaboration and engagement.
8. Publishing and sharing in 'open' ways – open access, open source, open tools.
9. Capacity and expertise development in all of these areas, formal and informal.

## CKM principles

1. The knowledge we generate is open and public
2. We value the knowledge of our clients and partners
3. We publish and communicate using multiple formats for multiple purposes
4. We support knowledge collecting, connecting and conversing
5. Face-to-face communications are as important as other communication channels
6. Communications is everyone's responsibility
7. Communications is inextricably linked to research outputs and development outcomes
8. Internal communication is part of our communication strategy
9. Partnerships are key to our impacts
10. We innovate in the ways we share knowledge and use ICTs.

# Organization and delivery

## Delivery packages

In this area, ILRI focuses on twelve delivery packages<sup>1</sup>:

1. Advocacy coalitions
2. Leadership, planning and management of CKM functions and teams
3. Collaboration platforms and support
4. Corporate news and products
5. Event facilitation and support
6. Information services and contact management
7. Internal communication support
8. Media, campaigns and Influencing for big events and products
9. Multimedia and print publishing
10. Open access platforms and publishing
11. Social engagement support
12. Web and digital platforms and tools

An additional high-level deliverable is providing significant direct CKM support to projects.

## Support for programs

ILRI's research programs are the basis for planning, organizing and delivering the institute's research. A high priority is to ensure that each program has access to necessary communications and knowledge management support and expertise. The primary vehicle for this is dedicated CKM staff embedded into each program – and often into larger projects. These 'front line' people deliver a range of inputs to their programs or projects, covering all the functions within CKM. They are supported by specialists working across all the programs and the institute. Together, all these individuals form part of the ILRI CKM community of practice. A part of each program's rolling strategy and plan sets out the priority needs and activities in terms of communications and KM support.

## Support for CRPs

CGIAR research programs (CRPs) are central to the delivery of funds and results across CGIAR. Within ILRI, it is essential to provide the full range of CKM products and services – ensuring that ILRI and its partners' work is properly documented, reported, facilitated, communicated and has desired outcomes, and that the aims of CRPs, as far as possible, benefit from ILRI expertise and capacities in these areas. This may entail mixes of internal support to ILRI teams working in CRPs with external support to other partners involved in a CRP. An important dimension is to learn and apply CKM lessons around CRPs. Where possible, ILRI will dedicate CKM staff time to support different CRPs. Within ILRI, each CRP focal point has a rolling strategy and plan which also sets out the priority needs in terms of communications and KM support.

## Support for regions

ILRI has a global mandate served by staff and projects in many countries where livestock are important to the poor. CKM expertise and activities support effective communications and engagement among ILRI staff and regions. It also helps raise the visibility and extend the reach of ILRI's dispersed staff, groups and projects. Where possible, ILRI will dedicate CKM staff time to support communications by and for ILRI's targeted regions. Within ILRI, each regional coordinator has a rolling strategy and plan which also sets out the priority needs in terms of communications and KM support.

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<sup>1</sup> [http://ilri-comms.wikispaces.com/delivery\\_packages](http://ilri-comms.wikispaces.com/delivery_packages)

## Partnerships

All ILRI's information and knowledge products recognize the contributions of partners; ILRI also works with different specialized CKM and similar partners to extend the reach and impact of its research.

## Capacity development

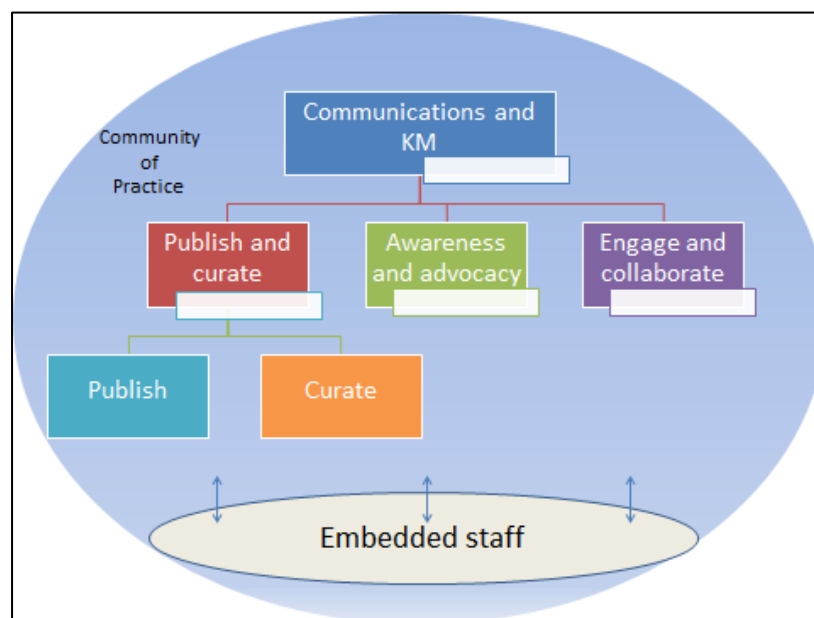
ILRI's own capacities to effectively communicate, share knowledge, engage and collaborate – internally and externally – form part of its 'fit for purpose' critical success factor. As such, ILRI strives extend its capacities in these areas. Where appropriate, and where this contributes to project or strategic goals, ILRI supports the CKM capacities of its partners so they can better achieve their goals.

## Structure and staffing

Internal review and diagnosis of these functions in 2013 and 2014 led ILRI to four conclusions:

1. All of ILRI's CKM resources must be exploited to help ILRI meet its three strategic objectives, its programmatic and regional ambitions and its CRP commitments, meanwhile delivering value for money and to high standards.
2. ILRI will expand, extend and re-orientate its CKM skillsets by recruiting additional staff, using freelance communications professionals better and further building a productive and cost-effective community of practice embracing and connecting all CKM staff across ILRI.
3. ILRI is creating strategic, interlinked, flexible and cost-effective CKM products and services that can be delivered where and when needed, in a timely fashion.
4. One ILRI-wide communications and KM 'community', with appropriate sub-teams, is the best way to deliver this wide agenda. This community of communications professionals is a 'mixed model' comprising more generalist 'embedded' communications staff with time mainly allocated to CRPs/programs/regions as well as staff with specialized communications skill sets serving all of ILRI.

The current structure (from 1 July 2014) is illustrated below.



## Financing

In recent years, CKM activities have been increasingly recovered from projects. This is expected to continue and grow.

In 2015, some CKM costs are considered corporate or 'institutional' and these (e.g., website, corporate public awareness) are included in the management overhead. Others are considered 'research support' and these (e.g., journal subscriptions) are included within a charge on each scientist. The remaining 40–50% is recovered from projects for specific services rendered over and above those above. Examples of these are publications, project websites and event facilitation<sup>2</sup>.

Beyond these 'centrally provided' services, some projects, regions and programs have recruited, and pay for, their own dedicated communication and KM staff. These work closely with the central CKM team to deliver the same global package of products and services.

More and more, projects are encouraged to budget directly for the communications support they need and internal project proposal guidelines are being adapted to make this a standard check-off before submission of proposals.

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<sup>2</sup> The various services and products are elaborated at: [http://ilri-comms.wikispaces.com/delivery\\_packages](http://ilri-comms.wikispaces.com/delivery_packages)

# Communications, awareness and advocacy

*This team along with ILRI's senior management leads development of much of ILRI's strategic, external 'public awareness' communications, including evolution of the ILRI brand; high-level institutional messaging, presentations, reports and posters; a scheduled publication of corporate portfolio products; and influencing and advocacy campaigns effected largely through news and social media and strategic institutional alliances.*

## Rationale

The Awareness and Advocacy team articulates why (and how) ILRI research matters to the world's sustainable development agenda and why (and how) ILRI is (much) more than the sum of its parts. Oriented towards external (public) communications that originate, synthesize and frame key messages, this team's communications work helps to ensure that ILRI's public profile, reputation and impacts remain high, particularly in scientific, development, partner and donor communities of most importance to the success of ILRI's global mission.

## Objectives

Specific ILRI objectives in this area are:

- Daily to articulate ILRI's raison d'être, mission, brand, objectives, impacts and outcomes in forms, channels and media best suited for ILRI's several key stakeholder audiences.
- Regularly to translate ILRI's scientific livestock knowledge into evidence-based, high-level communications (e.g. messages, stories, video productions, blog articles, op-eds, essays, news releases, factsheets) that are attractive to our (past, current and potential) donor agencies, scientific and development partners and beneficiary communities.
- Strategically to support alliances and influence decision-making processes with judicious evidence and framing of pro-poor livestock-for-development issues.

## Action area: Originate content

With directors, scientists, partners and other communications staff, as available and warranted, create and co-create ILRI knowledge products (e.g. research, draft, write, edit, summarize, synthesize, frame, translate, edit, proofread, factcheck, design, illustrate, brand, audio record, film and photograph).

## Action area: Package (and repackage) content

With other communications staff as appropriate and warranted, design and package ILRI's corporate communications in formats suiting ILRI's diverse key stakeholders (e.g. articles, long-form essays, short opinion pieces, news releases and backgrounders, factsheets, posters, slide presentations, Storify compilations, audio interviews, short videos and photo films, full-length documentaries, award nominations, tweets, flyers, invitations, announcements, advertisements).

## Curate and publicize content

With other communications staff as appropriate and warranted, get corporate communications materials and messages disseminated broadly by tagging and categorizing corporate materials appropriately, by recycling, messaging and promoting these on ILRI's main publishing and sharing channels, by curating material onto the CGIAR website, and by targeted email dissemination.

## Delivery packages

In this area, ILRI work is focused on four delivery packages:

- Advocacy coalitions
- Corporate news and products
- Media, campaigns and Influencing for big events and products
- Social engagement support



## **Support for CRPs**

CGIAR research programs (CRPs) are central to the delivery of funds and results across the CGIAR. Promoting CRP activities, knowledge and products is thus essential. ILRI's Awareness and Advocacy team ensures that livestock components of all 8 of the CRPs ILRI participates in are regularly profiled and their relation to the world's sustainable development goals made highly explicit.

## **Support for regions**

ILRI is a global institute whose development outcomes are effected largely through regionally located staff and their partners and target communities in livestock-dependent developing countries. ILRI's Awareness and Advocacy team directly and regularly supports the institute's regional communications and ensures that ILRI's corporate communications products are directly useful to the institute's regional staff and work and suitably promoted centrally.

## **Support for programs**

ILRI's research programs are its research engines and the generator of most of the material used by the Awareness and Advocacy team to raise ILRI's institutional profile and standing in scientific, partner, development, donor and beneficiary communities. The Awareness and Advocacy team works closely and daily with program leaders and their scientific and communications staff to create high-profile and targeted materials that serve to raise ILRI's standing as a whole while ensuring that these (suitably translated) corporate products meet the highest standards of accuracy and efficacy, i.e. they manage to influence decision-makers without sacrificing nuanced scientific understanding and evidence.

## **Support for the directorate**

Most of the institute's ongoing face to face awareness and advocacy (and influencing) work is done by ILRI directors (DG, ADG, DDG) and program, regional and CRP leaders. And as the planned increased staffing of 3 for the Awareness and Advocacy function and team (2 IRS and 1 NRS) was delayed in early 2015 due to funding shortfalls, the advocacy and awareness function in 2015 will necessarily be truncated and rely heavily on new staff in the directorate and other communications staff to meet ILRI's many corporate communications expectations and commitments and to get ILRI's influencing job done satisfactorily in 2015.

## **Partnerships**

All ILRI's communications recognize the contributions of its partners. ILRI's Awareness and Advocacy team has special responsibility to ensure that ILRI's scientific and development partners and donors are fully and generously acknowledged in the institute's corporate materials and are specifically targeted in follow-up social and other media communications to ensure that they see how their investments have been rewarded and credited. This kind of targeted acknowledgement goes a long way towards helping to widen ILRI's reach and engagement.

# Knowledge, engagement and collaboration

*This team facilitates engagement, collaboration, learning and knowledge sharing across ILRI and with key stakeholders. It supports communities of practice and networks. It promotes effective uses of social, collaborative and online tools and approaches. And it designs, facilitates and documents processes and events.*

## **Rationale**

Across ILRI and in all its projects, knowledge is generated and shared among people, face to face, through engagement, collaboration, meetings and events, conversations and online. Such processes need to be facilitated to better engage people and share knowledge, to make connections and ignite conversations, to establish trust, consult stakeholders, foster internal communication and build interest in livestock research for development.

Across ILRI, this CKM group supports, and often leads, all aspects of engagement, collaboration and knowledge sharing, including championing internal communications; supporting collaboration processes and platforms, supporting program meetings; building good relations with key partners and other strategic stakeholders; designing and facilitating events, social reporting, documenting and other aspects of ‘working out loud’; and building more externally oriented engagement.

## **Objectives**

Work in this area aims to ensure that ILRI research and other activities benefit directly from state-of-the-art engagement and collaboration tools, approaches and processes.

Specific ILRI objectives in this area are to:

- Develop robust and effective engagement and collaboration processes contributing to effective engagement, trust building, co-learning and collaboration by ILRI projects, programs and staff.
- Train or coach on and co-create with others such processes so that ILRI and its partners realize the value of these processes and have the capacities to design, set up, run and learn from them.
- Connect these processes, activities and projects with awareness and advocacy, so that engagement and collaboration contributes to ILRI’s influencing strategic objectives.

## **Action area: Engagement**

An important aspect is the design and facilitation of events as well as longer or wider consultative processes that support review, planning, validation and implementation of ILRI work. It has important internal *and* external dimensions.

Activities in this area include meeting organization and facilitation, interactive sessions, live social reporting and documentation, leadership and training in use of engagement tools and collaborative platforms and new (and old) media to engage widely.

## **Action area: Collaboration**

Effective use of collaboration tools and approaches is a prerequisite for effective partnerships. Such tools and approaches help to realize and sustain the value of collective thinking and capacity. Especially in the ‘reformed’ CGIAR, ILRI does not work in isolation and it must develop and sustain strong working relationships and cooperation with a wide range of other institutions – local, national and international. Proper attention to collaboration is key to enable people to work well together.

Activities in this area include testing, setting up, running and assessing collaboration platforms and processes, and advising, training, supporting and coaching project teams and staff on effective collaboration.

## **Delivery packages**

In this area, ILRI work is focused on four delivery packages:

- Collaboration platforms and support
- Event facilitation and support
- Social engagement support
- Internal communication support

## **Support for CRPs**

CGIAR research programs (CRPs) are central to the delivery of funds and results across the CGIAR. Critical to their success is effective collaborative work. Supporting and facilitating effective interaction, engagement and collaboration is central to the delivery of CRP agendas. ILRI recognizes the added value to CRPs of focused process support and will ensure that necessary support and expertise is available when required.

## **Support for regions**

ILRI has a global mandate achieved largely through staff and projects in developing countries where livestock are important. Keeping dispersed staff well-connected and fostering institute-wide engagement and collaboration is an essential input to these ambitions. ILRI will ensure that the required platforms and channels for engagement and collaboration are in place to connect staff across locations and time zones (the ICT unit is responsible for technical internet and telecommunications infrastructure).

## **Partnerships**

As mentioned above, an important outcome of ILRI's engagement and collaboration work is better and more effective partnerships.

## **Capacity development**

ILRI's own capacities to effectively engage and collaborate – internally and externally – form part of its 'fit for purpose' critical success factor. As such, ILRI strives to extend its capacities in these areas. This is achieved by a) 'learning by doing' — co-created design of engagement and collaboration processes in which participants and facilitators gain expertise, and b) formal training and learning opportunities with follow-up coaching and mentoring.

# Knowledge, publishing and curation

*This team organizes and publishes ILRI'S knowledge to maximize its accessibility and use. It supports processes to co-create, capture, document and disseminate ILRI's knowledge through various products. It also curates this knowledge by managing the systems, workflows and channels necessary to collect, organize, categorize and distribute content.*

## **Rationale**

The heart of ILRI's work is generating new knowledge from its research. The primary actors in this process are researchers and their collaborators. A large part of ILRI CKM work is therefore supporting the processes of knowledge creation and publishing and curating research-based content materials to maximize their accessibility and use.

## **Objectives**

Work in this area aims to ensure that ILRI's research and other activities is properly documented, packaged, and is accessible to target individuals and communities.

Specific ILRI objectives in this area are:

- To document, design, edit and package and disseminate the results of ILRI's research and other activities in different forms, channels and media to reach different audiences.
- To organize, describe, index and make all ILRI's information products widely and openly accessible through dedicated platforms, repositories and other multi-media channels.

## **Action area: Publishing content**

This involves all aspects of support to processes to create, co-create, capture, document and disseminate ILRI's knowledge through various products. It may involve: drafting, writing, editing, proofreading, fact-checking, designing, illustrating, typesetting, branding, summarizing, abstracting, audio recording, filming and photographing.

The product vehicles include books, articles, briefs (program, project, policy), flyers, internal policy and other documents, posters, slide presentations, podcasts (audio productions), short videos, web sites, wikis, photo films (combining still and video images with sound) and documentary films. An important task is to closely support research teams helping them specify their publishing needs and plans in relation to their audiences and goals.

## **Action area: Curating knowledge**

The 'publishing' processes above typically result in knowledge 'products' and messages. The focus here is on the systems, workflows and channels necessary to access and widely disseminate this knowledge across ILRI and beyond. It also helps ensure that external knowledge needed by ILRI, in journals for example, is accessible to staff. It involves all aspects of knowledge management, including collecting, organizing, curating, indexing, tagging, categorizing and distributing content.

The products of this work include knowledge management systems and workflows; institutional repositories, notably CGSpace; open-access policies; web architecture, sites and pages; social media channels; and determining the best tools and processes for monitoring and evaluating the use of these products. In addition to information objects, an important element is to establish and manage systems and workflows to curate information on people, contacts and relationships — mailing lists, contacts databases and relationship management systems.

Underlying these activities are technical activities supporting different ILRI publishing and sharing channels (Yammer, The Week Ahead e-newsletter, Facebook, Twitter, Blogs, LinkedIn, ILRI net, websites, Google Books, Flickr, wikis, etc.), providing information services (document delivery, alerting services such as RSS

feeds), posting information and updates about ILRI products, maintaining event calendars, managing standard taxonomies across platforms, and leading efforts to monitor and evaluate the impacts of this work.

### **Delivery packages**

In this area, ILRI work is focused on five delivery packages:

- Information services and contact management
- Multimedia and print publishing
- Open access platforms and publishing
- Social engagement tools and support
- Web and digital platforms and tools

### **Support for CRPs**

CGIAR research programs (CRPs) are central to the delivery of funds and results across the CGIAR. Support to publishing and archiving/reporting of CRP products is essential. ILRI ensures that its CRP research is documented and published, and properly attributed to CRPs. Products are also deposited in open access repositories (indexed to allow discovery, analysis and reporting).

### **Support for regions**

The ILRI strategy envisions the institute as a global player with staff and projects in different countries where livestock are important. Support will be provided to ensure that the products of this work are globally accessible to ILRI standards and that activities in different regions are given visibility on the web and in other channels.

### **Partnerships**

All ILRI's information and knowledge products will recognize the contributions of partners; ILRI also works with different specialized CKM and similar partners to extend the reach and impact of its research.

# Priorities 2015–2016

In February 2015, staff with CKM responsibilities across ILRI met in Addis Ababa to review progress and plans. They also carried out an exercise to prioritize different dimensions of the program in 2015 and 2016. This was carried out before CRP budget reductions, which led to several communications staff redundancies (in mid-2015).

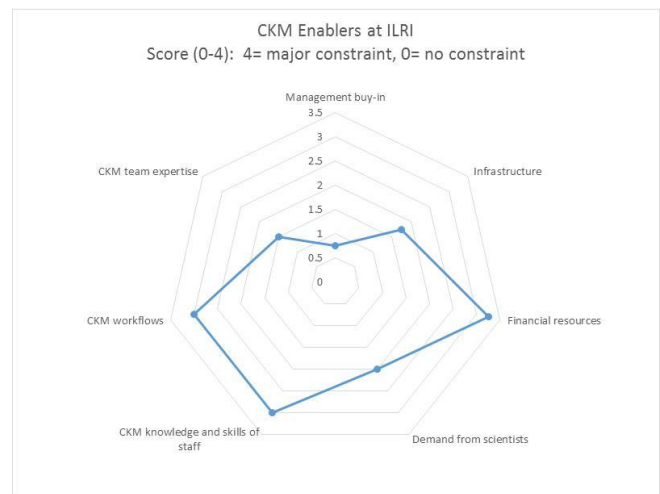
## Critical management enablers

Moving communications and KM agenda’s forward at ILRI requires many elements to be in place. For planning purposes, seven ‘enabling factors’ were identified and ranked by CKM team members in terms of their importance (as limiting or enabling the work of the team). The figure below shows the group ranking of issues perceived to constrain CKM (higher scores = greater constraint).

The results indicate that high-priority areas for internal attention are:

1. Securing financial resources for CKM work in ILRI
2. Enhancing the communications and KM understanding, knowledge and skills of non-CKM staff
3. Improving the internal CKM workflows

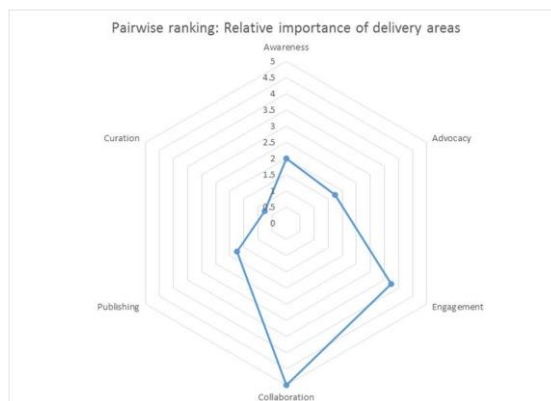
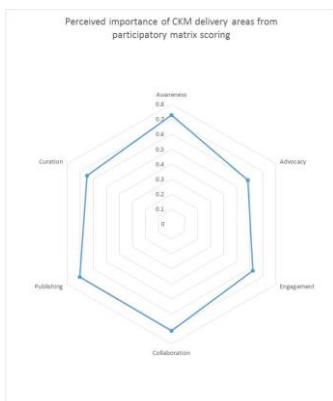
‘Management buy-in and support for CKM work’ was perceived to be strong and not deserving major effort. Similarly strong were the team’s expertise, the demand for CKM services from scientists, and the team’s access to necessary infrastructure at ILRI.



## Delivery areas

This plan identified six higher level functions around which CKM activities and teams are grouped. In the exercise, participants were asked to rank the importance of the delivery areas in two ways. First, individually where the results (below left) show a wide and rather even spread with no standout priorities. In the second part of the exercise, they worked in groups on a pairwise ranking to force choices. The figure below right shows what the group perceives to be the most important higher level delivery areas for the 2015–2016. In both figures, higher scores relate to higher importance.

The results of the pairwise ranking show that collaboration, engagement and advocacy as most important. Publishing, awareness and then curation were ranked least important for attention and effort in 2015 and 2016.



## Priority deliverables

Participants reviewed the twelve delivery packages and ranked them in order of importance to address in 2015 and 2016. The figure below shows the group ranking of deliverables (higher scores = greater priority).

The results show a wide spread of issues perceived to require most attention<sup>3</sup>. The four delivery areas where ILRI needs to sustain or increase effort are:

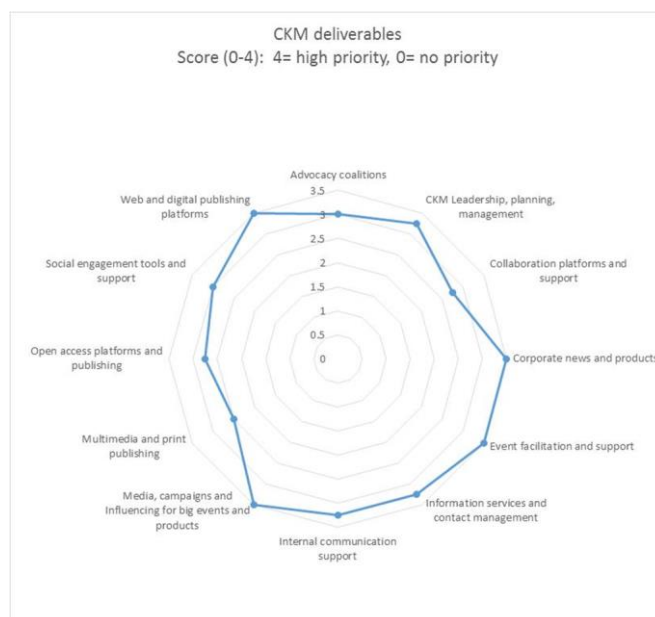
- Corporate news and products
- Event facilitation and support
- Web and digital publishing platforms
- Media, campaigns and influencing for big events and products

Five deliverables were ranked as important:

- CKM leadership, planning and management
- Information services and contact management
- Internal communication support
- Advocacy coalitions
- Social engagement tools and support

Three deliverables were recognized as doing fine or not requiring extra attention:

- Collaboration platforms and support
- Open access platforms and publishing
- Multimedia and print publishing



## High-priority projects

Participants reviewed eight 'big' projects that had been identified in late 2014, ranking each in terms of their importance in 2015–2016.

The most important was redesign of the website followed by support for internal communications and then (social) media engagement and the salesforce contact system.

CGSpace, support to OCS and open access rollout were the next most important, with working on the intranet ranked lowest.

A similar ranking of 'small' projects ranked finalization of team plans, services and strategy highest.



<sup>3</sup> The exercise ranked the perceived need for extra attention in the coming years, not the global importance of the deliverable. Hence, a deliverable that was perceived to be adequately covered was ranked low.

## **Ensuring delivery**

The February 2015 meeting also looked at actions and changes necessary to deliver on the various plans and priorities<sup>4</sup>.

Areas for the CKM leadership group to work on in 2015 and 2016 include:

1. Working more effectively together, as a team
2. Having more effective communications (within the communications team)
3. Determining and delivering clear 'value for money' delivery packages
4. Promoting and marketing various CKM activities
5. Ensuring good and consistent quality
6. Documenting and sharing learning and lessons within the team (to improve performance)
7. Better planning and prioritization
8. Developing individual effectiveness and collective potential for innovation
9. Obtaining ready access to good external expertise (specifying internal added value)
10. Updating, refreshing and developing team expertise and capacities
11. Developing and improving standard operating procedures and guidelines for services and tasks

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<sup>4</sup> Many planned activities for 2014 were not completed, partly because new activities emerged and especially as ILRI@40 demands grew.



## Deliverables 2015-2016

	Deliverables – How will we know this is achieved?	
Teams	2015	2016
Leadership and coordination	<ul style="list-style-type: none"> <li>• Communications and KM plans and indicators established</li> <li>• CKM ‘delivery packages’ defined and communicated</li> <li>• Communications and KM ‘theory of change’ and impact pathways described for ILRI</li> <li>• Metrics for reporting and insights are enhanced (dashboards) with twice yearly reports to ILRI management and regular reporting to projects/teams</li> <li>• Communications and KM building blocks for CRPs defined for phase 2 proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Communications and KM planning and campaigns for L&amp;F and other CRPs defined for phase 2</li> <li>• Reports, metrics and insights provide evidence on communications and KM returns on investment and contribution to CSFs and strategy.</li> <li>• Start a foresight and ‘innovation lab’ on CKM.</li> <li>• Monitoring, evaluation and learning (MEL) plan developed for CKM</li> </ul>
Awareness and advocacy	<ul style="list-style-type: none"> <li>• Develop awareness and advocacy plan and delivery packages described and aligned to institutional, project and program needs</li> <li>• Refresh branding of ILRI corporate materials (update institutional blurbs; refresh look and feel of corporate highlights, calendar and institutional posters)</li> <li>• Post at least 4 blog articles a month on either the corporate News or Clippings blogs and back these up with targeted social media postings for influencing and engagement</li> <li>• Support at least 6 high-level awareness, advocacy or influencing events or major products (and provide strategic advice/support to up to another 4 events/exhibits coordinated by program or directorate staff)</li> <li>• Conduct at least 4 news media awareness, advocacy or influencing campaigns (and provide strategic advice/support to up to another 2 campaigns organized by programs/ projects/ regions/CRPs)</li> <li>• Produce for the corporate portfolio at least 1 highlights, 1 calendar and 1 new poster/postcard series</li> <li>• Conduct at least 2 advocacy campaigns supporting strategic alliances</li> <li>• Produce a corporate ‘influencing’ newsletter that promotes non-ILRI (but ILRI-relevant) news to widen ILRI’s reach among non-livestock-oriented organizations that could best help ILRI meet its strategic goals</li> </ul>	<ul style="list-style-type: none"> <li>• Produce digital ‘big livestock facts’ product</li> <li>• Recruit 1 IRS and 1 NRS specialist</li> <li>• Develop next-generation-style digital corporate highlights designed for mobile as well as computer and print consumption</li> </ul>
Engagement and collaboration	<ul style="list-style-type: none"> <li>• Engagement and collaboration plan and delivery packages described and aligned to institutional, project and program needs</li> <li>• Ongoing event support, focusing particularly on strategic events for ILRI — institutional, project, CRP and program events (approx. 30) and strategic processes supported (design, facilitation, documentation...)</li> <li>• One innovation process share fair focused on cutting-edge engagement and</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional, project, CRP and program events (approx. 30) and strategic processes supported (design, facilitation ...)</li> <li>• Social and other interactive web media and applications used to enhance quality and reach of ILRI interactions with partners and stakeholders</li> </ul>

	<p>collaboration processes</p> <ul style="list-style-type: none"> <li>• Event facilitation training for ILRI staff provided</li> <li>• CKM team capacity developed in virtual facilitation and communities of practice</li> <li>• Internal communication campaign organized about effective engagement and collaboration processes within ILRI and programs</li> <li>• Updated social media engagement processes and support</li> <li>• Social and other interactive web media and applications used to enhance quality and reach of ILRI interactions with partners and stakeholders</li> <li>• Collaboration tools and support put in place to help staff work in teams across ILRI, CGIAR and CRPs and with partners</li> <li>• Social learning and participatory communication approaches assessed and supported in at least one project</li> <li>• Status of engagement and collaboration in ILRI teams (and opportunities to support these) assessed</li> <li>• Standard approach on engagement campaigns in support of awareness and advocacy developed and endorsed across CKM</li> <li>• Consortium suite of collaboration tools (Sharepoint with Office 360) assessed</li> <li>• Asana collaboration support tool piloted and assessed</li> <li>• Infocentre space in Nairobi re-organized to support sharing and collaboration</li> <li>• Dedicated support provided to OCS communications</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration tools and support help staff work in teams across ILRI, CGIAR and CRPs and with partners</li> <li>• Internal social media review and updated guidelines produced</li> <li>• Institutional seminars run or supported by CKM and wider comms team</li> </ul>
Publishing and curation	<ul style="list-style-type: none"> <li>• Recruit 1 IRS specialist – managing editor.</li> <li>• CGIAR-compliant open access systems and platforms to archive and publish ILRI (and CRP) products and outputs (cgspace; open access plans)</li> <li>• Multimedia, print and digital products document and report on ILRI and CRP research</li> <li>• Web-based systems and platforms inform staff and stakeholders on ILRI activities</li> <li>• ILRI online contact system operational for priority use cases</li> <li>• ILRI publishing review tool operational</li> <li>• ILRI website and intranet re-design</li> <li>• ILRI style and branding update</li> <li>• ILRI open access policy agreed and support campaign rolled out</li> <li>• 6 ILRI publishing guidelines updated</li> <li>• Publishing and curation plan and delivery packages described and aligned to institutional, project and program needs</li> <li>• Revamp 'Livestock Matters' newsletter</li> <li>• E-newsletters upgrade using mailchimp</li> <li>• Web service and platform usage statistics refreshed</li> </ul>	<ul style="list-style-type: none"> <li>• CGIAR-compliant open access systems and platforms to archive and publish ILRI (and CRP) products and outputs (cgspace; open access)</li> <li>• Multimedia, print and digital products document and report on ILRI and CRP research</li> <li>• Web-based systems and platforms inform staff and stakeholders on ILRI activities</li> <li>• ILRI online contact system operational</li> <li>• ILRI blogsites redesign</li> <li>• Web service and platform usage statistics give extended insights</li> </ul>