

INTEGRATED RESOURCE MOBILIZATION AND  
COMMUNICATIONS STRATEGY

**2003 - 2005**

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A WINDOW OF OPPORTUNITY

**To achieve a high-level of recognition, reputation, and resources  
in support of the centers' research to reduce hunger and poverty, protect the  
environment and create growth .**

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PREPARED FOR CDC BY MARKETING GROUP  
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## I. EXECUTIVE SUMMARY

Over the last thirty - one years the CGIAR has made an enormous contribution to reducing poverty and creating agricultural growth, but the CGIAR's achievements are not well known beyond an inner circle of committed supporters.

Effective integration and co-ordination of resource mobilization and communications functions will enable us to better communicate the value of our work to potential and existing donors. It will enable us to generate support in host and developing countries and it will increase our recognition levels and credibility among potential new donors.

To date there has been widespread recognition of the importance of public awareness, particularly at Center level. But despite the best efforts of numerous individual practitioners, the System and Centers have yet to fully realize the added value of a comprehensive CGIAR wide communications and resource mobilization strategy. Uncoordinated public awareness and resource mobilization initiatives have resulted in duplication, mixed messages, reduced impact and substantial opportunity costs.

This three year strategy addresses obstacles to integration, and offers a way forward to coordinate activities and maximize impact.

A brief analysis of the external environment in which we operate suggests we have a Window of Opportunity in which to act as several significant donors have recently increased their focus on agricultural investments.

This strategy identifies three fundamental elements: the collection and sharing of investor information; the exchange of resource mobilization and communications expertise and experience, and a series of campaigns in selected investor countries designed to highlight CGIAR achievements and initiatives .

Each campaign could include appropriate opportunities for donor liaison supported by a coordinated media management program and targeted appropriate publications or productions.

The success of the strategy will be dependent on appropriate investor information, agreed objectives, agreed messaging and a commitment to contribute.

Specific recommendations address the campaign approach, mechanisms for coordination and data collection.

## II. SPECIFIC RECOMMENDATIONS

1. That the System undertakes a series of targeted, coordinated resource and communications campaigns designed to highlight CGIAR achievements and initiatives to investors.
2. That the CDC, through PARC, approves each three year resource mobilization and communications strategy and annually identifies priority actions for implementation by different units of the System.

3. That the Marketing Group be tasked with: developing mechanisms for data collection; accessing and exchanging resource mobilization and communications tools and expertise; and coordinating, integrated resource mobilization and communications initiatives.
4. That contribution to Systemwide or inter Center initiatives be included in resource mobilization and communication staff performance assessments throughout the System.
5. That the Secretariat Communications and Finance/Donor Relations Teams continue to prioritize resource mobilization and communications directed to current and potential governmental investors
6. That the Future Harvest Foundation prioritize resource mobilization efforts for Centers or groups of Centers, from philanthropic foundations and private and not for profit sectors
7. That the Marketing Group co-ordinate capacity building activities as appropriate.
8. That the Marketing Group or task forces of the Marketing Group function as a mechanism by which resource mobilization and communications integration is achieved. Task forces may co opt staff external to the Marketing Group as appropriate.
9. That a qualitative audit of internal and external stakeholders' perceptions be undertaken in order to determine the image and awareness of the CGIAR System and the work of the Centers. The audit will inform strategy development and provide a benchmark for monitoring and evaluation.

### III. INTRODUCTION

The following strategy was drafted at the request of the Public Affairs and Resource Mobilization Committee as recommended in numerous CGIAR strategies and plans, including most recently, the paper entitled *Toward an Integrated Resource Mobilizations and Communications Strategy* completed in January 2002.

The strategy is informed primarily by *A Longer Term Financing Strategy* (4/2000), the Marketing Group Strategy Framework (1/ 2002) and current center resource mobilization and public awareness strategies.

The paper offers a brief description of the current external and internal environments in which we operate; describes roles, responsibilities and distinctive competencies of key resource mobilization and communications participants; defines key objectives; and finally describes broad implementation strategies together with deliverables and outcomes. Detailed work plans derived from these strategies will be developed following the CDC meeting in February.

Fourteen Centers, The Future Harvest Foundation and the CGIAR Secretariat provided either communications or resource mobilization strategies, work plans or synopses of their approaches to support the development of this strategy.

The document provides strategic direction for 2003 – 2005. It is assumed work plans will be developed on an annual basis.

Throughout the document reference is made to resource mobilization and communications. The term communications is used in preference to public awareness as it more accurately reflects our activities. Communications encompasses direct communication with diverse and targeted audiences with the objective of achieving identified outcomes, as opposed to a broad intention to increase awareness among the general public.

The paper refers to the CGIAR System – for the purposes of this paper this includes the Consultative Group of Members, the Centers and the System Office. The System Office includes the CG Secretariat, the Future Harvest Foundation, Science Council Secretariat, Internal Audit Unit, AIARC, Gender and Diversity, Strategic Advisory Services, Chief Information Officer, Central Advisory Services, and CDC Secretariat.

The recommended strategies relate only to issues of Systemwide or inter center significance. It is intended that these activities will be complimentary to individual Centers RM&C strategies.

#### IV. EXTERNAL ENVIRONMENT

The external environment has altered substantially since *A Longer Term Financing Strategy for the CGIAR* was developed. Year 2000 assumptions included a continuing downward trend in member countries' ODA allocations and the potential for substantial increased support from non traditional sources including private and corporate philanthropy and private sector partnerships.

The key premise of *A Longer Term Financing Strategy* was that a stagnating ODA outlook required the System to look beyond ODA resources to support a vibrant and dynamic research agenda for the future. Foundations, new wealth and corporate philanthropy were seen as primary sources of future funding.

In the last two years, 9/11, NEPAD, the successful Financing for Development conference at Monterrey and WSSD have all had major impact on investor nations' attitudes to ODA including investment in agriculture. The Monterrey Conference set a new target of doubling ODA over the next five to ten years. The USA and The European Union providers of 80% of current ODA are committed to expand their ODA by 50%. NEPAD set the stage for renewing the critical role of agriculture in development and led Canada to announce a substantial agricultural investment program at the G-8 Meeting. And at the WSSD following intellectual input from the CGIAR and others, agriculture was described as one of the primary prerequisites for development.

At present, the USA is indicating a 9.9% increase in ODA for 2003, Canada is predicting a 3.8 % increase in FY 02 – 03 and the EU has indicated it will make available an extra 22 billion Euros to ODA by 2006. USA, Canada, Norway, Italy, UK, the Netherlands, and

Spain have indicated an increase in contributions to the CGIAR for 2003 and in the future. Furthermore, additional non ODA funding from member countries through environment and agriculture ministries is expanding.

While this renewed focus on agriculture is welcome, we cannot assume that it will be long term. Donor patterns suggest there is a two or at most three year window of opportunity to be pursued before the ODA focus shifts again.

Unfortunately, positive ODA indicators and trends toward agriculture are not universal. Japan's ODA trend continues down and away from food production.

In addition, substantial funding stresses have been created by the trend towards increasingly restricted ODA funding. Some Center's argue that investor requirements of development oriented research as opposed to basic research and preference for short term projects is placing further strain on financing. The balance between meeting investor requirements and end user priorities is increasingly difficult to achieve. Several Centers also observe a trend towards regional decision making among investors – requiring a more regionalized resource mobilization approach.

Meanwhile, stock market crashes and a weaker US and global economy may have limited the predicted expansion of private wealth into international causes beyond health. Non traditional contributions to the CGIAR have not increased in the manner predicted although it is possible that this is the result of inadequate investment in financial and human resources as well insufficiently targeted approaches.

The fact that Americans contributed more than ever before to charity in 2001 (\$212 billion, of which 2% went to international organizations) suggests it would be unwise to conclude an uncertain economy precludes generous philanthropic giving. Indeed, to assume private sector funds cannot be more fully accessed would be premature. The long term potential for philanthropic support to the System remains substantial.

Furthermore, the potential for alliances with the international corporate sector for funding and collaborative investment has not yet been fully explored and deserves consideration and a systematic approach.

In conclusion, it appears that energetic policy dialogue, combined with a series of international events may have combined to reverse the downwards trend in ODA and the move away from agriculture among many major investors. However, this is a brief window of opportunity which must be rapidly and coherently exploited.

It is critical that the RM&C practitioners mobilize rapidly to ensure the Centers are the beneficiary of this renewed interest in agriculture and simultaneously work to better access philanthropic opportunities.

Footnote: From 2000 – 2002 traditional support increased 1 %, contributing 95% of CGIAR funding. ODA contributions from traditional sources comprise 92% of funds. Funding from philanthropic sources increased from 3 % of total funds to 4% in the same time period. The above brief description of our current external environment will be supplemented by a substantial analysis undertaken by the Finance Committee of the Executive Council in the first half of 2003.

## V. INTERNAL ENVIRONMENT

The key concern highlighted in successive strategies and planning documents in the last five years has been the need to better integrate resource mobilization and communications strategies. Both *A Longer Term Financing Strategy* and *Establishing a System Office for the CGIAR* – a Report to the interim Executive Council by the Task Force on the System Office in August 2001, emphasize the importance of increasing visibility of the CGIAR and argue that better integrated Resource Mobilization & Communication (RM&C) strategies are a prerequisite for increased visibility.

Integration of communications and resource mobilization activities and inter- Center, coordination for mutual benefit have been consistently recommended.

A degree of coordination has occurred with the formation of the Marketing Group which includes practitioners from all Centers, the Secretariat and the Future Harvest Foundation. To date benefits include: shared access to media database software; shared media management expertise; increased access to RM databases, tools and sources of information. 2002 joint initiatives include the WSSD preparations and exhibition, the Africa Media Tour, the Japan Exhibition and media management for the AGM.

Increased participation by RM practitioners would strengthen the Group and coordination.

The development of the System Office and the System Office Business Plan will make a substantial contribution to integration and coordination. The plan defines deliverables for the four key functions of the System Office, one of which is Resource Mobilization and Communications.

In summary, both the System Office and the Marketing Group have facilitated harmonization and collaboration during 2002.

Additional examples of effective coordination in 2002 include:

- The Robert S. McNamara Tokyo Seminar
- Individual Center and inter Center Media Activities supported by the Future Harvest Foundation
- Shared Licenses for Database access
- Access to Community of Science Database and the Foundation Database
- Negotiation of reduced software licensing costs.

Clearly however, there is further potential to share information and expertise, coordinate activities, and achieve higher impact and cost savings.

This strategy is a further step towards both coordination and rationalization.

VI. PARTICIPANTS IN SYSTEMWIDE RM&C DELIVERY			
Component	Distinctive Competency	Accountability	Resources
<p><b>Public Awareness and Resource mobilization Committee, PARC</b></p> <p>Membership includes: Member representatives, Center Directors, Secretariat Director, Executive Director of Future Harvest, Chair of Marketing Group &amp; external advisors.</p> <p>Committee meets annually at AGM, and virtually during the year. Sets strategic direction for RM/PA. Brings together investor and Center perspectives and allocates funds.</p>	<p>Access to information which enables identification of Systemwide priorities. Investors Perspective</p>	<p>Reports to Center Directors Committee (CDC). Terms of Reference and composition are presently under review by a CDC sub committee.</p>	<p>Allocates funds to Marketing Group and Future Harvest Foundation. Budget for 2003 excluding FHF is \$140,000.</p> <p>Funds received from Centers.</p>
<p><b>Marketing Group</b></p> <p>Membership: RM&amp;C practitioners from each Center, Communications Advisor, Senior Information Officer, Senior Co financing Officer – Secretariat; Executive Director and Media Officer Future Harvest Foundation.</p> <p>Responsibilities: implements inter Center RM&amp;C activities</p> <p>Meets annually to agree work plan. Members commit time and energy to specific tasks of mutual benefit. Acts through Task Forces set up for specific projects.</p>	<p>Practitioners, Center specific and Systemwide RM&amp;C experience and expertise</p>	<p>The Marketing Group reports to PARC.</p>	<p>Human resources from each Center, Secretariat and Future Harvest Foundation, implements PARC budget</p>
<p><b>Center practitioners</b></p> <p>Primarily focused on individual Center agendas, additional staff time dedicated to Systemwide or inter Center initiatives.</p> <p>Responsibilities include all RM&amp;C initiatives for individual Centers. DGs, researchers and Board members also participate.</p>	<p>Detailed investor intelligence</p> <p>Local experience and knowledge, Access to science and impact assessments, access to end user information and experience, local media knowledge, management of Center investor and general public visits, RM&amp;C expertise</p>	<p>Report to Center Directors General, through him/her to Center Boards</p>	<p>Ave 3.3 staff 100% RM, and Ave 33.3 staff involved in RM per Center. Total 50 PA staff &amp; 35 RM staff plus admin. support. Est. total expenditure PA \$ 4 m, RM \$6 m</p> <p>*Latest available data Conservation Company Audit 2000.</p>



Component	Distinctive Competency	Accountability	Resources
			Centers also contribute to PARC and Future Harvest Foundation Budgets.
<b>Chairman</b>	Excellent access to key decision makers and stakeholders Systemwide + sectorwide perspective	CGIAR	
<b>Secretariat + RM&amp;C practitioners</b> Responsibilities include investor and cosponsor relations, member communications, resource mobilization, membership growth, financial management of substantial proportion of investor funds, RM&C services to Centers	Systemwide investor relationships & information, opportunities to influence international policy dialogues, Systemwide perspective, capacity to leverage WB, WBI and other co sponsor support & expertise, mandate to provide services for all Centers and initiatives, RM&C expertise, video conference facilities for training and communications	Responsible to Director Secretariat, and through him to ExCo & the CGIAR Members	Director plus 4 communications staff and 1.2 RM staff plus admin. support A preliminary estimate of current System Office program costs is \$1.8 m. Note: System Office includes both Secretariat and Future Harvest Foundation.
<b>Future Harvest Foundation</b> Executive Director, Media Officer, Administrative Assistant, supported by media and marketing consultants. Responsibilities include resource mobilization from non traditional sources, international and local media and RM&C services to Centers	Status as independent non government foundation, RM&C expertise, the story development initiative, streamlined management and governance structures enabling rapid response to RM&C opportunities, non government partnerships, mandate to provide services to Centers CSO perspective	Report to the Future Harvest Foundation Board	2.5 staff plus contract & admin support A preliminary estimate of current System Office program costs is \$1.8 m.

## VII. STRATEGIC GOAL AND OBJECTIVES

### **Overarching Goal**

To increase support for the CGIAR alliance, international agricultural research, and in particular, the work of the Centers.

Objectives 1 - 5 refer to different sectors with whom we intend to strengthen links and increase support, each is critical. A failure to address any one of these groups will have a negative impact on our ability to achieve not only the other objectives but most importantly the mission of the CGIAR.

Objective 6 is necessary to enable us to achieve the other 5 objectives.

### **Objectives**

1. To strengthen support from and relationships with current member countries and cosponsors. Target Audiences: Primary: Leadership within member country investors, multilateral organizations & cosponsors. Secondary: Investor country public sector. Tertiary: Investor country media
2. To increase support from and build alliances with philanthropic foundations and the private sector. Target Audiences: Primary: identified prospects. Secondary: potential supporters. Tertiary: targeted media
3. To increase membership of the CGIAR, most particularly from the South. Primary Target Audience: leadership in specific southern governments
4. To strengthen alliances with National Agricultural Systems, Advanced Agricultural Institutes and regional organizations. Primary Target Audience; NARS & ARI and regional organization leadership. Secondary: NARS, ARI and sector experts: Tertiary: Host country media
5. To strengthen alliances with civil society organizations (CSOs) who share the CGIAR mission. Primary Target Audience: Leadership among CSOs which share the CGIAR's mission and objectives and work with us. Secondary the CSO sector. Tertiary: investor and host country media.
6. To strengthen internal systems and capacity among RM and Communications practitioners across the CGIAR. Primary Target Audience RM&C practitioners

## VIII. STRATEGIES BY OBJECTIVE

<b>OBJECTIVE 1: To Strengthen support from relationships with current member countries, multilateral organizations and Cosponsors</b>			
Target audience: Primary: Leadership within member country investors, multilateral organizations & cosponsors. Secondary: Investor country public sector. Tertiary: Investor country media			
Strategy	Deliverables 2003	Outcomes	Lead Responsibility Resources
1.1 Conduct benchmark Stakeholders perceptions survey.	Survey	Improved understanding of stakeholder perceptions and monitoring. More appropriate communications	Future Harvest Foundation with MG Cost - \$ 30,000
1.2 Conduct 4 targeted campaigns to promote the CGIAR Centers and Challenge Programs to key decision makers in investor countries.	4 discrete campaigns incorporating an event – workshop, seminar, conference media initiative or tour supported by positive and targeted media coverage	Improved awareness among key target groups of key achievements Good investors relations Increased support	Sec with MG and relevant CP coordinating Center where appropriate. Budgets tbc but within existing RM&C budgets
1.3 Create CGIAR presence / contribution at key international events.	Presentation / paper / exhibition as appropriate	Increased profile and influence in policy dialogue	Sec with MG
1.4 Conduct AGM to maximize stronger relationships and support.	AGM delivers opportunities to facilitate improved relations and support	Increased knowledge among investors of work of Centers and Challenge Programs	Secretariat
1.5 Produce targeted, relevant information that meets investor perceived needs – in local language as appropriate.	Annual Reports, brochures, fact sheets, web sites, research reports, newsletters and exhibitions and knowledge delivery products	Increased knowledge among investors Target audiences have access to information they require – with consequential policy or behavior changes	Centers and MG
1.6 Achieve positive opportunistic media coverage in investor and host countries.	Credible media coverage of CG achievements	Increased knowledge among investors	Centers with FHF & MG
1.7 Address issues identified in stakeholder survey.		Improved relationship	As appropriate

**OBJECTIVE 2: Increase support from and build alliances with philanthropic foundations, individuals and the private sector to increase the overall resource “pie” available to the System**

Target Audience: Potential non-traditional investors

<b>Strategy</b>	<b>Deliverables</b>	<b>Outcomes</b>	<b>Lead responsibility</b>
2.1 Conduct audit of current philanthropic and private sector support and analysis of prospects	Audit and Analysis Report	Improved information regarding previous experience and prospects	Future Harvest Foundation
2.2 Research, create and maintain a System-specific prospects data base	Up-to date information concerning potential funding sources, criteria and history with System projects	More informed and strategic approaches to “non-traditional sources”	Future Harvest Foundation and Marketing Group
2.3 Undertake coordinated submissions to identified prospects	Creative and timely proposal submissions and systematic donor relations support	Increased non traditional support	Future Harvest Foundation, Marketing Group, Secretariat
2.4 Devise Creative Strategies to build an endowment or other fund as a sustainable resource for core funding	Convene a philanthropy round-table to explore option and build buy-in	Creation of a stable financial resource to complement annual funding commitments	Future Harvest Foundation & Secretariat
2.5 Promote corporate investment and service alliances	Business-specific materials; System representation at business conferences	Increased corporate investment , research partnerships	Future Harvest Foundation and Center/CP Representation
2.6 Build grass roots policy and financial support for international agriculture and environmental research linked to economic development and hunger alleviation	Feasibility study and launch of an on-going campaign	New annual source of revenue for the System and grass roots resource that can be mobilized for policy change, public funding initiatives	Future Harvest Foundation and the Marketing Group

<b>OBJECTIVE 3. To increase Membership of the CGIAR, most particularly from the South</b>			
Target Audience: Leadership in selected Southern Governments and Ministries			
<b>Strategy</b>	<b>Deliverables</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>
3.1 Conduct targeted liaison activities to demonstrate membership benefits	Prospect visits, liaison	Two additional southern members & corresponding strengthened representation of southern views in policy debate	Secretariat

<b>OBJECTIVE 4: To strengthen Alliances with National Agricultural Systems (NARs) and Advanced Agricultural Institutes (ARIs) and regional organizations</b>			
Primary Target Audience - Organizations, institutes with which Centers have existing relationships. Secondary: institutes with potential for relationship/ support. Tertiary: host country media			
<b>Strategy</b>	<b>Deliverables</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>
4.1 Build alliances around Challenge Programs(CPs)	NARs /ARI Participation in Challenge Programs	Close association with NARS & ARIs More effective and relevant Challenge Programs	CP coordinators
4.2 Address issues as identified in stakeholder perceptions survey		Improved relations with NARs	Individual Centers - with benefit of shared experience
4.3 Deliver strong host countries media program	Positive host country media Increased profile	Increased positive reputation in host countries	Individual Centers with MG support

**OBJECTIVE 5: Strengthen Alliances with civil society organizations which share the CGIAR's mission**

Target Audiences: Primary - Farmers organizations and other CSOs with whom we work, NSOs in investor countries;  
Secondary - CSOs in host and investor countries

Strategy	Deliverables	Outcomes	Lead Responsibility
5.1 Develop opportunities for farmer organizations and CSOs with whom we work to further inform the CGIAR agenda	The Innovation Marketplace & CSOs forum	Improved relations with civil society, opportunity to identify innovative practice, increased opportunities for civil society collaboration with CG, strengthened CGIAR work program and results	Secretariat with MG
5.2 Develop opportunities with NSOs to increase investor country support for Centers	Joint NSO event/s	Increased awareness of the CGIAR & stronger support in investor countries	Secretariat with MG
5.3 Build partnerships with CSOs which share our objectives in order to advance the CGIAR's mission	Joint partner events / activities	Improved understanding of impact and value of CGIAR in investor countries	Future Harvest Foundation with MG
5.4 Explore the creation of a new NSO structure in critical investor country in Europe	Analysis of NSO type initiative explored	Evaluation of feasibility of NSO initiatives	Secretariat with MG
5.5 Address issues as identified in stakeholder perceptions survey		Improved relationship	As appropriate

<b>OBJECTIVE 6: To strengthen internal systems and capacity among RM&amp;C practitioners across the CGIAR.</b>			
Target audience: RM&C practitioners			
<b>Strategy for Strengthening Coordination</b>	<b>Deliverables</b>	<b>Outcomes</b>	<b>Lead Responsibility</b>
6.1 Develop and agreed statement of common messages	Common Message Statement	Consistent messaging leading to clearer understanding of CGIAR	MG
6.2 Exchange investor trends and information	ODA Trends and Investor Priorities papers produced annually	Improved knowledge of funding trends and opportunities	Sec & MG
6.3 Develop shared planning calendar and models for shared activities for mutual benefit	Calendar Models	Coordinated activities, Avoid directly competing initiatives Coordinated campaign models	MG
6.4 Access and share RM&C databases, tools, impact information	Reduced costs of RM tool/information access	Improved efficiency in RM initiatives	MG
<b>Strategy for Strengthening Capacity</b>			
6.5 Assess existing information regarding resource mobilization and communications capacity	Initial assessment	Improved skills	MG
6.6 Deliver training as appropriate	Training workshops (including virtual) held	Improved skills	Sec, FHF with MG
6.7 Exchange best practice, information and experience	Information circulated	Improved knowledge and skills	MG
6.8 Ensure adequate monitoring and evaluation of RM&C activities.	Measurement benchmarks established	Increased efficiency, reduced opportunity costs	MG
6.9 Ensure strong links between governance of FHF PARC & RM&C practitioners		coherent strategies	

