

**TOWARD AN INTEGRATED RESOURCE MOBILIZATION
AND COMMUNICATION STRATEGY
FOR THE CGIAR AND FUTURE HARVEST CENTERS**

The CGIAR and its partners comprise a complex system with many components, all of which contribute materially to mobilizing resources in support of international agricultural research for food, the environment, and the world's poor. Yet there is a need to increase coordination, improve effectiveness, and ensure that CGIAR efforts complement each other and remain flexible. The key to long-term success will be an integrated, mutually supportive, and highly efficient team approach that takes advantage of the strengths of various System components for the good of all.

In recognition of the above, a task force¹ was established post-MTM 2001 to develop an integrated communication and resource mobilization strategy for the System, as requested by the Consultative Group and called for by the Terms of Reference for the proposed CG System Office. The strategy is a work in progress, and is using as its point of departure the substance of previous reports and presentations that have been discussed within the System in recent years.² This document is being submitted to the newly appointed Executive Council for comment.

For the purposes of this discussion draft, the task force distinguishes between the CGIAR (the 58 Members of the Consultative Group itself) and the 16 Future Harvest Centers that the Group funds. When we refer to "the System," we are referring to the Consultative Group and the Future Harvest Centers.

The task force has so far identified five basic elements that it believes should underpin the development and implementation of an overall strategy:

1. That targeted public awareness (advocacy) and resource mobilization efforts across the System should be harmonized by a clear, comprehensive communication strategy that embraces the principle of subsidiarity;
2. That such a strategy be judged in terms of improved efficiency and effectiveness of resource mobilization and communication efforts;
3. That the strategy encourage involvement, responsibility, and accountability among the components of the System;
4. That the strategy ensure the relevance of communication efforts, that is, the information needs of different target groups are well understood and delivery mechanisms are matched to differing needs;

¹ Task Force members: Ian Bevege, Shirley Geer, Tiff Harris, Juan Restrepo, Barbara Rose, Mahmoud Solh, Klaus von Grebmer, and Henry Wyes. Ms. Geer was designated as convener.

² Most notably, the document *Toward a Longer Range Financing Strategy for the CGIAR*, which was approved by the Group during ICW 2000.

5. That the strategy ensures equity in access to information across the System.

These basic elements imply integration/harmonization on two levels:

- *An integration/harmonization of tasks* related to resource mobilization within the individual organizational entities of the System, such as interrelating the elements of advocacy and communication, resource mobilization, external relations, and others as appropriate; and
- *The coordination and integration of functions* among the group of CG entities under the assumption of a subsidiarity approach among its members.

CURRENT PRACTICE

The public awareness and resource mobilization functions are the responsibility of a number of individuals and groups throughout the System: the Members, with their own constituencies; the CGIAR Chairman; the Center Directors (both as individuals and as a group); the CDC Public Awareness and Resource Mobilization Committee (PARC), which includes representatives from outside the System; the Public Awareness Association of communication professionals throughout the System (PAA); the Resource Mobilization Network (RMN) of professionals throughout the System; the CGIAR Secretariat; and the Future Harvest foundation.

The functions and responsibilities of these various entities are reflected in *Annex I*, based on CDC's Federation proposal. The matrix was expanded to include PARC, PAA, and the RMN. The current organization reflects the evolution of the System. Even so, the record provides many examples of successful collaboration among multiple players, such as the Center efforts through Future Harvest. These productive experiences indicate that it is possible to strengthen synergies, rationalize efforts, and develop a strong sense of the complementarities; this, in turn, will enhance outreach efforts and achieve significant gains in cost efficiency.

The System's various entities currently address public awareness and resource mobilization without following an integrated approach. This does not necessarily result in duplication of effort, since there can be different levels under which a function is carried out. In addition, different targets may be addressed by different components, depending on financial modalities. This pluralism and lack of integration entail considerable costs to the System. The System would gain considerably from more cooperation, greater cohesion, and integration of its various components through a shared communication and resource mobilization approach.

RATIONALE FOR GREATER HARMONIZATION

Integrating/harmonizing the tasks of advocacy, communication, public awareness, resource mobilization, and building external relations will contribute to the System's organizational effectiveness, efficiency, and performance in strategically managing

its investor and other stakeholder relationships. (See *Annex II: Australia's Successful Model Embodies An Integrated Strategy*.)

Greater awareness of an institution's relevance and effectiveness will help to strengthen the mobilization of resources. Effective communication and a congruence of messages strengthen both public awareness and resource mobilization. Effective communication can be achieved through the integration and coordination of public awareness, advocacy, and resource mobilization efforts that fully combine the experience and skills of the System's existing professionals.

Effective communication is not an end in itself, but rather a key factor for the success of resource mobilization efforts. Disseminating information about the System's achievements aims to increase the impact of the System in addressing issues of poverty alleviation, environmental protection, and food security. The System would achieve maximum impact through cutting-edge research and state-of-the-art communication of the results in ways that meet the various needs of multiple users and stakeholders.

The System does not reach its full potential because the quality of its communication is compromised by the System's inability to meet these diverse needs. There are promising moves, but the fact is that key users and stakeholders in the System are not as well informed as they might be about the necessity of sustained support for research, about the importance of what we do, and about the benefits of CGIAR research for the poor and the environment. More effective communication would mobilize significant support for the System from both current and potential donors.

CRITERIA AND PRINCIPLES FOR AN INTEGRATED STRATEGY FOR PUBLIC AWARENESS, COMMUNICATION, AND RESOURCE MOBILIZATION

The various resource mobilization and communication functions and activities that are developed and implemented under the System's overall strategy should meet the following criteria:

- They are consciously directed towards a common set of objectives;
- The principle of subsidiarity is followed to minimize redundancy and overlap;
- The responsibilities of the functional entities are clearly defined;
- Consultation and coordination among functional entities is ensured;
- Value is added to all activities;
- The program is cost effective;
- A structure is adopted to ensure the collaborative implementation of the strategy; and
- A monitoring and evaluation process is initiated and implemented.

Such harmonization under a unified resource mobilization and communication strategy and implementation plan should be based on the following tenets:

- The System recognizes the complementary nature of communication and resource mobilization;
- All entities of the System understand and accept the effort as a continuous responsibility to be implemented by everyone, including scientific staff and those with specific responsibility for resource mobilization;
- The System takes a decentralized and performance oriented (as distinct from a hierarchical and bureaucratic) approach to management of the communication and resource mobilization effort, reflecting the principle of subsidiarity;
- The System establishes a symmetrical (balanced) approach to resource mobilization and allocation by building strong relationships and partnerships among the Future Harvest Centers and CGIAR investors, and among the investors themselves, to minimize unintended investment distortion, bias, and perverse incentives;
- At the Center level, the manager with primary responsibility for resource mobilization works closely with science managers in their respective resource mobilization efforts;
- To help ensure long-term sustainability of the effort and to encourage those involved to take a more entrepreneurial approach, the System will encourage capacity building in resource mobilization and communication;
- The System will pay close attention to the need for Center Board Members to have diverse skills and experience in communication and resource mobilization;
- In its approach to resource mobilization with non-traditional investors, the System exploits its status as a recognized global public goods network, its technical expertise, and its key role as an accepted research and development advisor to developing countries..

The Task Force recommends that the above criteria and principles provide the basis for an operational framework for an integrated strategy.

STRATEGIC OBJECTIVE

The primary objective of a comprehensive strategic communication and resource mobilization strategy is to ensure that the System enhances its position as a global force leading the fight against poverty, hunger, and environmental degradation, and is perceived as such. This objective could be achieved by the following means:

- Persuading high-level decision makers that international agricultural research is indispensable to meeting the short- and long-term goals of sustainable development;
- Demonstrating with credible impact data that the Centers have a comparative advantage to fulfill the potential of agricultural research as an instrument to enhance development;

- Establishing beyond doubt that investors' desired impacts are achieved and that investments in the Centers provide substantial return for money spent;
- Increasing awareness of the impact of Centers' research, and sustaining the stability of resources for research by the Centers and their partners;
- Communicating the relevance of the Centers' work to target groups;
- Ensuring that, in doing this, credit is attributed to all stakeholders to the desired outcomes;
- Ensuring that media in North and South have full access to key developments within and affecting the System;
- Strengthening mutual understanding between the System and stakeholders (NARS, NGOs, farmers' organizations, private sector);
- Ensuring that the CGIAR is formally recognized in high-level international fora;
- Connecting and cultivating relationships with non-traditional investors, primarily in the private sector;
- Creating support for discrete fund-raising programs, such as the Global Conservation Trust;
- Increasing developing countries' membership in and sense of ownership of the CGIAR.

TARGET GROUPS

A comprehensive System-level resource mobilization and communication strategy should strive to reach a number of target groups. In very broad terms these target groups include:

The CGIAR Member Community – Heads of Governments, Ministers, Parliamentarians, heads of international and regional organizations and private foundations, heads and members of CGIAR delegations.

The Future Harvest Centers – 8,500 scientists and scientific staff around the world.

The CGIAR Stakeholder Community – National agricultural research systems (NARS), regional and multilateral organizations (such as GFAR), scientific organizations, development institutions, extension and technology transfer agencies, appropriate civil society organizations, farmers' organizations, advanced research organizations, and the private sector.

New Potential Investors – Individuals, foundations, and corporations.

Decisionmakers and Opinion Leaders – Individuals and groups not directly connected with the CGIAR but interested in matters connected with the CGIAR, including food security issues, protection of the environment, and public spending.

Media—An important means of reaching target groups.

PROGRAM ACTIVITIES/OUTPUTS

A wide variety of activities and outputs are needed to effectively reach these target groups. They would include, but not be limited to:

- Direct communication with policymakers;
- Thematic seminars, conferences, and workshops targeting influential groups;
- Future Harvest thematic studies;
- Speaking engagements and personal presentations to selected audiences in member countries;
- Exhibits at CGIAR and compatible events;
- Meeting reports, annual reports, booklets, and brochures (specialized and generic);
- CGIAR Information Center and System gateway functions;
- Web sites (Centers, Future Harvest, the CGIAR);
- Data bases (donors, research results);
- Special programs (such as The Global Conservation Trust);
- Materials for the print and electronic media;
- Media activities (reporters' visits to Centers, story development by Future Harvest/Centers, press releases, public service announcements, inauguration of annual agriculture coverage awards);
- Targeted communication with current and potential members.

TOWARD AN INTEGRATED STRUCTURE, DEFINED RESPONSIBILITIES, AND A SUSTAINABLE EFFORT

A number of suggestions have been made for improving the efficiency and effectiveness of the System's resource mobilization and communication activities, including the creation of a single entity responsible for the broad range of initiatives subsumed under this banner. To be fully effective, however, any new program, approach, and/or structure must clearly and directly reflect the results and impact-oriented mode of the System's reform program, as well as the System's organic and decentralized character.

The task force suggests three building blocks for the development and eventual implementation of an integrated strategy for resource mobilization and communication:

1. **Undertake a comprehensive analysis of information needs, from the perspective of the user.** What information is really needed by each target group, how does each group want to receive the information it needs, and what does the System have to do in order to deliver information in a cost-effective manner?

2. **Coordinate and integrate** the Future Harvest foundation, CDC/PARC, the Secretariat, the Science Council Secretariat, the Executive Council, and other System components.
3. **Develop a strategy and business plan** for integrating communication and resource mobilization throughout the System in the context of a three-year horizon.

The strategy will:

- Be developed in concert with the CGIAR Director, PARC/PAA, Future Harvest foundation, and the Centers;
- Draw on previously prepared CGIAR resource papers;
- Clearly identify the major entities involved in communication and resource mobilization within the system, their program responsibilities, and the interactive/ coordination links among them, taking into account the principle of subsidiarity;
- Define the relevant activities, strategic directions, and linkages and responsibilities of the most appropriate delivery agents.

The business plan will:

- Develop a timeline and budget for implementation of the strategy;
- Establish a monitoring and evaluation program for internal management.

ANNEX I

Public Awareness and Resource Mobilization Current Functions and Responsibilities³

Functions/Activities/Products	Chairman	Secretariat	Centers	Future Harvest	PARC	PAA	RMN
Strategy Development	x	x	x	x	X	x	
Ambassador Program				x			
Annual Report		x	x	x			
Brochures/Fact Sheets		x	x	x		x	
Constituency Building	x	x	x	x	X		
Donor/Foundation Databases		x	x	x			x
Donor Relations	x	x	x	x	X		x
Directory (CGIAR)		x					
Epcot Partnership	x	x	x	x		x	
Exhibits		x	x	x	x	x	
Financial Reports		x	x	x			
Policy Dialogue	x		x	x	x		
Internal Communications (CGIAR)	x	x					
Local PA		x	x	x		x	
Media Contacts	x	x	x	x		x	
Meeting Reports (CGIAR)		x					
Liaison with WB	x	x	x	x			
Negotiations with WB	x	x					
Newsletters		x	x	x			
PA Training			x	x	x	x	
PSAs, Radio and TV Spots		x	x	x			
Private Sector Fund Raising			x	x			
Records Management (CGIAR)		x					
Special Events		x	x	x	x	x	
Thematic Studies				x			
Video Production		x	x				
Visitor Services		x	x	x			
Websites		x	x	x			

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³ Prepared by Secretariat based on Centers' Federation proposal.

ANNEX II

Australia's Successful Model Embodies An Integrated Strategy

International agricultural research for development (IARD) enjoys bipartisan political support in Australia at the Commonwealth (federal) level. One consequence of this has been policy stability in allocation of Australian aid funds to IARD despite changes in government administrations. Over the last several years, the budget in real terms of the Australian Centre for International Agricultural Research (ACIAR), the government agency with the legislated mandate in this area, has been steady or has even increased slightly, enabling increases in IARD investments in both the bilateral and IARC programmes.

The Crawford Fund's effective advocacy and public awareness activities are an important factor influencing this healthy position. A measure of the standing of Crawford, which is an initiative of the Australian Academy of Technological Sciences and Engineering, is that The Hon Tim Fischer, its current Chairman, is the immediate past deputy Prime Minister and Minister for Trade of Australia. The current Director is Mr Don Menz, a former Director General of CAB International. Through ACIAR, the Commonwealth provides limited financial support to Crawford, which leverages its main support from the private sector. Crawford's mandate is to:

- "Make more widely known throughout Australia the benefits that accrue both internationally and to Australia from international agricultural research and development; and
- "Encourage greater support for, and participation in, international agricultural research and development by Australian governmental and nongovernmental organizations, and in particular, the industrial, farming and scientific communities of Australia."

Effective communication with key stakeholders and policy makers in government, the private sector, and civil society is a key element of Crawford's strategy in integrating its advocacy and public awareness roles. Crawford's strategy has as its objective sustaining broad community support for IARD where it matters, the outcome being the maintenance of government funding for IARD and the important partnership with the scientific community and private sector (including farmers).

A very public exposition of Crawford's strategy takes place each year with the annual public seminar held in Parliament House, Canberra. This annual, day-long seminar addresses a topical theme related to IARD with speeches from government, private sector, civil society, and international guests (which have included DGs of IARCs). These seminars are very well attended by Ministers, Members of the House of Representatives, Senators, senior government policy makers, NGOs, and private

sector representatives. The press is active and the seminars well reported; an associated National Press Club luncheon is held to enable a key speaker from the seminar to expand on relevant issues. This presentation is usually broadcast live on national radio. Dr. Per Pinstrup-Andersen, Director General of IFPRI, and Dr. M. S. Swaminathan, head of the Swaminathan Foundation, have been keynote speakers. The seminar proceedings are co-published by Crawford and ACIAR. Some examples of recent seminar topics are:

- May 1996--Global Food Security: Implications for Australia
- April 1997--Scientists, NGOs and the Poor: Competitors, Combatants, or Collaborators?
- November 1999--The Food and Environment Tightrope
- August 2000--Food, Water, and War: Security in a World of Conflict
- June 2001--Prosper or Perish: Asian Poverty and the Australian Economy

Task Force on Development of an Integrated Communications and Resource Mobilization Strategy For the CGIAR System

Terms of Reference

Overall Objective

To develop an integrated communications and resource mobilization strategy for the CGIAR System.

Action Steps

1. The task force will conduct a communication and resource mobilization analysis of the CGIAR system. This analysis should, among other things, document the various roles and responsibilities of those involved in current communications and resource mobilizations efforts at different levels within the System. The analysis should also identify and document gaps and overlaps in current activities.

2. The task force will develop a proposed integrated communication and resource mobilization action plan—using as building blocks the CGIAR Long Term Financing Strategy, the changes recommended by CDMT, and the decisions of Members and views of stakeholders—that will provide the framework for integrating and harmonizing Systemwide communications. The action plan should clearly define the roles, responsibilities, and accountability requirements of the System’s communication and resource mobilization units (including the Chairman, Secretariat, CDC, CBC, PARC, PAA, Future Harvest, and Centers).

It will among other aspects:

- Identify the types of products and services that will be provided
- Specify responsibilities for each product and service
- List mechanisms that need to be in place to assure the implementation of the integrated strategy (such as consultation, review, and performance evaluation processes)
- Develop a plan for integrating the System’s existing public personas into one that is broadly accepted and optimizes the System’s communication and resource mobilization potential.

3. The task force should coordinate its strategy development with the other initiatives being undertaken to implement decisions by Members.

Task Force Composition

The task force composition should reflect information management, communications and resource mobilization expertise, both from within and outside the CGIAR System. It is suggested that the task force include representation from the existing shareholders (South and North), the Secretariat, Future Harvest, and the Centers, and resource persons/communications experts as deemed necessary by the Task Force.

Deliverables

The task force will propose an integrated communications and resource mobilization strategy for the CGIAR System to the Executive Council by AGM2001.

TASK FORCE MEMBERS

Ian Bevege

Juan Restrepo

Mahmoud Solh

Klaus Von Grebmer

Henry Wyes

Tiff Harris

Barbara Rose

Shirley Geer

Sarwat Hussain (as of November 26, 2001)