



Knowledge Management and Information Services: Report on 2011; Priorities for 2012

February 3, 2012

The KMIS team works towards actions that:

- Empower staff to capture, connect and share knowledge;
- Collect, organize and license all ILRI research outputs for maximum re-use;
- Extend the accessibility and visibility of ILRI's research outputs;
- Present the 'evidence base' from our works for others to easily find and use.

In the past year, we have seen that KMIS activities fall in one of two major types:

'Corporate' activities – sort of 'ILRI public goods' – provided to all of ILRI and including:

- The ILRI web site;
- InfoServices - journals, reference services, the cybercafe's;
- ILRI net and internal communication more generally;
- Mahider repository of ILRI outputs;
- CC license on our outputs;
- A communications 'toolkit' for staff to use ...

'Project' activities – project and team private goods – that are directed to a specific ILRI project or other activity (and mostly paid by them), including:

- Information and communication support to ILRI and ILRI-hosted projects and initiatives like FAP; IPMS; LIVES, AGTR, Biometrics; NBDC; SLP; PENAPH; EADD; IBLI; ...
- Web development/programming support to various Biotechnology Theme projects and CaSt
- Communications around the Livestock and Fish CRP
- Graphics, editing and publishing for many projects
- Process facilitation, design and reporting for events
- Combinations of the above for partners such as CCAFS, CPWF, IFPRI

Wider challenges

Two wider issues/trends shape much of our work:

Managing the balance of activities in the two areas outlined above. We need to continue to deliver the 'corporate' institutional goods AND support the efforts of our projects and partners AND achieve a positive result on the KMIS and ILRI 'balance sheets.' It calls on us to prioritise, manage and deliver on expectations, ensure we have the right mix of people and skills, and cover our costs. Increasingly, we operate KMIS as a sort of 'consultancy' operation within ILRI – one that delivers public and private services for 'customers', with income generated from a public-private mix of institutional, CRP, project and external sources.

The wider CGIAR information, knowledge and communications environment. In May 2011, ILRI hosted a CGIAR-wide meeting in Nairobi to help move collective thinking and actions forward. This was a very useful information-sharing and learning opportunity that gave the 30 or so participants a chance to brainstorm and plan around important directions. The meeting results included:

- Initial Principles for collective communications, including:
 - CRPs to be presented as research programs of the CGIAR.
 - Centre identities and branding continue, but will strongly and systematically reflect the collective aspirations of the CGIAR
 - All CGIAR elements to reflect and articulate the CGIAR Strategic level Objectives through their communications
 - CRP communications teams will provide input into system-level communication activities
 - CRPs to adopt a common set of collaboration tools, systems and platforms
- Explored collective actions
- Strengthening a communications community across the CGIAR
- Outlining 4 collective communications objectives:
 - Support resource mobilisation
 - Re-position key issues the CGIAR works on
 - Create a framework for integration cross the CGIAR
 - Enhance stakeholder engagement

Since the meeting, the Consortium Office has been working on a revamped www.cgiar.org web site as well as discussing branding, taglines, logo's and the like for the CGIAR as a whole as well as individual CRPs. ILRI staff from KMIS and Public Awareness continue to contribute to these discussions (the next meeting is in March 2012).

In KMIS, we continue to work with ILRI staff involved in the various CRPs so we can align and re-orientate our services to their needs. At a more strategic level, this means

contributing to the CRP plans on knowledge sharing and communication; more operationally, we have added CRP pages to our website and have started tagging our various outputs to indicate their relevance to each. The Livestock and Fish CRP 'repository' has been organized on the CGSpace repository from the beginning.

Reviewing our performance

Two major milestones in 2011 were an internal audit of graphics and printing; and an external review of ILRI communications (that was much wider than KMIS).

The internal audit identified a number of urgent actions in the Nairobi graphics operations: To make better use of the space, to clear out unused equipment, to tighten financial oversight and procedures, to reduce costs. The recommendations were acted upon. The space is reduced and cleared, equipment has been discarded, the contract with the previous graphics consultant was changed to a 'pay as you deliver' model, and Muthoni Njiru was appointed 50% graphics and 50% Public Awareness to manage our graphics activities in Nairobi (as well as much else). We expect to further consolidate Nairobi graphics into the infocenter space in early 2012.

The external review of our communications touched on many aspects of KMIS work. The report of the consultant (available at <http://mahider.ilri.org/handle/10568/3893>) identified some things we 'do well' and listed some findings and recommendations:

What we do well:	What we can do better:
<ol style="list-style-type: none">1. Branding2. Writing3. Media relations4. Multimedia productions5. Photographic exhibits, stills and films6. Use of new information workflows7. Use of social media8. Knowledge intensive conferencing9. Knowledge management (collecting it in one repository)10. Knowledge sharing (making information travel)	<ol style="list-style-type: none">1. Be more purposeful in communications2. Be more explicit about communication systems and processes3. Be more visible in topical debates4. Professionalize and enlarge the cadre of communications staff5. Help staff to communicate the organization6. Help the media report on ILRI's work7. Monitor the effectiveness of communications

A number of the recommendations are already being implemented or considered; the report was also discussed with ILRI Management Committee in June 2011.

Major milestones

Some major activities and developments of 2011 included:

KMIS People – the Core Asset

Re-engineering KMIS as a more effective, innovative and delivery-oriented group calls for a range of different skills and capacities to be in the team and deployed in different ways. The past 2 years has seen a lot of change, with new tools, procedures, workflows and relationships strengthened. So far, team members responded very positively and the spirit and motivation levels are good. Nevertheless, some work is still needed in Nairobi to **strengthen our presence and efforts. More generally, we have a lot of HR ‘catch up’ to be done in terms of updating job descriptions to job realities.**

So far this year, several people departed from KMIS: Grace Kamau (Nairobi, early retirement); Birru Dori (Addis, to join WFP); Nadia Manning-Thomas (end of contract with ICT-KM Program); Azeb Abraham (Addis, end of contract); Eric Ouma (Nairobi, end of contract); and Tonny Ibutari (Nairobi, position made redundant). Some of these positions were replaced; mostly the tasks have been re-organized.

We also welcomed new faces: In Addis Ababa, Abenet Yabowerk joined as a junior information services specialist to work mainly on the Mahider repository and associated projects; Ewen Le Borgne joined on 1 November as a Knowledge Sharing specialist, bringing strong event design and facilitation, knowledge sharing, learning, and impact assessment skills to the team. Also in November, Andrew Nguyen joined the Hanoi office on a one-year AYAD volunteer assignment to support communications and knowledge sharing across our Asia projects. In Nairobi, Evelyn Katingi joined KMIS 50%, the other 50% she works with the Biotechnology Theme; Alan Orth from the ICRAF-ILRI RMG is 15% supporting the server side of our Dspace repository; and Muthoni Njiru is 50% KMIS and 50% Public Awareness.

Overall, these changes strengthen the team and increase our ‘reach’ in Asia, with the Biotechnology Theme, as well as our capacities to work more intensively with various projects. We expect some further modest recruitment in 2012.

Delivering KMIS Projects

In 2011, we built on emerging ‘models’ to support ‘project communication and ‘event reporting’ at ILRI and with our partners (see <http://mahider.ilri.org/handle/10568/3097>).

At the centre of our information management activities is Mahider – CGSpace, the repository and index of all ILRI research products. This was launched late 2009 and has since grown to be an index to much of our work. During the year, the platform grew to

include outputs from other CGIAR partners (see story at <http://infoilri.wordpress.com/2012/01/03/from-mahider-to-cgspace-moving-our-research-outputs-to-open-repositories/>)

Following earlier discussions, and much stress, we re-vamped the contacts system we use to generate distribution labels (and emails) to priority individuals (so-called 'VIP' list). We combined information on organizations (investors and partners) from our web site with information on target individuals. This content will be made accessible for staff to view (and some to edit) via the web site.

During 2011, the continuous updating and extension of our main web site continued. In the first quarter we modified the front page design and structure, recognizing that we mainly want to convey our wide-ranging information. Behind the scenes, we standardized the taxonomies (keywords and categories) used across the site to better inter-link information. Thus, the pages on countries, research challenges, CRPs, regions, and research topics bring together diverse information; project pages are linked to investors and vice versa; staff profiles are associated with Themes, teams, CRPs, and projects. A user can move across the linked pages to find linked relevant further information. Besides the web site we also completed two major web training resource updates: the Animal Genetic Training Resource (<http://agtr.ilri.cgiar.org>) and the Biometrics Teaching Resource (<http://www.ilri.org/biometrics>).

Under the rubric 'train and explain' in our 2011 plans, we initiated a range of individual and group 'comms' training and mentoring efforts. For specific projects in Ethiopia (NBDC), we ran almost constant individual awareness-raising and training in the tools we use. On both the Addis and Nairobi campuses, we ran 'komms clinics' to alert staff to communications tools they can use to improve their personal and team effectiveness. We provided numerous support to individuals on demand, closely involving 'comms' staff across ILRI. Still, we need to continue the awareness, sensitization and training.

In 2011, our external collaboration efforts included: hosting a web2.0 workshop with CTA (<http://infoilri.wordpress.com/2011/06/06/web-2-0-learning-opportunity-by-cta-and-ilri/>); reviewing the IFADAFRICA project; running a social media workshop for AATF and EADD (<http://infoilri.wordpress.com/2011/04/20/smt1/>); contributing to the World Bank sourcebook on ICT in agriculture (<http://mahider.ilri.org/handle/10568/12469>); hosting visitors from AU-IBAR, FAO, CTA and IICD; organizing and facilitating workshops and sessions for CCAFS, CPWF, and contributing to the Agri Share Fair in Rome.

Supporting and Facilitating ILRI Events

Workshops, conferences and events are probably what ILRI does most! We can improve the effectiveness of these by attention to their design, process facilitation, reporting, knowledge sharing and communication. It is a 'growth' area for KMIS with more and more

internal and external demands; but we need to be careful to ensure these efforts are strategic for ILRI and KMIS.

Events supported by KMIS in 2011

[NBDC national platform on land and water meeting](#) (December 2011)

[SLP Crop residue tradeoffs project progress review meeting](#) (December 2011)

[ILRI PLE Theme retreat](#) (December 2011)

[CCAFS climate smart crop breeding workshop](#) (December 2011)

[3rd International Forum on Water and Food](#) (November 2011)

[LiveSTOCK Exchange](#) (November 2011)

[IFPRI Conference: Increasing Agricultural Productivity and Enhancing Food Security in Africa](#) (November 2011)

[NBDC Stakeholder Forum](#) (October 2011)

[TechFit Workshop to Develop a Tool for Feed Technology Screening and Prioritization](#) (September 2011)

[IPMS workshop on market-oriented smallholder agriculture in Ethiopia](#) (June 2011)

[NBDC Science and Reflection Workshop](#) (May 2011)

[Conference on the future of pastoralism in Africa](#) (March 2011)

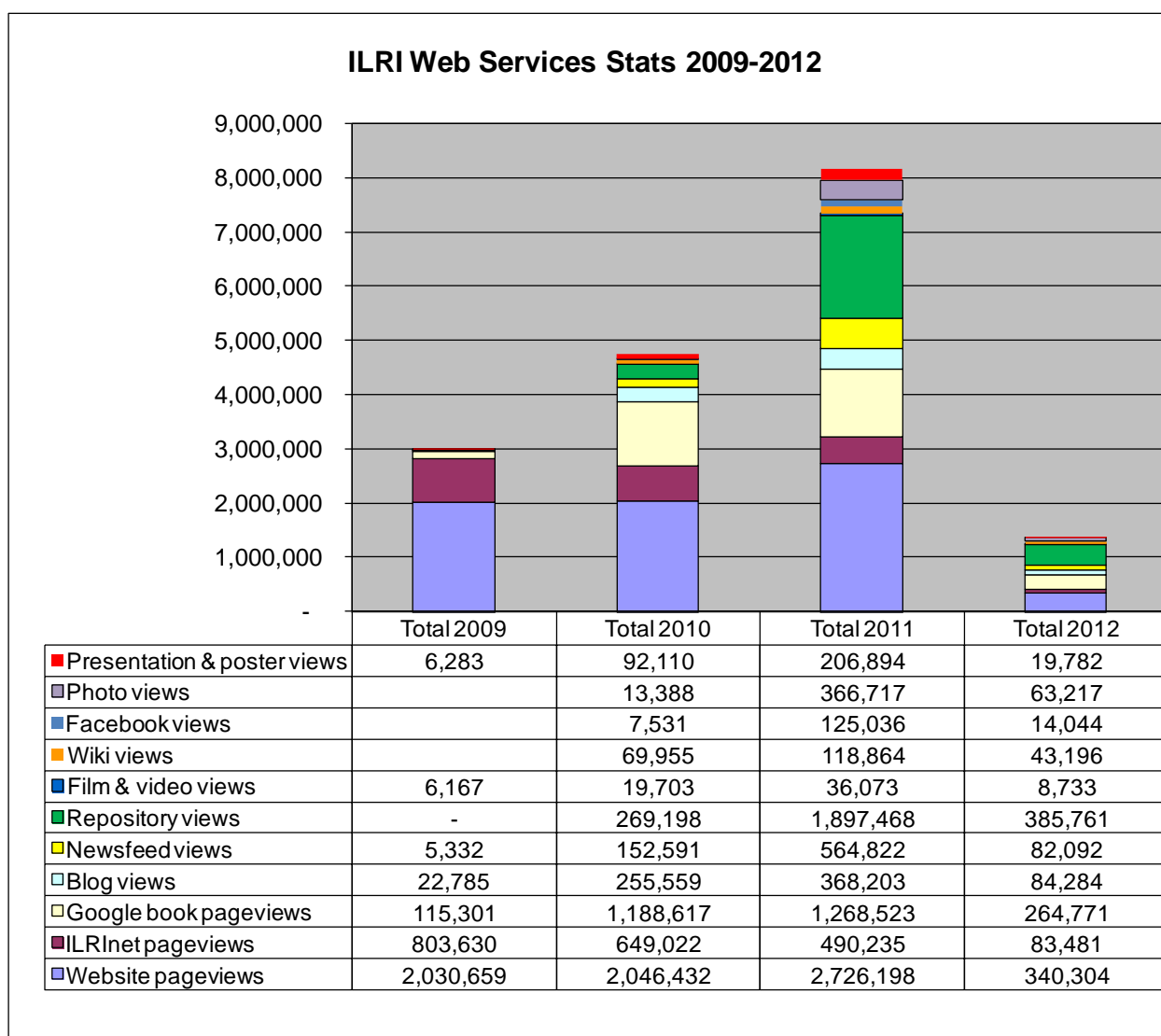
[IPMS/ILRI gender and market oriented agriculture workshop](#) (February 2011)

Organizing and Disseminating ILRI Outputs

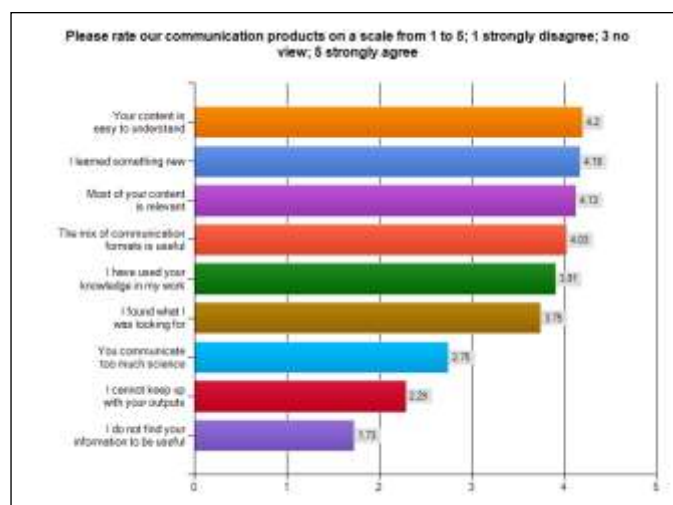
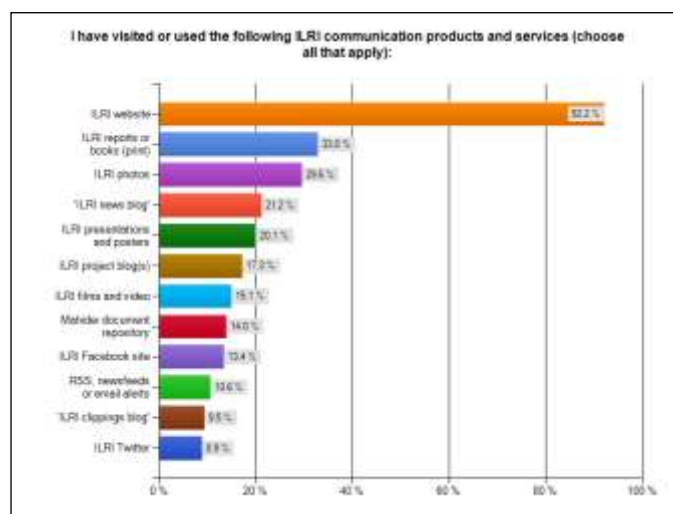
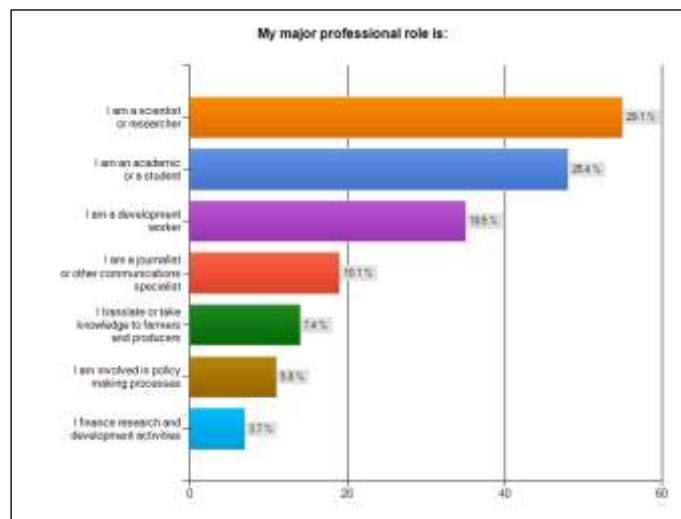
One of our major efforts has been to set up workflows and systems to capture, index (and publish) all ILRI research publications and other products (annexes 1 and 2 list publications and LiveSTOCK Exchange issue briefs). The core is our Dspace repository (<http://mahider.ilri.org>) where institutional and project outputs can be found, tracked and downloaded. Use of the repository is growing and we are designing it as one of the core building blocks of all our knowledge sharing activities. The 'Mahider' team is also making sure that other orphan documents on project web sites are brought into the system.

A major development this year was the shared use of our Dspace repository by other partners: Under the name 'CGSpace', the Challenge Programme on Water and Food, CCAFS, ICRAF, and potentially others are publishing their outputs on this shared platform. From a private ILRI space, we are starting to build a system-wide public good – paid for by the various partners. The CGIAR Consortium recognizes this as an important tool for the system as a whole.

Alongside the repository, we continue to gain large visibility for our multi-media products – posters, presentations, photos, video and film. This publishing task is done by a growing group of 'communications' people spread across ILRI who also ensure that the various products are communicated on through news items, blog posts, twitter, facebook and so on. Statistics on views and usage of our web and information services – see below – show that total usage continues to grow. The exception is our intranet which is slated for re-design and re-conceptualization.



During this past year, as part of the external review of our communications activities, we set up a survey to solicit feedback from visitors to our web services. The three following charts give information from the 189 respondents so far:



How well did we do in 2011?

Priorities for KMIS in 2011 were:

- ‘Train and explain’ what we are doing to staff. [Some progress: a series of ‘komms clinics’ to train and inform staff about communication tools; enhanced support to some projects. For 2012, we are re-looking at the model to emphasize more support for specific groups and teams.]
- Re-design and re-conceptualize ILRINet [Little progress: basic front page and prototype browser ‘dashboard’ set up];
- Reinforce internal communications [extensive promotion of yammer alongside other tools. New Director General gives high priority so enhanced attention in 2012.]
- Continue to extend and enhance Mahider [Substantial progress: increased collaboration with partners like CPWF and CCAFS. Story at <http://infoilri.wordpress.com/2012/01/03/from-mahider-to-cgspace-moving-our-research-outputs-to-open-repositories/>]
- Greatly improve the contact/client/partner Relationship Management System that serves strategic goals of the organization [Substantial progress on a contact system embedded in the website. In 2012, we need to re-assess whether this is the best option – other centers are using other approaches]
- ILRI Website [Substantial progress: new front page, improved architecture with linked content; dynamic content integrated from many sources. Still many smaller, but critical, workflows to be finalized – such as updating staff when they leave/join; updating new projects.]
- Event reporting and facilitation [Substantial progress: our ‘model’ takes shape, increased expertise paying off. Growing demand and heightened visibility of events and projects across web media.]
- Communications and knowledge sharing for projects [Some progress: Several projects, especially based in Addis Ababa, buying into enhanced communications support. Offering a facilitated ‘knowledge and communications’ service to projects from conception to completion.]
- Extend and enhance KMIS efforts in Nairobi [Some progress: Expect improvements in 2012]
- Enhance communication between KMIS <-> themes [Some progress: Relations with communications people across the organization strengthened; several research groups and teams much more aware of knowledge and information opportunities.]
- Move to (almost) e-everything [More and more of our products are ‘born’ digital, which means the ‘print’ format is secondary. Increasingly we are migrating older content into more structured and permanently-accessible digital platforms.]
- Promote culture of (knowledge and information) sharing [A continuing priority and challenge, which also requires attention within ILRI reward, recognition and incentive mechanisms.]
- Measure and monitor services and outputs (and impacts?) [A major focus for 2012.]

2012 Priorities

Emerging from our reviews of 2011 performance, ongoing conversations with colleagues and the wider environment, and discussions in the January 2012 Partnerships and Communications meeting, overall priorities for KMIS in 2012 are as follows:

- Formulate and deliver strategies, systems and mechanisms to organize and facilitate knowledge and information flows in and for the CRPs;
- Strengthen internal communications, including support for resource mobilization. Specific elements include:
 - Promote effective internal communication, across all of ILRI: culture, tools, mechanisms, learning, interaction, conversations, planning;
 - Foster across-campus sharing and engagement, richer and deeper;
 - Build Intranet version 3;
 - Train and explain KMIS and communications activities and services.
- Facilitate and provide inputs on information, knowledge and communication to the overall ILRI strategy;
- Develop and strengthen partnerships and collaboration with third-party 'communications' specialists; and reinforcing ILRI partnership development more generally through, for instance, tracking and targeting information and dissemination aspects of this work;
- Develop deeper insights into our results and outcomes; reach and impact;
- Organize and tap into ILRI-wide communications capacities;
- Market/Sell KMIS services across ILRI and beyond to recover planned costs;
- Extend CGSpace hosting and management for the longer term;
- Complete transition of Nairobi 'infocenter' to 'comms hub';
- Harvest knowledge and learning from projects for wider spillover and use;
- Build a wider expertise base for event and process design and facilitation;
- Move towards a livestock and agriculture knowledge and communication expertise hub/network for/with partners, CRPs, CGIAR.
- Draw on and influence critical CGIAR-wide information and knowledge initiatives.

Annex 1: 2011 Publications



[Sustainable management of globally significant endemic ruminant livestock in West Africa \(PROGEBE\): Estimate of livestock demographic parameters in the Gambia](#)

Marshall, K.; Ejlerlsen, M.; Poole, J.



[Pedagogy and adult training: A trainer's manual](#)

Nyangaga, J.; Mehta-Bhatt, P.



[Characterization and conservation of indigenous sheep genetic resources: A practical framework for developing countries](#)

Gizaw, S.; Komen, H.; Hanotte, O.; Arendonk, J.A.M. van; Kemp, S.; Haile, A.; Mwai, O.; Dessie, T.



[Sustainable management of globally significant endemic ruminant livestock in West Africa \(PROGEBE\): Summary for decision making—The Gambia](#)

Fall, F.; Ayantunde, A.; Quiros, C.; Baltenweck, I.; Poole, J.; Njuki, J.; Marshal, K.; Zaibet, L.; Said, M.; Sanginga, N.; Johnson, N.; Ndiwa, N.; Mburu, S.



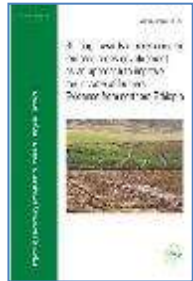
[ILRI research charts ways to better livestock-related drought interventions in Kenya's drylands](#)

Leeuw, Jan de; Ericksen, P.; Gitau, J.; Zwaagstra, L.; MacMillan, S.



[Wildlife numbers in Kenya's Mara region in decline](#)

Ogutu, J.; Owen-Smith, N.; Piepho, H.-P.; Said, M.Y. s



[Shifting towards market-oriented irrigated crops development as an approach to improve the income of farmers: Evidence from northern Ethiopia](#)

Woldewahid, G.; Gebremedhin, B.; Berhe, K.; Hoekstra, D.



[Interdependence of smallholders' net market positions in crop and livestock markets: Evidence from Ethiopia](#)

Jaleta, M.; Gebremedhin, B.



[The impacts of the Arid Lands Resource Management Project \(ALRMPII\) on livelihoods and vulnerability in the arid and semi-arid lands of Kenya](#)

Johnson, N.; Wambile, A.



[Dialogue on Ethiopian Agricultural Development: Report of a conference, Addis Ababa, Ethiopia, 12 November 2009](#)



[Implicit prices of indigenous cattle traits in central Ethiopia: Application of revealed and stated preference approaches](#)

Kassie, G.; Abdulai, A.; Wollny, C.; Ayalew, W.; Dessie, T.; Tibbo, M.; Haile, A.; Mwai, A.O.

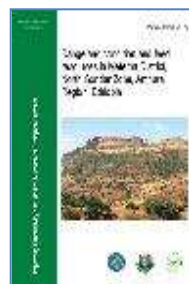


[Agriculture-associated diseases: Adapting agriculture to improve human health](#) McDermott, J.; Grace, D.



[Breeding strategy to improve Ethiopian Boran cattle for meat and milk production](#)

Haile, A.; Workneh, A.; Tegegne, A.; Kebede, N.; Dessie, T.



[Rangeland condition and feed resources in Metema district, North Gondar Zone, Amhara Region, Ethiopia](#)

Desalew, T.; Tegegne, A.; Nigatu, L.; Teka, W.



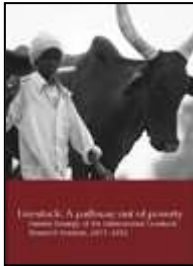
[Exit from Bangladesh's poultry industry: Causes and solutions](#)

Jabbar, M.A.; Rahman, M.H.; Talukder, R.K.; Raha, S.K.



[Training the trainers - An innovative and successful model for capacity building in animal genetic resource utilization in sub-Saharan Africa and Asia](#)

Ojango, J.M.K.; Malmfors, B.; Mwai, O.; Philipsson, J.



[Livestock - a pathway out of poverty: Interim strategy of the International Livestock Research Institute, 2011–2012](#)



[ILRI Financial Report 2010](#)



[ILRI Corporate Report 2009–2010](#)

Annex 2: LiveSTOCK Exchange Issue Briefs



[Information systems on domestic animal genetic resources](#)

Dessie, T.; Mamo, Y.; Mwai, O.



[Mass artificial insemination interventions to enhance dairy and beef production in Ethiopia](#)

Tegegne, A.; Hoekstra, D.



[Livestock capacity development approaches: IPMS project experiences](#)

Hoekstra, D.; Tegegne, A.; Gebremedhin, B.



[Opportunities for water-efficient livestock production](#)

Peden, D.; Amede, T.; Hailelassie, A.



[Livestock and climate change](#)

Thornton, P.; Herrero, M.; Ericksen, P.



[Crop residues in smallholder systems: Pressures and trade-offs](#)

Duncan, A.J.; Gerard, B.; Valbuena, D.; Blummel, M.; Tarawali, S.



[Rangeland-based livestock production systems in the arid and semi-arid tropics: Challenges and opportunities](#)

Ayantunde, A.; Tarawali, S.; Wright, I.



[Global research with regional relevance—How ILRI works in different parts of the world](#)

Wright, I.; Moyo, S.; Fall, A.



[Why chicken research for development?](#)

Dessie, T.



[Agriculture-associated diseases research at ILRI: Neglected zoonoses](#)

Fevre, E; Grace, D.



[Agriculture-associated diseases research at ILRI: Safe foods in informal markets](#)

Grace, D.



[Agriculture-associated diseases research at ILRI: Emerging infectious diseases](#)

Bett, B.



[Outcomes and impacts of ILRI research 2005-2010](#)

Johnson, N.



[Animal-source foods in the developing world: Demand for quality and safety](#)

Jabbar, M.; Baker, D.; Fadiga, M.



[Agriculture-associated diseases research at ILRI: Food, farming and human health](#)

Grace, D.; McDermott, J.



[Changing approaches to pro-poor livestock market development: Innovation and upgrading in the value chain](#)

Puskur, R.; Baker, D.; Omere, A.; Staal, S.



[The interface of market access and SPS requirements: Lessons from recent ILRI research in Africa](#)

Baker, D.; Rich, K.; Gelan, A.; Okike, A.; Grace, D.; Jabbar, M.



[Smallholder competitiveness and market-driven technology uptake](#)
Staal, S.; Lapar, L.; Gebremedhin, B.; Wanyoike, F.



[What's in it for me? Ten lessons on multi-stakeholder networks](#)
Sones, K.; Duncan, A.J.

Annex 3: Main Web Comms Platforms at ILRI

Toolbar

<http://ilri.ourtoolbar.com>

Blogs

ILRI News

ILRI Clippings

Biolives

Markets

ILRI-asia

Agrigender

NBDC

imGoats

Bioinnivate

EADD

Fodder and Feeds

SLP

IBLI

Chicken Health

PENAPH

Agintensificationafrica

Maarifa

Wikis

<http://ilri-comms.wikispaces.com/ilriwikis>

Photos

<http://www.flickr.com/photos/ilri>

Posters and Presentations

<http://www.slideshare.net/ilri>

Film and Video

<http://blip.tv/ilrivideo>

<http://blip.tv/ilri>

<http://blip.tv/ilri-photofilm>

Podcasts

<http://ilri.podomatic.com/>

Facebook

<http://www.facebook.com/ILRIFanPage>

Twitter

<http://twitter.com/ilri>

Communities

ILRI Alumni - <http://ilrialumni.ning.com>

PENAPH - <http://penaph.ning.com>

Yammer - <https://www.yammer.com/cgiar.org>