

ECDPM's Knowledge Management and Communications Strategy 2012 - 2016

**“Communicating ideas for
positive development outcomes”**

September 2012

**European Centre for Development
Policy Management**

ecdpm

**ECDPM works to improve relations between Europe and its partners in Africa, the Caribbean and the Pacific L'ECDPM
œuvre à l'amélioration des relations entre l'Europe et ses partenaires d'Afrique, des Caraïbes et du Pacifique**

ECDPM's Knowledge Management and Communications Strategy

2012 to 2016

Communicating ideas for
positive development outcomes

September 2012

Table of Contents

Summary	iv
1. Introduction.....	1
2. Background and informers for the new Strategy	2
3. Objectives.....	3
4. Our theory of engagement	3
4.1. The rationale for knowledge management and brokerage.....	3
4.2. Principles and concepts	4
4.3. Our approach to knowledge management and brokerage.....	5
4.4. Stakeholders and audiences	6
4.5. Assessing knowledge brokerage for impact.....	8
5. Strategic focal areas.....	8
5.1. Overview	8
5.2. External communications	9
5.3. Knowledge collaboration	11
5.4. Monitoring, reporting and learning	12
5.5. KMC and ICT innovation	12
6. KMC in ECDPM.....	13
6.1. The role of KMC within the Centre	13
6.2. KMC instruments and platforms	14
Annex 1: Guiding principles	16
Annex 2: Glossary	17
Annex 3: The Knowledge Brokerage Assessment Tool	19
Annex 4: The Ripple Model	20
Annex 5: Publication types	22

Summary

Objectives

This document sets out the major points of ECDPM's new Knowledge Management and Communication (KMC) Strategy 2012–2016. As such, it complements ECDPM's overall corporate strategy for the same period.

The KMC Strategy has three overall objectives:

- To support the Centre in using knowledge management and communication strategically to inform and influence key global policies for positive development outcomes
- To guide the Centre on various KMC-related aspects, including provision of information and publication services, use of modern communication tools for effective outreach, strong corporate profiling, targeted interactions with the media and enhanced internal communications
- To assist in corporate and programme fundraising

Principal elements that guide the KMC Strategy

This KMC Strategy takes into account comments on knowledge management and communication made by the recent external evaluation of the Centre, as well as in-house suggestions and stakeholder feedback. In particular, five main elements guided this Strategy's formulation:

- Building on the past and consolidating what has worked well for the Centre
- Further improving outreach and external communications, with a special focus on strategic use of digital technologies
- Strengthening our digital and non-digital monitoring, evaluation and reporting
- Enhancing collaboration, sharing, information storage and learning for knowledge creation
- Staying abreast of new KMC approaches and technological developments

The basics

With this KMC Strategy document, we briefly outline the rationale for a dedicated KMC approach, underlining ECDPM's role as a strategic information provider and communicator to generate knowledge for well-informed policy dialogue. We clarify our guiding principles and the conceptual understanding of KMC that underpins ECDPM's internal knowledge exchange processes, as well as Centre interactions and communications with external stakeholders to generate knowledge. We also present our updated KMC approach, explaining how we engage in policy processes and how KMC activities support the ECDPM programmes in their policy work. Figure 1 (see page 6) depicts our approach, also highlighting instruments that we have created over the past years and that we will develop further in this strategic period.

Our three main audiences are identified as well: the *immediate stakeholders*, who are directly involved in the policy processes that ECDPM supports; the *international development community and relations audience*, encompassing organisations and networks that are potentially important to our policy-brokering work; and the *wider audience, the public*, of those generally or broadly interested in the topics we deal with

Finally, the Strategy introduces our rationale and a tool for deciding whom to target, with what instruments and at what point in a policy process.

Strategic focal areas

We have identified four focal areas for special attention during this strategic period: (i) external communication; (ii) knowledge collaboration; (iii) monitoring, reporting and learning; and (iv) KMC and ICT innovation.

These areas of work are closely linked and interdependent. Each is supported by and depends on technologies and software that have seen tremendous development in recent years. For example, as part of our monitoring, reporting and learning activities we use statistical information generated by digital tools. These enable us to identify and measure who makes use of our external communications, where, and to what extent.

ECDPM further applies modern, digital cooperation approaches to generate complementary policy knowledge that we spread via our information tools to our different audiences. These tools allow for reciprocity among policy stakeholders, thereby deepening the quality of policymaking processes.

Figure 3 (see page 9) sets out these interdependencies. The arrows indicate the relational (and binding) aspects that we must take into account in implementing this Strategy. They also illustrate the need to address each of the four focal areas comprehensively, while also considering opportunities and challenges emerging from work in the other areas.

Focal area I: External communication. We will take steps to further improve our external communications along three principle entry points:

- Enhanced use of social media to enrich our policy engagement and brokerage. We recognise that the use of social media can widen our outreach to new policy communities and enhance the ‘findability’ of our information on the Web. Social media also offers a conduit for intensified interactivity among stakeholders, offering new ways to participate in policy processes and provide information (e.g., through tools that allow stakeholders to choose how to receive information).
- Targeted interaction with journalists and the media more generally. We will follow a careful approach that aims to profile ECDPM’s work, but under close monitoring by Centre management to ensure that our mandate is not misunderstood.
- A more user friendly and technically advanced website. The updated and improved website will enhance presentation of our work and generate increased traffic to the content we produce.

Focal area II: Knowledge collaboration. We will substantially reorient our information management processes to facilitate enhanced knowledge exchange, networking and learning, as well as knowledge generation throughout the organisation and with our partners. This will create opportunities for individuals, programme teams and partners to work in a more interactive manner. The new Information Management and Knowledge Exchange (IMAKE) project will help us to achieve our external communication and internal monitoring objectives. Its *collaborative approach*, *compatibility with social media* applications and *cloud computing set-up* will support publication production, outreach, exchanges with our audiences and measurement of our outreach performance. A social media policy will be formalised to clarify how and when to use social media, guiding management of our social media portfolio and shepherding our behaviour in its use.

Focal area III: Monitoring, reporting and learning. We will enhance our work to register, analyse and report digital data demonstrating how we reach out to different audiences. With the IMAKE project, a new digital architecture will be established for the Centre with a reporting component to assist in compiling accountability reports. The collection and analysis of monitoring data will support peer-to-peer and in-house learning processes as well as identification of training needs.

Focal area IV: KMC and ICT innovation. ICT continues to develop at a tremendous pace. As an organisation that is highly dependent on gathering information, communicating and taking part in global exchanges, ECDPM must stay at the forefront of new advances, including the opportunities that mobile communication devices bring. Effective knowledge management and policy brokerage are closely linked to technological developments in the area of ICT, so continued collaboration between KMC staff and colleagues from the ICT department will remain essential.

Role of KMC in the Centre and our KMC instruments

We distinguish four broad categories of KMC-related work delivered throughout the Centre's programmes and departments:

- Facilitating content-related *knowledge management processes and brokerage activities*, including production of the Weekly Compass, writing blogs and initiating electronic discussions
- *Advisory services* on both content and technical aspects, including use of social media, strategic guidance, corporate profiling and the IMAKE project
- *Logistics support* to programmes and to the Centre overall, including publication production, dissemination, profiling and maintenance of the contacts database
- *Support to corporate management and institutional relations*, including monitoring, annual report production, external communications and media relations

Throughout these activities, the KMC team pays particular attention to *supporting corporate fundraising initiatives* as well as programme fundraising. Table 1 provides an overview of the knowledge management tools and various policy dialogue instruments used in ECDPM's knowledge management and communications activities.

Table 1 ECDPM's main knowledge management and communications tools

Information Services	Social Media	Publications	Events
Weekly Compass Electronic alert informing on the latest policy developments	Talking Points ECDPM blog on issues affecting EU international cooperation to stimulate reciprocity and broader participation in policy dialogue	Hard-copy publications Policy notes, management reports, discussion papers and briefs	Workshops and seminars Organised by ECDPM for EU and ACP policymakers and other stakeholders
RSS feeds Subscriber-tailored daily updates on more than 30 key topics, delivered via e-mail, e-reader or mobile telephone	Twitter Subscription service for following breaking news related to EU and ACP cooperation and policy	Great Insights Policy bulletin focused on Africa, covering governance, regional integration, economics, agriculture and trade	Presentations and panels Contributions to workshops and seminars
The Filter Online database archiving some 22,000 policy-relevant items collected from 500+ websites and other sources	Social networking tools They allow us to link with a wide range of knowledge communities, e.g. Google+ Facebook, LinkedIn, Flickr, Slideshare, Dgroups	Events calendar Week-by-week presentation of key dates in ACP-EU cooperation and overview of EU-Africa policy events	Training and counselling Inputs to specific partners and events
Supported by <ul style="list-style-type: none"> • A logistics department that produces and disseminates publications, updates the website and maintains a photo database • The contacts database enables targeted dissemination to specific policy audiences • We manage and maintain in-house digital instruments and events for networking, sharing, learning and collaboration. • These will be further improved in the context of the IMAKE project (which will include software to better generate and analyse Web traffic statistics) 			

1. Introduction

This document presents the ECDPM Knowledge Management and Communication (KMC) Strategy 2012–2016. As such, it complements ECDPM's Corporate Strategy for the same period, reflecting and underlining the continued importance that the Centre attributes to this strategic area of work. Knowledge management and communication is a key means to promote ECDPM's **mission** and **aims** and to achieve the **development outcomes** set out in the Centre Strategy (Box 1).

Box 1 ECDPM's mission, aims and expected development outcomes

ECDPM's **mission** has two components: (i) to contribute to strengthening the capacity of institutions and actors in the countries of Africa, the Caribbean and the Pacific and (ii) to improve relations between Europe and the countries of Africa, the Caribbean and the Pacific.

With its programme work, the Centre aims to add value as an independent broker and facilitator on four major themes:

- Reconciling values and interests in the external action of the European Union
- Promoting economic governance and trade for inclusive growth
- Supporting societal dynamics of change in developing countries
- Addressing food security as a global public good

We foresee the following **development outcomes** of our policy work:

- More inclusive and better-informed policy dialogues on global development challenges involving actors from Europe, Africa, the Caribbean and the Pacific
- More effective participation of public and private actors from Europe, Africa, the Caribbean and the Pacific in key policy processes that affect their cooperation
- A reduced 'implementation gap' between policy and practice in key areas affecting EU cooperation with Africa, the Caribbean and the Pacific to address global development challenges
- More integrated and coherent EU external action that reconciles European values and interests and takes into account the impact of its internal and external policies on developing countries in order to 'level the playing field' for sustainable global development
- Strengthened partnerships between the European Union, its member states and the countries of Africa, the Caribbean and the Pacific for equitable and sustainable governance of global development challenges

Source: ECDPM Strategy 2012–2016.

This KMC Strategy starts with a short review of the Centre's knowledge management and communication work over the past five years (section 2). It then states our KMC objectives for 2012–2016 (section 3). These build on the knowledge management and brokerage approach developed over the previous strategic period, outlined in section 4. Section 5 presents our focal areas for the new strategic period, chosen to enable us to keep pace with the rapidly changing digital environment that is so crucial for effective policy brokerage today. We close this strategy with an outline of the place of KMC within ECDPM and the instruments we will use to put this Strategy into effect (section 6). The annexes offer useful definitions and background information on our KMC approach, providing guidance for colleagues wishing to further integrate KMC into their programme work.

2. Background and informers for the new Strategy

This Strategy builds on the appreciation expressed by colleagues and stakeholders for the work realised over the past strategic period. During that time, we developed a targeted approach to put knowledge management concepts into operation towards ECDPM's overall mission. That approach responds to demands from within the Centre and from our partners to further improve and stay up to date with the information and communication environment that is rapidly unfolding.

In this Strategy, we further take into consideration findings of the External Corporate Evaluation (2007–2011), as follows: “the evaluation team appreciates ECDPM's knowledge management and communication as very well integrated in the Strategy 2007–2011. The Centre's strategy and policies on knowledge management and communication are comprehensive, well focused and coherent” (p. 77). The evaluation team also remarked that ECDPM manages knowledge flows well within and throughout the interlinked chain of intake, sharing, upgrading and application of knowledge. They complimented us on the way we organise and service knowledge exchange processes, and they were positive about our ongoing reforms to establish a more effective digital architecture for the Centre (with the Information Management and Knowledge Exchange, or 'IMAKE' project). The evaluators further noted scope to improve external communications, to increase the accessibility of our content work by making it easier for a wider audience to understand, to make more use of social media for policy brokering, and to stimulate collaborative work within ECDPM teams and with partners. They suggested that our activities should include assessing the potential of new tools and technologies for dynamic knowledge generation, learning, networking and conferencing with due regard for online modalities.

This Strategy additionally builds on a thorough internal review that we undertook to prepare for the external evaluation. This included an online knowledge management survey to collect views and opinions on the policy processes in which ECDPM is active and the way we inform these through our weekly information services. The survey underlined the clear rationale of the KMC approach that we follow and our aim with the services to add value for those in need of up-to-date and targeted information for policymaking. Survey respondents challenged us to further enhance the services we provide with additional and even more targeted information.

An analysis of the in-house commentary offered, the evaluative observations and the stakeholder feedback enabled us to extract five elements to guide the formulation of this new Strategy:

- **Building on the past and consolidating what has worked well for the Centre.** The overall principles of our previous knowledge management strategy are still valid, as is the approach whereby KMC is an integral part of programme work. KMC will continue to function as a transversal area of work that supports the programmes as well as the all-Centre units. The existing technical services we provide to the Centre will continue, including publication production, web-mastering, social media support, the contacts database, newsletter management, library services, the photo database and support to corporate profiling.
- **Further improving outreach and external communications, with a particular focus on strategic use of digital technologies.** The KMC tools that we have developed over the past years, especially the *Weekly Compass*, the *Filter* (database) and the *Talking Points* blog, are now established and highly valued by our audiences. We will build on these tools to intensify our outreach with enhanced and more diverse social media services. The goal is to better serve existing target audiences, while expanding outreach to new audiences, including media representatives, via their preferred means of

communication. High-quality, added-value content based on our policy work remains the basis of all of our information packaging and communications.

- **Strengthening our digital and non-digital monitoring, evaluation and reporting.** Gathering, measuring and analysing data on how audiences use the content of our policy work is an increasingly important KMC task. Today's demand for transparency, for monitoring of results and for reporting and telling those outside what we have achieved requires us to scale up our efforts in this area, in support of corporate management and our institutional relations department.
- **Enhancing collaboration, sharing, information storage and learning for knowledge creation.** Implementation of the IMAKE project will bring the Centre's overall digital architecture to cutting-edge standard and allow a more modern form of internal KMC and external communications. It will allow for improved sharing and collaboration within the Centre as well as with our external partners, contributing to an even more focused process of information exchange and knowledge generation.
- **Staying abreast of new KMC approaches and technological developments.** The rapid changes that we are witnessing in our digital environment require us to stay alert and will undoubtedly require us to adapt and further innovate our digital architecture – in close collaboration with our ICT department.

3. Objectives

The overall objectives of this KMC Strategy are three:

- To support the Centre in using knowledge management and communication strategically to inform and influence key global policies for positive development outcomes
- To service the Centre in various KMC-related aspects, including provision of information and publication services, use of modern communication tools for effective outreach, strong corporate profiling, targeted interactions with the media and enhanced internal communications
- To assist corporate and programme fundraising efforts by ensuring that (potential) funders are aware of the dedicated approach that we take to knowledge management and the opportunities it provides to enhance the quality of policy dialogue

4. Our theory of engagement

4.1. The rationale for knowledge management and brokerage

ECDPM is a facilitator and a broker at the interface of development policymaking and practice. In line with our dual mission, we aim to improve international cooperation between the European Union and its Southern partners in Africa, the Caribbean and the Pacific and to strengthen the capacities of public, private and civil society organisations in these countries. We do this by supporting dialogue and analysis on key policy issues. This includes initiating and animating strategic discussions, facilitating complex policy exchange, functioning as a sounding board on policy questions, advising on issues of institutional development, and executing the role of a strategic information provider and communicator to generate knowledge for well-informed policy processes. We describe this broadly as *knowledge management and brokerage*.

'Knowledge management', including the management of internal communications, is relevant because our legitimacy is largely based on knowledge generated both in-house and through exchanges with

stakeholders and partners. Knowledge forms the basis on which we prepare and share information materials with the outside world, which contributes to the generation of new knowledge. Knowledge generation takes various forms, such as systematisation and policy research, learning from practice, dialogue with stakeholders, personnel development and training, and applying feedback from target groups. All of these processes must be timely and conceptually harmonised.

We execute our knowledge management and brokerage activities from an informed, non-partisan perspective. Our approach is to 'hold back' rather than to voice opinions. We advocate better policymaking by providing options, but we are not an advocacy organisation that lobbies for a particular standpoint. Our stakeholders value us for the targeted information that we provide on the different trends observed, and their potential consequences. While ECDPM is not a public relations or advocacy organisation, we do perform a number of the communication functions commonly associated with these types of organisation (see the table on communication functions and purposes in Annex 2). We perform corporate communication, but only on a modest scale. Communication – in the sense of being persistently outspoken, journalistic or for the purpose of 'selling a product' – is not ECDPM's business.

4.2. Principles and concepts

Our corporate **principles of engagement** remain valid, as set out in the ECDPM Strategy 2007–2011 and restated in the Strategy 2012–2016. Furthermore, we execute our *knowledge management and brokerage* function in accordance with a number of complementary guiding principles, which are listed for reference in Annex 1.

Our **conceptual understanding of knowledge management and brokerage** is founded on a simple working definition of knowledge and how it is generated. That is, knowledge is created when information provided or available to an individual, or to a community of individuals, is put into context, interpreted and made sense of, again, individually or collectively. Knowledge is not produced only once. Knowledge generation is dynamic. Knowledge is formed and reformulated in a continuous process of exchange within communities of policy dialogue and practice, networks and among individuals in interaction with their environment.

The concept of 'brokerage' goes beyond the technical execution of knowledge management tasks. It requires solid insight into the content and context for which information is provided. Also needed are knowledge of the audiences and their demands and – particularly relevant for ECDPM – a sound understanding of timing and schedules (particularly of policy processes) so that pertinent information is targeted and arrives on time for the audiences concerned.

An important element of this dynamic knowledge generation process is effective *communication*. Communication for policymaking is a two-way, interactive process between information providers and those who receive information and generate knowledge. This communication process requires trusted intermediate communicators to facilitate *participatory communication processes* as well as availability of tools and instruments for them to execute their tasks. As such, each programme staff member of ECDPM has a responsibility to go beyond information provision, to support policy brokerage and to engage as a trusted intermediate communicator with the stakeholders of policy processes. This also implies that

programme staff are proactively involved in sharing high-quality, added-value content via social media tools, using these to engage in policy exchange and to further knowledge generation.¹

4.3. Our approach to knowledge management and brokerage

Together with our partners, ECDPM engages with policy processes² through facilitation, advisory work, policy research and information provision. We link these processes to practice, monitor the applicability of policy, and exchange relevant findings and knowledge. The information generated is fed back into the policy process as well. Our engagement is thus 'rotational', comprising policy research and systematisation, dialogue and information provision, combined with institutional development experiences gained in close collaboration with our partners. We define this engagement as our approach to supporting capacity development for more informed policymaking (see Annex 2 for further information on our capacity strategies).

Policy processes are non-linear and considerably varied. Some are relatively concrete with straightforward milestones, such as negotiations, policy seminars and conferences. Others are more emergent in nature – loose, fluid and intangible. In certain cases, they are like 'moving targets', with a stop-and-go rhythm and changeable timing, direction and stakeholder configurations. Some policy processes have not yet taken off; instead, momentum is gradually gathering around a selected number of issues that some stakeholders are taking on, eventually leading to a more structured process.

Comprehensive and tailored engagement is required for effective knowledge management, including the performance of knowledge brokerage tasks and participative communication activities. In some cases, particular stakeholders engaged at a specific point in a policy process can be targeted with a well-defined product, such as a briefing note. Emerging policy processes might need to be nurtured with information that enables audiences to build relationships, get to know one another, to foster networking and create opportunities to interact on content.

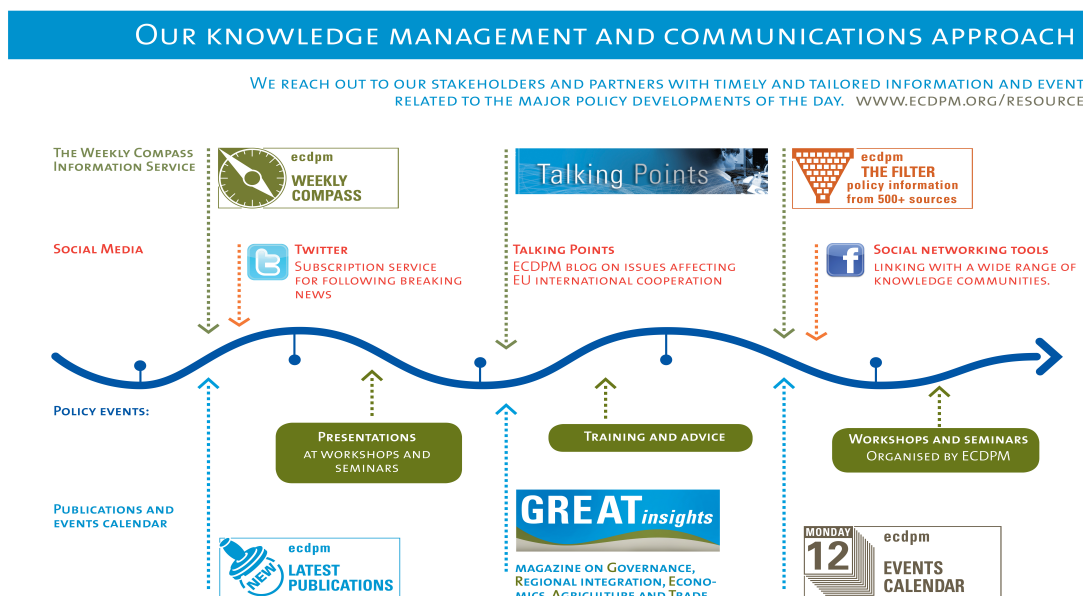
This approach requires ECDPM to have staff capabilities within all of its programmes to understand knowledge management, to engage in an informed manner and to collaborate with the organisation's 'knowledge managers'. Knowledge managers gather targeted information, advise on effective KMC approaches and tools, help to assess the relevance of particular audiences, and stimulate and facilitate communication activities among and between programme staff and external stakeholders. They also assist staff in executing technical KMC tasks, such as information dissemination, publications, monitoring and in-house learning for further knowledge generation. Our contacts database, that is continuously updated, works as a strategic support instrument to assist in reaching our audiences in a timely and targeted manner.

Figure 1 depicts our approach, also highlighting instruments that we have created over the past years and that we will develop further in this strategic period. Section 6 presents a short description of the instruments and how they are used.

¹ This understanding of knowledge management, brokerage and participatory communication is closely linked to what other organisations describe as 'knowledge integration' and 'knowledge co-creation' (Wenny Ho, 2011). See also Koenig (2005) and Snowden (2002).

² A 'policy process' refers to an identifiable constellation of groups of actors, both public and private, who converge and diverge around a particular policy issue or topic of interest. Depending on their specificity, policy processes are finite to a degree and often evolve over time, although they can come to a close at a formally defined stage (e.g., the negotiation of a trade agreement).

Figure 1 The ‘policy snake’, showing how ECDPM information provision and knowledge brokerage contributes to better policy



4.4. Stakeholders and audiences

Our corporate brochures portray ECDPM as a ‘think and do tank’ that links policies and practice using a mix of roles and methods. The ‘think’ part of our work leads to the generation of information and knowledge that we disseminate to communities of policymaking and policy processes. We also communicate and dialogue about this information and knowledge with a variety of policy stakeholders and audiences. This is our engagement or the ‘do’ part of our work. As such, ECDPM is both a **knowledge-based** and a **communication-based** organisation.

We interact mainly with three types of audience, or audience groups:

- **Immediate stakeholders.** This audience is made up of those *directly involved in the policy processes which ECDPM supports*. They are principally actors who prepare the policy process and decisions from a technical and specialist standpoint, as well as the political actors who actually take decisions. They come from a variety of backgrounds, including ministries of EU member states; the European Commission; regional organisations in Africa and elsewhere; research institutes in the North and South; national, regional and international nongovernmental organisations (NGOs); and individual experts. We know many of them personally, or at least by name through e-mail contacts, publications and presentations.
- **International development and international relations community (sector audience).** This audience encompasses organisations and knowledge networks *working broadly in the areas* in which ECDPM is active. They are potentially important in enhancing the policy momentum we are feeding into. For example, knowledge communities working in the areas of food crisis and fair trade

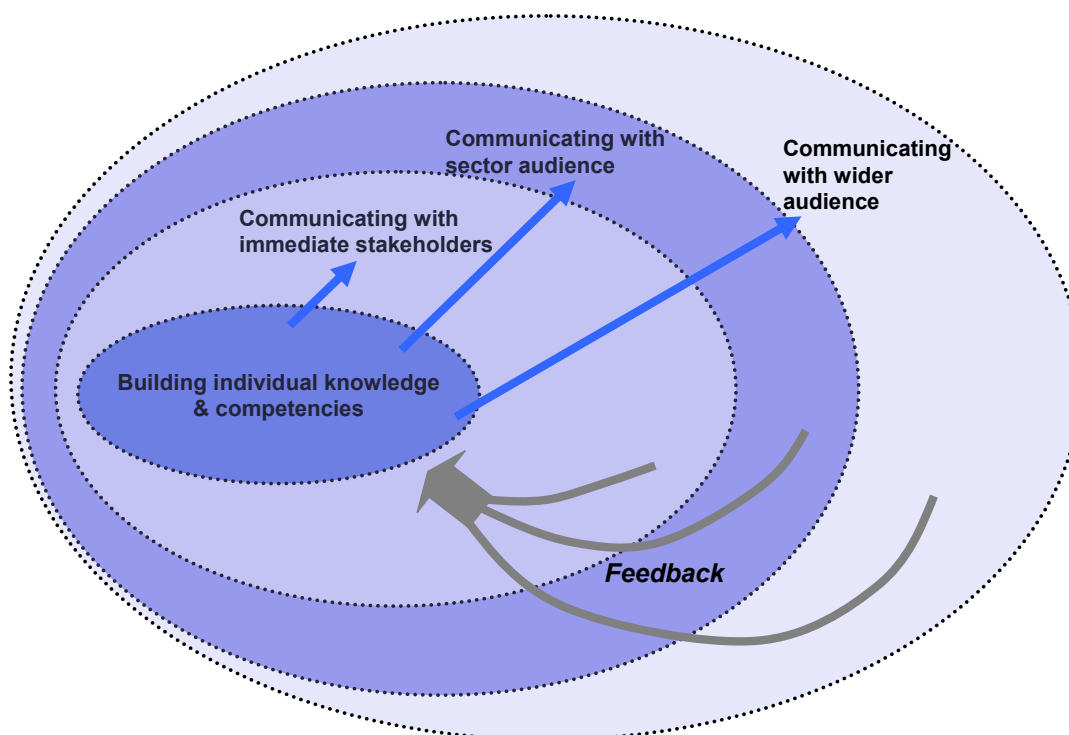
are potentially interested in the Comprehensive African Agricultural Development Programme (CAADP); and communities that advocate for rights-based approaches could use our work on supporting societal dynamics of change. Some of these actors we know. A large number of them, however, are not directly known to us.

- **The wider audience, the public.** This final group is made up of people who are broadly interested in the topics ECDPM deals with.

This definition of target audiences (or actors) for our knowledge management and brokerage enables us to specify our KMC products and assess what type of approach we need to follow when informing individual policy processes. It also helps us to understand the contexts our stakeholders and partners are coming from and the incentives that drive their engagement. These are all key ingredients for effective policy dialogue facilitation.

Figure 2 captures the notion of ECDPM as a **knowledge-based** and a **communication-based** organisation in a ripple model (explained further in Annex 4). As the model shows, knowledge production is at the core of our business and we communicate with different types of stakeholders to inform and influence policy processes. This model also underlies why we must invest and stay up to date on modern communication tools. Section 5 addresses this aspect further.

Figure 2 The ripple model



4.5. Assessing knowledge brokerage for impact

To assess whether to engage in a policy process, how and with whom, we have created an analytical instrument, the **Knowledge Brokerage Assessment Tool** (see also Annex 3). The tool helps us to clarify what impact we could potentially have towards the four thematic priorities that are at the heart of the transitions now affecting international cooperation and that our Corporate Strategy 2012–2016 spells out as our purpose of engagement (see Box 1).

In this strategic period, we will carry out and refine such assessments per policy process on a rolling basis and proactively as part of our programme work. They will allow us to better support policy process actors by providing *appropriate information, exchanges and dialogue* at the *right time* with the *right people and organisations*, in the *right form* and making use of *appropriate instruments*. Assessments will identify gaps and areas for improvement in the use of KMC tools and approaches. As such, they will help us to identify what information and insights we need to generate to keep pace with policy process demands.

5. Strategic focal areas

5.1. Overview

From the analysis of our work in recent years (section 2), we have identified four areas for particular attention during this strategic period: (i) external communication; (ii) knowledge collaboration; (iii) monitoring, reporting and learning; and (iv) KMC and ICT innovation.

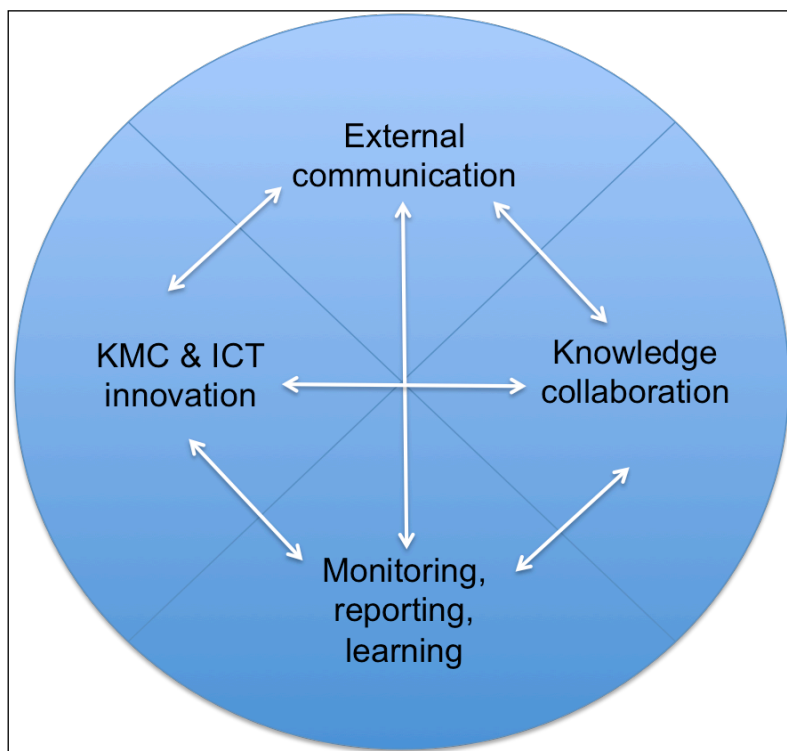
These areas of work are closely linked and interdependent. They are supported by and dependent on digital technologies and software that have seen tremendous development in recent years. For example, as part of our monitoring, reporting and learning activities we use statistical information generated by digital tools to identify and measure who makes use of our external communications, where, and to what extent. ECDPM further applies modern, digital cooperation approaches to generate complementary policy knowledge that we spread via our information tools to our different audiences. These tools allow for reciprocity between the different policy stakeholders, thereby deepening the quality of policymaking processes. Figure 3 sets out these interdependencies. As the arrows in the figure suggest, each focal area has to be addressed comprehensively, while also taking into account the needs and opportunities emerging from work in the other focal areas. The binding aspects of these four focal areas are the digital elements underpinning innovation in each area, discussed further below.

We are certain to see further technological developments in the future. As an organisation that is highly dependent on gathering information, communicating and participating in global exchanges, ECDPM must be at the forefront of effective knowledge management and policy brokerage. We have to stay abreast of *innovations in the field of KMC and ICT* and incorporate them into our organisation where appropriate. This includes opportunities brought by modern mobile communication devices. Otherwise, we risk undermining the Centre's ability to execute its mandate effectively and in line with modern standards.

All of our strategic focal areas are closely linked to ICT developments. Continued close collaboration between KMC staff and colleagues from the ICT department will therefore be essential for the future. To this end, we will maintain our ICT-KMC platform, which is convened by ECDPM senior staff and operates in accordance with ICT priorities formulated in a separate ICT strategy. This platform has served the Centre

well over the years, effectively guiding strategic decisions on appropriate technological innovations in the area of KMC. We will build on it in this strategic period.

Figure 3 Interdependencies among our four areas of strategic focus



5.2. External communications

Building on the achievements of the past strategic period, we will take a next step to improve our external communications along three principle entry points: (i) use of social media, (ii) work with journalists and the media more generally and (iii) an improved website.

Social media use

We will further strengthen the Centre's public online presence by strategically using social media tools, including the *Talking Points* blog, the *Weekly Compass* updates, the *Filter* online database, subscriber-tailored daily updates (RSS feeds), and the BreakingNews service on Twitter. These tools are the principal carriers of the content produced by programme staff. The goal will be to better serve existing target audiences while expanding interactivity with stakeholders in policy processes and widening outreach to new audiences, including media representatives, via their preferred means of communication (e.g., LinkedIn, Google+, Facebook, YouTube and Flickr). We will continue to use Dgroups for exchanges within selected communities of practice. This variety of tools will allow more timely, regular and concise dissemination of content that audiences can absorb more easily. The result intended is multiplication of our messages (as online tools are easily connected with other digital resources) and increased outreach to new audiences of potential relevance to policy processes. These tools increase our 'findability' as well, by moving our information products to the top of Google searches.

We will further exploit our experience as a networked and trusted process facilitator by extending our proven dialogue methods and practical policy brokerage approaches to online facilities. Use of interactive social media tools complements our more traditional approaches. With innovative tools, ECDPM will increase the added-value it provides to audiences (which are increasingly shifting to digital working and communication environments, including the use of mobile devices). New tools will also ensure that we stay tapped into what is relevant and has traction, so that our final products address real needs with evidenced-based bottom-up research.

More digital engagement will bring new opportunities for reciprocity as well, for example, for programme staff to comment on the work of peers and for engagement in online thematic exchanges followed by specific audiences. Such contributions will also help us to get our work picked up by others.

To reach this goal, we will need to take a leap forward in capturing our policy knowledge in readable, succinct and 'story telling' texts. These should inform our audiences on what we have learned from systematisation and policy research, options we think should be discussed during a policy process, and the different views we have gathered from stakeholders and partners closely involved in a policy process.

Work with the media

We will use the **ripple model** and the **Knowledge Brokerage Assessment Tool** to determine which audiences should be the focus of our external communications – our immediate stakeholders or groups farther removed. The audience focus will also be considered in deciding when to take a more journalistic approach to the publishing and dissemination of our content, so as to better reach relevant media outlets, for example, with targeted mailings, tweets, invitations and press releases on key topics. We will carefully approach when and how to engage the media, subject to an analysis of whether such outreach will meaningfully support our policy work. We will not initiate contact with the media for the sake of public relations, though we do want to make ourselves known as experts in our field so that the media contact us for comments where relevant.

Reaching out to journalists will require additional resources – for organising press events on our own or together with other organisations, for networking with journalists and for setting up internal work processes to respond to journalists' requests. Capacity will also be needed to provide timely press releases, to compile a media agenda, to regularly update media pages on our corporate website, and to maintain our corporate pages on social media like Facebook, LinkedIn and Google+. In addition, we will aim to have our blogs reposted on the websites of international media that discuss development issues, as our policy audiences consult these media as well.

Website

Our corporate website will play an important role in further enhancing ECDPM's external communications. Through it, we present our organisation and our work, support corporate communication and highlight ongoing activities. We will set up a new and more user-friendly website to attract more visitors to our pages, while streamlining the job of web-mastering. The programmes will be closely involved to ensure continuous and up-to-date publishing on what we do for those outside the organisation.

5.3. Knowledge collaboration

During the past strategic period, we took steps to analyse and assess ways to improve internal information management and collaboration with our partners. Our objectives were to enhance knowledge generation and networking processes and to work more efficiently throughout the organisation. This preparation resulted in the 'IMAKE' project (Information Management and Knowledge Exchange), which starts implementation with this new Strategy.

IMAKE is a set of tools, policies and collaborative approaches to support and facilitate our work. The overall goal is greater efficiency and effectiveness of ECDPM. The project substantially reorients our information management processes. It will enhance knowledge exchange, networking and learning while opening the door for intensified knowledge generation both internally and with our partners. With the IMAKE project, we will resolve our information storage and retrieval problems, update our document production processes and renew our peer exchange, sharing and learning systems. An important element of the initiative is the restructuring of ECDPM's digital architecture to transform it into *cloud-based computing*. IMAKE's range of innovations includes a new document management system, a reporting database, individual and group work spaces, web-to-print facilities and the new external website.

IMAKE offers opportunities for individuals, programme teams and partners to work more dynamically, as it will allow enhanced information and communication flows. Collaborators will be able to work in a more interactive manner via, for example, digital dialogue platforms, and they will be able to manage interrelated information in a more coherent manner. Each staff member will be required to learn, to adapt and to apply a somewhat different way of working and to adopt a new perspective on how knowledge generation can be enhanced via more efficient information management and sharing processes. IMAKE will also allow staff to work in a more *location-independent* and *device-independent* way, with colleagues as well as with our international partners. As such, IMAKE will help us to align ECDPM's knowledge management and brokerage work even more closely to the unfolding opportunities of virtual information management.

The IMAKE project will further help us to achieve our external communication and internal monitoring objectives. Its *collaborative approach*, *compatibility with social media* and *cloud computing set-up* will support publication production, outreach, exchanges with our audiences and the measuring of our outreach performance.

An important task in the IMAKE project will be to formulate, implement and monitor a social media and privacy policy. The policy will spell out how ECDPM staff should use modern communication tools and how we deal with privacy aspects, and it will put a framework in place for dealing with security aspects. Another component of the project will be to identify staff training needs in social media and collaborative digital tools. We will implement training programmes to address these needs as part of ECDPM's human resources competence development.

Implementation of the IMAKE project will be closely monitored and adapted based on experience with the technical innovations, feedback from colleagues and new demands originating from the organisation.

5.4. Monitoring, reporting and learning

In parallel with the formulation of the Corporate Strategy 2012–2016, the Centre set up a monitoring and learning framework to assess progress towards the Strategy's goals. KMC has an important role to play in support of this corporate undertaking. KMC will allocate more resources to this task in four main areas.

The first is *monitoring and evaluation*. KMC registers, analyses and reports on digital data to gauge our outreach to various audiences. This includes, for example, visits to our website, subscriptions to electronic bulletins and visitors' interests. We also report on hard-copy dissemination and periodically survey audience interest and satisfaction with our information services. Furthermore, in cooperation with programme staff, we are collecting stories and evidence of how policymakers used our information and insights and how our contributions influenced policymaking. The IMAKE project will play an important role in further facilitating and improving our monitoring. For example, its reporting component will enable us to capture and archive evidence about the usefulness of our policy work. Also, its statistical software will allow us to track and analyse data such as user preferences, the audiences that access a particular service and the geographical distribution of readers.

The second key area is *corporate reporting*. We will systematise collection of monitoring data from which information can be retrieved for accountability reports, including corporate annual reports and updates for our funders.

The third area of emphasis is *learning*. KMC stimulates in-house learning via the collection and analysis of monitoring data and by initiating peer-learning processes, such as Centre seminars and workshops. Internal learning also embraces consultations on proposals and tenders, reviewing their outcomes and compiling lessons and summaries for internal reflection. Another aspect of learning is identification of staff training needs in our areas of expertise, such as effective knowledge networking and brokerage, writing and presentation skills. On these topics and others, we will develop and organise training programmes under the supervision of the human resources department.

Innovation is the fourth key area. We are surrounded by continuous innovation in digital tools to display and measure virtual information flows. We will invest in making better use of such tracking systems and apply them intelligently for monitoring, evaluating, reporting, accounting, fundraising and learning.

5.5. KMC and ICT innovation

As an organisation that is highly dependent on gathering information, communicating and taking part in global exchanges, ECDPM must stay at the forefront of *innovations in the field of KMC and ICT* and incorporate them in the organisation where appropriate. We have been doing so since the Centre's early days and will stick to this priority during this strategic period as well.

Innovations of recent years have increasingly merged KMC approaches with new ICT applications. Advanced technologies and new approaches offer qualitative improvements for networking and reciprocity with policy audiences that were unimaginable when ECDPM was founded. Following this trend, ECDPM has linked its ICT and KMC activities where relevant. The melding of these fields has led to the formulation of the IMAKE project and to other innovations, such as our use of social media and of digital information management tools. We will maintain the KMC-ICT platform, introduced earlier, to review organisational needs and experiences, to formulate strategic advice to management on further innovations, and to guide the Centre in implementing collaborative approaches to knowledge management and policy brokerage.

Our focus on innovation will keep us alert to new technological developments for monitoring and to ways to further improve our news services, knowledge networking and outreach. We are particularly aware of expanded use of mobile devices and location-independent cloud computing applications. We will incorporate these new approaches where appropriate.

To capitalise on our solid understanding and years of experience in knowledge management and brokerage using new ICT and KMC approaches, we will identify opportunities for advisory services that we can offer to partners and other organisations wanting to take a leap forward in knowledge management and communication. This is an emerging area. We will further explore and assess what additional resources we might need to realise such services.

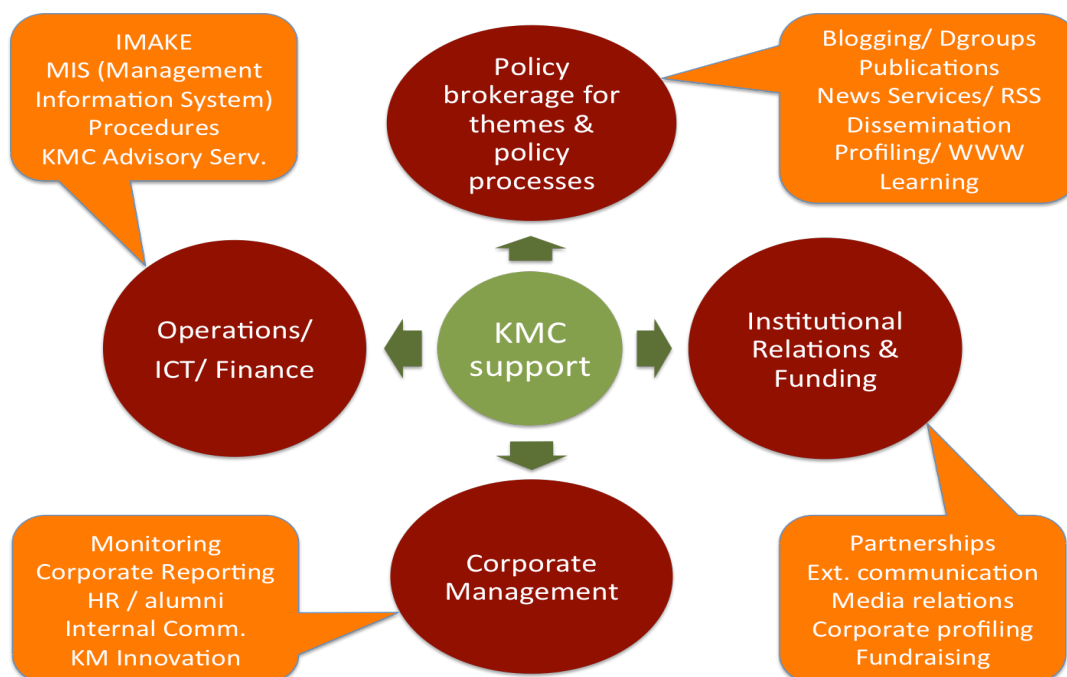
6. KMC in ECDPM

6.1. The role of KMC within the Centre

Figure 4 provides an overview of the services and support that the KMC team provides to the organisation. These are divided broadly into four types of activities that we deliver throughout the Centre's programmes and departments.

- Facilitating content-related *knowledge management processes and brokerage activities*, including production of the *Weekly Compass*, writing blogs and initiating electronic discussions (for all-Centre as well as for the respective Centre programmes)
- *Advisory services* on both content and technical aspects, including use of social media, strategic guidance, support for corporate profiling and the IMAKE project (for Corporate Management, Institutional Relations, Operations as well as for the respective Centre programmes)
- *Logistics support*, including publication production, dissemination, profiling and the contacts database (for all-Centre as well as for the respective Centre programmes)
- *Support to corporate management and institutional relations*, including monitoring, annual report production, external communications and media relations

Throughout these activities, the KMC team pays particular attention to supporting corporate fundraising initiatives, as well as to programme fundraising. Funders need to be aware of the dedicated approach that we take to knowledge management and the opportunities it provides to enhance the quality of policy dialogues. To raise this awareness, we will produce an information packet that spells out the benefits of working with ECDPM and highlights the added value of ECDPM's knowledge management and policy brokerage approach.

Figure 4 An overview of the KMC services to the Centre

Note: The round elements describe the principal working areas and units of the Centre, "policy brokerage for themes & policy processes" describes the work of the programmes. The four text boxes describe the type of KMC services provided to the respective working areas and units.

6.2. KMC instruments and platforms

We reach out to our policy audiences with a range of timely and tailored information provision services. Furthermore, we interact with our stakeholders and partners on policy issues through various types of events and digital dialogue tools. Table 1 provides an overview of the tools and instruments we use.

Table 1 ECDPM's knowledge management tools and policy dialogue instruments

Weekly Compass Information Services	Social Media	Publications	Events
Weekly Compass Update Electronic alert informing on the latest policy developments	Talking Points ECDPM blog on issues affecting EU international cooperation to stimulate reciprocity and broader participation in policy dialogue	Hard-copy publications Policy notes, management reports, discussion papers and briefs	Workshops and seminars Organised by ECDPM for EU and ACP policymakers and other stakeholders
RSS feeds Subscriber-tailored daily updates on more than 30	Twitter Subscription service for following breaking news	Great Insights Policy bulletin focused on Africa, covering	Presentations and panels Contributions to workshops and seminars

key topics, delivered via e-mail, e-reader or mobile telephone	related to EU and ACP cooperation and policy	governance, regional integration, economics, agriculture and trade	
<i>The Filter</i> Online database archiving some 22,000 policy-relevant items collected from 500+ websites and other sources	<i>Social networking tools</i> They allow us to link with a wide range of knowledge communities, e.g. Google+ Facebook, LinkedIn, Flickr, Slideshare, Dgroups	<i>Events calendar</i> Week-by-week presentation of key dates in ACP-EU cooperation and overview of EU-Africa policy events	<i>Training and counselling</i> Inputs to specific partners and events

The work is supported by a KMC logistics department that produces publications (see Annex 5 for an overview), updates our website, maintains a photo database, disseminates publications both digitally and in hard copy and provides corporate profiling services.

The contacts database enables us to accurately target dissemination of information and knowledge products, for example, to specific policy audiences, knowledge communities, institutional contacts, regions and organisation types. While further developing this database to enhance our digital dissemination and reduce costs, we will maintain hard-copy dissemination to audiences with limited Internet connectivity. We use social networking tools, such as Facebook and Google+, for general networking and profiling and also maintain a presence on LinkedIn for public profiling, human resources mobilisation and networking with alumni. These tools also help get our information out to other platforms as well.

Over the coming years, we will enhance in-house networking, sharing and collaboration through digital work spaces created in the context of the IMAKE project. We have established a back-to-office reporting system to document interesting developments and observations gained by staff on missions and at meetings. We will continue our tradition of organising brown-bag lunch meetings. These offer staff and visitors opportunities to present and discuss the latest developments and results in their respective policy domains, as well as related areas of work, such as knowledge and innovation.

Annex 1: Guiding principles

Our **principles of engagement** remain valid, as set out in the *ECDPM Strategy 2007–2011* and restated in the *Strategy 2012–2016*. Furthermore, we execute our knowledge brokerage function in line with the guiding principles listed below:

- **Centre-wide orientation.** We operate from a Centre-wide perspective, linking with all the programmes and departments of the Centre in a participatory manner, to enhance policy processes and help to strengthen impact throughout the Centre.
- **Building on the past.** We build on successful approaches, concepts and products in the areas of knowledge creation and networking, information provision and communication.
- **Support to learning.** Our role is to encourage internal learning and development of the necessary competences for staff to engage meaningfully and effectively in policy processes.
- **An integrated way of working.** Effective KMC requires an integrated approach. To bring the results of the Centre's work to the attention of policymakers, we are actively involved in the programmes and all-Centre units.
- **Conceptual guidance but decentralised decision-making.** We provide direction and guidance on Centre-wide aspects of knowledge brokerage, information and communication, as well as in response to programme demands. Decisions on the content of KMC-related aspects of programmes are decentralised in as far as possible.
- **Keeping things smart and manageable/being pragmatic.** Innovations are introduced in accordance with programme requirements to enhance the quality of policy processes while taking into account the Centre's basic approaches to supporting capacity development for policymaking.
- **Avoidance of 'blue prints'.** As policy processes differ, we tailor our knowledge, information and communication products and services to the requirements of the Centre as a whole and to the specific needs of the respective programmes.
- **Preventing fragmentation.** We ensure that Centre and programme KMC activities are coherent and complement one another. We strive to compose a clear image of what the Centre does as a whole.
- **Focus on linking knowledge and communication.** We always ask how information and knowledge generated by the Centre and by its stakeholders can be brought into policy circles and feed into relevant communication.
- **Servicing the Centre.** We provide a wide range of services throughout the Centre. This includes support to institutional relations, human resources, operations and ICT matters, reporting and internal communication.

Annex 2: Glossary

Terms related to knowledge management and communication

Communication. Exchanging messages within a human community to strengthen understanding and to enrich meaning and common knowledge, often with the purpose of embracing change. Any imparting or exchange of information between two or more people. Communication may be verbal or non-verbal, intentional or unintentional (DFID, 2005).

Context. The circumstances in which communication with stakeholders takes place. This can be determined by answering such questions as 'What media do the communication stakeholders have access to?' 'What language do they prefer?' 'What is their literacy level?' 'What are their information networks?' (DFID, 2005).

Dissemination. The act of distributing information to audiences in forms that are appropriate to their needs. Dissemination aims to increase awareness of research products and, in turn, to enhance the speed of uptake, for example, of research products (DFID, 2005).

Knowledge. The totality of acquired information and skills that an individual utilises in solving problems. It encompasses both theoretical insights and practical day-to-day rules and customs of behaviour. Knowledge is information perceived and utilised by individuals to guide their actions. Unlike 'information', knowledge is linked to the individual and furthermore is always structured by the individual to match his or her expectations in terms of causes, effects and connections. Knowledge is not always consciously formulated, for example, in language (explicit knowledge). In some cases it is implicit (SDC, no date).

Knowledge management. A deliberate strategy to get the correct information and knowledge generated to the right people at the right time, and to help people share and put information into action in ways intended to improve organisational performance. Knowledge management focuses on creating a culture of knowledge sharing and learning. It is the constant pursuit of learning, to adapt to new conditions and challenges and to change practices accordingly (including programmes, procedures and organisational structures). The idea is to improve these practices, doing a job better and increasing effectiveness (SDC, no date).

Media. Mass, interpersonal and hybrid media are basic devices that help to combine different communication channels for the 'transportation' and exchange of textual, visual, audio, tactile and olfactory signals. Hence, different media can be used in the context of methods and methodologies (Leeuwis, 2004).

Method. A particular mode of using media and media combinations in the context of a confined activity. A method can, but does not need to be, part of a methodology (Leeuwis, 2004).

Outreach. The number of people and types of stakeholders that can be reached by a specific intervention. Depending on the 'width' of the projected outreach, interventions can be categorised as 'broadcasting' or 'narrow casting'. (Keep in mind, however, that such terms are usually associated with 'unidirectional communication', while this KMC Strategy focuses on participatory communication.)

Policy. A plan, course of action or set of regulations adopted by a government, business or other institution designed to influence and determine decisions or procedures (DFID, 2005).

Tools and techniques. Particular ways of applying a method. Whether something is considered a method or a tool is often debatable; the boundaries are not always well defined (Leeuwis, 2004).

Terms from the ECDPM Strategy 2007-2011

Impact Route Analysis. Provides a macro perspective or 'helicopter view' of (i) why we engage in a key policy process or activity, (ii) what impact we ultimately seek to achieve and (iii) what type of 'route' is likely to achieve the identified objective(s).

Policy process. ECDPM is concerned with development 'policy processes'. These are processes in which political actors engage to prepare, design, negotiate, programme, implement or evaluate national or regional policies aimed at promoting sustainable development. In line with its mandate to enhance capacity in cooperation and relations between the European Union and Africa, the Caribbean and the Pacific, the Centre aims to contribute to strengthening Southern actors' participation and ownership of these processes. *There are no blueprints. Policy processes evolve over time.* With the aid of careful contextual analysis undertaken in consultation with key stakeholders, strategies are adapted and combined to form a coherent, situation-specific, whole and open-ended participatory approach that takes into account the specific nature of the aspect that they are intended to support.

Effectively engaging with ongoing **policy processes** requires a concerted approach. To ensure impact, each ECDPM programme combines three modes of engagement, or **capacity strategies**:

- *Support for facilitation* is intended to assist stakeholders in their efforts to improve the quality of a policy process and its outcome.
- *Strategic research, knowledge management, networking and information services* aims to improve stakeholders' knowledge base by improving access to and the use of relevant information, in particular, by those who traditionally lack such access.
- *Strategic partnerships to support institutional development by key policy actors*, aims to strengthen the institutional capacity of the policy actors that are key to moving a policy process forward.

A **plausible strategy for impact** is a transparent account of how a particular mix of capacity strategies applied by ECDPM produces or will produce concrete outputs, leading to outcomes that contribute to achieving the Centre's strategic objectives. The ultimate aim is to achieve the goals generally associated with Millennium Development Goal No. 8 ('develop a global partnership for development').

Box 2 Some communication functions and purposes

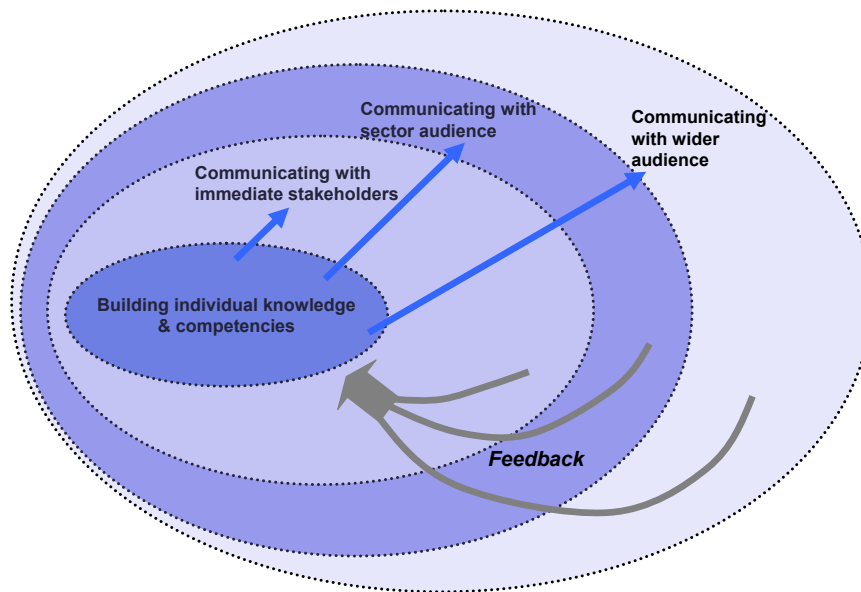
Functions	Purposes
Public relations/corporate communications	To maintain visibility and gain credit, often driven by a need to 'be seen' to attract funding
Information dissemination	To get information out to selected audiences
Awareness-raising	To raise public awareness on an issue (e.g. trade)
Advocacy	To take a stand and raise awareness surrounding an issue
Behaviour change communication	To bring about a change in behaviour
Social marketing	To sell an idea using research-based strategies
Participatory communication	To provide a platform for dialogue and discussion
Facilitation and mediation	To assist in conflict resolution

Annex 3: The Knowledge Brokerage Assessment Tool

<p>Overall impact</p> <ul style="list-style-type: none"> What various forms of impact do we want to achieve (i) in the short term, (ii) in the medium term and (iii) in the long run?
<p>Windows of opportunity</p> <ul style="list-style-type: none"> In order to achieve impact, should we work closely with or even inside institutions, should we communicate with the outside world, or should we do both? If we decide to communicate, what are best moments to do so in the policy process? In other words, when can communication make a difference? Are there particular communication processes that ECDPM can link with?
<p>Risks on the road to impact</p> <ul style="list-style-type: none"> What can we learn from past communication experiences and from similar policy processes? Is there a risk of overlap with other communication initiatives?
<p>The 'mix' of actors, partners and resource persons</p> <ul style="list-style-type: none"> What audience do we want to reach? <ul style="list-style-type: none"> Can particular groups be identified among our three main audiences (immediate stakeholders, the sector/ international relations community, and the wider public)? Do we know them personally, or by name, or are they unknown to us? This will affect how we communicate with them and what communication functions we use. Policymakers, researchers and practitioners all have different needs. Within these audience groups, specify precisely who you want to focus on. What kind of information, what messages and stories, will entice these audiences to participate and engage in the policy process? What are the networks of these audiences, and how do they relate and interact? How does the selected audience normally receive messages, process information and perceive change? What communication functions need to be carried out?
<p>The optimum 'mix' of capacity strategies</p> <ul style="list-style-type: none"> What 'mix' of capacity strategies should be chosen: dialogue, research and systematisation, or working in particular through partnerships? Dialogue activities might include a workshop or meeting. Research may lead to information products such as discussion papers and briefs. Partnership could take the form of networking activities, including e-discussions. What communication functions (see Box 2, Annex 2), methods and media³ are most suitable to effectively target and support the policy process concerned?
<p>The chance of achieving impact</p> <ul style="list-style-type: none"> Given these choices, what is the chance of achieving impact as envisaged at the start, in question 1? How can we measure and assess the success of our communications and the choices we made?

³ For example, discussion papers and briefs, website, e-discussions, e-newsletters, workshops, seminars, presentations, social media (Web 2.0 tools).

Annex 4: The Ripple Model



Knowledge management

ECDPM's legitimacy is largely based on corporate knowledge generated both in-house and through exchanges with stakeholders and partners. Central to this is *individual knowledge and competences*. Corporate knowledge is what the organisation is recognised for; individual staff members possess it and transfer it from one generation of staff to the next. Corporate knowledge is created through research and systematisation and through knowledge exchange and dialogue at various levels. The process of knowledge generation includes internal communications managed within the programmes as well as Centre-wide. Beyond systematisation and policy research, knowledge is generated from practice, dialogue with stakeholders, personnel development and training, and applying feedback from target groups. All of these processes must be timely and conceptually harmonised. Some instruments of knowledge generation and sharing within the Centre are seminars, back-to-office reports, internal electronic newsletters and websites, subscriptions to newsletters and magazines.

Communication with immediate stakeholders

Our competences and knowledge help ECDPM to communicate with a range of immediate stakeholders and audiences involved in the policy processes that the Centre supports. We produce various communication products and services, such as publications and websites, as well as inputs for dialogues and exchanges for those closely involved in a policy area of interest. There is scope to further improve our present working methods, for example, with better measures of audience satisfaction, evaluation of the current range of ECDPM publications and more refined targeting of dissemination. There are also benefits to gain by maintaining and enhancing our relationships with stakeholders and using this contact more explicitly as a communication tool. The quality of our products and services is high, as confirmed by the 2006 external evaluation of the Centre.

Communicating beyond immediate stakeholders

The knowledge that we generate can be fed into wider networks and potential stakeholder groups, and even offered to the public at large. Addressing these wider audiences provides opportunities to enlarge the circle of those pressing for better policies (e.g., fair trade NGOs lobbying for tariff reductions). It thus could enhance our impact route.⁴ To do so, more attention will be needed for readability, attractiveness, storytelling, corporate identity, branding and media. Our *communication beyond immediate stakeholders* will be selective and follow from an analysis of the respective policy processes and impact we are likely to achieve. There are two levels to this:

In relation to the *sector audience*, benefits can be gained by sharing more, providing more 'communicable' material to introduce this audience to a policy process, for example, using social media (Web 2.0 tools). This can create better understanding of certain obstacles in a policy process and demonstrate why certain policy issues need to be addressed. We are already doing this in some areas of work. The aim of this Strategy is to focus on this audience more strategically.

There is also the wider audience of the *interested general public*. Addressing this audience may be useful in some cases. Efforts in this direction will be subject to prior assessment and analysis of potential impact. Reaching out can be done by reporting stories and using examples, making use of video material and selective engagement with the media. Activities for these audiences must be targeted and dependent on what is happening in the respective policy processes. We will not proactively engage with the media, but rather recognise its value as a potential resource to reinforce certain aspects of our work at particular points in time. Collaboration with dedicated and trusted journalists will be required. We will formulate a modest *media strategy* to guide our engagement. It will spell out our position that ECDPM is not a 'public relations firm' and we will avoid being driven by the interests of the media.

Feedback for learning

Gathering feedback for learning through regular monitoring and evaluation (M&E) of our knowledge management and communication activities is of strategic importance. This M&E is done through a variety of instruments, including the electronic measuring of audience interest, reader surveys, targeted phone interviews, analysis of unsolicited reader feedback and regular collection of evidence of the impact of our work on policymaking (e.g., documenting when a policy option put forward in an ECDPM publication is discussed during policy negotiations).

We already gather this quantitative and qualitative feedback as part of our internal knowledge management (to ensure that the work of the KM unit makes sense to the Centre), as well as for communication with outside stakeholders and audiences. The unit feeds this information back to the programmes and the all-Centre departments for further analysis and learning. The unit also makes this information available for inclusion in the Centre's Performance Assessment Framework, with which we assess and evaluate the contributions of our communication materials in the various policy processes.

⁴ **Impact Route Analysis:** This provides a macro perspective or 'helicopter view' of (i) why we engage in a key policy process or activity; (ii) what impact we ultimately seek to achieve; and (iii) what type of 'route' is likely to achieve the identified objective(s). (See also the glossary in Annex 2.)

Annex 5: Publication types

ECDPM Briefing Note

Principal audience: Limited group of policy makers

Purpose/content: Providing targeted policy advice; contributing papers to events.

ECDPM Briefing Notes present policy findings and advice, prepared and disseminated by Centre staff in response to specific requests by its partners. The aim is to stimulate broader reflection and debate on key policy questions relating to EU external action, with a focus on relations with countries in the South.

ECDPM Discussion Papers

Principal audience: Sector/theme specific policy makers and practitioners

Purpose/content: Preliminary result policy research, mapping issues for policy discussion (the 'what' and 'how').

ECDPM Discussion Papers present initial findings of work-in-progress at the Centre to facilitate meaningful and substantive exchange on key policy questions. The aim is to stimulate broader reflection and informed debate on EU external action, with a focus on relations with countries in the South.

ECDPM Policy and Management Insights

Principal audience: policy makers, sector audience with little time to read

Purpose/content: packaging relevant policy findings, analysis, overviews, processes in a succinct way.

ECDPM Policy and Management Insights are succinct summaries on timely issues in EU external action. Drawing on the results of in-house research and collaborative studies, as well as the outcomes of policy events and dialogue processes facilitated by the Centre, the Insights seek to stimulate thinking and constructive dialogue on the management of EU policy processes, with a focus on relations with countries in the South.

ECDPM Policy and Management Reports

Principal audience: Policy makers, sector audience, specialists

Purpose/content: extensive reflection and analysis on substance of a policy process, research or issue.

ECDPM Policy and Management Reports present the results of in-house research and collaborative studies, as well as the outcomes of policy events and dialogue processes facilitated by the Centre. The Reports provide background information and contextual analysis of key policy debates and activities to stimulate reflection and constructive dialogue. Similar to other ECDPM information products, the Reports focus on the management of EU external action, especially its relations with countries in the South.

ECDPM Corporate publications

This category entails all corporate publications like the Annual Report, Annual Highlights, Work Plans and Strategies, Corporate Brochures etc.

Other publications made in cooperation with external partners (joint publications) and several internal (Imake) and external newsletters (GREAT) are also produced by the ECDPM publications department and can be found under www.ecdpm.org/resources

About ECDPM

ECDPM was established in 1986 as an independent foundation to improve European cooperation with the group of African, Caribbean and Pacific countries (ACP). Its main goal today is to broker effective partnerships between the European Union and the developing world, especially Africa. ECDPM promotes inclusive forms of development and cooperates with public and private sector organisations to better manage international relations. It also supports the reform of policies and institutions in both Europe and the developing world. One of ECDPM's key strengths is its extensive network of relations in developing countries, including emerging economies. Among its partners are multilateral institutions, international centres of excellence and a broad range of state and non-state organisations.

Thematic priorities

ECDPM organises its work around four themes:

- Reconciling values and interests in the external action of the EU and other international players
- Promoting economic governance and trade for inclusive and sustainable growth
- Supporting societal dynamics of change related to democracy and governance in developing countries, particularly Africa
- Addressing food security as a global public good through information and support to regional integration, markets and agriculture

Approach

ECDPM is a "think and do tank". It links policies and practice using a mix of roles and methods. ECDPM organises and facilitates policy dialogues, provides tailor-made analysis and advice, participates in South-North networks and does policy-oriented research with partners from the South.

ECDPM also assists with the implementation of policies and has a strong track record in evaluating policy impact. ECDPM's activities are largely designed to support institutions in the developing world to define their own agendas. ECDPM brings a frank and independent perspective to its activities, entering partnerships with an open mind and a clear focus on results.

For more information please visit www.ecdpm.org

info@ecdpm.org
www.ecdpm.org
KvK 41077447

HEAD OFFICE
SIÈGE
Onze Lieve Vrouweplein 21
6211 HE Maastricht
The Netherlands *Pays Bas*
Tel +31 (0)43 350 29 00
Fax +31 (0)43 350 29 02

BRUSSELS OFFICE
BUREAU DE BRUXELLES
Rue Archimède 5
1000 Brussels *Bruxelles*
Belgium *Belgique*
Tel +32 (0)2 237 43 10
Fax +32 (0)2 237 43 19

European Centre for Development
Policy Management

ecdpm