



Linking Knowledge and Communication

ECDPM Strategy on Knowledge Management and Communication

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November 2008

1. Background

ECDPM has long had an established practice on *Communication and Information (C&I)*. Dating back to the early 1990s, ECDPM was one of the first development institutes of the day to integrate the new information and communication technologies with policy research, dialogue and dissemination. Over the years, C&I developed into a key activity of ECDPM, with its own programme and activities. The *External Evaluation of ECDPM* in 2006 proposed integrating communication, information and technology more closely with the Centre's other working areas.¹

In response, a new structure was created in ECDPM in 2007 which spans three programmes (Economic and Trade Cooperation, Development Policy and International Relations and Governance). Knowledge Management (KM), which also includes the area of communication, was defined as a *cross-cutting area of work* providing strategic as well operational inputs to all parts of the Centre. The KM unit officially took up its tasks on 1 April 2007 when implementation of the new *ECDPM Strategy 2007-2011* began.

This *ECDPM Knowledge Management and Communication Strategy* is part of the Centre's response to the *External Evaluation 2006*. It takes the *ECDPM Strategy 2007-2011* as its reference point and is based on the fact that changes are needed in three areas:

- Improving the Centre's KM activities and tailoring them more closely to the needs of the thematic programmes and Centre-wide activities (e.g., using Centre seminars more strategically; more effective use of the internal website for knowledge sharing);
- Optimising our communication, in particular, the provision of well-presented information to immediate stakeholders and partners (e.g., find the right mix of communication products per policy process, i.e., how many discussion papers, what type of websites, which seminars, etc.);
- Addressing our overall outreach and communication to wider sector audiences and the public (e.g., producing a Corporate Flagship publication; making the home page of our Corporate website more attractive; etc.).

Knowledge generation, learning and communication are also seen as essential means to reinforce the capacity strategies of the Centre through its support to; i) dialogue activities and strengthening interaction with stakeholders, ii) Centre partnerships, and iii) increasing in-house core knowledge, to increase knowledge exchange between colleagues and with stakeholders, and enhance access to relevant information.

2. Objectives

This document sets out a knowledge management and communication strategy that supports the implementation of the Centre's overall objective, which is to help reduce asymmetries in ACP/AU-EU policy making.

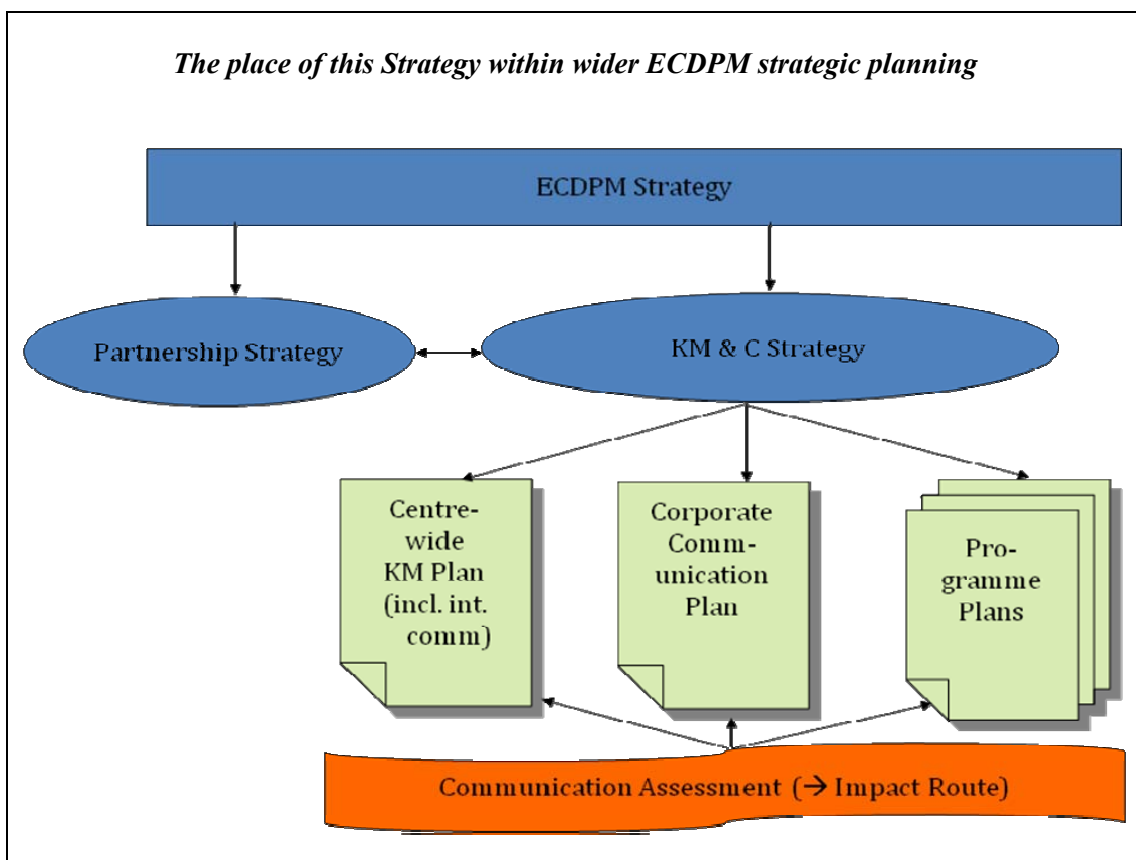
The broad objectives of this *Knowledge Management and Communication Strategy* are;

¹ For an explanation of the terms used in this document, please see the Glossary in Annex 1.

- To guide the Centre in using knowledge management and communication more strategically in all our activities;
- To optimise our knowledge management activities and those areas of communication which the Centre is valued for; and
- To strengthen our efforts in the areas of communication and outreach where we are lagging behind, in particular with a view to reaching and engaging audiences which we have not so far sufficiently tapped into.

More specifically, this Strategy will:

- Clarify *why* we need to build on our knowledge and communicate it more effectively (Section 3);
- Provide a list of *principles to guide our engagement* in-house as well as outside with partners and stakeholders (Section 4);
- Describe *how* we will address the management of knowledge, information and communication that supports policy making processes and how the links will be made (Section 5);
- Provide an understanding of the different kinds of policy processes that need to be addressed from a knowledge management and communication perspective, and what this means in terms of tailoring our work to particular audiences (Section 6); and
- Set out how the internal of knowledge management and communication process will be managed, together with matters relating to *branding and identity* (Sections 7 and 8).



3. Rationale

ECDPM functions as a facilitator and broker between different actors to make policy processes more effective. To engage effectively in policy processes at different levels, we need to have a sound *knowledge and understanding* of the issues at stake and be able to effectively *communicate* with the different actors involved. As such, we need to have an understanding of ourselves as a '*knowledge-based*' organisation as well as a '*communication-based*' organisation. The need to address both knowledge and communication simultaneously was clearly identified in *ECDPM's External Evaluation 2006* (see Box 1) and helped to start a fundamental reflection within ECDPM on how to deal with both aspects more conceptually and strategically.

Box 1 – Key messages from *ECDPM's External Evaluation 2006*

The Evaluation recommended further improving a number of valued practices as well as the use of knowledge management-related instruments, methods and techniques, such as Centre seminars, with focused exchanges on work progress, and a number of communication functions, including timely and content-rich information dissemination via e-newsletters, which are highly appreciated by our immediate stakeholders and partners. It also challenged the Centre to focus strategic research, knowledge management and networking, and related information services more firmly on the production and use of policy-oriented knowledge to support ACP-EU relations and international cooperation. It stressed the need to link practical policy-oriented research and systematisation to the key areas of development policy dealt with by ECDPM.

Some other fundamental changes were recommended which should help ECDPM to become generally more communication-oriented, beyond simply providing untargeted information. The evaluation saw effective communication as a way of reaching out to stakeholders and constituencies which enhances their capacities, and increases the impact on policy-making. This includes engaging more in dynamic and interactive processes to get stakeholders to participate in the process, giving them more opportunities to voice their concerns and thus help to bridge divergences in the understanding of policy issues. The Evaluation also underlined the need for ECDPM to approach communication as an integral part of the Centre's outreach and identity which will enhance our presence, especially in ACP countries. As such, the Evaluation challenged the Centre to be more than a niche organisation for a limited group of policy-makers and to adopt a broader focus in order to have more impact on effective policy-making.

In essence, the reflection process has helped us to establish the following:

- Knowledge management, including the management of internal communication, is relevant because we largely base our legitimacy on knowledge generated both in-house and through exchange with stakeholders and partners. Knowledge forms the basis on which information material is prepared and shared with the outside world. This is something that stakeholders value in us. This knowledge generation takes various forms, e.g., through systematisation and policy research, learning from practice, dialogue with stakeholders, personnel development and training, making use of feedback from target groups, audiences, etc. All of these processes need to make sense, fit together conceptually and in terms of content, be provided in a timely manner and be evaluated. As might be expected, knowledge management in this context refers to the overall in-house design, implementation and evaluation of this process.
- Our world is largely one of 'text', 'dialogue' and 'knowledge networking' for and with various stakeholders. In our approach, we 'hold back' rather than voice

particular opinions. We advocate better policy-making by providing different options, but we are not an advocacy organisation lobbying from a particular standpoint. We provide our target audiences with information on the different trends observed, and their consequences. While ECDPM is not a public relations or advocacy organisation, we do perform a selected number of the communication functions listed below (see Box 2). Our focus in these is on the dissemination of targeted information to identified audiences, to raise awareness, facilitate face-to-face exchange with a range of stakeholders and provide platforms for dialogue. We do 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.

- We understand communication as a two-way, dynamic, interactive process between information and knowledge providers and receivers mediated by intermediate development communicators (*participatory communication*). We encourage such participatory communication processes on content-related issues with the aim of motivating, involving, and engaging our target groups in the process of development. For example, wherever possible, we interact with the key stakeholders involved in a policy process on a personal basis. This close interaction, which also enables us to obtain feedback on our products and services, means that we can determine what type of communication method or information product is needed at a given point in time.

There are also technological innovations – among the ‘social media technologies’ (Web 2.0), in particular – which can enhance the networking between us and the different audiences, increase the accessibility of our information and reach out to new audiences. We will explore these possibilities with the aim of making our communication efforts with regard to the different policy processes more participatory.

Enhanced communication is important because there is pressure to engage new and wider audience groups in ongoing policy processes. For example, there are donors who want to see our knowledge synthesised in such a way that non-specialist target groups can also gain a better understanding of what is relevant about what we do.

Box 2 – Some communication functions and purposes	
<i>Functions</i>	<i>Purposes</i>
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 issues, e.g. trade
Advocacy	To take a stand and raise awareness surrounding an issue
Behaviour change communication (BCC)	To bring about a change in behaviour
Social marketing	Research-based strategies to sell an idea
Participatory communication	To provide a platform for dialogue and discussion
Facilitation and mediation	To assist in conflict resolution

4. Guiding principles

The Centre's overall principles of engagement, as set out in the *ECDPM Strategy 2007-2011* document, apply. Furthermore, we have identified a number of guiding principles in the area of KM and communication:

- *Centre-wide orientation*: The KM team will operate from a Centre-wide perspective to link up with all the programmes and departments of the Centre in a participatory manner, to enhance policy processes and help strengthen impact throughout the Centre.
- *Building on the past*: The KM process will build on successful approaches, concepts and products which have been developed in recent years in the areas of knowledge creation and networking, information provision and communication.
- *Supporting 'learning'*: The KM team's role is to encourage internal learning and the development of the necessary competences for staff to engage more meaningfully and effectively in policy processes.
- *An integrated way of working*: Effective KM and communication requires an integrated approach. To bring the results of the Centre's work to the attention of policy-makers, the KM team will be actively involved in the programmes and different departments of the Centre.
- *Conceptual guidance but decentralised decision-making*: The KM team will provide direction and guidance in Centre-wide aspects of knowledge, information and communication, as well as in relation to programmes. Decisions on the content of KM-related aspects of programmes will be decentralised as far as possible.
- *Keeping things smart and manageable/being pragmatic*: Innovations will be introduced in accordance with the programmes' demands to enhance the quality of policy processes while taking into account the Centre's three capacity strategies.
- *Avoiding 'blue prints'*: As policy processes differ between programmes, we will tailor the knowledge, information and communication products and services to the specific requirements of the Centre as a whole, and to the respective programmes.
- *Preventing fragmentation*: We will ensure that Centre and programme activities in the area of KM and communication are coherent and complementary to what the rest of the Centre is doing and strive to create a clearer idea of what the Centre does as a whole.
- *Servicing the Centre*: The KM team provides a wide range of services throughout the Centre and assists the various departments and programmes by providing hands-on support where needed. This includes support to Institutional Relations, Strategy, and Monitoring and Evaluation.

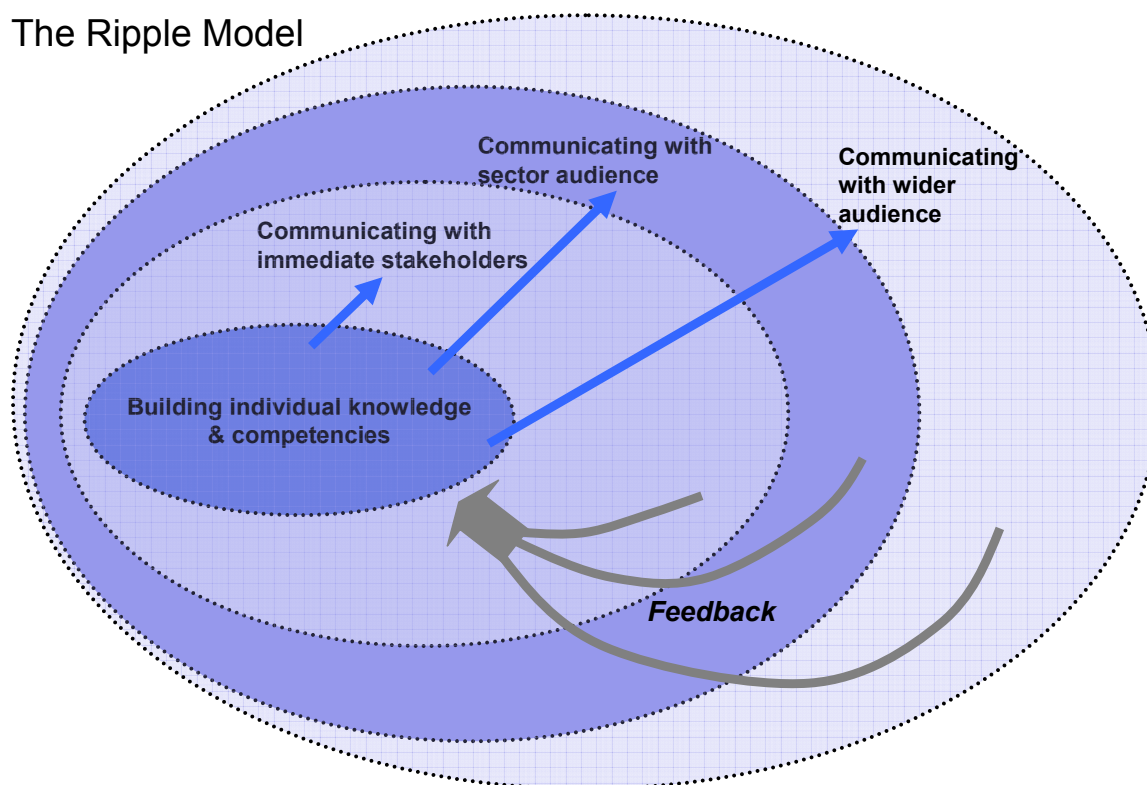
5. Approach

Knowledge generation and communication cannot be done in isolation and needs to be properly linked to policy processes to achieve impact. Further to extensive internal discussions it is proposed to use a *ripple model* (see Graph 1) to streamline our approach. The model is based on the principle that ECDPM is both a knowledge-based *and* a communication-based organisation which potentially interacts with three different broad types of audiences, or *audience groups*.

These audience groups are:

- *Immediate stakeholders who are directly involved in the policy processes which ECDPM supports.* These audiences are principally those actors who prepare the policy process and decisions from a technical and specialist standpoint, as well as the political actors who actually take decisions. These actors can come from different backgrounds, including EU Member State ministries; the EC; regional organisations in the ACP; research institutes in the North and South; national, regional and international NGOs; or individual experts. We know many of them personally, or at least by name through e-mail contacts, publications, presentations, etc.
- *International development community and international relations audience (sector audience),* who are colleagues associated with organisations or knowledge networks *working broadly in the areas we deal with* and who are potentially important in enhancing the policy momentum we are feeding into (e.g., the knowledge communities working on food crisis or fair trade are potentially interested in learning about international trade negotiations/EPAs; or those communities advocating human rights could potentially use our work on governance). Some of these actors we know. A large number of them, however, are unknown to us.
- *Wider audience, the public,* people generally or broadly *interested* in the topics we deal with.

The Ripple Model



The model comprises:

- **Knowledge Management:** At the start of ECDPM's activities *individual competences and corporate knowledge* are generated. Corporate knowledge is what the organisation is recognised for, which various staff members possess and transfer from one generation of staff to the next. It is created through research and systematisation, knowledge exchange and dialogue at various levels, internally as well as with stakeholders. This process of knowledge generation includes internal communication and is managed within the programmes as well as Centre-wide. Various instruments are used for this and include resources to undertake policy-relevant research, take part in conferences, and undergo training or other forms of personnel development. Other resources include Centre seminars, back-to-office reports, internal electronic newsletters and websites, subscriptions to newsletters and magazines, etc.
- **Communication with immediate stakeholders:** The competences and knowledge generated helps ECDPM to communicate with a range of immediate stakeholders and audiences involved in the policy processes which ECDPM supports. This includes the production of different types of communication products and services, such as publications and websites, as well as dialogue and exchange with those who are closely involved in the policy areas in which we invest. There is scope to further improve our present working methods, measure audience satisfaction, review the range of current ECDPM publications and reduce the print run of publications to a targeted volume. There is also a benefit to be gained by maintaining and enhancing our relationships with stakeholders and using this contact as a communication tool. The quality of our products and services is high, as confirmed by the *External Evaluation of ECDPM 2006*.
- **Communicating beyond immediate stakeholders:** The knowledge we have generated could also be fed into wider networks and potential stakeholder groups, or even offered to the public. Addressing these wider audiences provides opportunities to enlarge the circle of those pressing for better policies (e.g., the fair trade NGOs lobbying for tariff reductions) and enhance our Impact Route². This aim can be addressed by paying more attention to issues like readability, attractiveness, reporting stories, corporate identity, branding and media. In essence, our *communication beyond immediate stakeholders* will be selective and will follow on from an analysis of the respective policy process and the impact we are likely to achieve. There are two levels to this:
 - In relation to the *sector audience* there are benefits to be gained by sharing more with this audience what ECDPM is about by providing more 'communicable' material to introduce them to a policy process, as well as using the 'social media', like Web 2.0 tools. This can help to create a better understanding of certain obstacles in the policy process and show which policy issues need to be addressed. While we are doing this in certain areas of our work already, the aim of this *Strategy* is to focus on this audience more strategically.

² **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 Box 4 and Annex 1).

- Secondly, there is also the wider *interested audience, the general public*. Addressing this audience may be useful in some cases and will be subject to our reflection and analysis on achieving impact. Reaching out can be done by reporting stories and using examples, making use of video material or engaging with the media. Activities for these audiences will be targeted and selective and will depend on what is happening in the respective policy processes. As such, we will not pro-actively engage with the media but recognise its value as a potential resource to reinforce certain aspects of our work at particular moments in time. Work with dedicated and trusted journalists will be required. A modest *media strategy* will be formulated to guide our engagement. It will spell out our position that ECDPM is not a 'public relations company' 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 will be done through a variety of instruments, including the electronic measuring of audience interest, reader surveys, targeted phone interviews, unsolicited reader feedback and the regular collection of evidence that our work has impacted on policy making (e.g., policy options provided in one of our publications are discussed during policy negotiations).

This quantitative and qualitative feedback is already gathered as part of the internal knowledge management process (so that we know that the work of the KM unit makes sense to the Centre), as well as for communication with outside stakeholders and other audiences. The KM unit will feed this information back to the programmes and other departments of the Centre for further analysis and learning. The unit will also make this information available for inclusion in the Centre's Performance Assessment Framework, in which we assess and evaluate the contribution made by our communication material in the various policy processes.

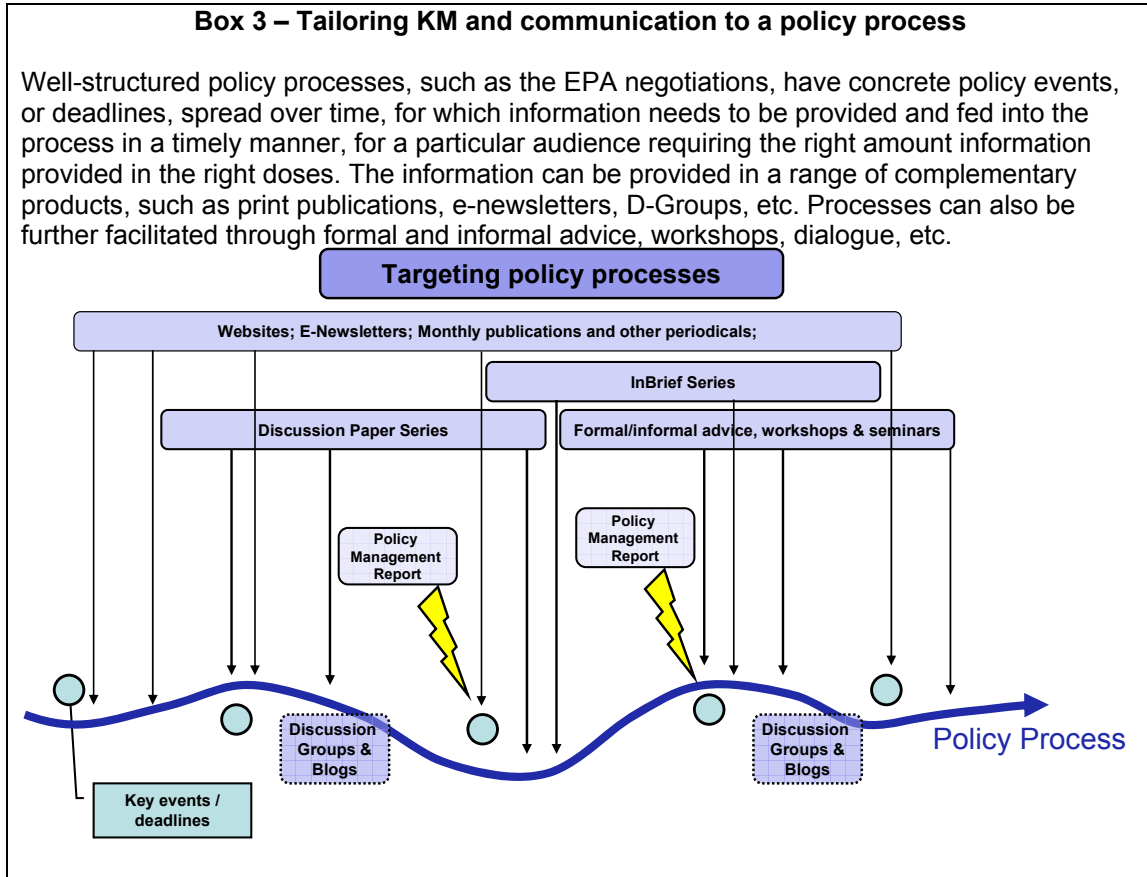
When considering the audience groups, we also need to determine with whom we precisely need to communicate and how this should be done through a detailed analysis of the policy processes that we engage with and the impact that we want to achieve. This will also clarify what communication functions and products are needed for this (see more on this in Section 6).

As a work area which cuts across all Centre departments, we are conscious of the need to address knowledge management and communication steadily but consistently, without creating an unmanageable workload and overstretching current capacities. There are plenty of examples of information and work overload and the many risks they lead to. It is also important to find the right balance in terms of addressing the public and working with the media. Finally, we are aware of the need to gradually introduce new working methods and adopt new approaches offered by new technologies, but our goal is to use them in a focused manner where they make sense.

6. Tailoring for effective KM and communication

Effective engagement in policy processes³ requires a solid understanding of how *knowledge management and communication* can be used, i.e., what knowledge is relevant at a particular point in time for which audience, when, in what form and how it should be made available.

Policy processes can differ substantially in nature. Some are more concrete and tangible, or have particular moments, such as negotiations, policy seminars or conferences (see Box 3).



Others build more on a number of fragmented policy issues, are more emergent in nature and therefore less tangible. Moreover, policy processes are often 'moving targets' with their own rhythm, timing, direction of movement and with constantly changing configurations of stakeholders.

This calls for engagement on a tailored basis, further to an in-depth analysis of the audience and the context in which the process operates. In some cases, particular audiences engaged at specific policy moments can be targeted through well-defined communication (e.g., a publication for a particular type of audience which needs it at a specific moment in the policy process). In other cases, emerging policy processes need to be nurtured by providing information to audiences which will enable them to

³ A *policy process* refers to an identifiable constellation of different groups of actors, both public and private, who converge and diverge around a particular policy issue or topic of interest related to policy-making. Depending on how specific they are, policy processes are finite to a relative degree and often evolve over time, although they can come to a close at a formally defined stage (e.g., the negotiation of free trade agreements).

build relationships, get to know each other, foster networking and other exchanges and create opportunities to interact on content.

To support the respective policy process of the programmes in defining their communication priorities, we will work with an analytical instrument, the Communication Assessment which complements the Impact Route Analysis (see Box 4).⁴ The same tool will be used to determine our corporate communication needs, to identify how we can enhance the communication with our institutional partners and funding agencies, for example.

Box 4 – The Communication Assessment Tool	
<i>Impact Route Analysis</i>	<i>Communication Assessment</i>
What are the various forms of impact we want to achieve? <ul style="list-style-type: none"> • short term • medium-term • long-term 	
What are the main windows of opportunity?	<ul style="list-style-type: none"> ➤ In order to achieve impact, should we work ‘in the kitchen’⁵, should we or should we not communicate with the outside world, or should we do both? ➤ If we decide to communicate, when are best moments to do so in the policy process/when can communication make a difference? ➤ Are there particular communication processes which ECDPM can link up with?
What are the main risks on the road to impact?	<ul style="list-style-type: none"> ➤ What can we learn from past communication experiences, or from similar policy processes? ➤ Is there a risk of overlap with other communication initiatives?
What is our ‘mix’ of actors/ partners and resource persons? <ul style="list-style-type: none"> • Actors (including drivers of change) • Partners • Resource persons 	<ul style="list-style-type: none"> ➤ What audience do we want to reach? <ul style="list-style-type: none"> - the three audience groups (immediate stakeholders; sector/ international relations audience; 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 to use; - policy-makers, researchers and practitioners, all with different needs; - within these audience groups, specify precisely who you want to focus on; ➤ What kind of information, what messages and stories will entice this audience to participate and engage in the policy process? ➤ What are the networks of these audiences and how do they relate/interact? ➤ How does the selected audience normally receive messages, process information and change perception? ➤ Which communication functions need to be carried out?
What ‘mix’ of capacity	<ul style="list-style-type: none"> ➤ What communication functions (see Box 2), methods and

⁴ This tool takes the Impact Route Analysis as a broad reference point. The usefulness of this Communication Assessment needs to be tested and further developed, along with the development of the Impact Route Analysis.

⁵ Which might include some limited communication exercises, like closed workshops or seminars, or a discussion note for a specific group of people.

strategies to opt for? <ul style="list-style-type: none"> • Focus on dialogue? (A) • Focus on research and systematisation? (B) • Focus on partnerships? (C) 	media ⁶ are most suitable to target/support policy processes effectively? Depending on focus, they can be used to support the Centre Capacity Strategy; <ul style="list-style-type: none"> - (A) through dialogue activities, workshops, etc. - (B) through research leading to information products, like discussion papers, briefs, etc.⁷ - (C) through networking activities, such as e-discussions, etc.
Given these choices, what are the chances of achieving impact as envisaged in question 1?	➤ How can we measure/assess the extent to which our communication and the choices we made were successful?

The output of this exercise will be a planning per policy process that allows us to support actors in the policy process by providing *appropriate information, exchange and dialogue* at the *right time* with the *right people and organisations*, in the *right form* and making use of *appropriate instruments* to ensure their success. In addition, it will help us to identify what knowledge we need to generate in order to keep pace with the demands of the respective policy processes.

Other outputs will be a regularly updated *Corporate Communication Plan*, formulated in cooperation with Centre Management and Institutional Relations, and a *Knowledge Management Plan*, with a focus on in-house knowledge needs and internal communication. The latter will also provide us with insight into what human resource training and development is required for our staff to be able to engage effectively in our work.

7. Management

The KM unit plays a coordinating role in KM and communication, maintaining the Centre-wide focus, in close cooperation with Centre Management and the thematic programmes. Strategic decisions on KM and communication are taken by the Management Team (MT). Key operational decisions that affect all programmes are taken by the Programme Management Team (PMT). The Programme Staff Meeting (PSM) is the forum for consultative purposes and informs the decisions to be taken at MT or PMT levels. Centre Seminars are used to share relevant information and to discuss new developments relating to KM and communication.

For the day-to-day management, there is a division of roles between the KM unit, the thematic programmes and other departments of the Centre. The roles performed by KM include:

- Strategic and conceptual advice for Centre programmes;
- Preparing KM and communication policy issues and feeding these into Centre Management;
- In cooperation with Centre Management and IR, initiating and executing corporate communication activities;
- Logistical and technical support to all Centre departments;
- Initiating and implementing Centre-wide KM and knowledge networking activities which do not fall under the thematic programmes;

⁶ Comprising a wide range of media, including discussion papers and briefs, website, e-discussions, e-newsletters, workshops, seminars, presentations, social media (Web 2.0 tools), etc.

⁷ This also raises questions about the knowledge we need to have to be able to effectively engage and what type of knowledge generating activities we need to encourage.

- Supporting Centre partnerships and linking our KM and communication with that of partners;
- Feeding into the work of our Knowledge-For-Development Senior Consultant;
- Linking up with the IT section and the HR section of the Finance and Administration department on information technology and human resource development issues, respectively;
- Monitoring and evaluation of Centre KM and communication.

The KM unit attributes strategic importance to the Centre's contact database which it maintains. It consists of relevant contacts collected from official institutions and other organisations in the EU and the ACP collected by KM, the Institutional Relations department and the Programmes. A detailed coding which needs regular updating in cooperation with Centre staff, allows for the targeted dissemination of policy-relevant information. The database is also of strategic importance to survey audience appreciation of our publications and services.

KM and communication work is carried out primarily by the KM team, its associates and consultants. The KM team consists of staff able to provide the Centre with strategic, conceptual, technical and logistical support. There will also be human resources in place to support Centre staff in collecting stories, the writing and design of new types of communication products. Ideally, each thematic programme will appoint someone as a focal point/interface to liaise with the KM unit to ensure effective coordination.

Additional Centre-wide staff to enhance KM and communication will be indispensable. Training must be provided to Centre staff to make them more aware of and conversant with new communication techniques, writing and dialogue. As part of the new human resources policy, incentives will be provided to encourage programme staff to become more communication-oriented.

8. Branding and identity

As a rule, all material produced by ECDPM, or with the inputs of ECDPM staff and its associates, will carry the logo of ECDPM, or – where this is not feasible – be identifiable as content/intellectual property produced with resources from our organisation. Exceptions are where ECDPM's knowledge and information is requested as a hidden or background input to policy moments or processes chaired by other actors. Other exceptions would also be situations where strong visibility of ECDPM would be unwise for strategic reasons.

To encourage networking with partners and stakeholders, or to target policy processes more specifically, ECDPM has a practice of establishing and maintaining complementary websites which do not follow ECDPM's corporate lay-out and design. Some are temporary others are set up with a long-term outlook. Our experience is that this set-up has benefited the reinforcement of policy processes. The ECDPM corporate website serves as a principal reference point and platform for these websites, from which visitors are directed to the relevant sites.

As part of our corporate communication, we will systematically include information about the mandate of ECDPM and the nature of our work in the various communication instruments, such as the websites, hard copy publications, e-newsletters, etc. In this way we will help to create a better understanding of what ECDPM is and what we do.

ECDPM publications produced together with our partners can carry the partner's logo on our product. Where ECDPM provides substantial inputs for the production of a partner's publication we will request that our logo also be put on the product.

All material produced by ECDPM is a public good. If third parties wish to make use of it, the origin needs to be properly quoted and a copy of the material reproduced sent to us for information.

The latest ECDPM Work Plan broadly sets out the key knowledge management and communication operations, new initiatives and innovations. There is a detailed KM Unit Work Plan for annual in-house planning.

Annex 1 - Glossary

A. In relation to Knowledge Management and Communication

Communication: Communication is about strengthening understanding within a human community by exchanging messages 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 the communication with the communication stakeholders takes place. This can be determined by answering such questions as: what media do the communication stakeholders have access to? Which language do they prefer for communication? What is their literacy level? What are their information networks? (DFID, 2005).

Dissemination: The act of distributing information to various audiences (e.g., within the academic community and beyond, to people interested in policy in the development community) in forms that are appropriate to their needs. Dissemination aims to increase the wider awareness of research products and, in turn, enhance the speed of uptake, i.e., the use of research products (DFID, 2005).

Knowledge: Knowledge refers to the totality of acquired information and skills that an individual utilises in solving problems. This encompasses both theoretical insights as well as practical day-to-day rules and customs of behaviour. Knowledge is information perceived and utilised by individuals to guide their actions. Information can be used by an individual only in the form of knowledge. In contrast to information, knowledge is linked to the individual and is furthermore always structured by the individual to match his or her expectations in terms of causes, effects, and connections. Knowledge can be either consciously formulated, i.e., formulated in language (explicit knowledge), or not (implicit knowledge) (SDC, no date).

Knowledge Management: Knowledge Management is a deliberate strategy aimed at getting the right knowledge to the right people at the right time, and helping people to share and put information into action in ways that are intended to improve organisational performance. KM needs to focus on creating a culture of knowledge-sharing and learning. Knowledge Management is the constant pursuit of learning, to adapt to new conditions and challenges, and change practices accordingly (including programmes, procedures and organisational structures) with a view to improving these practices, doing the 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 'transport' and exchange of textual, visual, auditive, tactile and/or olfactory signals. Thus, different media can be used in the context of methods and methodologies (Leeuwis, 2004).

Method: Methods are 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 associated with KM and a communication strategy. Depending on the 'width' of the projected outreach, these can be subjectively categorised as 'broadcasting' or 'narrow casting', although such terms are more often associated with 'unidirectional communication', this strategy focuses on participatory communication.

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

Tools and techniques: Tools and techniques are 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).

B. Specific terms in relation to the ECDPM strategy 2007 - 2011

Policy Process: ECDPM is concerned with development *policy processes*, i.e., the processes in which political actors engage to prepare, design, negotiate, programme, implement or evaluate national or regional policies aimed at promoting sustainable development. Mandated to work on enhancing capacity in EU-ACP cooperation and relations, the Centre aims to contribute to strengthening ACP 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, these 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. Therefore, to ensure impact, each of our programmes combines three particular modes of engagement, or **capacity strategies** :

- 1) *Support for facilitation* is intended to assist stakeholders in their efforts to improve the quality of the policy process and its outcome.
- 2) *Strategic research, knowledge management, networking and information services* aims to improve the stakeholders' knowledge base by improving access to and the use of relevant information, in particular by those who traditionally lack such access.
- 3) *Strategic partnerships to support institutional development by key policy actors*, to strengthen the institutional capacity of policy actors who are key to moving the 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 will contribute to achieving the Centre's strategic objectives and eventually, to achieving goals generally associated with the Millennium Development Goal no. 8 (Develop a Global Partnership for Development).

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).

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The European Centre for Development Policy Management (ECDPM) aims to improve international cooperation between Europe and countries in Africa, the Caribbean, and the Pacific.

Created in 1986 as an independent foundation, the **Centre's objectives** are:

- to enhance the capacity of public and private actors in ACP and other low-income countries; and
- to improve cooperation between development partners in Europe and the ACP Region.

The Centre focuses on **three interconnected themes**:

- Development Policy and International Relations
- Economic and Trade Cooperation
- Governance

The Centre collaborates with other organisations and has a network of contributors in the European and the ACP countries. Knowledge, insight and experience gained from process facilitation, dialogue, networking, infield research and consultations are widely shared with targeted ACP and EU audiences through international conferences, focussed briefing sessions, electronic media and key publications.

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