

Terms of Reference

For the development of EIARD's communication and information strategy and updating / maintenance of the EIARD web site

Final, 22 June 2009

1. BACKGROUND

EIARD

Origins and members

EIARD, the European Initiative for Agricultural Research for Development, was initiated in 1995 with the aim of coordinating European ARD (Agricultural Research for Development) policies. EIARD members are the Member States of the European Union, plus Norway, Switzerland and the EC - represented by Directorates General (DGs) for Research and Technological Development (RTD), Development (DEV), and Europe-Aid Office for Cooperation (AIDCO). Each member has a National EIARD Network, consisting of ARD policy makers from the relevant Ministries and government departments, and their advisers. Each National EIARD Network is coordinated by a National Contact Point.

Governance mechanisms

EIARD is implemented by a European Coordination Group (ECG) consisting of up to three representatives of each Member, appointed by their respective governments or the European Commission. The ECG is therefore accountable to both individual European Governments (through their representatives) and to the EU Council of Ministers and the European Parliament, through the Commission. The ECG elects an EIARD Chair from among its members, to serve for an agreed period of two to three years.

A smaller Working Group (WG) of about eight members ensures the continuing activities of EIARD, and operates as a "Steering Committee". It meets about four times a year, and is fully accountable to the ECG.

An EIARD Executive Secretary is provided by one of the members, and hosted by the European Commission (DG RTD) as a Seconded National Expert. The Executive Secretary is responsible for the day-to-day management of EIARD.

EIARD's Guiding Principles

EIARD's operation is guided by the following six principles:

- **Alignment:** European supports to ARD are aligned on DEEC (Development and Emerging Economy Countries) own ARD policies, strategies and priorities according to EU commitment on Aid Effectiveness.
- **Relevance:** To ensure relevance, ARD is demand-driven, fit the social, economic and cultural conditions in which the results will be used in DEEC, and is demonstrably useful to research users and partners.
- **Complementarity:** European supports to ARD seek to promote regional/sub-regional cooperation in ARD among DEEC where this is demonstrably cost-efficient and relevant. At Community and European level, ARD supports complement and add value to existing bilateral actions by European states.
- **Subsidiarity:** ARD activities are proportionate to the objectives to be achieved and planned and executed at the lowest possible levels at which they can be carried out effectively.

- **Partnerships:** European supports to ARD seek to promote partnerships, equity and balanced management responsibilities among partners in the South and in Europe. Such relationships take account of opportunities offered by Europe's research strengths and comparative advantages, as well as the normative policies that frame European development cooperation and related sectoral programmes. They aim to increase national and regional capacities to plan and execute - effectively and efficiently – ARD activities.
- **Participation:** Collaboration is necessary to make research relevant to and for end users. National partners and research users must be involved in the formulation of research priorities, plans, implementation processes and in assessment of the results and their usefulness. Therefore, an Innovation System Approach will be systematically encouraged. This principle does not preclude the mobilisation of European research to address specific, targeted problems.

EIARD's Strategic Plan for 2009-2013

Goal: we seek to reduce poverty (i.e. MDGs); to promote economic growth, food security, sustainable management of natural resources in developing & emerging economy countries; to contribute to global development issues and knowledge generation, through more effective European investments in ARD, and increased European ARD partnership with developing & emerging economy countries.

Purpose: Coherent and relevant European initiatives with developing & emerging countries in agricultural research activities and capacity development promoted and implemented in coordinated manner at global, regional, sub regional and national levels, while giving a stronger voice to those countries in the European and international decision making processes; and providing their access to European knowledge by opening up the European Research Area.

Outputs: Four outputs of EIARD activities have been identified in order for the above purpose to be achieved. These are:

1. Effective coordination of European ARD Policies
2. Effective coordination of European investments in CGIAR
3. Effective coordination of European investments in strengthening ARD organisations, especially at global level and in Africa.
4. Effective coordination between European investments in ARD and investments in rural development

At the same time as pursuing these four outputs, EIARD will support ways of ensuring DEEC have a stronger voice in the ARD arena and more generally building up of DEEC ARD capacity, in particular of institutions, and young & female individuals.

FSTP

FSTP, the Food Security Thematic Programme, is a programme of the European Union that aims "to improve food security in favour of the poorest and the most vulnerable, and contribute to achieving the first MDG, through a set of actions which ensure overall coherence, complementarity and continuity of Community interventions, including in the area of transition from relief to development". The FSTP objective is to be pursued during the period 2007-2010 (with a budget allocation of Euro 925 million) through the following strategic priorities:

- (1) Supporting the delivery of international public goods contributing to food security: Research and technology;
- (2) Linking information and decision making to improve food security response strategies;
- (3) Exploiting the potential of continental and regional approaches to improve food security;

- (4) Addressing food security in exceptional situations of transition, and in fragile and failed states;
- (5) Promoting innovation to combat food insecurity: this component aims to foster innovative practices and approaches to food security and their South-South upscaling/dissemination; and
- (6) Fostering advocacy and advancement of the food security agenda, harmonisation and alignment with development partners and donors. This component aims to promote food security at international level and aid effectiveness, in line with the OECD Paris Declaration.

The EIARD FSTP project

The EU, through FSTP, is supporting EIARD with Euro 1.3 million over 3 years (referred to as the "EIARD FSTP project") with the overall purpose of achieving "Coherent, coordinated (at national, regional and global levels), relevant and effective European policies for and investments in agricultural research for development that support the food security agenda". The EIARD FSTP project will contribute to the External Relations Policy, the Development Policy and the Research Policy of the EU by enhancing the international agricultural research cooperation in Europe in favour of developing countries. The project will contribute to the implementation of the Food Security Thematic Programme (FSTP), with regard to the following strategic priority six (see above):

"Fostering advocacy and advancement of the food security agenda, harmonisation, coordination and alignment with development partners and donors, in particular European ones, in the field of agricultural research for development (ARD)¹".

The logframe of the EIARD FSTP project is included in Annex 1. Specific objectives of the project, in line with the EIARD strategy, are:

- (1) Improved donors' coordination, harmonisation and alignment on ARD, in particular at the European level (EU plus Norway and Switzerland).
- (2) Participation of the Civil Society in international policy dialogue on ARD.
- (3) Advocacy, awareness raising and education for a more effective contribution of ARD to food security [food, environment, policy, health, climate change] in developing countries.

The implementation of the EIARD FSTP project is supported by the EIARD PMT (Project Management Team).

COMMUNICATION IN EIARD

In order to operate effectively and efficiently, EIARD requires communication at two different levels, and with two different objectives:

- (1) **Internally**, between EIARD members: To ensure that members receive relevant and timely information about EIARD activities and events, have access to key documents and data on EIARD and key EIARD stakeholders, but are not overloaded with irrelevant or excessive amounts of information. This includes two-way communication, i.e. mechanisms for EIARD members to add to and share information, and to communicate with individual EIARD members or groups of EIARD members around specific needs or topics.
- (2) **Externally**, between EIARD and other research, development and policy stakeholders: To (a) ensure that the role of ARD in achieving the MDGs (Millennium Development Goals), the need for coordination of related policies and investments, and the role of EIARD in this is understood and recognised by these

¹ Food Security Thematic Programme – Thematic strategy paper & Multiannual indicative programme 2007-2010. Pages 2, 20 and 27
http://ec.europa.eu/europeaid/where/worldwide/food-security/documents/fstp_strategypaper_en.pdf

stakeholders, (b) enable these stakeholders to communicate with EIARD by contributing to debates and raising issues of relevance to them, and (c) ensure that relevant information on European ARD issues within the global ARD context are accessible to a wider audience.

An upgraded and updated EIARD web site is a key tool in achieving both objectives, but in itself is unlikely to be sufficient. A communication and information strategy for EIARD would provide guidance not only for web site parameters, but also for other forms of internal and external communication, including public relations requirements.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of this assignment is to develop, in close consultation with EIARD PMT and WG members, a communication and information strategy and a web site for EIARD that are fit for purpose, i.e. enhancing two-way communication within EIARD and between EIARD and its stakeholders in an effective and efficient manner. A mechanism for maintaining and updating the web site should also be developed and implemented for the duration of the EIARD FSTP project, and recommendations made on how the web site could sustainably be maintained by EIARD beyond the FSTP project.

3. DESCRIPTION OF THE ASSIGNMENT

It is envisaged that this assignment will be carried out in three stages:

- (1) The development and agreement of a detailed work plan, outlining the approach and methods to be used by the consultant(s), and milestones for delivery.
- (2) The development of a communication and information strategy for EIARD, based on a critical review of EIARD and EIARD stakeholder current and likely future communication and information requirements, current communication practices and preferences, and an understanding of the global ARD environment; and
- (3) The remodelling of the EIARD web site to meet the requirements laid out in the EIARD communication strategy and to bring the site up to date, as well as ongoing updating of the site during the three years of the EIARD FSTP project and beyond.

For (1), the consultant(s) will prepare a work plan, to be discussed and agreed with the EIARD Executive Secretary (who will closely consult with EIARD PMT and WG members). The work plan should outline approach and methods to be used, including tools for data collection and analysis, and a list of stakeholders to be involved in the different stages of the assignment. The work plan should clearly outline communication modalities between the consultant(s) and EIARD Executive Secretary and FSTP Project Management Team to ensure that lessons learnt by EIARD so far are incorporated into the strategy.

For (2), consultations with both EIARD WG members and key EIARD stakeholders need to be conducted to identify their expectations and needs in relation to communication and information. It is proposed to undertake a simple online survey of EIARD members and stakeholders for this purpose. The previous EIARD Executive Secretary will be a key resource person and should be interviewed to identify shortcomings in EIARD communication and information processes in the past, as well as examples of good practice. The communication and information strategy should be as simple as possible, and in particular address the issue of information overload of EIARD members and stakeholders.

The external communication of EIARD (raising awareness of the role of ARD in development) should complement, but not duplicate the efforts made by other key players in ARD such as GFAR and its continental groupings (EFARD, FARA) and the CGIAR. The role of donor coordination in enhancing the effectiveness and efficiency of ARD is a key message that EIARD would like to convey, and the communication and information strategy should make practical proposals on how this can best be achieved.

The strategy should enable two-way communication, e.g. so that EIARD stakeholders can contribute to debates and feed key issues to EIARD members, while ensuring that stakeholders have access to up-to-date and relevant information on European ARD. This would require a quick survey of existing European ARD information sources, in particular, INFOSYS+ (<http://www.infosysplus.org/>), and its links to related web portals such as WISARD (<http://www.wisard.org/wisard/home.asp>), PROTA (<http://www.prota.org/uk/About+Prota/>), PROFORIS (<http://www.proforis.nl/>) and others).

As part of these TOR, the consultant should indicate what type of information materials on European ARD policies are required, and develop formats and templates for such materials, including one example document.

For (3), the web site would be a key instrument in implementing the communication strategy. Based on the outcome of the online survey (see above), the consultant(s) would propose a revised layout and structure of the web site that addresses members' needs, but also conveys key EIARD messages clearly and briefly.

The EIARD web site should enable the hosting of facilitated e-consultations with EIARD stakeholders, including blogs².

The consultant(s) should propose a mechanism for updating the EIARD web site for the duration of the EIARD FSTP project and beyond, propose the frequency of updates, present this to the EIARD WG for comments. The consultant(s) should analyse the various possibilities as regards to the physical hosting of the web site and advise the EIARD Executive Secretary (and through him/her the EIARD PMT and WG members) on the most appropriate solution. The consultant will be responsible for the maintenance (including updating) of the EIARD web site for the duration of the EIARD FSTP project (until January 2012), using the mechanism agreed with EIARD WG.

Both the EIARD Information and Communication Strategy and web site should take into account, be compatible with, and complement the existing ERA-ARD (<http://www.era-ard.org/>) and the potential EFARD (<http://www.efard.org/>) Information System, toward the development of a European ARD portal.

4. SPECIFIC DELIVERABLES

The consultant(s) is / are expected to produce the following deliverables:

- (1) A proposed work plan for the assignment, specifying the method / approach to be used and mile stones.
- (2) A communication and information strategy, outlining how EIARD can effectively communicate internally and externally;
- (3) An updated and improved web site in English, in line with the communication strategy, including an e-consultation / blogging facility

5. LOCATION AND DURATION

- Expected start date: 15 August 2009
- Foreseen finishing date: 31 January 2012
- Maximum budget available for this assignment: Euro 18,000
- Travels: It is envisaged that consultants would participate in one or several EIARD FSTP PMT (Project Management Team) meetings – location and dates to be agreed. It is possible that meetings with the Strategic Leader for this activity, and / or the EIARD Executive Secretary, need to be arranged. No travel outside Europe is anticipated.

² An example for such facility is the Communications Corner on DFID's R4D (Research for Development) web site – see <http://www.research4development.info/communicationsCorner.asp>.

- Communication: The consultant(s) is / are expected to liaise with the EIARD Strategic Leader for this activity, and the EIARD Executive Secretary, on a regular basis by telephone / email / skype to agree on key steps.

6. SKILLS REQUIRED

It is envisaged that this assignment would require the following skills and experience:

- A good understanding of the context of and main players in Agricultural Research for Development (ARD) in Europe and globally, and of European ARD policies
- Knowledge of and experience in developing demand-led organisational communication strategies
- Knowledge of and experience in web site development and maintenance



Annex 1 EIARD FSTP project logframe

Narrative	Activities	Objectively verifiable indicators	Risks and Assumptions
Overall objectives			
Food insecurity and poverty through pro-poor agricultural development reduced			
Project purposes			
<p><i>Implementation of the Food Security Thematic Programme (FSTP), with regard to the following strategic priority: Fostering advocacy and advancement of the food security agenda, harmonisation, coordination and alignment with development partners and donors, in particular European ones, in the field of agricultural research for development (ARD). Promoting food security at international level, as well as aid effectiveness in line with the OECD Paris Declaration.</i></p> <p>Coherent, coordinated (at national, regional and global levels), relevant and effective European policies for and investments in agricultural research for development that support the food security agenda</p>		<ul style="list-style-type: none"> • EIARD members agreed on common principles for ARD policies and investments, and apply these to their national ARD support instruments • Information about EIARD member ARD policies and institutions is readily available on EIARD communication systems 	
Results			
<p>Component 1: Improved donors' coordination, harmonisation and alignment on ARD (Objective 1)</p> <p><u>Expected results:</u></p> <ul style="list-style-type: none"> • Relevant European policies toward the MDGs in general, and food security 	<p><u>Five activities</u> will be developed:</p> <p>1. Mobilise European and Southern scientific and civil society members on specific development issues³ and international initiatives⁴ to provide informed elements, in particular scenarios and options, to</p>	<p>1. Completion of 6 studies on themes defined by EIARD, that respond to EIARD information needs, and that synthesise relevant findings</p>	<p><u>Risks</u></p> <ul style="list-style-type: none"> • Agriculture, and then ARD, loose their political priority in the Rural Development agenda

³ E.g. ARD activities to be developed on the impacts of climate changes on food security in Africa, or activities to improving the delivery of research results to the poorest.

⁴ E.g. International Assessment of Agricultural Science and Technology for Development. <http://www.agassessment.org/>

⁵ Global Donors Platform for Rural Development <http://www.donorplatform.org/>

Narrative	Activities	Objectively verifiable indicators	Risks and Assumptions
<p>issues in particular are strengthened.</p> <ul style="list-style-type: none"> Joint initiatives on ARD are developed with other donors 	<p>European policy makers involved in ARD policy formulation.</p> <ol style="list-style-type: none"> Develop relevant joint policies and strategies at European level on ARD issues, to address proficiently MDGs at global, regional, sub-regional levels, and national levels. Strengthen EIARD's voice in the CGIAR in order to support a reform toward a more effective system; consolidation of a European Monitoring System of the CGIAR co-funded projects. Foster the coordination, harmonisation and alignment of European ARD policies with those of other bilateral and multilateral donors. Integrate ARD policies into the broader enhancing framework of the Rural Development policies⁵. 	<p>from existing or ongoing research and consultations</p> <ol style="list-style-type: none"> Six joint European policy briefs on ARD produced over 3 years; comparison (in number and quality) of policies existing at 31.12.2008 with those in place at 31.12.2011 Three position papers on CGIAR reform and activities; three joint European CGIAR monitoring missions; number of EIARD members funding CGIAR using the new funding system of the CGIAR. Document produced mapping donor priorities and instruments for ARD and summarising good practices in donor harmonisation; number of EU joint initiatives to support African and Southern ARD organisations Establishment with HARD and GDPRD of a process and a method to mainstream European ARD policies into the European and international rural development policies. 	<ul style="list-style-type: none"> The political commitment of EIARD Members for donors' coordination, harmonisation and alignment, as stated in the Paris Declaration on Aid Effectiveness, is not translated into actual initiative and actions. Too high transaction costs of the political coordination at EIARD level. <p><u>Assumptions</u></p> <ul style="list-style-type: none"> Agricultural development and ARD remain political priorities for EIARD Members. European financial support to ARD is maintained or increased from actual levels EIARD is able to extend its coordination know-how for the European support to CGIAR to the support for other ARD partners, especially ARD Fora in Africa. EIARD mobilises all the potential and effective partners which are already identified, in order to efficiently implement the different
<p>Component 2: Participation of the Civil Society in international policy dialogue (Objective 2)</p> <p><u>Expected results:</u></p> <ol style="list-style-type: none"> Joint ARD priorities and actions between European and Southern ARD stakeholders are identified and translated into guiding documents. Multi-stakeholders bi-regional 	<p><u>Three activities</u> will be developed:</p> <ol style="list-style-type: none"> Facilitate partnership between all ARD stakeholders, in particular NGOs, farmers organisations and private sector, in order to implement European and developing countries' ARD policies by supporting bi-regional (Europe – developing & emerging countries) policy dialogues between European ARD stakeholders, in particular 	<ol style="list-style-type: none"> Number of and active multi-stakeholders bi-regional platforms: engagement with 1 platform with Africa (PAEPARD); initiation of 2 platforms with Asia and Latin-America. Farmers organisations and 	<ul style="list-style-type: none"> EIARD mobilises all the potential and effective partners which are already identified, in order to efficiently implement the different

Narrative	Activities	Objectively verifiable indicators	Risks and Assumptions
<p>platforms to facilitate policy dialogues and joint ARD initiatives between European and Southern ARD stakeholders are supported.</p> <p>3. ARD stakeholder's participation to international dialogues on ARD policies is facilitated.</p>	<p>those of the civil society, and their Southern counterparts.</p> <p>2. Support participation of ARD stakeholders' representatives, in particular NGOs, farmers organisations and private sector, in international meetings on ARD policy dialogues.</p> <p>3. Complementarities and synergies will be ensured with instruments provided under the Framework Programme 7 (in particular INCO-NET, and ERA-NET) to support bi-regional dialogues.</p>	<p>civil society organisations attend regularly key international ARD events, and influence the decision making processes by providing recommendation papers.</p>	<p>components of the FSTP EIARD.</p>
<p><u>Component 3: Advocacy, awareness raising and education for a more effective contribution of ARD to food security (Objective 3)</u></p> <p>Expected results:</p> <ul style="list-style-type: none"> • International events are organised, communication materials (brochure, leaflet, presentation) are produced to highlight European ARD policies & contribution toward MDGs and food security. • The European ARD information system on European ARD initiatives and activities are further developed. EIARD website is updated and improved. European Information Strategy (IS), developed and implemented. • Awareness of decision makers in developing countries raised. 	<p>Three activities will be developed:</p> <ol style="list-style-type: none"> 1. Organisation and participation of both donors from developed and developing countries in international events; production of communication activities. 2. Exchange and management of European ARD information in support of policy makers and ARD partnership: Terms of Reference for the implementation of a European ARD Information Strategy (IS) are developed; EIARD website is updated and maintained; e-consultation in the area of development are developed and implemented. 3. Specific training on ARD issues for decision makers of developing countries 	<ol style="list-style-type: none"> 1. Participation to 4 International events; communication materials (brochure, leaflet, presentation) are produced to highlight European ARD policies & contribution toward MDGs and food security. 2. A European ARD information system strategy and framework on European ARD initiatives and activities is developed. 3. The EIARD website is improved. 4. Number of trainings organised on ARD Three seminars over 3 years (one in each region Africa – Latin America & Asia). 	