

8 Courses of Action

Strengthen Ownership by the Regional Member Countries

Activating **Country Focal Points** – The focal points at both ICIMOD and the RMCs should be made more actively responsible for coordinating and facilitating collaboration between ICIMOD and the RMC concerned. ICIMOD should follow up with the Regional Board Member of each country to assign a focal person in a relevant organisation to coordinate the ICIMOD related activities as well as serve as the central point to assist the Board Member. The RMCs may also decide to establish a national committee to bring together the major national and provincial institutions working with ICIMOD

Developing Partnerships – ICIMOD's charter statutes provide for a broad mandate to '...establish appropriate relations with government, intergovernment, non-government, and other organisations whose activities are related to its objectives.' Memoranda of Understanding (MoU) have been used in order to specify better the scope of activities and mutual commitments. Three different categories of MoUs are being developed: Framework Agreements at the national/provincial level; Implementation Agreements at the institutional level; and Letters of Agreement (LoA) with development partners including donors. The Framework MoUs are to serve as strategic overall agreements to chart and facilitate ICIMOD's work in the countries concerned throughout the Medium Term Action Plan (2003-2007) period. Framework agreements have already been signed with relevant institutions in Bhutan, China, and Pakistan. Implementation agreements will serve as the basis of collaborations outlining roles and responsibilities as well as obligations between ICIMOD's programmes and collaborating regional partner institutions. Several such agreements are already in place. The Strategic Partnership agreements are intended to serve as the basis for cooperation between ICIMOD and other research and development institutes and agencies from both within and outside the HKH region. Concerted efforts will be made in the coming years to build and promote partnership arrangements at all levels for increased collaboration and success.

A variety of implementation agreements serve as the basis of collaboration.

Enhancing Financial Contributions – Increased efforts and new strategies are being developed by the Board appointed Working Group on Financial Strategy, which includes the RMCs, to increase the RMC's core contributions and programme co-financing. Frequent visits by the ICIMOD Directorate to the RMCs and high-level delegations from the RMCs to ICIMOD are being organised to strengthen understanding and the level of cooperation. Joint programme planning with partners will enable them to raise co-financing within their own institutions and countries. The Regional Board Members have an important role to play in actively engaging their respective governments in order to increase their financial and political support to ICIMOD.

Align Programmes with Perceived Priorities and Innovative Solutions

Efforts should be made to satisfy the priorities and needs of individual regional member countries so that they scale up results.

Reviewing Programme Plans – In line with the Board directives, ICIMOD's integrated programmes should review and adjust their plans to enhance the programmes for (i) greater impacts through scaling up, (ii) increasing partner and country ownership and co-financing, (iii) stronger policy orientation, and (iv) impact monitoring.

Adding Value to ICIMOD Products

– While ICIMOD programmes and projects need to have a regional focus, efforts should be geared towards ensuring that the deliverable products satisfy the priorities and needs of the individual RMCs so that they in turn allocate resources for scaling up the results and products.



Surendra R. Joshi

Honeybee products

Facilitating Country Partner

Meetings/Visits – Annual meetings of country partner groups and regular exposure visits by the RMC partner institutions to ICIMOD and other regional member countries should be facilitated as a means of sharing learning and lessons and providing the basis for joint planning of activities in line with national and state/provincial priorities.

Choose Strategic Lead Partners and Champions

Applying Partnership Development Criteria – The ICIMOD partnership development strategy provides specific criteria for selecting programme and project partners. The selection of lead partners for different programmes, projects, and activities should be done to add value and create impacts based on mutual interests and objectives and demonstrated credibility.

Building Resources for Participatory Planning – All future programmes and projects should have built-in resources for applying participatory planning tools and multi-disciplinary project management methods through consultations with relevant stakeholders.

Secure Long-term Commitments from Donors

Responding to Donor Requirements – While the tangible outcomes of ongoing projects lead to greater and more secure long-term funding from donors, this has to be complemented by timely responses to other donor requirements, for example, addressing larger environment and poverty related problems. Proper attention should be given to ensuring that donors are provided with formal periodic progress reports as well as informal feedback on their respective projects and programmes.

Activating a Donor Tracking System – A donor database development and monitoring system should be put in place and actively used to identify potential donors, and their priority areas and needs, so that the proposals are as relevant as possible to donor interests. This would also help in broadening the donor base and enhancing the financial sustainability of ICIMOD.

Facilitating Continuous Proposal Development – The directorate should encourage and support programme development and proposal writing on a continuous basis. Efforts should be multiplied in securing longer-term programme and project funding by responding promptly to published requests for proposals, responding to donors, informal requests, and submitting unsolicited letters of interest, concept notes, and/or proposals to existing and new donors to ensure funding for ongoing and/or new projects.

ICIMOD depends on securing long-term donor support.

Use Different Approaches to Influence Change

Opening New Learning Channels – ICIMOD should continue to explore various learning opportunities to link field experiences with national and regional policy processes. It should undertake joint learning missions together with projects supported by common donors to related projects in other regional member countries. This should result in the experiences and lessons learned from these projects being used by governments, donors, and research and development agencies to scale up the results at national and regional levels.

The Centre should continue to explore learning opportunities that link field experience with national and regional policy processes.

Acting as a Regional Catalyst for Moving Forward the Global Agenda – ICIMOD should focus on the implications of climate change, and the needs of the MDGs and global conventions, regionally and nationally, when formulating programmes and projects, and portray these explicitly in project documents and activities, and discussions with partners and donors, including the RMC governments. Understanding and responding to the impacts of global processes, and moving forward the agenda on the MDGs, should be seen as among the basic aims of all ICIMOD activities. Referring to these explicitly and adding value to approaches towards them will help raise regional awareness both of the challenges and of potential solutions, and increase the focus on responding to global issues and achieving the MDGs.

Incorporating Policy and Advocacy Elements – Efforts should be consolidated to ensure that upcoming programmes and projects incorporate policy and advocacy dimensions. Grassroots organisations should be involved in incorporating policy issues in specific areas of natural resource management in their work through capacity building and awareness raising measures.

Moving Towards Results-based Participatory Monitoring and Evaluation – The results-based M&E system ensures transparency, accountability, and continuous feedback on performance. Appropriate participatory M&E approaches and tools should be developed and applied to ensure that programmes and projects actually influence and induce the desired change.



Ujoi Sherchan

ICIMOD continues to seek innovative ways of gathering and disseminating information and knowledge to mountain people with limited access to media like the Internet.

Achieve the Right Mix of Programme Activities

Integrating Programmatic Interests – ICIMOD has started developing programmes and projects among multiple Integrated Programmes as one of the approaches to target donors in a sustained manner. This initiative should be supported through the issuance of clear-cut guidelines from the Directorate.

ICIMOD's alumni are an important resource for the Centre.

Counting on ICIMOD Alumni – Linking more closely with ICIMOD's alumni will help in assessing ICIMOD's contribution in the capacity building of its partner institutions in the RMCs, as well as in identifying the expertise available within partner institutions. It will facilitate the exchange of expertise among ICIMOD's partners as well as between them and ICIMOD.

Systematic Capacity Building

Creating a Training Support Unit – A training support unit should be established to plan, organise, and manage ICIMOD training facilities and coordinate training programmes in collaboration with the Integrated Programmes and key RMC and other international partners. The unit will develop training modules based on the available in-house resources, strengths, opportunities, knowledge base, professional capacity, and outputs from different programmes and projects. The training programmes will be disseminated to target audiences and publicised well in advance so that governments, institutions, projects, and donors active in the RMCs can sponsor participants.

Replicating the Godavari Demonstration and Training Centre Site

– The Godavari site serves as a model where various community-based natural resource management and allied technologies are tested and demonstrated, and training provided. In order to promote the effective use



Xu Jianchu

Participatory planning in the Tibet Autonomous Region

ICIMOD is reviving the use of indigenous media to reach out to communities bypassed by modern information and communication technologies.

and replication of the selected technologies in the RMCs, efforts should be made to establish similar test and demonstration sites in the RMCs in collaboration with national institutions.

Continuing Internship Programme – Internship opportunities are provided to young graduates from the RMCs and partners from all over the world. More efforts should be made towards strengthening and streamlining this programme. Attachment of graduates, particularly female candidates from minority and disadvantaged communities, should be given a special priority. The Internship Policy already in place should be followed as much as possible.

Appropriate Media for Outreach and Dissemination

Reviving Traditional Media – ICIMOD is working towards reviving and promoting indigenous traditional media through a pilot project on alternative media, e.g., street drama, puppetry, song, and dance, to deliver relevant development messages to the communities bypassed by modern information and communication technologies (ICT). The media used should be based on local needs, relevance, and effectiveness and wherever suitable be combined with other ICTs.



Sanjay Madhani

A street play is one form of alternative media



ICIMOD uses a wide range of media to share information (clockwise from top left) the ICIMOD website, reaching out globally; a CD-ROM, e-publication, interactive CD-ROM, and DVD; and some printed publications

Diversifying Media and Outreach Products – Selected media and outreach products should be used to reach target groups at different levels. For example, briefing papers for policy makers and ‘how-to’ materials for communities and extension agents. Key documents should be translated into local languages, through partners, and highly visual publications prepared for rural farmers.

Evaluating ICIMOD Publications – Readership surveys should be conducted on a regular basis to evaluate the relevance and importance of the general and technical publications distributed to mailing list members and others. The ideas and suggestions received should be used to further improve the content and presentation of reports, books, and manuals.

Selected media and outreach products should reach target groups at different levels.

