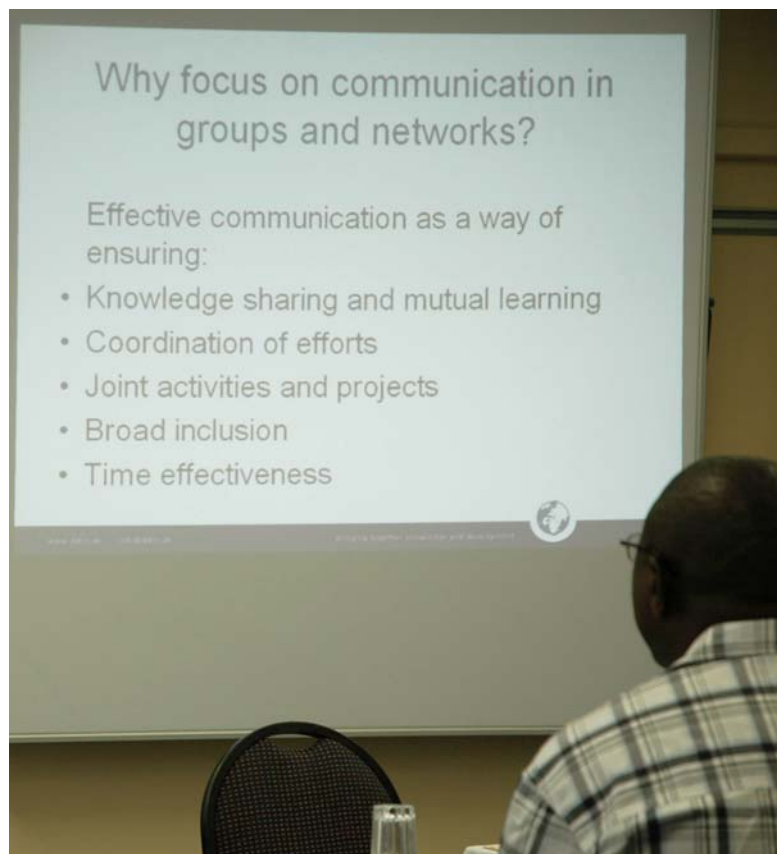




**Danish
Development
Research
Network**
*Bringing together
knowledge and
development*

DDRN

COMMUNICATIONS STRATEGY



Danish Development Research Network
March 2009

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List of Acronyms

Danida	Danish International Development Assistance, Ministry of Foreign Affairs
DDRN	Danish Development Research Network
GEPPA	Research Network for Governance, Economic Policy and Public Administration
N/S	North/South
NETARD	Network for Agricultural Research for Development
NGO	Non Governmental Organisation
ReNED	Research Network for Environment and Development

1. Introduction

The Danish Development Research Network (DDRN) was established in 2007 as a merger of the former Research Network for Governance, Economic Policy and Public Administration (GEPPA), Network for Agricultural Research for Development (NETARD), and Research Network for Environment and Development (ReNED). In the past two years, the network has carried out a large number of activities and many new members from the South and from Denmark have joined DDRN. Being DDRN a network that strives to bring together research-based knowledge and development, communication is a core element of the network and it has proven to be of crucial importance for achieving the goal of the network. This applies to both internal and external communication.

This strategy is formulated in order to target and optimise current and future communication activities of DDRN and contribute to the achievement of the objectives of the network. The strategy document builds on the experiences gathered in DDRN so far, including the communication needs assessment concluded in October 2008 that was carried out to identify ways to improve the efficiency and effectiveness of communication in the network. It presents current communication in DDRN and outlines objectives and activity areas for future communication. A detailed communications activity plan is enclosed as Annex 1.

1.1. Objectives of DDRN

DDRN aims to promote the inclusion of research and knowledge in development assistance and in partner countries' development activities. To achieve its aim, DDRN engages in a broad variety of linking and, as mentioned earlier, communication activities targeted at members of the network and at external key stakeholders, e.g. donor agencies and research institutions.

More specifically, DDRN operates to:

- Promote research-practice collaboration, links and integration;
- Promote development of research collaboration across research institutions in Denmark and in the South;
- Promote development of research collaboration across Danish research institutions.

DDRN covers the thematic areas of: agriculture; environment; and governance, economic policy and public administration. In 2008 climate change, food security, and research communication were chosen as cross-cutting focal themes of DDRN.

1.2. Aims and guiding principles of communication in DDRN

Various activities are carried out in DDRN to communicate knowledge and bring together different stakeholders to exchange and generate knowledge. These include: Website, newsletters, research overviews, meetings, workshops and conferences. These communication and information channels are of relevance to all objectives of the network.

The communication needs assessment concludes that to meet the needs in the network, information and communication in DDRN should be organised around three main tasks:

- Making *already existing knowledge visible*; this includes dissemination activities, e.g. electronic news services, seminars and conferences, overviews, CDs and other non-electronic material for members in the South, mainly with focus on cross-sectorial and/or multi-disciplinary knowledge.
- Facilitating *establishment of contacts* to generate new knowledge; this includes promotion of N/N and N/S contacts among members as well as to other stakeholders through meetings and workshops, web-based member database, and other fora for interaction among members, e.g. posting of ideas for joint activities.
- *Disseminating information* of relevance to generation of new knowledge: E.g. by helping members to access information about funding sources, donor policies and strategies that might have influence on their future production of research and knowledge. Activities involve use of news services, meetings and lobbying with donors and research agencies.

DDRN is thus to operate as both information and knowledge intermediary¹. Being aware that knowledge generation is not a neutral process, it is important that when planning and implementing DDRN's activities, strategic approaches to include all relevant stakeholders are adopted.

Information and communication flow in DDRN builds on the following guiding principles, which also apply to activities in the network in general:

- Responsiveness to member's needs and engagement
- Utilisation of complementarities and synergies
- Promotion of multi-disciplinarity
- Flexibility to act rapidly on shifting demands and challenges
- Continuous learning from experiences
- Transparency and openness

Table 1 below shows nine (9) categories of communication activities identified by linking the objectives of the network to the areas identified in the needs assessment. These categories can be used to get a better understanding of specific communication activities, i.e. by specifying the type of communication task used to reach the specific objectives of DDRN. The framework can thus be used to ensure that relevant communication activities are undertaken to meet all objectives of DDRN.

Table 1: Frameworks for DDRN communications activities

	Research - practice	North – South res. coll.	North – North res. coll.
Make already existing knowledge visible	X	X	X
Facilitate establishment of contacts	X	X	X
Disseminate information on openings for knowledge generation	X	X	X

Communication activities in DDRN are currently covering all categories. This is to continue, but in future special attention will be given to specific categories on a shifting basis, e.g. by focussing primarily on one or two at a time. Categories are to be prioritised strategically in line with other priorities of DDRN, depending on e.g. other planned upcoming events, openings, and windows of opportunities. DDRN could, for instance, choose to use a few months to focus particularly on facilitating establishment of contacts to develop N/S research cooperation and/or making knowledge visible for strengthening research-practice cooperation (categories marked with blue background in table 1).

2. Current communication in DDRN

The communication needs assessment of DDRN shows a quite new and dynamic network composed of various stakeholders who primarily expect to use the network as a source of information to keep updated on relevant events, funding opportunities, and recent knowledge and trends in development research. The report also indicates strong interest among members in establishing links to other stakeholders in the network. With some variations among stakeholder groups, there is strong interest in multi-disciplinary and cross-sectorial exchanges. A less frequent but relevant expectation among members, is to use DDRN as a channel to influence policy.

The fact that DDRN is a multi-stakeholder network with a broad member base is the main asset of the network. This is a prerequisite for bridging the research-practice gap as well as for bringing together researchers across institutions/organisations and countries.

¹ This distinction builds in the following definitions: "The role of **information intermediaries** is to make available timely and relevant information, or to sort and select information to make it more relevant for the intended audience. **Knowledge intermediaries**, on the other hand, are concerned with how information is interpreted and used to create new knowledge. Particularly for knowledge intermediaries, the focus is on relationships with users of their services as well as the content of information being communicated." Wolfe, Rebecca (2006). "Changing Conceptions of Intermediaries in Development Processes: Challenging the Modernist View of Knowledge, Communication and Social Change." Strategic Learning Initiative, Institute for International Studies (IDS), University of Sussex, UK.

2.1. Stakeholders

To approach communication in DDRN strategically, a clarification of the stakeholders involved is necessary.

Members

DDRN counts around 1400 **members**², of whom 11 compose the **board** of the network. The board is responsible for strategic decisions, while decisions are implemented by the DDRN **secretariat**, which is composed of four staff members. The member base of DDRN includes:

Table 2: Members of DDRN

	Researchers	Consultants	PhD stud	Master's stud	NGO staff	Danida staff	Univ. adm. staff	Other donors staff
DK	X	X	X	X	X	X	X	
South	X		X	X	X	X	X	
Other	X						X	X

DDRN does not currently dispose of detailed information on all members, but a rough division shows that about 35% of the members are from the South. The categories marked with blue are those with the largest number of members represented.

External stakeholders

Actors who are collaborating and/or of relevance to DDRN's activities:

Table 3: External stakeholders

	Universities, research centres and projects	Danida staff and projects	Consultants	Intermediaries and networks	NGO staff and projects	Other donors staff and projects	Project beneficiaries/ communities
DK	X	X	X	X	X	X	
South	X	X		X	X	X	X
Other	X (e.g. IIED)			X (e.g. IDS)		X	

The end beneficiaries of the achievement of DDRN's goal, i.e. inclusion of research and knowledge in development assistance, are project beneficiaries and communities in the South. These can not be reached directly by DDRN, but through activities targeted at policy makers, researchers and practitioners engaged in research and development projects. DDRN thus engages with **primary target groups** in relation to the specific objectives of DDRN. These are marked with blue in Table 3 above and are the groups that have a direct influence on beneficiaries and communities in the South. Other stakeholders included in Table 3 are necessary as **channels** to enable and optimise ways to reach the primary target groups.

For example, in order to promote application of research based knowledge in NGOs projects in the South, it may be necessary to go through their partner NGOs in Denmark or a knowledge intermediary in the South. When planning communication activities of DDRN, it must be considered whether targeted stakeholders are intended as primary target group or as channel to reach others.

2.2. Levels of communication

Given the very diverse stakeholders involved in DDRN, it is clear that communication occurs with different goals and at various levels. More specifically, communication in the network can be divided into:

Internal communication:

- Among secretariat staff members
- Secretariat-board
- Secretariat-members
- Member-member

External communication:

- Secretariat/board – DK stakeholders (donors // research institutions // NGOs // consultants)

² On March 20, 2009, the member list of DDRN counted 1393 individual and 32 institutional members.

- Secretariat – South stakeholders (research institutions // development projects // intermediaries and networks)
- Secretariat – Stakeholders other countries (research institutions // donors // intermediaries and networks)
- Members – DK stakeholders (donors // research institutions // NGOs // consultants)
- Members – South stakeholders (research institutions // development projects)
- Members – Stakeholder other countries (research institutions // donors // intermediaries and networks)

DDRN members engage in many contexts and communication activities that do not relate to DDRN. In some occasions, members are though officially representing the network or a working group of the network, e.g. when financed by the network to attend international events or as working groups/organisers of events. Communication undertaken in these occasions thus counts as DDRN communication activity and is included in the strategy.

2.3. Potentials and challenges

The fact that DDRN is a network for researchers and practitioners who are based in Denmark, in the South, and in other countries, implies both potentials and challenges in which communication in the network plays a crucial role. The main potentials and challenges that have to be taken into consideration when identifying and planning communication activities in the network, are discussed here. The N/S linking is an important element of all issues touched below.

Linking research and practice

The most important asset of DDRN is the network's varied and broad membership, who possesses valuable knowledge and can generate new knowledge both within already existing relations and together with other network members. By involving both researchers and practitioners, DDRN has the valuable potential of promoting application of existing and new knowledge in development practice.

The presence of researchers and practitioners in the network also constitutes a challenge, as the research-practice gap may still seem hard to overcome for many actors from both sectors, or incentives for doing so may be lacking. Another specific issue of relevance in this context is the (lack of) communication skills of involved stakeholders, which calls for DDRN to work on addressing and strengthening communication skills of e.g. researchers. Furthermore, a number of practitioners in DDRN have indicated that the network seems to be primarily for researchers, which may pose another obstacle. Packaging and tailoring of research and knowledge messages to reach practitioners is thus very important.

Promoting multi-disciplinarity without excluding single-disciplinarity

By gathering researchers from various disciplines, DDRN constitutes a forum with good possibilities for working across disciplines, institutions and sectors. This provides DDRN with a potential of contributing with production of needed knowledge in relation to urgent multi-disciplinary issues of large scale attention at global level, e.g. climate change and food security. To fully benefit from this potential, it is to be made known to potential users (external stakeholders) that DDRN can assist with generation of needed knowledge.

Still, it is important to take into consideration the fact that members may also be interested in maintaining their more specific focus and not always interested in multi-disciplinary initiatives. Communication is important to ensure that while emphasising multi-disciplinary knowledge and initiatives, information of more specific thematic character is not left out, as this may limit the benefit of the network to a section of the member base.

Optimising role of knowledge intermediary

As a knowledge intermediary that includes members from various stakeholder categories, DDRN has the potential of including new voices that tend to be excluded in international research and development debates. As for any knowledge intermediaries, it is important that the position of the network is clear, more specifically, that DDRN is aware of what kind of knowledge it is disseminating, legitimising and producing. Openness and transparency are therefore important, e.g. by clearly explaining the principles for communication and dissemination of information in DDRN.

A challenge when discussing research and knowledge is the different views on what counts as 'research'. The difference between 'research' and consultancy work, for example is a topic of discussion among members and views

vary. Acknowledging the value of applied and short term research is important in DDRN to ensure that all stakeholders feel they may have something to contribute.

Promoting focus on research communication

In late 2008, Danida announced that research communication is an area that should be given much weight when assessing applications for funding of research projects. There is thus need for researchers in Denmark and partners in the South to focus more in this relatively new field. DDRN had started focussing on research communication in early 2008 by introducing a series of seminars and will continue to have research communication as focus area, along with climate change and food security. The focus on research communication builds on the assumption that it can contribute to application of research based knowledge in practice and the acknowledgment of the need for improving on communication skills of network members.

By focussing on research communication, DDRN has a potential of engaging a large section of the Danish resource base by assisting within a new but important field. The challenge in this respect can be to convince researchers who may feel that this is the task of communicators and are not very interested in engaging in this kind of activity. Effective research communication does though require involvement of ALL stakeholders. This has to be communicated clearly so that potential users are aware of the benefits of joining network activities on this topic.

Commitment and role of members

As indicated above, the fact that the member base of DDRN is so varied may pose some challenges in terms of some groups, primarily practitioners and members from the South; feeling neither included nor motivated to contribute. At the same time, it is the presence of these groups that constitutes an important asset of DDRN.

Communications in the network plays a vital role to ensure that various stakeholder groups are aware of the relevance of their membership. The clearer it is that they can benefit from being a member and from contributing to communication in the network, the more likely it is that more members will engage, thus mobilising the great bulk of knowledge that builds DDRN. This would help improving the potential of the network in terms of making a difference.

As of now, it is not yet sufficiently clear to all stakeholders how they can benefit, and although the network is experiencing a continuous increase in number of members from the South and practitioners in Denmark, more has to be done to fully integrate these members. It is to be taken into consideration that members in the South may experience limitations as regards access to information services including the internet. Their communication skills may also need to be improved and it must be taken into consideration that other 'communication cultures' apply in different continents and regions.

Special attention should be devoted to clarifying the role of institutional members. In March 2009 DDRN counts around 30 institutional members, including NGOs and research centres in the South, and consultancy firms and departments of universities in Denmark. It is envisioned that through institutional membership communication in DDRN can be made more effective, as more persons can be reached through dissemination via contact persons. Communication to institutional members is also a way of maintaining close contact to relevant institutions, e.g. Danish universities, and thus an important element in the knowledge intermediary role of DDRN in terms of both disseminating and *gathering* information.

Finally, it must be considered that using English as main language in DDRN (apart from limited information in Danish) poses limitations in terms of reaching potential members in e.g. Western Africa and Latin America.

3. Vision and objectives of communication in DDRN

Vision:

DDRN is a key entry point to the Danish resource base and a main channel for communication between researchers and practitioners in Denmark and across North/South
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Communication objectives:

The vision is formulated to provide a picture of DDRN that implies and reflects fulfilment of the objectives of the network. To reach this vision, DDRN is to focus on a series of more specific communication objectives. These

objectives involve different types of activities covering all areas defined in the framework introduced in section 1.2, thus ensuring that the objectives and communication needs of DDRN are met. The objectives are presented below:

- 1) To ensure **well functioning communication among members**
- 2) To ensure that all interested development researchers and practitioners know **how to use DDRN**
- 3) To be a source of **good quality and timely research-based information** of relevance to researchers and practitioners
- 4) To have well functioning communication with **key national and international stakeholders** promoting research-practice and N/S research cooperation

The objectives are related and there may be overlap between some of the activities involved in each of these, as the same activity, e.g. workshops or overviews, can be used to reach several goals. The following sections provide more detailed descriptions of strategies for achieving the vision and objectives mentioned above. Specific activities and indicators are formulated in the implementation plan, Annex 1. The activity plan includes current and new initiatives to strengthen areas of special importance and/or where improvements are needed.

3.1. Strategy for achieving objective 1

1) To ensure well functioning communication among members

Well functioning internal communication is a prerequisite for facilitating exchange of knowledge among the members of DDRN, who constitute the main asset of the network. In order for DDRN members to take contact to and communicate with other members, it is necessary that all involved parts know how to engage in a lively communication and information flow within DDRN, and that they are motivated to do so. This also implies clear relations to and knowledge of the roles of the secretariat and the board, who also are members of the network.

Motivating members to engage actively is crucial for internal communication. As a general principle, it should be ensured that contributions by members are followed up by being announced and included in related and follow up activities. If members experience that their contribution to information sharing in the network results in them being contacted by others and/or involved in relevant network activities, they may feel more motivated to engage actively. Special attention is also to be given to how interaction is facilitated, ensuring the highest degree of knowledge **exchange** in both web-based and personal channels of interaction.

Targets:

- The value of contributing to information sharing and communication in the network is visible
- It is easy to find updated information on members (including board and staff of DDRN)
- It is easy for all members to contribute to information sharing and communication
- DDRN makes use of the best tools to promote knowledge exchange and generation
- The DDRN secretariat is a responsive facilitator of communication across the network

Areas of activity:

- Announcing of contributions by members and of use of these contributions
- Collecting and updating information about members
- Providing guidance to members on how to engage in communication within DDRN
- Providing fora where members can easily communicate
- Strengthening N/S communication in the network
- Ensuring effective knowledge management

Channels:

- Website, including member database
- Newsletters
- Overview reports
- Workshops and meetings, including reports
- CDs and posters
- Archives

Activities planned to meet this objective fall primarily within the three categories related to 'Facilitation of establishment of contacts' of Table 1, i.e. facilitation of establishment of contacts among researchers and practitioners, among researchers in DK and across N/S.

3.2. Strategy for achieving objective 2

2) To ensure that all interested development researchers and practitioners know **how to use DDRN**

Expectations of the network vary among stakeholders, including e.g. access to information, funding and influence on policy. In order for all, members and non-members, to take full advantage of the possibilities for linking, networking and exchanging knowledge that are available through DDRN, the network is to have a clear profile, i.e. a profile that indicates clearly what DDRN is about and how it can be used.

As mentioned earlier, the main asset of DDRN is that the network includes both researchers and practitioners and thus can play an important role in bridging the research-practice divide. This message is to be made explicit in all activities of the network. Another great potential is that it includes members in the North and South and DDRN can therefore be used as a channel to establish and improve N/S links. In Denmark, the network includes members from most universities and research centres and can thus also here play an important '**bridging**' role. This role is to be very clear in the profile of DDRN.

Targets:

- DDRN's profile clearly indicates the goals, focus areas, and stakeholder groups included in the network
- Interested stakeholders know that they can use DDRN to reach the Danish resource base
- It is clear to all interested stakeholders that there are various degrees and possibilities of involvement in the network

Areas of activity:

- Producing and disseminating information about DDRN in general
- Producing and disseminating information about activities within core strengths of DDRN
- Providing guidance to members and other interested stakeholders on how to use the network
- Nurturing of members and interested stakeholders (provision of information)

Channels:

- Website
- Brochures, CDs, posters and ppt presentations
- Meetings
- Emails

As for objective 1, activities planned to meet this objective fall primarily within the three categories of: facilitation of establishment of contacts among researchers and practitioners, among researchers in DK and across N/S.

3.3. Strategy for achieving objective 3

3) To be a source of **good quality and timely research-based information** of relevance to researchers and practitioners

Dissemination of information is one of the main purposes of DDRN. The broad and varied composition of the member base of the network poses specific requirements as for the contents of and ways in which information is disseminated. If all stakeholders involved in the network are to find information of relevance, various types of information are to be included. The bridging function is to be kept as main focus, which for example does not imply providing information of relevance to NGOs in general, but to NGOs specifically interested in knowledge and research. A common issue for researchers and practitioners is time constraint, which emphasises the need for information that is disseminated when most relevant, and as targeted as possible.

As a general approach, informing stakeholders of why they are receiving the specific piece of information (and if relevant, how they are expected to act upon it) is very important to contribute to transparency in the network and provide clearer understanding by members, which can enhance their engagement.

Targets:

- Information dissemination is flexible and responsive to current calls/openings/special events/needs
- Information is provided to address all stakeholder groups represented in the network, with special focus on crosscutting/broad issues and **application** of knowledge and research
- Targeted information is provided to avoid overload

Areas of activity:

- Disseminating of general and specific information
- Coordinating with other sources of information
- Producing knowledge targeted at specific events/needs/openings

Channels:

- Website
- Newsletters
- Overviews, reports and briefs

Activities planned to meet this objective fall primarily within the categories of the communication framework related to making already existing knowledge visible, and disseminating information of relevance to generation of new knowledge.

3.4. Strategy for achieving objective 4

4) To have well functioning communication with **key national and international stakeholders** promoting research-practice and N/S research cooperation

Networking with stakeholders of key relevance is an important way to optimise the effect of efforts and activities in DDRN and make use of potential synergies. By engaging with organisations from the North, from the South and N/S organisations, DDRN can bring international perspectives and updates to Danish stakeholders, as well as expand knowledge of the Danish base internationally. To do this, continuous dialogue with Danish partners is a prerequisite. A key to effective networking is well functioning communication that allows continuous update and dialogue.

Networking tasks can be carried out by secretariat staff, board members or other members of the network, depending on the forum concerned. As a general principle, it is always to be considered whose participation provides greatest benefit to the network as a whole. This includes considerations about further dissemination and follow up activities. In some fora it may e.g. be an advantage that DDRN is represented by an expert within a specific theme, while in other fora of more general and/or practical character, it may be more relevant to involve staff members.

Targets:

- DDRN engages in continuous dialogue with international 'sister organisations'
- DDRN engages in continuous dialogue with key stakeholders in the South
- DDRN engages in continuous dialogue with key stakeholders representing the Danish resource base

Key stakeholders in the South include regional knowledge and research networks, knowledge intermediaries, universities/research institutions with capacity and interest in N/S cooperation, and Danish programmes. In Denmark, key stakeholders include main actors among research institutions, consultancy firms, NGOs, and Danida.

Areas of activity:

- Participating in meetings
- Regular correspondence
- Visits
- Cooperation, engagement and representation in working groups, steering committees etc.

Channels:

- Personal meetings and workshops
- Emails

Activities planned to meet this objective do not refer to any category of the matrix in particular, but are a general prerequisite for achieving any of the other objectives, and hence apply to the framework as a whole.

4. Summing up

It is envisioned that through implementation of the communication strategy, challenges to communications in DDRN will be addressed effectively and valuable potentials of the network can be fully reached. By carrying activities that fall within all communication objectives described in the strategy document, all categories described in Table 1 will be covered, thus ensuring activities that fall within core areas of communications in DDRN and that help meeting the objectives of DDRN.

More specifically, working with the four communication objectives described in the previous section would ensure:

Objective 1: By focussing on improving internal communication in DDRN, it can be ensured that all members feel addressed and involved. Effective internal communication is what makes the network responsive and lively, able to react and quickly produce knowledge of relevance. It is also what can make DDRN a forum for lively interaction, not only for activities centred on the work plans to be followed by the network, but also for informal member-to-member interaction aimed at long-term or short-term exchanges. Furthermore, facilitating contact among members is a way for DDRN to strengthen research-practice and N/S interaction and fully benefit of the position of intermediary, e.g. if voices are collected from all stakeholder groups.

Objective 2: The same considerations apply to making all interested stakeholders, including users who have not yet joined the network, aware of how to use DDRN. Branding the network with a clear profile is a prerequisite for having stakeholders using it as intended, i.e. in line with the objectives. This starts with clear promotion of the network, of its main assets and potentials to reach and involve researchers and practitioners around the globe.

Objective 3: Commitment and recruitment of members is also depending on the quality of the information provided by DDRN. Useful information of relevance to all stakeholder groups has thus to be provided, although it may be necessary to focus on some groups and/or themes in specific activities or even short periods of time. Transparency on how and why information is provided is important, and even more important is to avoid information overload. Besides general information to be provided on regular basis so that members can follow up on the developments of the network on a continuous basis, e.g. through monthly newsletter, other information and knowledge is to be produced and disseminated according to the opportunities for it to be used.

Objective 4: None of the activities implied in the communication objectives referred to above could be carried out effectively, if not based on DDRN being continuously updated on latest developments within development research and knowledge milieus in Denmark, other countries in the North, and partner countries in the South. This dialogue provides background knowledge to be disseminated, opportunities to disseminate knowledge about the Danish base, and is a channel to windows of opportunities.

It is envisioned that by coordinating communication activities of DDRN strategically, all interested stakeholders in Denmark and partner countries in the South will know that joining and using DDRN is one of the most effective ways to engage in N/S and research-practice collaboration.

Annex 1: Draft Implementation Plan

The implementation plan is intended as a draft, to be adjusted according to developments of the overall activity plan of DDRN.

Objective	Activity area	Message	Specific activity	Primary t. group	Secondary t. group	Timing	Responsible	Resources	Success criteria	Monitoring tools
1	Announcement of info contributions by members	Your contribution is visible and useful	Section with updates in DDRN newsletters, e.g. new members and new profiles	All network members		Monthly activity in connection to newsletters, starting in May 2009	Secretariat (Comm. Officer)	½ day a month + 1 day to develop the section	More members update their profile and provide information	Member database, contributions to overviews, statistics of opened links from newsletter
1	As above	DDRN is a lively network and it pays off to contribute	Section with updates on DDRN website	All users of website (members and non-members)		Continuously, starting in May 2009	Secretariat (Comm. Officer)	1 day a month + 1 day to develop the section	As above	Member database, contributions to overviews, statistics of pages visited on website
1	Collecting and updating information about members	DDRN is a network that you can use to be contacted by others interested in your area of research/work	Maintaining an updated member database, including change of membership registration procedure to collect more information on members	Members interested in being contacted by other researchers and/or practitioners	Users of website interested in identifying researchers and practitioners	Continuously, including insertion of known data in April-June 2009	Secretariat and members	Members: ½ hour Secretariat: 4-5 days	More members update their profile	Member database, statistics of profiles viewed on website
1	As above	As above	Call for information from members related to specific areas, e.g. research overviews	Network members with knowledge on specific topics of		Once in a while, depending on other network activities	Secretariat	One to several weeks	Contribution received from members from all relevant institutions/organisations	Profiles included in research overviews

				relevance in DDRN						
1	Providing guidance to members on how to engage in communication with other members	It is easy to contact others in DDRN	Development of guidelines on website on how/why to: - contribute to general knowledge sharing (including reporting from members driven activities) - contribute members profiles contact other members (including institutional members), board and secretariat	All members		April 2009	Secretariat (Comm. Officer)	2-3 days	More members contact secretariat and other members	Emails from members, responses from members when asked whether they have been contacted by others
1	Providing fora where members can easily communicate	You can use DDRN for dialogue and exchange of information	Establishment of 'member-to-member' section on website	All members		May 2009	Secretariat (Comm. Officer)	2-3 days	Members use DDRN website to contact other and discuss diverse issues	Contributions to and traffic on 'member-to-member' section
1	As above	As above	Webfora and meeting facilities for working groups	Members engaged in working groups		Continuously, upon request by members	Secretariat (Comm. Officer)	½ day once in a while	Members in working group know how to communicate	Use of webfora
1	As above	As above	Facilitation of participatory workshops and after work meetings with focus on active knowledge exchange	Members attending these specific events		Regular basis	Secretariat and involved members	1-5 days pr. activity	High participation rate Participants engage in dialogue and learn from each other	Evaluations of workshops and meetings
1	Strengthening N/S communication in the network	Communication in the network also reaches and includes South members	Development and dissemination of CDs and posters for dissemination in South	Key members in the South, e.g. research institutions, networks, sector programmes		Regular basis, upon request and in relation to visits to South by secretariat and/or members	Development: Secretariat Dissemination: Secretariat and members whose travel is supported by DDRN	Development : 1-2 days 2-10 times a year, depending on number of visits to South	Members with slow internet connection are aware of DDRN and kept updates	Informal dialogue or questionnaires regarding knowledge of DDRN at key South member (institutions)
1	As above	As above	Development of simpler versions of website and newsletters	All members in the South and users of the website		April 2009	Secretariat (Comm. Officer)	1-2 days	As above	Statistics of use of website and newsletters in

				with slow internet connection						South countries with slow internet
1	Ensuring effective knowledge management	DDRN makes use of best tools to promote knowledge exchange and generation	Introduction to new ICT tools of relevance to promote communications in DDRN	Secretariat and members		When need arises	Secretariat (Comm. Officer)		DDRN uses modern IT tools that make it easier for members to use the website and communicate	Comparison with websites of similar organisations Feed back from members
1	As above	As above	Assessment of functionality of current DDRN website			March 2009	Secretariat	1-2 days		Stability and access to information on current website
1	As above	As above	* Development of more stable website to replace current website (depending on activity above)			April-May 2009	Secretariat (Comm. Officer)	1-2 months	Stable website with easily accessible information	Feed back from members
1	As above	DDRN develops its tools to always improve	Assessment of communication tools of special relevance to DDRN, starting with research overviews (one of core features of DDRN)	Contributors and potential users of overviews		September-October 2009	Secretariat			
1	As above	All DDRN secretariat staff members are updated on network activities	Maintenance of archives and circulation of information (general and about current activities)	Secretariat staff	Members who contact the secretariat	Continuously	Secretariat	½ day a week	Secretariat staff can easily stand in for each other	Correspondence with members
2	Producing and disseminating information about DDRN in general	DDRN is a network for linking development and practice, with shifting multi-disciplinary thematic focus area	Adjustments of website, newsletters and PR material to indicate focal themes	Members and other interested stakeholders		March 2009, thereafter on regular basis, according to changes in priorities	Secretariat (Comm. Officer)	3-5 days	People who have received information about network know of its bridging role and one or more thematic focus areas	Correspondence and dialogue with members and other stakeholders
2	Producing and disseminating	DDRN contributes to	Publications of DDRN activities to bridge research	All users of website		Continuously, as activities	Secretariat (Comm. Officer)		More researchers and practitioners	Correspondence and

	information about activities within core strengths of DDRN	bridging between research and practice	and practice and of cases where research was brought into use	(members and non-members)		develop			make use of DDRN to reach practitioners and researchers respectively	dialogue with members and other stakeholders
2	As above	As above	Establishment and regular updating of new section on website and newsletters on research communication	All users of website (members and non-members)		March 2009, thereafter continuously	Secretariat (Comm. Officer)	2-3 days, thereafter 1-2 days monthly	DDRN provides inspiration to stakeholders that wish to link research and practice	Statistics from website and newsletters Feed back from members
2	As above	As above	Seminars on research communication	Members and other stakeholders interested in linking research and practice – in DK and South		Regular basis, every 3-4 months AND upon request	Secretariat (Comm. Officer) – in cooperation with other Danish research networks	2-10 days pr seminar	DDRN provides inspiration to stakeholders that wish to link research and practice	Evaluation of seminars by participants and individual follow up
2	As above	DDRN contributes to bridging between research N/S	Publications of DDRN activities to link researchers from DK and South and of cases where joint research was initiated	Researchers in DK and South	All users of website	Continuously, as activities develop	Secretariat (Comm. Officer)		More researchers and research institutions make use of DDRN to establish N/S links	Correspondence and dialogue with members and other stakeholders
2	As above	DDRN contributes to bridging between research (institutions) in DK	Publications of DDRN activities to link researchers across DK and of joint initiatives initiated	Researchers in DK	All users of website	Continuously, as activities develop	Secretariat (Comm. Officer)		More researchers and research institutions make use of DDRN to establish links in DK	Correspondence and dialogue with members and other stakeholders
2	Providing guidance to members and other interested stakeholders on how to use the network	DDRN can be used for various aims, according to your interests and stakeholder group	Development of guidelines on website on - how/why to join the network, including 'what's in it for me' sections specifically for researchers (DK and South), consultants, NGOs, students, etc. - how to use DDRN for other aims than	All users of website		April 2009	Secretariat	3-4 days	Increase of activity level of all stakeholder groups	Correspondence and dialogue with members

			communication (dealt with in section1), e.g. funding of activities							
2	As above	As above	Meetings with specific stakeholder groups on how to use DDRN	- researchers - students - Danida adviser - consultants - NGOs		On regular basis, in connection to other activities	Secretariat	1-3 days pr meeting	Increase of membership and activity level of all stakeholder groups	Correspondence and dialogue with members List of members
2	As above	As above	Written information on how to use DDRN to relevant stakeholders in the South	- Southern researchers - Danish embassy staff - Danida adviser		April-June 2009	Secretariat (Comm. Officer)	3-5 days	Relevant stakeholders in the South know how to make use of DDRN, and do so	Correspondence and dialogue with stakeholders
3	Dissemination of general and specific information	DDRN provides you with useful information	Updating of website	All users of website		Continuously	Secretariat (Comm. Officer)	3-4 days monthly	All sections of the website are visited	Statistics from website
3	As above	As above	Production and dissemination of monthly newsletters and occasional news mails	- all members - members with specific thematic interest - members on activity related mailing lists - other selections (country – stakeholder category)		Continuously	Secretariat (Comm. Officer)	2-3 days monthly	Newsletters are read by high % of members who find information of their interest	Statistics on newsletters opened, links followed
3	As above	As above	Strengthening section on website and newsletters on sources of funding	All members and users of website		April-May 2009	Secretariat (Comm. Officer)	5-6 days	Section of website and newsletters is read by many members (and users of website)	Statistics from website and newsletters
3	Coordination with other sources of information	DDRN avoids overload of information	Secretariat is updated on information spread through other main Danish sources	Secretariat		Continuously	Secretariat		DDRN does not duplicate information that has already	Comparison with other sources / newsletters

									reached large sections of members base, unless particularly relevant	other organisation
3	As above		Use of other sources to spread news (especially in DK; but when relevant also int./South)	Potential interested stakeholders who are not members		Continuously	Secretariat		More stakeholders aware of DDRN; Not only members attend DDRN events	
3	Producing knowledge targeted at specific events/needs/openings	Useful knowledge is made accessible to facilitate follow up of activities; DDRN resource base has useful knowledge	Production and dissemination of research and competence overviews	Stakeholders attending specific event in occasion of which overview is prepared; partners asking for overviews (e.g. Danish Embassies)	Stakeholders interested in knowing resource base within specific theme	2-5 a year, depending on other network activities; and on request	Secretariat, with external assistance	One to several weeks for each overview	Stakeholders (who attended event + embassies / sector programmes + others) about to engage in initiative interested in linking up know whom to contact; Members included are contacted	Follow up with participants of specific events and other who received overviews; correspondence with members included in overview
3	As above	As above	Production and dissemination of thematic briefs	Stakeholders attending specific event in occasion of which brief is prepared; partners asking for overviews (e.g. Danida adviser)	Other stakeholders interested in specific theme	2-5 a year, depending on other network activities; and on request	Secretariat, with external assistance (by members)	About a week for each brief	Briefs provide constructive inputs to dialogue and knowledge generation at events prepared for; are used as thematic updates by e.g. advisers	Workshop discussions / reports; dialogue and correspondence with key stakeholders
4	Participating in meetings	You can use DDRN to disseminate information and engage in	Networking at meetings in Denmark, Europe and South	Participants of relevant national and international meetings	Institutions of affiliation of the participants	Continuously, depending on other network activities	Secretariat and members	1-3 days for each meeting	Stakeholders of relevance to DDRN who participated in meeting	Correspondence and dialogue with relevant stakeholders

		dialogue with the Danish resource base – as well and to be kept updated on developments in the Danish base		attended by DDRN (researchers and practitioners in N and S)	nts				attended by DDRN are aware of and communicating with DDRN (e.g. by providing information for broader sharing)	
4	Visits to South	As above	Meetings	Embassy and Danida programme staff		3-5 a year, depending on other network activities	Secretariat and members	2-5 day for each visit, depending on required time for preparation	Visited Embassy and Danida programme staff are aware of and communicating with DDRN	Correspondence and dialogue
4	Networking with knowledge intermediaries	As above	Meetings in Denmark, Europe and South	Research institutions and knowledge intermediaries, incl communication departments at Danish universities		Continuously	Secretariat	2-8 days a month, depending on degree of interaction (e.g. if involving planning of joint communication activities)	Relevant knowledge intermediaries are aware of and communicating with DDRN	Correspondence, dialogue, and joint activities