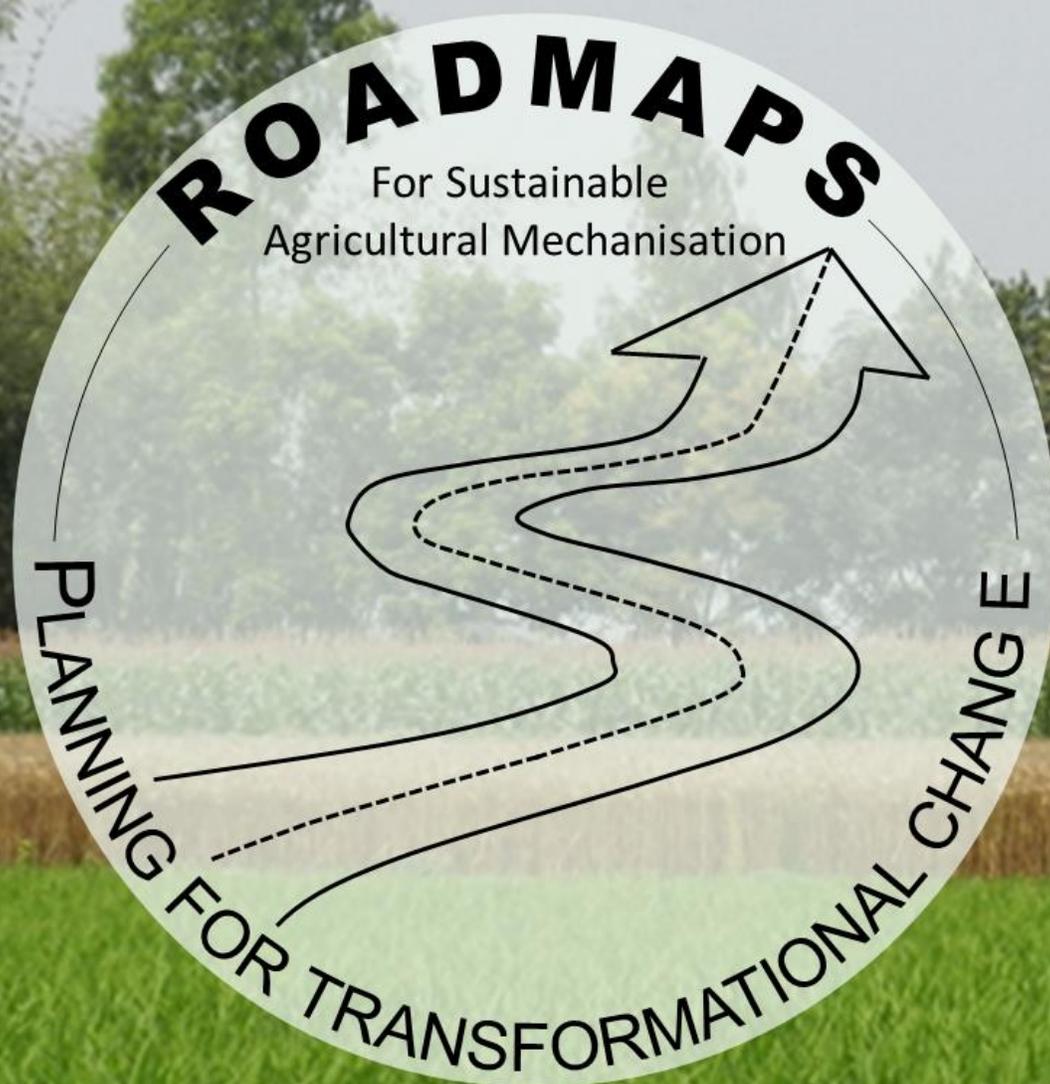


# Roadmapping Manual



*'Roadmaps' is implemented by CIMMYT and funded through the ACIAR-SDIP*



# An Introduction to Roadmapping

## A roadmap is...

- ... a strategic planning technique for strategy development
- ... a visual summary of a strategic work plan that guides us towards a collaborative vision

## Roadmaps are useful as...

- ... we are often working toward common goals, but in uncoordinated ways
- ... it can help build a team to work in a coordinated way
- ... it helps us to articulate our roles, values and activities to increase our collective impact

## The purpose of a roadmap is...

- ... to develop collaborative plans to take an innovation to impact (or a vision to reality)
- ... to facilitate discussion, communication and stakeholder alignment
- ... to find common ground and consensus
- .. to create a platform to discuss a common agenda

## A roadmap is not an outcome, it is a process that...

- ... supports strategic alignment and dialogue between partners
- ... helps to identify needs and desires at multiple levels
- ... remains flexible throughout the implementation phases
- ... helps stakeholders work from vision to problem identification and solutions

# The Roadmapping Process

**Implementation:**  
How did we go and  
what needs to be  
updated?

**Vision:**  
Where do we want  
to go?

**Development:**  
How to we plan to  
get to the vision?

**Research:**  
Where are we  
now?

# Phases of Roadmapping

## Phase 1 –A Common Vision

*Objective - Development of a common vision of the 'new normal' that the group wishes to achieve*

The core questions to be addressed include:

- Why did you come to the workshop?
  - What is it that we each want to achieve?
    - What are the commonalities in what each partner wants to achieve?
  - Why do we want this to happen?
    - Who will be the beneficiaries?
      - What strengths does each stakeholder have to contribute to this vision?

**This is articulated in the form of a paragraph long mission statement on what the group wants to achieve, and by when. This will guide further efforts and helps to priorities the following phases.**

## Phase 2 – Research for Contextualization

*Objective – A common understanding of the context in which the innovation will be promoted*

*The core questions to be addressed include:*

- What is the current status of uptake of the innovation?
  - What alternatives to the innovation exist?
    - *What do end users think about the innovation?*
      - *What key attributes are the best avenues for promotion?*
- *What community changes are occurring that relate to the innovation?*
  - *What are the enablers?*
  - *What are the constraints?*
    - *Which of these can we influence?*
    - *Which of these can we not influence?*
- *What is the institutional context?*
  - *What policies might influence end user decisions on the innovation?*
  - *How does the innovation align with government initiatives?*
  - *How supportive are the value chains to support the innovation?*
- *What is the history of the innovation in the target group?*
  - *What has already been done in relation to the innovation?*
    - *What does each organisation currently do in relation to the innovation?*
      - *What are the key knowledge gaps that we don't understand yet?*

**These questions are explored through a guided facilitation and activities that involve moving around the room and placing post it notes related to particular themes. These are then grouped and discussed. A common understanding of the status and remaining questions is then articulated in a summary document.**

### Phase 3 -Development of a Roadmap

*Objective – Development of a roadmap that articulates a group consensus on the priorities for action and how to implement them.*

*We now have the vision and the current status. The goal is then to link these two through a plan of action (roadmap). This process core questions to be addressed include:*

- *What actions can be taken to reach the vision?*
  - *What actions are of highest priority?*
    - *Which ones will be most impactful?*
    - *Which ones would return the highest value for investment?*
    - *Which ones are culturally relevant?*
    - *Which actions can be achieved relatively quickly to others?*
      - *Which of these actions are linked?*
        - *Do any require other actions before they can be implemented?*
- *What expertise does each partner have in relation to the proposed activities?*
  - *Who can address each activity?*
    - *When can it be addressed by?*
      - *What resources will be required?*
        - *What support is needed from others?*
        - *What might stop us achieving it?*
          - *How can we monitor progress?*

**These questions are explored through a guided facilitation and activities that again involve moving around the room and placing post it notes related to particular themes. These are then grouped and discussed. This is then visually articulated via the roadmaps.**

## Phase 4 – Implementation

*Objective: regular review and adaptation of the roadmapping plan*

**Monthly meetings will be used to reevaluate the vision, provide updates on closing any research gaps and progress towards the actions, milestones and vision. This will help keep expectations realistic and ensure that each partner is still engaged with the vision and activities. At this point, activities can be modified and the roadmap updated accordingly.**





**ICIMMYT**  
International Maize and Wheat Improvement Center

# ROADMAPS

For Sustainable  
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PLANNING FOR TRANSFORMATIONAL CHANGE