

Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe

SKIM MID-TERM EVALUATION 2020 INCEPTION REPORT



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Project

Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe (SKiM)

Funded by

International Fund for Agricultural Development (IFAD)

Report

A report is a separately published record of research findings, research still in progress, policy developments and events, or other technical findings, usually bearing a report number and sometimes a grant number assigned by the funding agency. Also, an official record of the activities of a committee or corporate entity, the proceedings of a government body, or an investigation by an agency, whether published or private, usually archived or submitted to a higher authority, voluntarily or under mandate. In a more general sense, any formal account of facts or information related to a specific event or phenomenon, sometimes given at regular intervals. *Source:* [COAR](#)

About ICARDA

Established in 1977, the International Center for Agricultural Research in the Dry Areas (ICARDA) is a non-profit, CGIAR Research Center that focusses on delivering innovative solutions for sustainable agricultural development in the nontropical dry areas of the developing world. We provide innovative, science-based solutions to improve the livelihoods and resilience of resource-poor smallholder farmers. We do this through strategic partnerships, linking research to development, and capacity development, and by taking into account gender equality and the role of youth in transforming the non-tropical dry areas.

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About SKiM

The **Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe** project is a grant project, hereafter the project, led by the International Center for Agricultural Research in the Dry Areas (ICARDA) and funded by the International Fund for Agricultural Development (IFAD). The project also works with international partners Virginia Tech, CIHEAM-Bari, PROCASUR as well as National Agricultural Research Systems (NARS), governments, and agricultural extension services in Moldova, Morocco and Sudan.

Initiated in June 2018, the project facilitates and supports knowledge management (KM) and capacity development activities in the three selected countries (with the possibility of extending to a further two) and will provide practical examples of KM best practices that will be considered and adopted by participating institutions. Increasing the capacities of participating public institutions in this work, by providing necessary structures and enhancing systems at the country and regional levels, will contribute to development, and effective management of knowledge catalyzing long-term growth and development.

Details of the project can be accessed via <https://mel.cgiar.org/projects/SKiM>. This website provides background information, describes project team configuration and members, partners and engaged stakeholders, key documents, and the proposal of the project as well as further details of the project such as the goals and objectives, impact pathway, focus countries. It also lists their sources uploaded on the project website, project news and events calendar.

About IFAD

The International Fund for Agricultural Development (IFAD), a specialized agency of the United Nations, was one of the major outcomes of the 1974 World Food Conference. IFAD was set up as an international financial institution in 1977. Since then, IFAD-supported projects have reached millions of people. [IFAD's Strategic Framework 2016-2025](#) sets out how IFAD works over the decade in order to play a crucial role in the inclusive and sustainable transformation of rural areas. It articulates our contribution to the 2030 Agenda, including the larger role IFAD will play in supporting countries to fulfil their priorities relative to the Agenda. For more details: www.ifad.org

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Acronyms

AETTGD	Agricultural Extension and Technology Transfer General Directorate of Sudan
ARC Sudan	Agricultural Research Corporation - Sudan
ATTS	Agricultural Technology Transfer Society
AUW	Ahfad University for Women
AWPB	Annual Work Plan and Budget
CACILM	Central Asian Countries Initiative for Land Management
CDU	Capacity Development Unit
CIHEAM Bari	Centre International de Hautes Etudes Agronomiques Méditerranéennes - Bari
CLCA	IFAD Project: Use of Conservation Agriculture in Crop-Livestock Systems in the Drylands for Enhanced Water Use and Soil Fertility in NEN and LAC Countries
CNA	Capacity needs assessment
CoC	Community of Commitment
CoI	Community of Interest
CoP	Community of practice
CCU IFAD	Central Coordination Unit for IFAD Co-Financed Projects of Sudan
CPIU IFAD	Consolidated IFAD Programs Implementation Unit of Moldova
CWANA	Central and West Asian and North Africa
ENA Meknes	National School of Agriculture – Meknes
FAIR	Findable, Accessible, Interoperable, Reusable
FAO	Food and Agriculture Organization of the United Nations
GDPR	General Data Protection Regulation
IAV Hassan II	Agronomic and Veterinary Institute
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
INRA	National Agricultural Research Institute
KM	Knowledge Management
KP	Knowledge Portal
KS	Knowledge Sharing
M&E	Monitoring & Evaluation
MARDE	Ministry of Agriculture, Regional Development and Environment of Moldova
MEL	Monitoring, Evaluation & Learning
MENARID	Strengthening and Scaling-up Integrated Natural Resource Management across MENA
MoA	Ministry of Agriculture, Fisheries, Rural Development, Water and Forests of Morocco
MoANR	Ministry of Agriculture and Natural Resources of Sudan
MOOC	Massive Open Online Course
NARS	National Agricultural Research System
NC	National Committee
NGO	Non-Governmental Organization
NFFM	National farmers federation of Moldova
ONCA	National Office for Agricultural Extension
Procasur	Corporation for Regional Rural Development Training
R4D	Research for Development
SAUM	State Agrarian University Moldova
SC	Steering Committee

Selectia	Research Institute of Field Crops “Selectia”
SKiM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
SKS	Sudan Knowledge Society
SSTC	South-South and Triangular Cooperation IFAD Approach
UofK	University of Khartoum
USARB	Alecu Russo State University of Bălți

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1. Introduction

1.1. Origins, objectives, and users

The Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia, and Europe (SKiM) project is a grant project led by the International Centre for Agricultural Research in the Dry Areas (ICARDA) and funded by the International Fund for Agricultural Development (IFAD). It supports Knowledge Management (KM) and capacity development activities in Moldova, Morocco, and Sudan. Key partners include Virginia Tech, CIHEAM-Bari, PROCASUR, along with National Agricultural Research Systems (NARS), governments, and agricultural extension services.

The overall goal of the project is to develop effective and long-term KM-related capacities in target countries, with related objectives of assessing the capacity and enhancing knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan; along with fostering and promoting knowledge exchange, uptake, and transfer. The four-year project commenced in June 2018.

The objectives of the midterm evaluation are to (i) appraise the activities and outputs achieved by ICARDA and partners, (ii) identify and assess outcomes of the project, (iii) identify the enablers and/or constraints to the attainment of project results and lessons learned, and (iv) make practical recommendations for corrective action required to achieve the envisioned project results within the remaining period of the project. The evaluation is being undertaken with reference to the project's results-based logical framework, impact pathways, and the IFAD Knowledge Management Framework.

There are several SKiM stakeholders who have a role in the midterm evaluation (**Table 1**). They include the SKiM project team, ICARDA, donors, international partners including Virginia Tech, CIHEAM-Bari, PROCASUR and national level stakeholders.

Table 1: SKiM Project Stakeholders

Stakeholder	Role in the Mid-term evaluation	Interest in the Mid-term evaluation
Internal		
SKiM project coordinator and PMU	<ul style="list-style-type: none">• Manages SKiM project• Informants (selected)• Respond to recommendations	<ul style="list-style-type: none">• Accountability for performance• Learning for improvement• Express opinions
ICARDA	<ul style="list-style-type: none">• Informants (selected)• Evaluation logistics• Respond to recommendations	<ul style="list-style-type: none">• Express opinions• Accountability for contribution• Learning for improvement
SKiM project researchers	<ul style="list-style-type: none">• Informants (selected)• Respond to recommendations	<ul style="list-style-type: none">• Express opinions• Accountability for contribution
External		

Stakeholder	Role in the Mid-term evaluation	Interest in the Mid-term evaluation
Donors	<ul style="list-style-type: none"> • Informants (selected) • Consider recommendations 	<ul style="list-style-type: none"> • Decision making for resource allocation
Research partners (e.g., International partners, NARS, universities)	<ul style="list-style-type: none"> • Informants (selected) 	<ul style="list-style-type: none"> • Express opinions • Accountability for contribution
Development partners (e.g., NGOs, CBOs, government ministries and departments, policy makers)	<ul style="list-style-type: none"> • Informants (selected) 	<ul style="list-style-type: none"> • Express opinions • Accountability for contribution

Most stakeholders will provide input to the mid-term evaluation via remote informant interviews. The informants selected for these interviews and interview templates for their input are described in the report. Sources of other data and processes for SKiM project stakeholders to provide feedback to the midterm evaluation are also outlined.

1.2. Structure of the report

The purpose of this Inception Report is to describe the approach, methodology, key evaluation questions, and work plan. Chapter 1 introduces the evaluation, Chapter 2 describes SKiM project evolution, achievements to date, and project expenditures. Chapter 3 describes the evaluation criteria and methodologies used in the evaluation. It includes the overall approach, the specific tools and methodologies and the limitations of the evaluation. There are four Annexes. The first an Evaluation Matrix (Annex 1); secondly a resume of the evaluator (Annex 2), Annex 3 presents semi-structured interview templates for remote consultations and the fourth annex an overview of SKiM planned activities and achievements to date.

2. Background

2.1. Project background

The overall goal of the SKiM Project is to develop effective and long-term KM-related capacities in target countries, with objectives being to (i) assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan; and to (ii) foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge uptake, transfer, and management. The project activities have been shaped by the following considerations.

- Supporting the dissemination of existing knowledge with a focus on strengthening capacity and the transfer of agricultural and rural solutions already considered “best practices” by farmers when tested and proven under local contexts.
- Strengthening institutional capacities in KM across the project region so that knowledge can be shared more effectively to end-users and stakeholders.
- KM and dissemination being achieved through appropriate assessments, identification of knowledge management capacity gaps, and prioritization of learning needs; and
- Knowledge dissemination for this project being modelled on three thematic areas, namely: (i) financial inclusion of rural women and youth; (ii) natural resource management and climate resilience; and (iii) productive agricultural technologies.

The Project is building upon previous work undertaken by ICARDA, CIHEAM-Bari and VT in value chains, knowledge sharing and the promotion of gender-sensitive approaches.

2.2. The Project’s Knowledge management strategy

Knowledge management (KM) and sharing are central to ensuring appropriate dissemination and maintenance of knowledge. The KM strategy notes¹ institutions may have to develop innovative solution to overcome constraints: such as limited funds, inadequate technology, high priority of institutional intervention on areas different from management, limited interaction with high performance management institutions, lack of knowledge about KM and lack of basic management assets.

The project KM strategy’s overall goal is to engage the partners in adopting, establishing, and developing KM best practices and policies, enhancing long-run institutional performance, and fostering KM adoption. Guidance is also provided in the KM strategy on enhancing KM connectivity between organizations and establishing Communities of Practices (CoP).

The SKiM project centres on streamlining KM in the operational processes of target institutions. This involves mapping KM capacities and gaps for targeting project activities and preparation of a KM strategy and plan. Knowledge management plans are being designed which outline how personnel, processes, and tools are combined considering the above challenges to ensure KM impact and

¹ Accessible at the link: <https://hdl.handle.net/20.500.11766/10258>

effective learning. In addition to KM plans, a key output of the Project will be the online portal, a repository of information and data relevant to rural development, food security and climate change adaptation, which will be integrated within the Monitoring, Evaluation and Learning (MEL) platform².

Examples of best practice have been identified and adoption among participating institutions is following a strategic KM approach - involving co-learning partnerships across the three thematic areas. Such an approach follows IFAD's Strategic Framework 2016-2025³ - where knowledge management efforts should be tailored to identify, develop, and promote successful and innovative approaches that have demonstrated potential to be scaled up.

2.3. Project approach to M&E

The Project agreement indicated the Recipient shall develop a flexible M&E system to track Project progress, performance, and results across three dimensions: (i) technical and financial aspects of Project management; (ii) institutional arrangements and partnerships; and (iii) monitoring of output, outcome, and impact indicators. The logical framework has formed the basis for the M&E plan, with performance and impact indicators derived from Project objectives, activities and guided by impact pathways and theory of change.

The SKiM Project impact pathway and theory of change were based on achieving behavioural change and potential for innovation in KM through the establishment of KM workflows and tools in the participating institutions, with each individually tailored based on specific institutional needs.

These pathways leverage the external expertise of ICARDA, CIHEAM-Bari, Procasur and Virginia Tech to support the transferring of KM best practices to the participating partners. Activities supported by the project include creating institutional awareness on KM, knowledge products repackaging, and optimal development and establishment of appropriate KM measures. The Project is subject to internal and external monitoring and reporting mechanisms. ICARDA submits semi-annual progress reports to IFAD according to IFAD's M&E reporting guidelines.

2.4. Project structure, achievements, and challenges'

The 1st Progress Report indicated the first 4 months of SKiM Project implementation (June-December 2018) were utilized as an inception phase and the Steering Committee was established. This expanded the first reporting period from June 2018 to December 2019. Subsequent reporting periods are being aligned with the calendar year running from January to December.

There was scope to include additional countries in the Project. The SC recommended focus remain on 3 countries (as opposed to 5) so there were critical amounts of resources in each country to support activities. Although directly targeting Moldova, Morocco, and Sudan, it was noted that additional countries could be involved through knowledge sharing activities as demonstrated by the knowledge

² <https://mel.cgiar.org/>

³ International Fund for Agricultural Development – IFAD (2016). IFAD Strategic Framework 2016. Italy: Rome

symposium implemented in Morocco and Moldova in November 2019 where regional participants from Near East and Central Asia participated.

The timing of activity implementation has varied across the target countries. The 1st Progress Report indicated recruitment of a national project coordinator in Morocco was hindered by the selected candidate not being able to accept the offer. The SC recommended the appointment of 3 national focal points and cross-country coordination be undertaken by the project leader. The Institut Agronomique et Vétérinaire Hassan II (IAV) was nominated as a national focal point organisation. Contracting of a national focal point in Sudan was also slowed by the selected national focal point being removed from his position. The Sudan focal point has been in place since autumn 2020. A national focal point is in place for Moldova.

Key achievements by component are outlined below from the 1st Progress report.

Component 1: Knowledge Management capacity assessment

Key activities include undertaking an assessment of the current state of knowledge management and sharing in target organizations, formulation of an approach paper on KM and communication strategy, formulation of capacity development and innovation plans for the target countries and conducting a regional workshop to kick-start implementation plans and Communities of Practice (CoP).

The assessment of knowledge management capacity gaps and needs has largely involved the ICARDA Project Manager (Akmal Akramkhanov), the Knowledge Management Officer (Valerio Graziano), the Monitoring, Evaluation and Learning Specialist (Enrico Bonaiuti) and the Capacity Development Officer (Bastian Mueller). The inception workshop report was prepared, partnerships established, M&E plan developed and Steering Committee formalization by Mar-2019. The 1st Project Progress Report indicated 3 Country Reports of Capacity Needs, which include assessments of 4 institutions per country have been completed. Under the lead of the Knowledge Management Scientist (Dr. Murat Sartas), an approach paper on knowledge management has been drafted, updated with the comments of the stakeholders, and finalized.

Table 2: Knowledge Management capacity assessment planned and actual activity timing

Activities	2018	2019	2020	2021
Component 1: Knowledge Management capacity assessment				
1.1. Assessment of knowledge management capacity gaps and needs				
Planned				
Actual				
1.2. Formulation of approach paper on knowledge management and communication strategy				
Planned				
Actual				
1.3. Formulation of capacity development and innovation plans for the target countries				
Planned				
Actual				

1.4. Regional workshop to kick-start implementation plans							
Planned							
Actual							

The 1st Progress report noted Activity 1.3 has the objective that CNA findings are included in the capacity development plan for 2019. Under this activity it is also expected a KM strategy will be tailored to institutional capacity strengthening.

Component 2: Knowledge Management capacity assessment

The Project Proposal indicated the Project will organize a series of tailored capacity development interventions in the form of training courses based on the capacity needs assessments undertaken in each country. Courses will be delivered face-to-face and online (Moodle). Emphasis is to be given to courses with the potential to improve organizational processes and strategies to deliver solutions for thematic areas.

It was highlighted in the 1st Progress Report that a jointly organized traveling workshop with the IFAD-CLCA project was conducted in Tunis to Explore Learning Route elements during July 2019. Most training courses were programmed to start in 2020. MOODLE courses are planned for 2020-2021. ICARDA co-shared a course on Big Data in Morocco to assess existing portals and capacities at national level. Training courses were delivered by CIHEAM Bari, originally planned as Moldova event this had to be conducted online June-July 2020. Follow up on demand 2 trainings were delivered to groups in Moldova and Sudan in November 2020.

Table 3: Capacity development planned and actual activity timing

Activities	2018	2019	2020	2021
Component 2: Capacity development and knowledge systematization				
2.1. Delivery of on-demand training courses in knowledge management and capacity development				
Planned				
Actual				
2.2. Organization of at least 5 learning routes in the target countries				
Planned				
Actual				

The proposal also included activities relating to the screening and identification of successful Learning Routes (LR) across thematic areas. These learning routes are to be based on knowledge gained from the previous projects of IFAD, ICARDA and its partners. Learning Routes were planned for 2020 and the Project team were to finalize agreement with PROCASUR. The source book was prepared by Procasur for Sudan and virtual LR campaign was delivered in November 2020 as opposed to originally planned Sudan LR.

Component 3: Knowledge products and exchange

This component of the Project was included to ensure that an information-sharing mechanism (e.g., joint online portal) is available and sustainable. The 1st Progress Report indicated a project webpage (<https://mel.cgiar.org/projects/SKIM>) has been created with general information, impact pathway, project proposal, and presentations made during inception workshop. The project has supported the organization of two symposia in the second half of 2019. One was on knowledge system and dissemination, while another one on with a thematic area of improving agricultural productivity. Symposia 1 – Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience and Symposia 2 – Towards Sustainable Agriculture – What is missing?

Learning products include 45 presentations, 19 reports, 5 blogs, 2 brochures, 2 photo collections, 1 template, 1 news and 1 website. Outputs have been reported on the Monitoring, Evaluation & Learning (MEL) platform, ensuring Open Access fruition within Findable, Accessible, Interoperable, Reusable (FAIR) principles. A KM portal (<https://knowledgemanagementportal.org/n/portal>) was launched in 2019.

Table 4: Enhanced regional knowledge exchange planned and actual activity timing

Activities	2018	2019	2020	2021
Component 3: Enhanced regional knowledge exchange				
3.1. Set-up and regular maintenance of online portal that builds upon previous tools and capacities				
Planned				
Actual				
3.2. Roll-out of five knowledge symposia				
Planned				
Actual				
3.3. Development and dissemination of knowledge products				
Planned				
Actual				

Implementation challenges

Several implementation challenges were included in the 1st Progress Report. They include:

- A slow start to the project in 2018. Holidays and the busy schedule of partners resulted in slow SKiM project implementation after the project inception commencing in October 2018. Virtual meetings were held to facilitate project information sharing and planning with international partners, as well as with national partners through ICARDA country offices in Morocco and Sudan, and through IFAD-provided contacts in Moldova to expediate implementation. Insecurity in Sudan disrupted communications with stakeholders in the country and hindered implementation.
- Development of AWPBs were slower than expected. This resulted in delay with submission of the first Withdrawal Application. Updating the AWPB has been based on actual deliverables by end of the year, with revised budgets reflecting actual expenses.

- The recruitment process for a coordinator based in Morocco has been slow. ICARDA presented the issue to the Steering Committee who recommended having a national focal point in each country and overall coordination being conducted by the project leader.
- Partnership agreements with co-implementing institutions such as Virginia Tech and PROCASUR have also been slow. Prof. Jeffrey Alwang from Virginia Tech has been contracted as an individual, while PROCASUR conduct the Learning Route (LR) in Sudan. ICARDA (or other partners) may implement other LRs under the guidance of PROCASUR.

2.5. Funding and expenditures

The amount disbursed by IFAD to ICARDA was US\$192,698 and 2% CSP (3,933) contribution at end-December 2019. Total expenses were US\$ 356,696 including commitments. This period reflects 38% of the total Project Implementation Period. It is evident that budget utilisation has been highest for salaries, operating and goods and services, at 21-28% of budgeted cost category totals (See **Table 5**). Consultant and workshop expenditures as a percent of total IFAD budget are relatively low at 10 and 11%.

Given 38% of the total implementation time had occurred (i.e., 18months of 48 months, 18 months - June 2018-December 2019, compared to project period of 48 months June 2018-June 2022) budget utilisation is relatively low. The 1st Progress Report indicated the slow pace of the project in its inception phase will be overcome by a dedicated full-time presence in focus countries. Consulting and workshop activity implementation will also need to be expedited. Covid-19 has introduced challenges to budget expenditures in 2020, which the team has tried to overcome using virtual and online modes.

Table 5: IFAD Project budget and expenditure, December 2019

Cost categories	Actual	Total IFAD	% IFAD
Consultants	14,684	145,000	10%
Goods and Services	112,226	547,000	21%
Workshops	33,826	321,000	11%
Salaries	116,079	417,000	28%
Operating	49,817	203,000	25%
Overhead	26,131	131,000	20%
CSP	3,933	36,000	11%
Total	356,696	1,800,000	20%

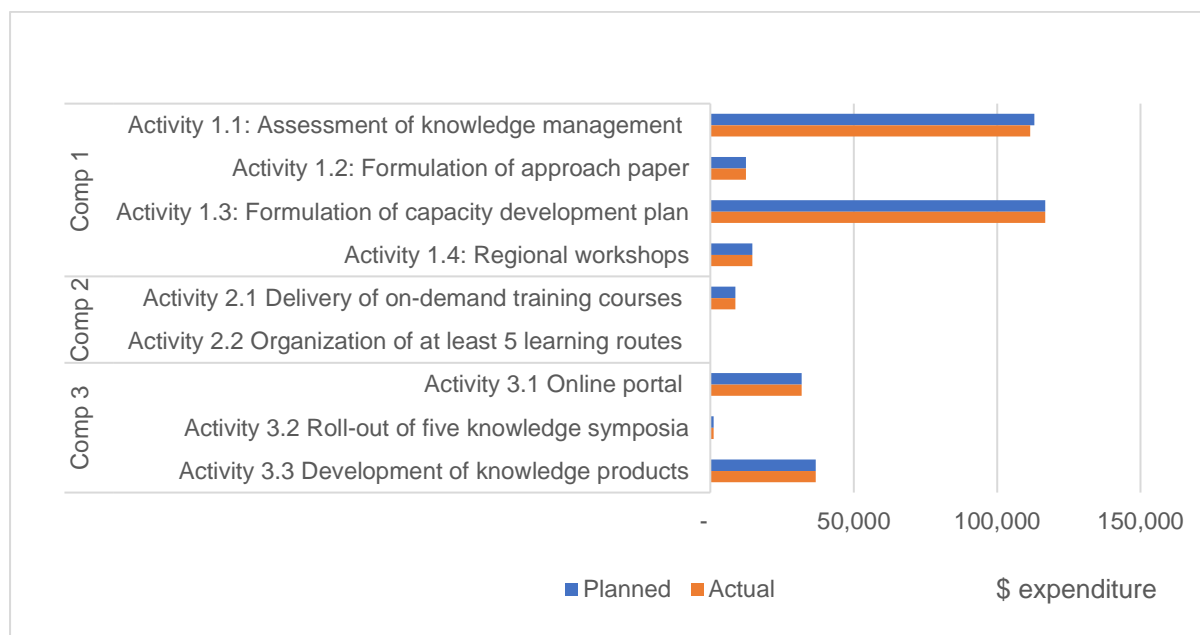
Planned and actual expenditures were reported for cost categories and activities in the 1st Progress Report. (See **Figures 1 and 2**). It is evident that salaries and goods and services are the largest cost categories. Planned and actual values are similar, presumably because they are prepared as part of AWPBs.

Figure 1: **Planned and actual costs by category**



It is evident that Activities 1.1. and 1.3 have the largest expenditures. Training and learning routes have had limited planned and actual expenditure over the early stages of the Project.

Figure 2: **Planned and actual costs by activity**



2.6. Governance and management

The proposed duration of this initiative is 48 months (four years) starting in June 2018 and ending in June 2022.

Steering committee

The work is managed by a steering committee (SC), with input from ICARDA, CIHEAM-Bari, Virginia Tech and PROCASUR, and key representatives from stakeholder groups in each country. Steering Committee meetings are convened annually to ensure that Project is progressing on schedule and achieving its development objectives and meeting minutes provided to IFAD.

Annual Workplan and Budget

A six-month workplan covering the project start date to the end of 2018 was prepared. The 6-monthly workplan was then reworked into a year 1 workplan to include the period from project start to June 30, 2019. A final workplan for year 1 covering the period from June 8, 2018 to June 30, 2019 was approved (28-Jan-2019). A revised template was agreed with IFAD in 2020 and the AWPB covering January – December 2020 was revised and approved in April 2020.

Financial Management

The Project Agreement notes ICARDA shall submit semi-annual unaudited financial reports (SOEs) to IFAD within 45 days of the end of the reporting period and ensure that the entire programme implementation period is covered by audit. Such financial reports shall disclose both IFAD funds and any co-financing funds, and consolidate expenditures incurred by sub-grantees, if any, which will be accountable to ICARDA for the use of sub-grant funds and be subject to normal audit oversight. SoE are provided in time, in 2020 there were some delays.

Partnership agreements

Partnership agreements with CIHEAM-Bari and Virginia Tech (represented by Professor Jeffrey Alwang) have been prepared. The activities to be implemented with PROCASUR were discussed in December 2019 and an agreement was signed by March 2020. Discussions were hindered by staff time budgeting and allocation of LRs between partners.

Project management and coordinator selection

Difficulties in hiring staff have been discussed.

2.7. Scope of the evaluation

The evaluation will focus most of its attention on the KM research and capacity building work being done by SKiM project team, project partners and other donor efforts in the region. The evaluation will use remote semi-structured interviews to obtain feedback from scientists and partners in the SKiM project.

3. Evaluation Approach and Methods

3.1. Approach to the evaluation

The mid-term evaluation aims to formulate recommendations for the remaining implementation of SKiM based on evidence identified during the evaluation. Recommendations will be formed based on the evaluation criteria: relevance, efficiency, quality of science, effectiveness, impact, and sustainability, as required by the ToR and OECD guidelines.

Cross cutting issues which include (i) financial inclusion of rural women and youth; (ii) natural resource management and climate resilience; and (iii) productive agricultural technologies – will also be assessed in the context of the SKiM impact pathway. The mid-term evaluation will employ several tools and approaches to assess project performance and assist with developing mid-term recommendations. The mid-term evaluation will follow the OECD/DAC's evaluation criteria, with the overarching objectives being to:

- (i) Appraise the activities and outputs achieved by ICARDA and partners,
- (ii) Identify and assess outcomes of the project,
- (iii) Identify the enablers and/or constraints to the attainment of project results and lessons learned, and
- (iv) Make practical recommendations for corrective action required to achieve the envisioned project results within the remaining period of the project.

Many evaluation questions have been identified during inception which have been formulated to the address the overarching objectives of the evaluation. These questions are contained in the Evaluation Matrix (See **Annex 1**). They build on those presented in the ToR for the evaluation. Questions are presented within each component of the OECD/DAC's evaluation criteria, with relevance first, followed by effectiveness. Impact and sustainability criteria have been combined and the Matrix includes questions about the cross-cutting themes The Efficiency criterion includes project governance

3.2. Evaluation tools and analysis include:

Some of the tools are listed and discussed here. They include:

- Evaluation Matrix (**Annex 1**)
- Semi-structured and informal interviews (**Annex 3**)
- Governance & Management Assessment
- Organizational Timeline
- Quality of science analysis
- Beneficiary Assessment
- Cost-benefit Analysis

Evaluation Matrix

The Evaluation Matrix (**Annex 1**) will be used to identify the most appropriate and feasible data collection methods for each of the evaluation questions. The matrix has been used to design the interviews, and data extraction tools for project records.

Semi-structured and informal interviews (SSI)

Questionnaires have been prepared during inception for NARS partners (Questionnaire A) and industry/policy makers (Questionnaire B). They are included in **Annex 3**. Stakeholders were selected for interviews based on level of participation in the project, connectivity, ability to communicate in English and to reflect the geographic spread and scope of the project. The project team will also be interviewed based on questions presented in the Evaluation Matrix.

Table 6: **Partners selected for interviews (informants)**

Country and Agency	SC participant	Partner in proposal	Participated in KM capacity and needs assessment	Staff have participated in training	Had a KM function prior to project	Point of Contact (Name and E-Mail)
Moldova						
State Agrarian University	✓	✓	✓	✓	✓	Elena Scripnic e.scripnic@uasm.md ;
Institute for Development and Social Initiatives, IDIS Viitorul		✓	✓		✓	Carolina Ungureanu ungureanu.carolina@gmail.com
Research institute for field crops SELECTIA	✓	✓	✓	✓		Boris Boincean bboincean@gmail.com
Consolidated Programme Implementation Unit		✓	✓	✓	✓	Mihaela Cojocar mihaela.cojocar@ucipifad.md
Morocco						
Institut National de la Recherche Agronomique du Maroc – INRA	✓	✓	✓	✓	✓	Othman Sebbata osebbata@yahoo.fr
Institute of Agronomy and Veterinary Hassan II /	✓	✓	✓	✓	✓	Sanaa Zebakh sanaa.zebakh@yahoo.com
National Office for Agricultural Extension (ONCA)		✓	✓	✓	✓	Rachid El Mansouri r.elmansouri@onca.gov.ma
National School of Agriculture (ENA-Meknes)			✓	✓	✓	Abdellah Aboudrare aaboudrare@enamelknes.ac.ma
Sudan						
Department of Transfer of Technology,	✓	✓	✓	✓	✓	Mahmoud Mekki mahmoud.mekki@gmail.com

Agricultural Research Corporation (ARC-Sudan)						
University of Khartoum		✓	✓	✓		El Wasila Mukhtar Mohamed elgadidwas@yahoo.com
Ahfad University for Women (AuW)				✓		Sarra Beheiry sarrarasheidbeheiry2004@gmail.com
Central Coordination Unit (CCU-IFAD)		✓	✓	✓	✓	Ekhlas Elomiry ekhlaselomiry2000@yahoo.com

Governance and Management Assessment

Governance and management arrangements will be assessed⁴ in terms of extent to which they facilitate the participation and voice of stakeholders, fairness, accountability, along with being transparent, efficient, and independent.

Organizational Timeline

Key events and changes in context will be assessed over the project's timeline. The analysis will help provide an overview of key events driving achievements to date, and considerations for future implementation.

Quality of Science Analysis

This analysis will review the number and quality of publications using ISI of journals, where applicable. The processes for assuring high quality outputs and the extent to which papers are open access will also be examined.

Beneficiary Assessment

Beneficiary Assessment will be used to assess the types of stakeholders benefiting from outputs and outcomes of the SKiM project. This includes rural poor, youth, and gender-sensitive beneficiary assessments.

Cost-benefit analysis

Cost-benefit evaluation will be undertaken to quantify the impacts of any significant outputs to date, or from future implemented activities.

3.3. Main limitations of the evaluation:

Due to the inability to travel, it has not been possible to hold face-to-face interviews with SKiM project stakeholders. Interviews will be undertaken remotely which limits the scope for feedback and may pose language limitations. The evaluation will try to overcome these limitations through the selection of informants with connectivity and fluent English, however this may limit the scope of informants who provide input into the evaluation.

⁴ CGIAR-IEA (2014), Review of CGIAR Research Programs' Governance and Management. Rome, Italy: Independent Evaluation Arrangement (IEA) of CGIAR <http://iea.cgiar.org/>

3.4. Deliverables and timing of the evaluation

The ToR has two deliverables. An additional interim report is included prior to submission of the evaluation report. They include:

- An **Inception Report** which expands on the TORs for the evaluation and includes interview templates, the basis for informant interviewee selection and results of a desk review of project documents. It provides a work plan and outline of the tools that will be used.
- A brief **Interim Report** outlining preliminary findings and possible recommendations for SKiM project team member's review. Comments and feedback will be included into the final evaluation report.
- The **Evaluation Report** presents all evidence and responses to evaluation criteria. It follows the IFAD project evaluation format and will include an executive summary, evaluation overview, description of evaluation tools, along with conclusions and recommendations. Supporting data and analysis will be annexed to the report

The timeline for outputs is as follows.

Table 7: **Evaluation timeline**

	Dates		Activity
		Days	
Commence	20/01/2021	0	Signed contract
Inception Phase	5-Oct	1	Briefing Skype Call
	31-Oct	3	Preparatory Desktop Review
	20 Jan	3	Inception report drafting
	9 Feb	1	Draft Inception Report
	16-Feb	2	Submission of final Inception Report
Data collection	4/2 to 16/2	3	Document analysis
	16/2-26/3	2	Zoom calls action sites Africa
	16/2-26/3	2	Zoom calls action sites in Moldova
Analysis-synthesis	1/4-15/4	6	Analysis, synthesis, preparation of Final Report
	19-Apr	2	Share preliminary ideas in interim report with key recommendations
	30-Apr	1	Submission of draft final report
	14-May	0	Receipt of comments on draft final report
	14/5-29/5	2	Revise draft final report based on comments received
	29-May	1	Submit final evaluation report
Dissemination	1-Jun	1	Knowledge products from the evaluation report

Total		30	
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3.5. Composition of team

Ross McLeod will be the sole evaluator. He is an economist and evaluation specialist who holds a Ph.D. in economic evaluation of research and development and is the Director of eSYS Development (economic consulting), Australia. He has 25 years of experience in designing, costing, coordinating, evaluating, and reviewing development projects across 30 countries in Africa, Asia and the Pacific

Ross has demonstrated experience in results-based management, theory of change, impact pathways and evaluation of agricultural R&D which is evident across 150+ R&D project evaluations undertaken for Australian rural research corporations, the CSIRO, CGIAR Centres, Australian Cooperative Research Centres, the World Bank and the Australian Centre for International Agricultural Research. Agricultural project evaluation has included OECD criteria, cost benefit evaluation/appraisal, financial assessment, distribution effects of benefits using equilibrium trade models, reviews of lessons learned, and stakeholder consultation.

Annex 1: Evaluation matrix

Questions and Proposed Evaluation Tools	SSI Project team	SSI A: NARS,	SSI B: Association	Governance Assessment	Organizational Timeline	Quality of Science Analysis	Beneficiary Assessment	Cost-benefit Analysis
Relevance								
1. Was the project design appropriate to meet objectives? - Was the project adjusted during implementation to any changes in context to retain continued relevance? Was the adjustment necessary	✓	✓	✓		✓			
2. What changes in the overall context (e.g., policy framework, political situation, institutional set-up, economic shocks, civil unrest) have affected or are likely to affect project implementation and overall result	✓				✓			
3. Should the project be extended to a further country? If so, where and what activities should be targeted?	✓							
4. What is the comparative advantage of the KM strategies adopted by the project, compared to other methods of KM development?	✓							
5. Do scientists participating in the project understand KM research and development?	✓	✓						
6. To what extent is the project competing with other programs conducting similar types of research, and what efforts are being made to avoid duplication or promote synergy?	✓							
7. Do the impact pathways logically link activities to impacts?	✓							
8. Have constraints to outcomes and impacts been considered in the project design?	✓	✓	✓					

SSI = semi-structured interviews

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
9. Is it evident that the project builds on the latest scientific thinking and research results?	✓	✓						
10. Are the internal processes and conditions, including research staff and leadership quality, adequate for quality assurance?	✓			✓	✓			
Coherence								
11. To what extent is the project competing with other programs conducting similar types of research, and what efforts are being made to avoid duplication or promote synergy?	✓	✓	✓					
Effectiveness (Goals)								
12. To what extent have the objectives of the project and its components been attained in quantitative and in qualitative terms?	✓							
13. What have been the Institutional commitment to KM-related investments	✓	✓	✓					
Effectiveness (Objectives)								
14. To what extent has knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan been enhanced	✓	✓	✓					
15. What has been achieved in terms of optimizing KM data flow within an institution. Will this reduce time and resources utilization rates for knowledge? What could be the impact	✓							

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
16. What key activities as improving Knowledge Sharing (KS) and improving institutional awareness for better planning and overall management	✓	✓						
Effectiveness (Outcomes)								
17. How has the understanding of KM capacities of the key rural institutions improved?	✓	✓						
18. What effective learning systems have been established and embedded across organizational processes with strengthened human and institutional capacities to manage	✓	✓						
19. How many participants have adopted improved KM approaches and practices in their particular function	✓	✓						
20. How has KM development enhanced the productivity and resilience of rain fed farming systems	✓	✓	✓					
21. What Organizational culture assets have been established	✓							
22. What communication culture assets have been established	✓							
23. How has KM increased access to sustainable rural finance services, markets, and value chains	✓	✓	✓					
24. How has the frequency of use of knowledge products changed since project commencement	✓							
25. How many innovation platforms, learning alliances, CoPs or other multi-stakeholder have been developed?	✓							
26. How has the commitment and sense of ownership from relevant rural institutions, as well as individual officers, particularly, those in strategic positions, to engage in the process changed	✓							

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
27. How has knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up	✓	✓	✓					
Effectiveness (Output): KM capacity assessment for enhanced formulation of learning needs								
28. How have the elements of a system approach to KM been developed (compared to targets)	✓				✓		✓	✓
What are the key priorities for further development	✓							
Effectiveness (Output): Capacity development and knowledge systematization								
29. How has the institutional workflow for knowledge management, based on best practices and lessons learned from IFAD, ICARDA, CIHEAM-Bari, Procasur and Virginia Tech been developed?	✓				✓		✓	✓
30. What are the key priorities for further development?	✓							
Effectiveness (Output): Enhanced regional knowledge exchange								
31. What key elements for connecting through knowledge management at national, regional, and interregional level, starting or joining a Community on KM have been established. What needs to happen	✓	✓	✓		✓		✓	✓
32. Are the research outputs, such as publications, of high quality? Are there examples of good science?						✓		
Impacts, Innovation, Scaling Up and Likely Sustainability								
33. Is there potential for substantial outcomes and impacts in the next two years	✓							✓
34. What can be done for the remainder of the project to enhance impact	✓	✓	✓					
35. Is there a clear indication of government commitment after the project closing date, for example, in terms of provision of funds for selected activities, human resources availability, participatory development approaches, and institutional support	✓	✓	✓					

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
36. To what extent are positive outcomes demonstrated at pilot or small-scale level likely to be sustained and out scalable?	✓	✓	✓					
37. Have there been enough efforts to document outcomes and impact from research?	✓					✓		
38. What innovative knowledge management tools and platforms have been promoted by the project?	✓							
39. How should the innovative tools be contextualized	✓							
40. Have adequate constraint analyses and lessons from ex post studies informed program design	✓							
41. Are the innovative knowledge management tools and platforms consistent with the IFAD KM Strategy	✓							
42. How are the innovative KM tools and platforms being scaled by the project? What are the opportunities and the threats to the scaling	✓	✓	✓					
Efficiency and governance								
43. How does the project expenditure compare to the budget- whole budget and per deliverable				✓				
44. Have any re-allocations been done? What was the rationale? What are the implications of the reallocations to the budget structure and cost-effectiveness?				✓	✓			
45. Does the quality of outputs to date reflect value for money?					✓			✓
46. To what extent do the governance and management arrangements permit and facilitate the effective participation and voice of the different categories of stakeholders?	✓	✓	✓	✓	✓			
47. How effective is contract management? Does the PMU monitor the delivery of agreed outputs and is this delivery linked to payments? What actions can/does the PMU take in the case of non-delivery of agreed outputs?	✓	✓			✓			

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
48. To what extent are the lines of accountability within the project well-defined, accepted, and being followed? Are there any significant gaps in programmatic accountability?	✓			✓	✓			
49. To what extent are the program's decision-making, reporting, and evaluation processes open and available to the public, subject to confidentiality requirements in scientific research and in human resource management?	✓	✓	✓	✓	✓			
50. How effective and efficient have been the criteria and the procedures for allocating the projects resources? How have the resource allocation processes, and timing affected the implementation of research activities?	✓			✓	✓			
51. Is the level of collaboration and coordination appropriate and efficient for reaching maximum synergies and enhancing partner capacity?	✓			✓	✓			
52. Is the monitoring and evaluation system efficient for recording and enhancing processes, progress, and achievements?	✓			✓	✓			
53. Are implementation and sustainability related risks adequately identified and managed?	✓			✓	✓			
54. Is the management of Intellectual property used or generated by the project appropriately managed?	✓			✓	✓			
Cross Cutting themes (Gender and Youth)								
55. Have the rural poor been adequately considered in research design and impact analysis	✓						✓	
56. Have gender and youth issues been adequately considered in research design in terms of relevance to and effect on women/youth	✓						✓	
57. Has gender been adequately considered in the impact pathway analysis	✓						✓	

Questions and Proposed Evaluation Tools	SSI Project	SSI A: NARS	SSI B: Assoc.	Governance	ORG	QOS	Beneficiary	Cost-benefit
Cross Cutting themes (Natural Resources)								
58. Have natural resource management and climate resilience and Productive agricultural technologies issues been adequately considered in research design in terms of relevance to and effect	✓	✓	✓					
Cross Cutting themes (Partnerships)								
59. To what extent has the project management unit developed partnerships with the entities highlighted in the proposal and other relevant entities?	✓	✓	✓					
60. To what extent is the project facilitating KM activities within these established partnerships	✓							

Annex 2: CV of team member

1. BACKGROUND	EVALUATION AND KNOWLEDGE MANAGEMENT SPECIALIST
2. NAME	Ross Stewart McLEOD
3. NATIONALITY	Australian, New Zealand
4. ADDRESS	eSYS Development Pty Limited. GPO Box 2482, Sydney, 2001 Sydney NSW 2001, Australia
TELEPHONE	+61 2 9233 8183
FAX	+61 2 9223 7050
EMAIL	rmcleod@esys.com.au
5. EDUCATION	2014 MSc, Evidence-Based Healthcare, University of Oxford 2009 MSc, Infectious Diseases, University of London 1996 PhD, Economic Evaluation of R&D, University of Queensland 1992 Bachelor of Agricultural Economics, University of Sydney
6. OTHER TRAINING	2007 Graduate Diploma, Infectious Diseases, London School of Hygiene & Tropical Medicine, University of London 2005 Advanced Cost-Effectiveness Analysis Course, University of Oxford 2000 Corporate and Structured Finance, Securities Institute of Australia
7. CURRENT AFFILIATIONS	Director, eSYS Development (economic consulting), Australia, 1995-present Economics Advisor, Royal Australasian College of Surgeons, 2014- Technical Review Panel, Global Fund to Fight AIDS, TB and Malaria, 2016- Member, Proposal Review Committee, UNITAID, 2018- Member, High Risk Human Research Ethics Committee, University of Sydney, 2015-
8. COUNTRIES	Bangladesh, Cambodia, China, Cook Islands, Federated States of Micronesia, Fiji, Georgia, Jordan, India, Indonesia, Kenya, Kiribati, Laos, Malaysia, Marshall Islands, Mongolia, Myanmar, Nepal, New Caledonia, Pakistan, Papua New Guinea, Philippines, Samoa, Solomon Islands, South Africa, Sri Lanka, Switzerland, Tanzania, Thailand, Tonga, Tuvalu, United Kingdom, United States of America, Vanuatu, Vietnam, Zimbabwe, Australia
9. SKILLS EXPERIENCE	Dr Ross McLeod is an economist and evaluation specialist with 20 years' experience designing and evaluating research and development programs across 30 countries in Africa, Asia and the Australia-Pacific. He has been responsible for the management of, and has participated in, numerous projects. Examples include preparation of 8 development bank loans for the mobilization of \$US 300+ million in health assistance across Asia over last 10 years and evaluation of 150+ health, agriculture and food security projects for Asian Development Bank, Australian rural development corporations, United Nations agencies and the Australian Centre for International Agricultural Research. He holds a PhD in evaluation and master's degrees in public health from the London School of Hygiene and Tropical Medicine and University of Oxford

QUESTIONNAIRE A

Partner NARS Scientists and Extension Officers, Universities

Mid-Term Evaluation of the SKiM Project

All information will be treated in strict confidence

This questionnaire forms part of the mid-term evaluation of the IFAD SKiM project. A summary of results will be made available to any interested parties in the evaluation report.

Name:

Organisation:

Position:

Gender (M/F)

Age <25 years Y/N

Interview date:

A.1. What do you consider unique about the SKiM project?

A.2.: What role have you had in project design?

A.3. What do you consider the best output so far? Provide at least one specific example

A.4. Who are the users of the SKiM outputs? Do you think there is demand for these outputs?

A.5. What is the value added of the project?

A.6. Are the benefits of the SKiM project research clear to you?

A.7. How do you think knowledge management skills will change?

A.8. What are you doing to support adoption of SKiM outputs?

A.9. What do you think will be the most significant impact of SKiM in the next 2 years (if any)? How will it be achieved in your view?

A.10. In your opinion are there any issues or challenges facing SKiM implementation and potential impact? Do you have suggestions for solving these?

A.11. What do you see as the strengths of the SKiM approach?

A.12. Have activities been built on lessons learned in the past? If not, what could be improved for further implementation

A.13. What changes, if any, would you like to see in the remaining period of the SKiM project, and why?

Notes:

QUESTIONNAIRE B

Association, Industry, Policy Maker, Development agency, NGO

Mid-Term Evaluation of the SKiM Project

All information will be treated in strict confidence

This questionnaire forms part of the mid-term evaluation of the IFAD SKiM project. A summary of results will be made available to any interested parties in the evaluation report.

Name:

Organisation:

Position:

Gender (M/F)

Age <25 years Y/N

Interview date:

B.1. Does the SKiM project target key knowledge management issues in your opinion? If so what issue(s)?

B.2. What contribution have you made to designing the SKiM project and implementing activities?

B.3. Do you think project outputs will be adopted? What will be required to achieve this?

B.4. What do you think is the most important output of the SKiM project? Please provide an example and outline why?

B.5. Do you anticipate that the research will result in significant impacts? If so, which people will benefit and what types of benefits will they gain.

B.6. In your view, will youth and women benefit from the SKiM project – and what kinds of benefits will they be?

B.7. Do you think the outcomes and impacts achieved by the SKiM project will be sustainable without support from the project? If yes, how. If not, what can be done.

B.8. In your view, what can be done for the remainder of the project to maximise SKiM project effectiveness and potential impact

Annex 4: Planned activities and achievements

Activity	Planned Activities and Outputs	Planned Date	Actual Outputs and Outcomes	Actual Date	Evidence for mid-term evaluation
Component 1: Knowledge Management Capacity Assessment for Enhanced Formulation of Learning Needs					
Activity 1.1: Assessment of knowledge management (KM) capacity gaps and needs	<ul style="list-style-type: none"> Regional inception and planning workshop. For 3-4 days for at least 6 participants. Including 3 institutions from each country. 	Oct 2019	<ul style="list-style-type: none"> Inception workshop report Project formally launched at the inception workshop Established partnerships Not clear if review and approval of workplans completed Not clear if steering committee formed M&E plan and Steering Committee formalization by Mar-2019 (country nominations obtained) in 1st progress report. 	9-10 October 2018 Rabat, Morocco March 2019	Inception Workshop Report ⁵
	<ul style="list-style-type: none"> Formulation, refinement and review of Knowledge Management and M&E plans. Report for Morocco (including (i) baseline and (ii) institutional commitment from Morocco partners to improve KM in the form of agreement, declaration, etc.) in March 2019 Report for Moldova and Sudan in 2020 Series of discussion meetings (inception workshop) 	Oct 2019 Oct 2019	<ul style="list-style-type: none"> Drafted and shared for review Knowledge Management Plan Comms Plan is delivered as part of 3.3 	July 2019	Report ⁶
	<ul style="list-style-type: none"> Management and Steering committee meeting SC report November 2019 National project coordinator and focal points 	March 2010 Nov 2019 Sept 2019	<ul style="list-style-type: none"> National project coordinator in Morocco in place Focal points in Moldova and Sudan appointed Steering committee meeting report 	Nov 2019	Minutes ⁷

⁵ <https://hdl.handle.net/20.500.11766/10255>

⁶ <https://hdl.handle.net/20.500.11766/10477>

⁷ <https://hdl.handle.net/20.500.11766/10474>

	<ul style="list-style-type: none"> • 5 pre-selected institutions /country • Baseline KM capacity and needs assessment, Institutional KM mapping • Inventory of stakeholder capacity and learning needs 	Dec 2019	<ul style="list-style-type: none"> • 1st Project Progress Report, completed – Combined 3 country reports of Capacity Needs • Assessments of 4 institutions per country 	July 2019	Report ⁸
Activity 1.2: Formulation of approach papers	<ul style="list-style-type: none"> • Develop outline of Approach Paper • Organize write-shop (inception workshop) 	Oct 2019	<ul style="list-style-type: none"> • Paper is expected to be submitted within Q3/2020 • The approach paper process started late (Ref. Narrative section) / Completion to be expected within Q2/2020 	Dec 2020	Reports ⁹
Activity 1.3: Formulation of capacity development and innovation plans	<ul style="list-style-type: none"> • Outline of KM strategy (comprehensive + tailored to national institutions in focus countries) • Initial training on KM provided by international staff 	Nov 2019	<ul style="list-style-type: none"> • National working meetings in country to design KM strategy (global + tailored) • Initial training on KM provided by international staff. Completed: • Knowledge Management & Communication Plan Developed¹⁰ • 3 country innovation plans drafted. To be formatted and uploaded in Q2/2020 	Morocco June 2019 Moldova Oct 2019 Sudan Oct 2019	Reports ¹¹
Activity 1.4: Regional workshop	<ul style="list-style-type: none"> • CoP and Innovation plan launching workshop • 3 innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established • Report detailing CoP functioning and roles 	Nov 2019	<ul style="list-style-type: none"> • 3 CoPs identified and established • Report detailing CoP functioning and roles, Q1 2020 	July 2019	Report ¹²
Component 2: Capacity Development and Knowledge Systematization					

⁸ <https://hdl.handle.net/20.500.11766/10436>

⁹ <https://hdl.handle.net/20.500.11766/12252>, <https://hdl.handle.net/20.500.11766/12253>

¹⁰ <https://hdl.handle.net/20.500.11766/10477>

¹¹ <https://hdl.handle.net/20.500.11766/10258>, <https://hdl.handle.net/20.500.11766/10479>

¹² <https://hdl.handle.net/20.500.11766/10487>

Activity 2.1 Delivery of on-demand training courses	<ul style="list-style-type: none"> Training course for Morocco. Training course covering one project thematic areas (financial inclusion of women and youth; NRM and climate resilience; productive agricultural technologies) MOOC/MOODLE based on training course above 	<p>April 2019</p> <p>May 2019</p>	<ul style="list-style-type: none"> KM training courses organized ICARDA co-shared a course on BigData in Morocco to assess existing portals and capacities at national level. MOOC/MOODLE Planned in 2020-2021 	<p>Morocco Dec 2018</p> <p>Moldova and Sudan Dec 2020</p> <p>MOODLE Dec 2020</p>	<p>OA CapDev Webpage¹³</p> <p>Reports¹⁴</p> <p>OA Course¹⁵</p>
Activity 2.2 Organization of at least 5 learning routes	<ul style="list-style-type: none"> Learning Route in Morocco 	<p>Nov 2019</p>	<ul style="list-style-type: none"> Explored Learning Route elements in jointly organized traveling workshop with IFAD-CLCA project in Tunis in July 2019 Sudan Virtual Learning Route 	<p>July 2019</p> <p>Dec 2020</p>	<p>OA Blog¹⁶</p> <p>Report¹⁷</p>
Component 3: Enhanced regional knowledge exchange					
Activity 3.1 Set-up and regular maintenance of online portal	<ul style="list-style-type: none"> Web concept, plan & front web page Consultation with partners for database info and hosting certain types of documents 	<p>December</p>	<ul style="list-style-type: none"> KP launched Enhancements and analytics to be developed in 2020 	<p>July 2019</p>	<p>Portal¹⁸</p>
Activity 3.2 Roll-out of five knowledge symposia	<ul style="list-style-type: none"> Symposia plan per country Summary per country of approach and needs 	<p>December</p>	<ul style="list-style-type: none"> Symposia plan (1-2 page) per country (concept note and perhaps plan for share fair) 2 symposia conducted 	<p>Nov 2019</p>	<p>Symposia¹⁹</p>
Activity 3.3 Development and dissemination of knowledge products	<ul style="list-style-type: none"> Develop communication plan with target list compiled Consultations with project partners and IFAD 30 products Reach 5,000 people 	<p>December</p>	<ul style="list-style-type: none"> Communication plan developed (see 1.1, row 2, line 1) Guidelines on how products should be 7 products by July 2019 	<p>Jul 2019</p> <p>Jan 2020</p> <p>Dec 2020</p>	<p>Reports²⁰</p>

¹³<https://mel.cgiar.org/n/capdev/2850/big-data-in-agriculture>

¹⁴<https://hdl.handle.net/20.500.11766/12271>, <https://hdl.handle.net/20.500.11766/12274>

¹⁵<https://mip.iamb.it/index.php/training/>

¹⁶<http://hdl.handle.net/20.500.11766.1/6fc657>

¹⁷<https://hdl.handle.net/20.500.11766/11941>

¹⁸<https://knowledgemanagementportal.org>

¹⁹<https://hdl.handle.net/20.500.11766.1/c6c0c2>

²⁰<https://hdl.handle.net/20.500.11766/10477>, <https://hdl.handle.net/20.500.11766/10477>, <https://hdl.handle.net/20.500.11766/11044>

Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe (SKiM) is a grant project led by ICARDA and funded by IFAD. The project also works with international partners CIHEAM-Bari, PROCASUR, Virginia Tech as well as NARS, governments, and agricultural extension services in Moldova, Morocco and Sudan.

Initiated in June 2018, the project facilitates and supports KM and capacity development activities in the three selected countries and will provide practical examples of KM best practices that will be analysed and adopted by participating institutions. Increasing the capacities of participating public institutions, by providing necessary structures and systems at the country and regional levels, will ensure that knowledge can be effectively managed for long-term growth and development.

The project website (<https://mel.cgiar.org/projects/SKIM>) provides background information and describes the project team, partners and stakeholders engaged. The website also shares key documents including the project proposal, and outlines the goals, objectives and impact pathway of the project, as well as additional resources and information on news and events.

