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

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IFAD
Investing in rural people

ICARDA
Science for resilient livelihoods in dry areas

CIHEAM
IAM BARI

Procasur

VT

- Improve development
  - ✓ to better inform (policy/decision makers, producers, farmers, households etc.)
  - ✓ to be better informed ourselves (within organization, other organizations, our target communities)

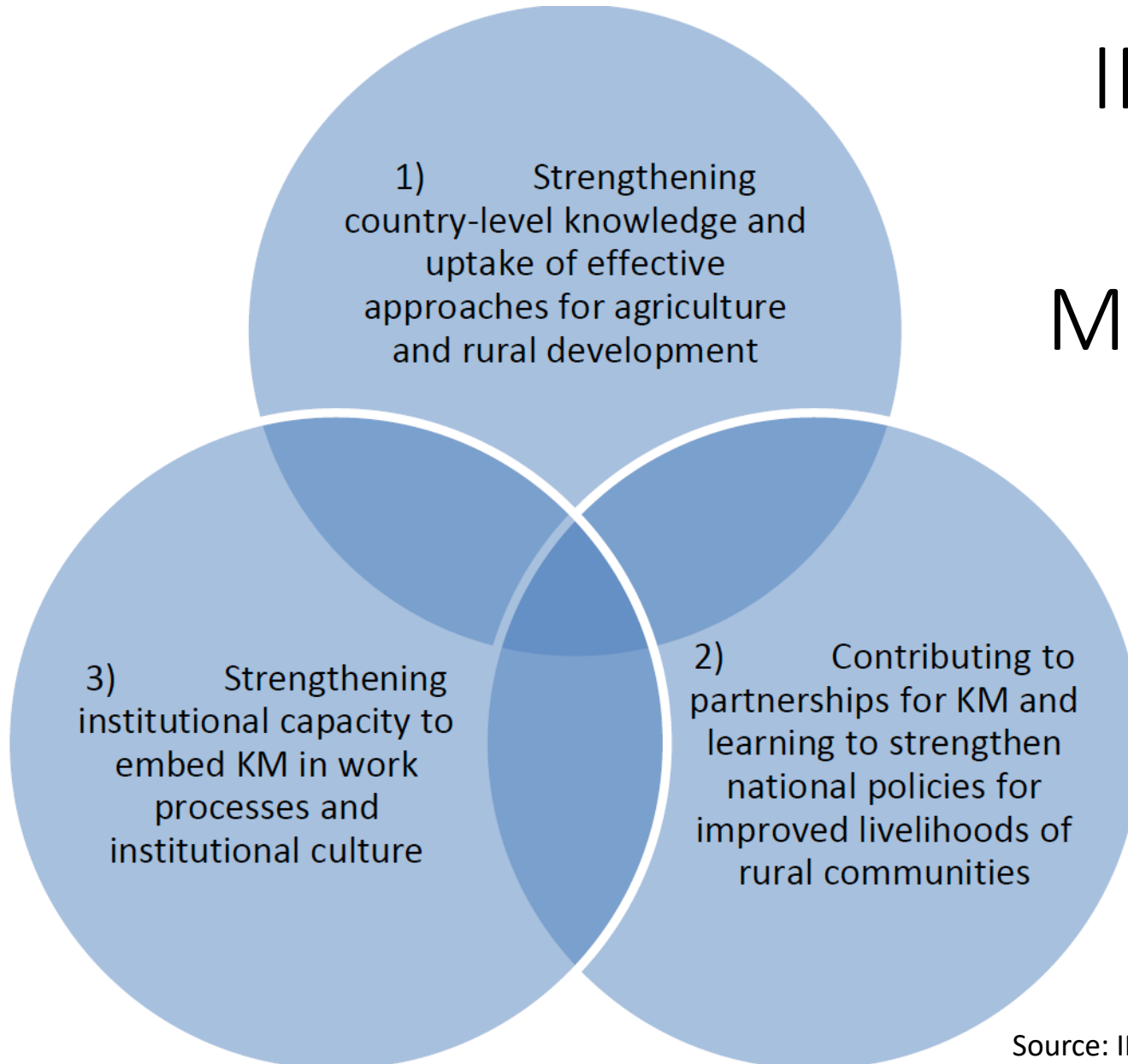- Learn and adapt to changing environment / i.e. climate change, migration etc.
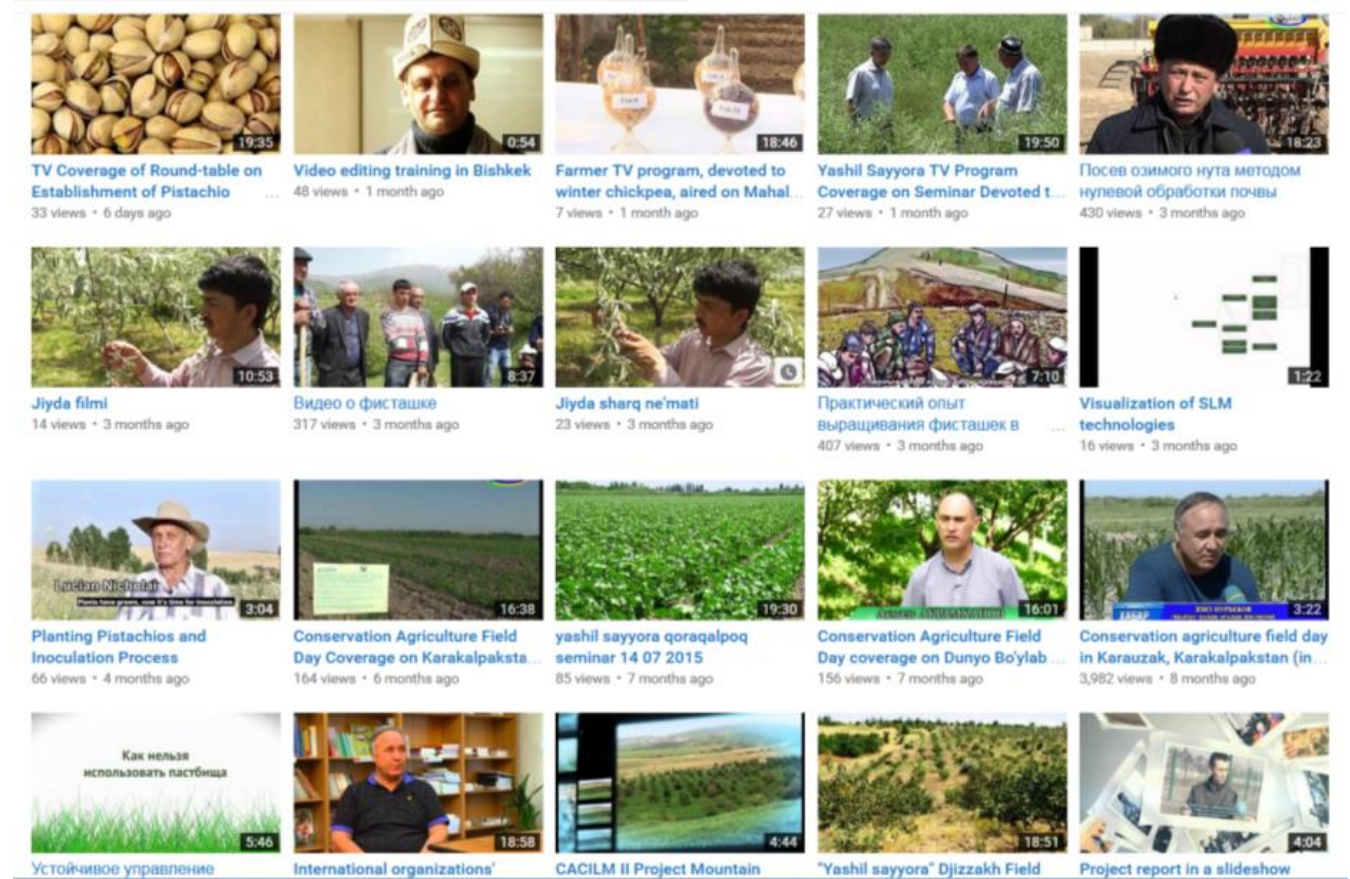
Systematic approach to:

- Creation/generation
- Capture
- Storage
- Retrieval
- Enhancement
- Dissemination

IFAD Sudan Country Programme Knowledge Management Strategy

1) Strengthening country-level knowledge and uptake of effective approaches for agriculture and rural development

2) Contributing to partnerships for KM and learning to strengthen national policies for improved livelihoods of rural communities

3) Strengthening institutional capacity to embed KM in work processes and institutional culture

Source: IFAD Sudan country program KM strategy 2017

Focus countries

- **Moldova**
- **Morocco**
- **Sudan**
- **(+2 from year 2)**

Project objectives

- Assess capacity and enhance knowledge management skills of key rural development institutions and other stakeholders in Moldova, Morocco, Sudan;
- Foster and promote knowledge exchange within countries, across countries and between regions to foster knowledge uptake, transfer and management.

Thematic areas

i. Financial inclusion of rural women and youth

ii. Natural resource management and climate resilience
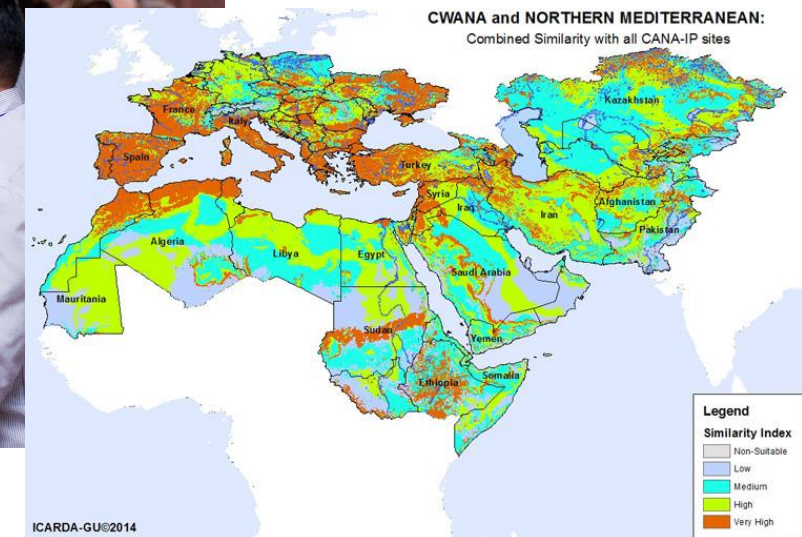
iii. Productive agricultural technologies (e.g. water management technologies, conservation agriculture, drought-resilient crops)
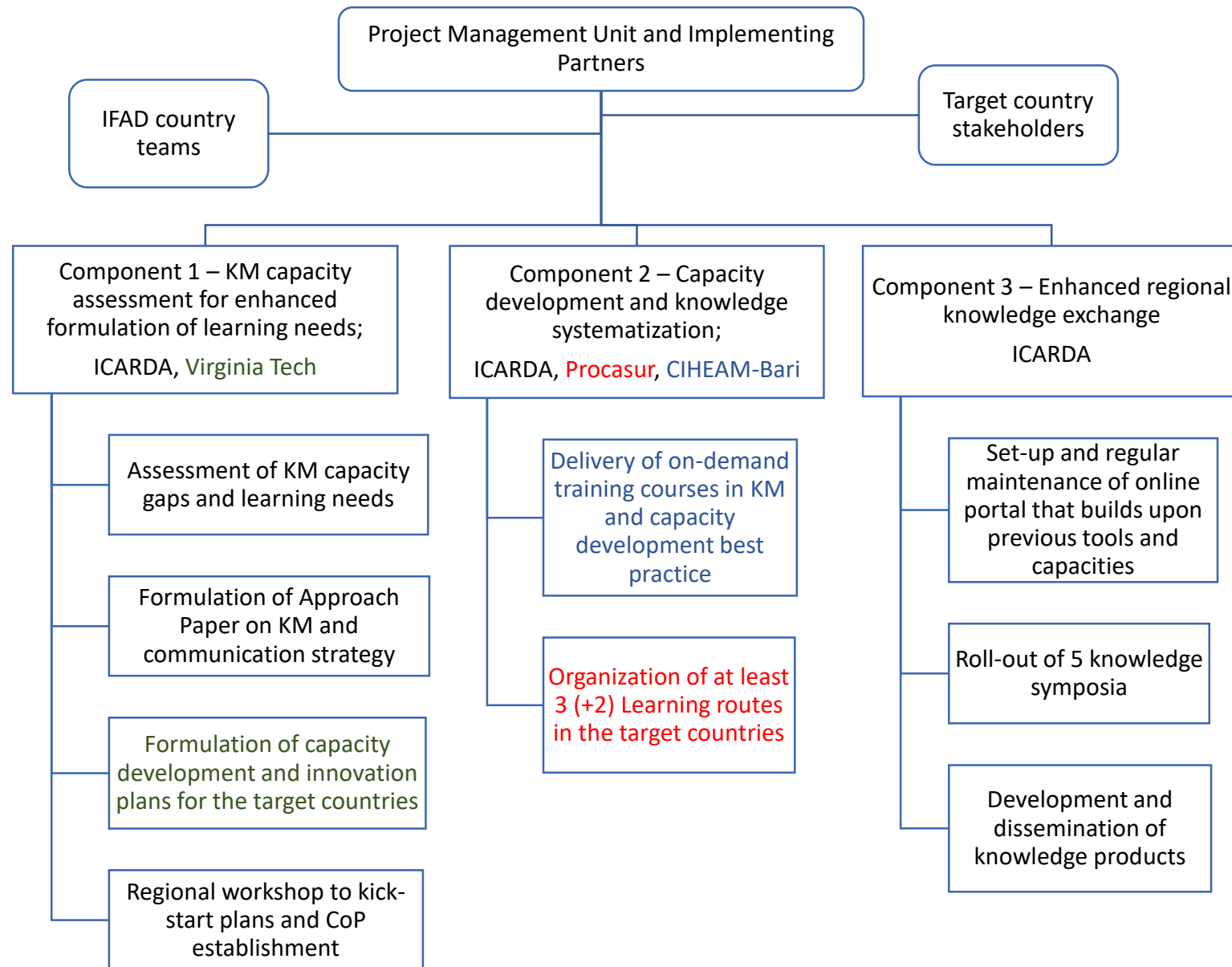

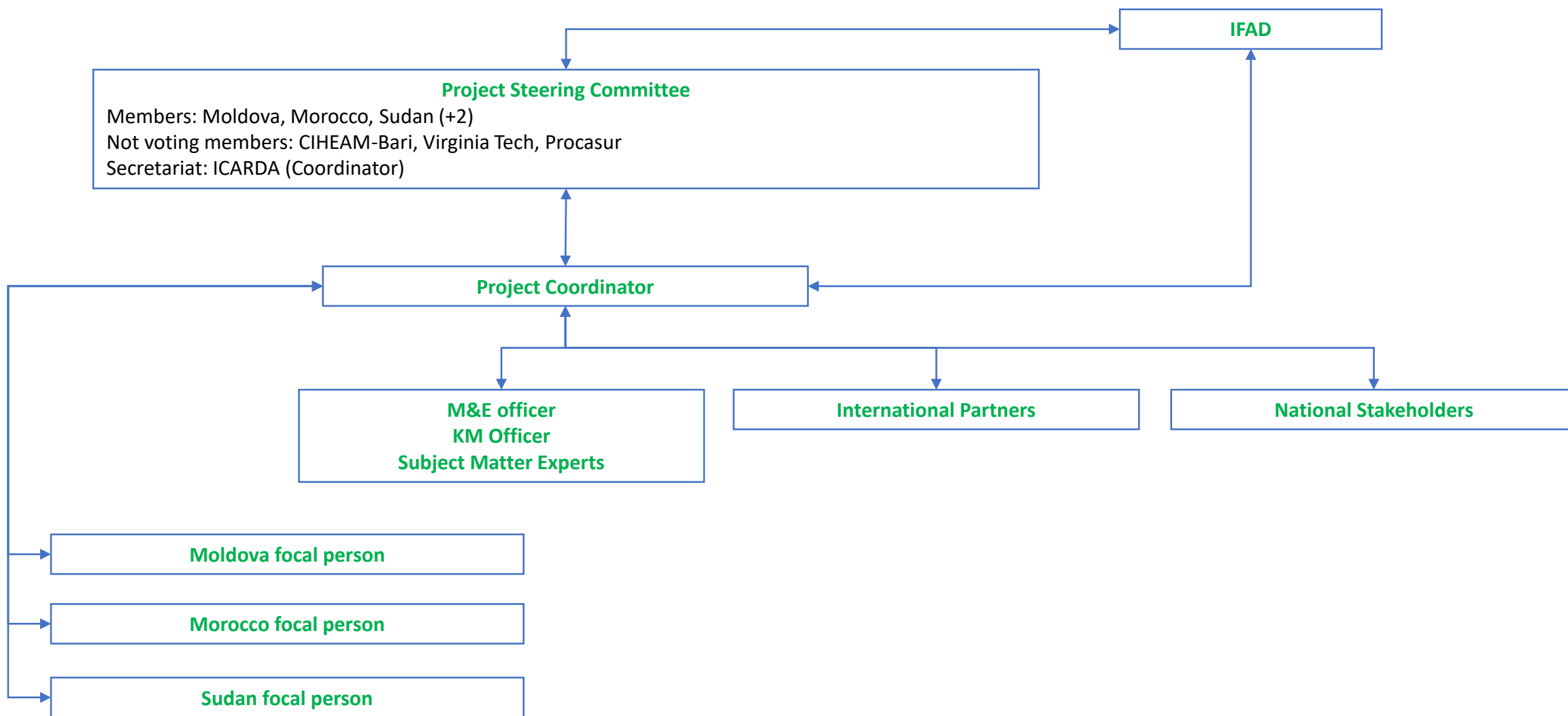Traditional Irrigation | ET-based Irrigation

18/04/2013

Project components and activities

- **Component 1: KM capacity assessment for enhanced formulation of learning needs**
- Activity 1.1: Assessment of knowledge management capacity gaps and learning needs
- Activity 1.2: Formulation of Approach Paper on knowledge management and communication strategy
- Activity 1.3: Formulation of capacity development and innovation plans for the target countries
- Activity 1.4: Regional workshop to kick-start implementation plans and Community of Practice establishment

- **Component 2: Capacity development and knowledge systematization**
- Activity 2.1: Delivery of on-demand training courses
- Activity 2.2: Organization of 'learning routes'

- **Component 3: Enhanced regional knowledge exchange**
- Activity 3.1: Set-up and regular maintenance of online portal that builds upon previous tools and capacities
- Activity 3.2: Roll-out of five knowledge symposia
- Activity 3.3: Development and dissemination of knowledge products

Project chart

Project organization

IFAD

Project Steering Committee

Members: Moldova, Morocco, Sudan (+2)
Not voting members: CIHEAM-Bari, Virginia Tech, Procasur
Secretariat: ICARDA (Coordinator)

Project Coordinator

**M&E officer
KM Officer
Subject Matter Experts**

International Partners

National Stakeholders

Moldova focal person

Morocco focal person

Sudan focal person

Project stakeholders

Selection criteria

- Public
- Research or applied science
- Academic (university)
- Involved in IFAD or international projects
- Aims rural development
- Aims natural resource management
- Aims agriculture production

- Commitment and management support
- Future value
- Existing KM function (unit/processes)
- Previous experience with implementing partners (ICARDA, CIHEAM, VT, Procasur)
- Ability to mobilize other national partners

Project stakeholders

Moldova	Morocco	Sudan
• Ministry of Agriculture, Regional Development and Environment • Consolidated Programme Implementation Unit • Research Institute of Field Crops Selectia • State Agrarian University • Institute for Development and Social Initiatives Viitorul	• National Agricultural Research Institute • IFAD Country Program • National Office for Agricultural Extension • Agronomic and Veterinary Institute • National School of Agriculture	• Agriculture Research Corporation • Central Coordination Unit for IFAD • Knowledge Society • Knowledge Access to Inter-connected Rural Areas Network • University of Khartoum

Capacity Needs Assessment

Face-to-Face

- Working groups organized by countries
- Working groups organized by stakeholder types

Objectives
Priorities for KM system by countries and stakeholders.
Guiding questions
- What information, knowledge, methodology, or policy-related gaps inhibit agricultural and rural development?
- Which are key capacities required for KM system within institutions?
- What capacities exist and which ones need to be developed for KM system?
- Key actors in the development of these capacities?
- What products KM plan should include?

Online survey

KM baseline

- Knowledge Sharing Network
- Monitoring
- Evaluation and Learning
- Capacities and Communications

Organizational Scoring

- Policies
- Knowledge
- Partnering
- Implementation
- Capacity

- What information, knowledge, methodology, or policy-related gaps inhibit agricultural and rural development?

- Which are key capacities required for KM system within institutions?

- What capacities exist, and which ones need to be developed for KM system?

- Key actors in the development of these capacities?

- What products KM plan should include?

- What communication materials are needed?

ORG	GAPS	RECOMMENDATIONS
INRA	Implementation of previous KM system failed	Analyze reasons for failure and address these when trying to implement a new system
	Weather data only available upon payment	
	No centralized, national system for publications in place	Setting up KM system, see above.
	Gaps in knowledge generation and management.	Participate in targeted training to address these. Experience sharing between NARS on success stories in KM.
	Shortage in human resources due to older staff getting retired	Making INRA an attractive employer for young researchers.
	Efforts are often duplicated and synergies of different NARS and actors in Morocco are not being used	The implementation of a nation-wide KM system with access for all stakeholders will enhance communication and KS and reduce duplication of efforts.
	Learning opportunities with regards to KM are limited	Participating in training within this project and learning from the exchange with project partners will enhance capacities.
	Previously implemented tools are not being updated, so a move to new tools has been adopted. Training for the new tools has not been carried out	Participate in training for new tools that have been implemented.
	Efforts of setting up a regional Agricultural system in order to facilitate KS failed	Analyze the reasons for failure. Designing a new approach how to continue, follow up or create something new.
	Internal communication can be improved	Define processes and participate in training
	Monitoring is mainly done from outside through feedback from stakeholders.	Review monitoring processes and making use of M/E platform.

ORG	GAPS	RECOMMENDATIONS
IAV HASSAN II	Problems with implementation of previous KM system between 2002-2007.	
	Information system needs upgrade.	
	Old documents need to be digitized.	Formulating an approach and participate in training to facilitate digitization of documents.
	States need for institutional KM systemization to prevent loss of knowledge and enhance accessibility caused by staff turnover	Review/Analyze processes and setup KM plan and processes.
	Lack of human resources	
	Lack of KS and exchange in the sector	Foster to engage in networks and strategic partnerships.
	No training targeted at KM and KS has been provided	Participate in training for KM and KS and learn from exchange with project partners.
	Skills in project management, M&E and outreach are insufficient	Participate in training to enhance capacities in these segments.
	Institutional processes for KS are not existing or exhaustive and training opportunities are insufficient	Define process for internal KS and KM. Setting up KM Plan.
	Funding is rare for projects targeting KM	
ONCA	Extensive training for extension agents is needed	Participate in Training the trainer or similar to enhance capacities of the extension agents in the long run.
		Can maybe showcase current KM system in case it is running and can serve as good practice example.

Thank You