

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

SKiM Mid-term Evaluation

Final Report



SKiM Mid-Term Evaluation: Final Report

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International Center for Agricultural Research in the Dry Areas (ICARDA)

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

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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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Table of Contents

Executive summary	5
A. Conclusions	8
B. Recommendations	9
I. Evaluation objectives, methodology and process	13
II. The project	14
A. Project context	14
B. Project implementation	15
III. Main evaluation findings	17
A. Project performance	17
B. Other performance criteria	44
C. Overall project mid-term achievement	46
D. Performance of partners	46
IV. Conclusions and recommendations	48
A. Conclusions	48
B. Recommendations	51
Annexes	54
I. Basic project data	54
II. Definition and rating of the evaluation criteria	55
III. Approach paper	57
IV. List of persons interviewed	61
V. Evaluation matrix	62
VI. Interview templates	69
VII. Outcome and output indicators	72
VIII. List of publications (exported from MEL on 24/04/2021)	76

Abbreviations

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
MTE	Mid Term Evaluation
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

Executive summary

Background

1. ICARDA commissioned a mid-term evaluation (MTE) of the Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia, and Europe (SKiM) project which is funded by the International Fund for Agricultural Development (IFAD). The main objectives of the 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 based on a review of project-related documents, remote interviews, and discussions with various key stakeholders, including beneficiaries and the SKiM project implementation team.

The project

2. The overall project goal is to develop effective and long-term KM-related capacities in target countries. Specifically, the objectives are to: (1) Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan, and (2) foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer.

3. The four-year project commenced in June 2018. 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 including 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. 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.

4. The envisioned project outcomes include improved understanding of KM capacities of the key rural institutions in target countries, effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage the systematization of good practices, and improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up. Associated targets include more than 60% of participants adopting improved KM approaches and practices in their function, and 600 downloads per year and 3,000 visits per year usage of knowledge products; and three innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established.

5. SKiM consists of three components: (1) KM capacity assessment for enhanced formulation of learning needs; (2) Capacity development and knowledge systematization; and (3) Enhanced regional knowledge exchange. Component 1, (26 per cent of the project cost) includes activities such as 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). Component 2 (37 per cent of the project cost) series of tailored capacity development interventions in the form of training courses based on the capacity needs assessments undertaken in each country. Courses are delivered face-to-face and online (Moodle). Component 3 (37 per cent of the project cost) was included to ensure that an information-sharing mechanism (e.g., joint online portal) is available and sustainable.

6. The total project cost is estimated at US\$2,115,000 over four years of which IFAD is contributing US\$1,800,000 (85%), while cost sharing from in-kind contributions is US\$315,000 (15%). US\$115,000 is contributed by International Partners while the remaining amounts are sustained by national institutions partnering in the project. Of the grant financing, 30 per cent is to be used to support goods and services and 23 per cent for salaries.

Main findings

7. **Relevance.** The MTE finds the project design remains relevant at mid-term. The proposal notes the design reflects IFAD country strategies and the project builds on previous KM efforts, as SKiM uses the Learning Route Methodology developed by PROCASUR. Moreover, SKiM has alignment with the IFAD KM Strategy which includes the objectives improving of organisational ability to generate, use and share the best available evidence to achieve higher quality operations. KM capacity needs assessments have been used to guide training and other project activities. Given the diverse KM priorities of the three included countries there has been limited scope for south-south and triangular cooperation.

8. **Effectiveness.** The project appears on track to deliver planned outputs. Most KM capacity assessments have been conducted, an approach paper for evidence synthesis has been prepared and a regional workshop resulted in three community of practices being established. A MEL platform has been established and as exceeded the target of frequency of use of knowledge products, which was set in the proposal to be 600 downloads per year and 3,000 portal visits per year. Most recently, more than 3,000 views and 3,000 downloads (as of 31st December 2020) were calculated using MEL Space. A learning route has been delivered and capacity development activities are on-going. High levels of trainee satisfaction were reported in feedback surveys, although the response rate was limited.

9. **Efficiency.** Budget utilization of approved workplans covering 2018-2020 is 74%. Cumulative disbursement is behind that projected in the early projected work plans, with 33% (\$0.60 million) of total IFAD project funds (\$1.80 million) being spent by December 2020. For example, the 2018 workplan included budget projections that \$1.45 million would be spent by mid-2021. Several implementation challenges were included in the 1st Progress Report. They included a slow start to the project in 2018 due to schedules of partners, insecurity in Sudan and the development of AWPBs being slower than expected. The recruitment process for coordinators was slow as were the development of partnership agreements with co-

implementing institutions such as Virginia Tech and PROCASUR. A key challenge in 2020 has been the COVID pandemic.

10. **Rural poverty impact.** The project has brought modest opportunities for poverty reduction, and this aspect was not discussed in the proposal. Detail is provided in the SKiM MEL plan about linking the project log frame to a range of IFAD, CGIAR and CRP frameworks. For example, schematics are provided about how the SKiM project contribute to CGIAR IDOs, SLOs, and the UN Sustainable Development Goals (SDGs). Many of the links do not appear to be supported with evidence. No indicators nor any evidence is provided about the magnitude and pathway for this contribution to materialise.

11. **Scaling and sustainability of benefits.** Benefits generated by project-funded outputs are likely to continue. The MTE stakeholder survey found numerous initiatives to scale outputs from the project and a commitment to longer term support for KM. In Morocco, the establishment of an agreement among key country institutions to formalize exchange and dissemination of knowledge was highlighted, along with on-going efforts to locally adapt a MEL platform. Support for the university website developed in Moldova, along with digitised crop variety catalogues and communities of practice to share knowledge in Sudan were also nominated by interviewees.

12. **Innovation.** Positive progress was reported to the MTE. In Moldova SAUM is renewing their website and advancing the SMART Café initiative, along with entrepreneurial videos for youth guidance and better communication being developed. They have enabled SAUM a DSpace repository interoperability setting with the SKiM KM Portal. Selectia is making a website, digitalizing their knowledge for Open Access, and has produced a crop catalogue. As noted, communities of practice have been established in Sudan and on-going efforts to localise a MEL platform are evident in Morocco.

Cross Cutting Themes.

13. **Gender equality and women's empowerment.** Gender has been considered in project design. In 2020, SKiM delivered the Virtual Learning Route in Sudan which included knowledge systematization and cross-learning for natural resource management and governance, and women empowerment, such as Gender Action Learning Systems (GALS). The number of men and women participating in KM-related capacity development activities are being tracked (569 people, 65% male 35% female overall). The contribution of SKiM to women's empowerment is positive, but modest.

14. **Environment and natural resources management.** Natural resources management and climate resilience is integral part in SKiM. An information brochure on climate resilience smart application "IRRI-Smart"¹ has been supported by SKiM. It scribes about mobile app developed by ENA Meknes helps to optimize on-field drip irrigation by providing farmers, farm managers and other end users with the necessary irrigation parameters (daily irrigation needs, calendar to implement precision irrigation and helps improve profitability). The v1.0 app was released in early January 2021. The project has supported stakeholder Selectia in Moldova to produce summary of advances with conservation agriculture as climate adaptation. Boincean and colleagues noted conservation agriculture adoption is needed to tackle problems of soil

¹ <https://hdl.handle.net/20.500.11766/12634>

degradation, water pollution, and reduced biodiversity across chernozem soils of the steppe region in Moldova”² h.

15. **Youth.** The proposal notes youth are a key target for the project. For example, knowledge dissemination is around three thematic areas, being financial inclusion of rural women and youth; natural resource management and climate resilience; and productive agricultural technologies. Capacity development has also focussed on this age group by targeting institutions engaged in academic sector thus automatically integrating youth group. For example, Youth are the primary target of all entrepreneurial trainings and entrepreneurial capacity development. Age disaggregated data, has however, not being collected.

16. **Partnerships.** ICARDA has been implementing project activities with a range of national partners in Moldova, Morocco and Sudan. Potential stakeholders and partners were mapped during project design and many brought together when the project was formally launched with the inception and partnership building workshop in Rabat in late 2018. A more formal selection of stakeholders was conducted for the capacity needs assessments based on interactions within previous or ongoing projects in Morocco and Sudan, inquiries from respective government contact points and selection criteria such as ability to mobilize national partners and interaction with IFAD operations. The criteria appear reasonable. Technical partners have also been engaged. Virginia Tech and PROCASUR have experience in assessing the value of KM and learning route development, so the partnerships will enrich KM impacts.

A. Conclusions

17. **Overall, the SKIM design remains relevant, and the project shows effectiveness at mid-term.** As noted, the project appears on track to deliver planned outputs. Most KM capacity assessments have been conducted, an approach paper for evidence synthesis has been prepared and a regional workshop undertaken in Rabat which has resulted in three community of practices being established. Capacity development activities and on-going and the first learning route has been delivered using Sudan case studies. The next is planned for Moldova. A SKiM platform has been established and has exceeded the target of frequency of use of knowledge products, despite the slow start to the project, COVID and changes in staff structure that has resulted in low grant disbursement.

18. Based on MTE ratings of project performance based on relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact, gender, innovation, scaling up, environment and natural resources management, and adaptation to climate change criteria - SKiM is assessed to be moderately satisfactory at midterm.

² Boris Boincean, M. V. Cebotari, D. P. Cebanu. (20/11/2019). Conservation Agriculture for Winter Cereal Crops. Chisinau, Moldova: Selectia Research Institute of Field Crops: <https://hdl.handle.net/20.500.11766/10480>

Table 1: MTE assessment of evaluation criterion

Criteria ^a	MTE Rating	Score
Rural poverty impact	Moderately satisfactory	4
Project performance		
Relevance	Satisfactory	5
Effectiveness	Satisfactory	5
Efficiency	Moderately satisfactory	4
Sustainability of benefits	Moderately satisfactory	4
Project performance ^b	Moderately satisfactory	4
Other performance criteria		
Gender equality	Moderately satisfactory	4
Innovation	Satisfactory	5
Scaling up	Moderately satisfactory	4
Environment and natural resources management	Moderately satisfactory	4
Adaptation to climate change	Moderately satisfactory	4
Overall project achievement ^c	Moderately satisfactory	4

a Rating scale: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

b Average of ratings for relevance, effectiveness, efficiency, and sustainability of benefits

c Overarching MTE assessment of project performance at mid-term, based on the rating for relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact, gender, innovation, scaling up, environment and natural resources management, and adaptation to climate change.

B. Recommendations

19. **Key recommendations are provided below for consideration for the SKiM steering committee, partners, and IFAD.** These recommendations are primarily designed for the remaining period of SKiM implementation and any follow-on projects. They refer to IFADs KM strategy and are drawn from the MTE stakeholder survey and discussions with the SKiM project team. Responses to the question about what changes, if any, stakeholders would like to be see in the remainder of the SKiM project implementation from the stakeholder survey are provided the following figure. More training and capacity building, implementing national KM strategies or plans, supporting infrastructure development or local budget, and enhancing the MEL platform for local situations were the key suggestions.

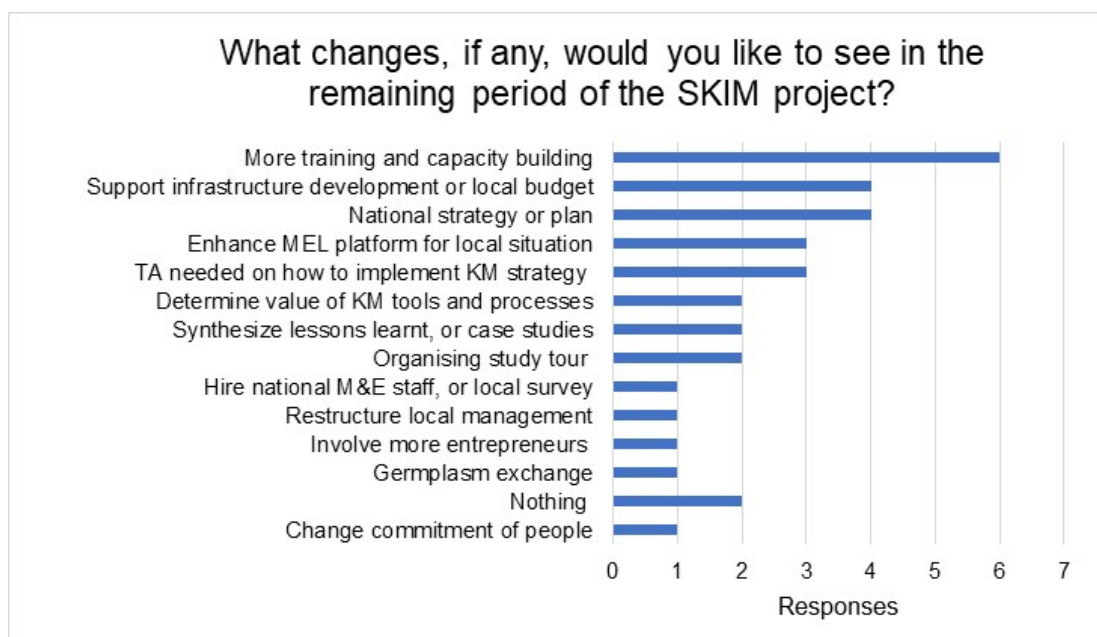


Figure 1: Stakeholder nominated changes for remainder of SKiM project

Source: MTE stakeholder survey, April 2021

20. **Recommendation 1: IFAD, the CGIAR and other donors should continue to support KM through follow-up projects.** The World Bank noted that knowledge sharing is a central element of global development. They highlight that Agenda 2030 calls for enhancing “knowledge sharing on mutually agreed terms,” while the Addis Ababa Action Agenda on Financing for Development encourages knowledge sharing in sectors contributing to the achievement of the SDGs³. KM endeavours remain an on-going priority for all development organisations and national governments, therefore, lessons learnt and priority areas for KM areas identified during SKiM should continue to be pursued. The experience gained through SKiM shows how active engagement with institutions is having a positive impact on KM capacity and information sharing. SKiM’s experience points to two priorities for future engagement: resolving remaining obstacles in capacity and infrastructure and supporting the implementation of strategies formulated under the project.

21. **Recommendation 2: SKiM closing date should be extended to December 2022.** Disbursement of IFAD funds has been relatively slow. Although two thirds of the project implementation period have now lapsed, only a third of the IFAD allocated budget has been spent. Several reasons have been provided. As above, recruitment and engagement with partners was initially slow. The COVID pandemic has also impacted project expenditure. Given this unforeseen event, without precedence, it is recommended the project end date be extended for maximum value for early years of implementation can be realised.

22. **Recommendation 3: Goal and outcome indicators should be changed or omitted, and youth participation tracked using age-disaggregated data.** The M&E plan was

³<https://blogs.worldbank.org/sustainablecities/taking-stock-knowledge-sharing-driver-achieving-sustainable-development-goals>

developed using the logical framework developed in the proposal, which presented SKiM's specified impact, objectives, outputs, activities, and assumptions. The log frame was subsequently mapped to impact pathways and a theory of change. While the groupings of activities under outputs and outcomes are logical, some of the indicators are difficult to measure and are duplicative. The framework could be simplified by removing duplicative outcomes and objectives relating to capacity assessment. The MEL plan also integrates project results into the strategic frameworks of ICARDA, CGIAR, and IFAD. Some of these linkages (e.g., poverty) have no evidence or clear link to project activities. They require better specification or omission. Youth impacts should be tracked using age-disaggregated data.

23. Progress towards the KM improvement goal could be better measured using indicators outlined in the IFAD KM strategy, rather than government KM budgets which provide limited indication of KM capability. The IFAD KM strategy proposes to measure improved capabilities using a 1-5 scale provided by survey respondents on criterion such as leadership role modelling, supporting & scaling innovation, building a high impact learning culture, learning in connected networks, using platforms, systems, and processes for sharing knowledge and learning, building internal capacity, applying evidence and experience to policy engagement & programmes, and engaging and learning with development partners. Similar domains are included in the SKiM capacity needs assessments questionnaire⁴, however, they were not scored at baseline. Future KM projects could use a scoring approach to develop a composite indicator measured at project baseline and post project implementation.

24. **Recommendation 4: Budget availability for national level scale-up needs more consideration as part of project exit strategy.** The IFAD KM strategy notes 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. A key assumption in the SKiM log frame is that national institutions provide budget commitments to KM activities. Stakeholders interviewed as part of the MTE indicated that current budgets are limited, and more SKiM resources should be targeted at the country level. The availability and potential of local resources to scale KM needs to be articulated in an exit strategy with clear timelines, benchmarks, and linkages which provide a longer-term vision as to how outputs from SKiM will be embedded and support post project completion.

25. **Recommendation 5: Prioritise project budget savings for addressing country level obstacles, capacity development and KM strategy implementation.** The IFAD KM strategy noted that success in translating KM activities into the desired outputs assumes that adequate human and financial resources are available.. 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 KM strategies and implementation plans. Assessments have been conducted to identify gaps in personnel, processes, and tools among target institutions which impede KM impact and effective learning. Project savings from slow implementation or a change to virtual delivery of training should target country-level infrastructure – for connectivity, digital co-working, and online learning –

⁴ Bastian Mueller. (19/12/2018). SKiM - Capacity Needs Assessment (CNA): Methods and Results Presentation: <https://hdl.handle.net/20.500.11766/9142>

and capacity development gaps in digital tools installation, deployment and staff use identified in these assessments and support KM strategy implementation.

26. **Recommendation 6: Synthesis of lessons learned and KM case studies.** In line with IFAD's Strategic Framework 2016-2025, a core purpose of its KM is to identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up⁵. This involves the generation of knowledge management legacies, so best practices can be transferred. Scaling readiness evidence, best practices, and lessons from SKiM need to be synthesised and, where possible, disseminated in the international peer literature.

⁵ Graziano, V., Akramkhanov, A., Bonaiuti, E., (2018). Knowledge Management Strategy. Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA): <https://hdl.handle.net/20.500.11766/10258>

**Strengthening Knowledge Management for
Greater Development Effectiveness in the
Near East, North Africa, Central Asia, and
Europe (SKiM) project
Mid-Term Evaluation**

I. Evaluation objectives, methodology and process

27. **Background.** 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

28. **Evaluation objectives.** 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

29. **Methodology.** The mid-term follows IFAD's Evaluation Policy, the IFAD/IOE Evaluation Manual (second edition)⁶ and the guidelines for project completion report validation and project performance assessment. It adopts a set of internationally recognised evaluation criteria Annex III (Approach paper, page 57) which are scored using a six-point rating system: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.. A desk review of available data and documents was combined with remote interviews with project staff and stakeholders to assess these criteria and make recommendations for the remaining SKiM implementation period.

30. The desk review covered project documents from design to the 2nd annual report, monitoring and evaluation (M&E) data, and background documents on the project context. Information derived from the various methods was triangulated in a systematic manner. Stakeholders were chosen based on various considerations including coverage of areas with different characteristics (e.g., institutions and geographic locations); different project activities; and number of beneficiaries. The interviews were conducted from 13th April to 3rd May 2021. Four stakeholders from each country were interviewed along with technical partners. The list of stakeholders and questionnaires used are provided in Annex IV (List of persons interviewed, page 61).

⁶ http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

II. The project

Key points

- The Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe 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). 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 KM and capacity development activities in the three selected countries (with the possibility of extending to a further two) and provides practical examples of KM best practices that are analysed and adopted by participating institutions. Increasing the capacities of participating public institutions in this work, by providing necessary structures and systems at the country and regional levels, ensures that knowledge being developed is effectively managed for long-term growth and development.
- No amendment of the financing agreement has taken place at mid-term. There has been a change in proposed staff structure, with project leader based in Central Asia and national focal points in each country. ICARDA presented the change to the Steering Committee who recommended their model of coordination. Several factors contributed to the slow start of the project in 2018 including the schedule of partners, which results in the project starting its full implementation after the project inception (October 2018) and utilization of the first 6 months (June – December) as an inception phase. COVID has resulted in virtual meetings and training, along with the delay in some pre-planned activities.

A. Project context

31. **IFAD support for KM.** SKiM was designed with IFADs most recent KM strategy in mind as it aims at strengthening partners' institutional capacities and at generating and sharing knowledge for greater development impact. 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). These considerations were included in SKiM design. The KM strategy notes⁷ 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 knowledge management, limited interaction with high performance management institutions, lack of knowledge about KM and lack of basic knowledge management assets. These considerations were evaluated as part of KM capacity needs assessments across participating institutions during the initial phase of the project.

⁷ Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKiM - Knowledge Management Strategy.: <https://hdl.handle.net/20.500.11766/10258>

32. **Selected Countries.** The SKiM project is being implemented in Moldova, Morocco, and Sudan. These countries have differing economic situations and needs for KM, with average income per capita varying along with access to internet and knowledge management infrastructure. The proposal noted that organizational capacities in public institutions of relevance for this area in the NENA and the CEN regions vary broadly, and opportunities for knowledge systematization and transfer across countries remain largely untapped. SKiM was designed to address this problem by systematically identifying and seeking to fill the most relevant knowledge gaps and strengthening organizational learning across the three countries.

B. Project implementation

33. **Project goal and objectives.** 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. Specifically, activities:

- Support 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.
- The project strengthens institutional capacities in KM across the project region so that knowledge can be shared more effectively to end-users and stakeholders.
- KM and dissemination are achieved through appropriate assessments, identification of knowledge management capacity gaps, and prioritization of learning needs; and
- Knowledge dissemination for this project is 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.

34. 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.

Project components. The programme comprises three components

35. **Component 1:** Knowledge Management capacity assessment (26 per cent of estimated project cost). 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). Number of KM capacity & learning needs assessments (gap analysis) conducted (Target: at least 5 pre-selected institutions per country) and an approach paper being developed

36. **Component 2:** Capacity development and knowledge systematization (37 per cent of estimated project cost). Activities include 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 (e.g., videoconferencing, online courses, MOODLE). Emphasis is to be given to courses with the potential to improve organizational processes and strategies to deliver solutions for thematic areas. Indicators of progress include number of KM training courses organized, number of learning routes organized and number of symposia rolled-out at country level.

37. **Component 3:** Enhanced regional knowledge exchange (37 per cent of estimated project cost). Activities include ensuring that an information-sharing mechanism (e.g., joint online portal) is available and sustainable. Number of knowledge products generated, and the online interoperable repository and portal being established.

38. **Project costs and financing.** The total cost of the project is estimated at US\$2,115,000 over four years of which IFAD contributes US\$1,800,000 (85%), while cost sharing from in-kind contributions will come to US\$315,000 (15%). US\$115,000 is contributed by International Partners while the remaining amounts are sustained by national intuitions partnering in the project. Of the grant financing, 30 per cent is to be used to support goods and services and 23 per cent for salaries.

39. **Time frame.** SKiM was approved on 8 June 2018. The official project duration is from 8 June 2018 until 30 June 2022.

40. **Implementation arrangements.** ICARDA is the lead agency. 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, and meeting minutes are provided to IFAD.

41. **Significant changes during project implementation.** No amendment of the financing agreement has taken place prior to mid-term. The timing of reporting was changed to match the inclusion of June-December of 2018 as an inception phase, therefore, the first annual report encompassed June 2018 till December 2019. There have been some changes in project staff structure. These include having a national focal point in each country and rest overall coordination with project leader. Virtual meetings are being held to facilitate project information sharing and planning with international partners, along with capacity development in light of travel restrictions imposed by COVID.

III. Main evaluation findings

A. Project performance

A1. Relevance

42. **The project design is aligned with national priorities.** The project design reflects IFAD country strategies. For example, the proposal noted that IFAD staff were approached by the Sudanese Ministry of Agriculture and Natural Resources to address a KM gap and the concept for SKiM was outlined in the COSOP. The Independent Office of Evaluation of IFAD (IOE) noted in its 2016 Annual Report on Results and Impact of IFAD Operations (ARRI)⁸ that integrating knowledge management into country strategies is crucial to success. This appears to have been undertaken. Consultations were undertaken in Moldova and Morocco with country teams who identified a strong potential for the proposed KM activities in the two countries.

43. Despite these consultations, the MTE stakeholder interviews found there was limited interaction with the grant design team. This may reflect the relatively short tenure of staff in their current position who participated in the survey. Most indicated they provided input into activity design once the grant had been initiated through regional workshops, technical committees, and the annual work planning process. The project has undertaken capacity needs assessments to ensure beneficiaries have had a role in influencing the choice of project activities, along with learning route and training activity content being selected by stakeholders. The cooperative approach adopted by SKiM was nominated as a key strength of project implementation during the stakeholder survey.

44. **The project builds on previous KM efforts.** Not many MTE stakeholder interviewees had prior experience with KM. A unique feature of the project noted by many stakeholder interviewees was that SKiM is the first KM project they have been involved with. The project does, however, build on previous KM experience. For example, it uses the Learning Route Methodology developed by PROCASUR⁹, The MEL portal developed by ICARDA has also been showcased in the project. The proposal noted that SKiM will involve analysing the experience of what has worked and what has not in the establishment and support of regional networks and platforms such as FIDAAMERICA, FIDAAFRIQUE, the CLEAR Initiative and the Global Delivery Initiative to harvest their experience in knowledge management. This analysis has not been conducted so far. There are plans to collaborate with IFAD to examine KM lessons across the organisations database. An approach paper and broader systematic review has been conducted to determine what aspects of KM development deliver results.

45. **SKiM has alignment with the IFAD KM Strategy¹⁰.** Key objectives of the IFAD strategy include improving IFAD's ability to generate, use and share the best available evidence and experiential knowledge to achieve higher quality operations. Similar objectives are evident in the SKiM logical framework and design. For example, a key objective is fostering and promoting knowledge exchange in-country, cross-country and among trans-regional

⁸ www.ifad.org/documents/38714182/39709860/ARRI_2016_full.pdf/569bcea7-a84a-4d38-867f-89b3bb98e0e4.

⁹ https://www.ifad.org/documents/38714170/39887213/GRS_APR_ROUTASIA.pdf/918b8196-316d-09de-8526-4a5952528d55#:~:text=ROUTASIA%20was%20awarded%20the%202016,on%20knowledge%20sharing%20by%20IFAD.&text=The%20overall%20goal%20of%20the,Asia%20and%20the%20Pacific%20region.

¹⁰ IFAD Knowledge Management Strategy, 2019

partners. In terms of sustainability, the project has focused on locating and leveraging knowledge through assessments and trainings; promoting open access to knowledge; and prompting beneficiaries to gather decentralized knowledge.

46. **Limiting SKiM implementation to three countries is appropriate.** The SKiM project is being implemented in Moldova, Morocco, and Sudan. These countries have differing economic situations and needs for KM. Average income per capita varies from USD 4,580 in Moldova to 590 in Sudan, along with wide ranges of mobile phone and secure internet access per person. The rationale for the selection of these countries appears to be where KM could support IFAD operations and country demand for such a project.

Table 2: Economic and information technology indicators, 2019

Indicator	Moldova	Sudan	Morocco	Europe & Central Asia*	Middle East & North Africa*
GNI per capita, Atlas method (current US\$)	4,580	590	3,190	8,894	-
Mobile cellular telephone subscriptions per 100 ¹¹	89	77	128	130	112
Secure Internet servers (per 1 million people) ¹²	4,528	4	370	8,475	309

Source. World Bank Development Indicators.¹³ * = IDA & IBRD countries

47. 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. This recommendation appears to be sound, as MTE stakeholder interviewees noted project resources targeting the country level are already limited. Additional countries have been involved through knowledge sharing activities as demonstrated by the knowledge symposium implemented in Morocco and Moldova in November 2019 where regional participants from Near East and Central Asia participated. The participation of other NEN and CEN countries in key knowledge exchange events should be further examined. Stakeholder to the MTE noted such participation would give visibility to the grant achievements and the opportunities to further scale up KM approaches.

Table 3: KM priorities identified in needs assessments¹⁴

Country	Recommendations
Moldova	<ul style="list-style-type: none"> Establish an M&E platform as well as clear M&E processes. There is a desire for training for existing and new staff in this field.

¹¹ Mobile cellular telephone subscriptions are subscriptions to a public mobile telephone service that provide access to the PSTN using cellular technology. The indicator includes (and is split into) the number of post-paid subscriptions, and the number of active prepaid accounts (i.e. that have been used during the last three months). The indicator applies to all mobile cellular subscriptions that offer voice communications.

¹² The number of distinct, publicly trusted TLS/SSL certificates found in the Netcraft Secure Server Survey from Netcraft (<http://www.netcraft.com/>) and World Bank population estimates

¹³ <https://databank.worldbank.org/source/world-development-indicators>. Accessed 29/4/2021

¹⁴ International Center for Agriculture Research in the Dry Areas ICARDA, Valerio Graziano, Bastian Mueller. (15/2/2020). SKiM - Capacity Needs Assessment (CNA): Brief: <https://hdl.handle.net/20.500.11766/10831>

	<ul style="list-style-type: none"> • KM strategies, plans and processes are lacking and need to be developed. • Standardized KM glossaries and vocabulary are mostly not in place, and where they are, they need to be better implemented. • Develop and strengthen of partnerships and networking capabilities. • Solutions need to be found to make the organizations attractive for young researchers. • Become the local champion on KM and KS.
Morocco	<ul style="list-style-type: none"> • To set up an effective, nation-wide KM system in Morocco, the failings of previous KM systems should be analysed. • Implement an online M&E system and receive training in KM setup processes, as well in how to develop KM and KS plans. • Establish a CoP in KM to enable greater knowledge and experience exchange and learning between the Moroccan partners. • Enhance the digitization of publications and documents to avoid knowledge loss due to staff turnover
Sudan	<ul style="list-style-type: none"> • Create a KM plan and establish a KM system and defined KM processes. • Provide specialized training addressing KM. • Implement standardized KM vocabulary or glossaries. • Conduct awareness workshops with stakeholders. • Setup an M&E platform that considers the e-Agriculture Strategy and SUDNAIP. • Engage in more partnerships to learn from other institutions / countries and setup a CoP.

48. **There has been limited scope for South-South and triangular cooperation.** It was noted in the proposal that the regional approach of the SKiM project could foster South-South and Triangular Cooperation to effectively develop and share KM solutions. The organizational capacities in public institutions in the NENA and the CEN regions vary considerably. The CNAs found a diverge of priorities across countries. For example, making organizations attractive for young researchers and developing entrepreneurship were priorities for Moldova, whereas developing M&E platforms, capacity and strategies were more of a focus for Sudan and Morocco. (See **Table 3** above). The perceived value of the SKiM project varied across stakeholders in each country interviewed during the MTE. The most frequently nominated aspect of regional benefit was the project's contribution to knowledge exchange and collaboration. Many other responses were provided which reflect the diversity of KM needs in the selected countries. Correspondingly there has been limited sharing, which is reflected in participant numbers by country in activities such as SKiM learning week. The learning route is being shared between Sudan and Moldova.

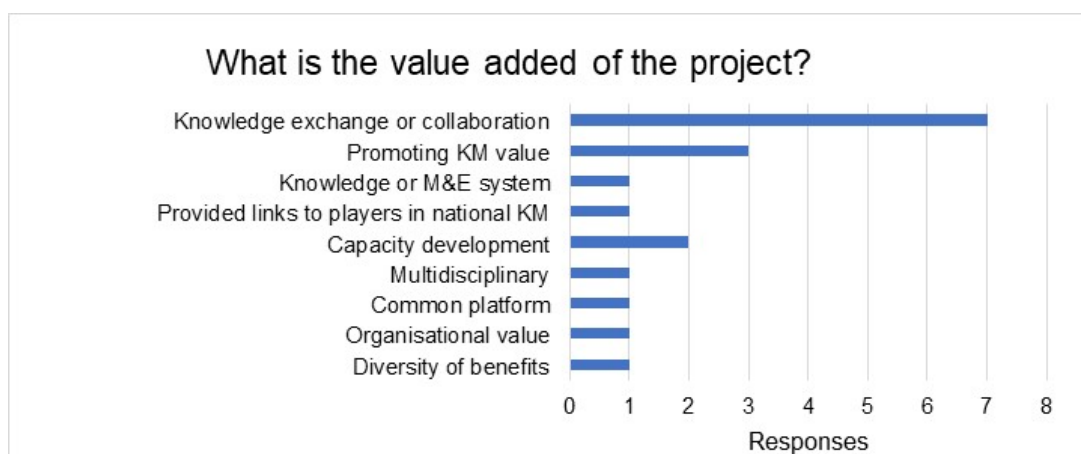


Figure 2: Stakeholder nominated value added of SKiM project

49. **Acceptable coherence between activities, outputs, and outcomes in theory of change.** The SKiM project impact pathway and theory of change noted in the MEL plan 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.

50. There is coherence across the activities, outputs, and outcomes of the SKiM project. The sub-areas of activity are linked with outputs: "KM capacity assessment for enhanced formulation of learning need", "capacity development and knowledge systematization" and "enhanced regional knowledge exchange". These outputs in turn are contributing to the outcomes "improved understanding of KM capacities", "effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities" and "improved knowledge exchanges among stakeholders"

51. Success in translating activities into the desired outputs assumes a high commitment and sense of ownership from relevant rural institutions and international development partners. The Independent Office of Evaluation of IFAD (IOE) noted in its 2016 Annual Report on Results and Impact of IFAD Operations (ARRI)¹⁵ that KM thematic groups and communities of practice did not progress far and there was limited evidence of sustainability or impact from the knowledge management effort. This risk is noted in the SKiM log frame with longer term impacts determined by commitments to upscale and replicate by development partners and institutional commitment to KM-related investments.

52. **Mapping the SKiM MEL framework to CGIAR and CRP strategies is not supported by evidence or indicators.** Detail is provided in the SKiM MEL plan about linking the project log frame to a range of IFAD, CGIAR and CRP results frameworks. For example, schematics are provided about how the SKiM project¹⁶ contribute to CGIAR IDOs, SLOs, and the UN Sustainable Development Goals (SDGs). Many of the links have not been substantiated with evidence. For example, the MEL plan indicates SKiM project contributes to CGIAR's SLO1: Reduced Poverty, as well as three Cross-Cutting Themes (CCT)s: CCT-B Gender and Youth, CCT-C Policies and Institutions, and CCT-D Capacity Development. The MTE appreciates that poverty impacts from a KM project such as SKiM are likely to be indirect, and quantifying these impacts is difficult. If some links are thought to be apparent, SKiM project reporting should discuss poverty impacts in qualitative terms.

53. **A flexible design has been adopted.** The project has been adjusted during implementation to retain continued relevance² Project activities have been informed by CNAs which identified capacity needs and knowledge management (KM) gaps. Assessments have involved face-to-face meetings with representatives, online and live surveys, and a variety of

¹⁵ See www.ifad.org/documents/38714182/39709860/ARRI_2016_full.pdf/569bcea7-a84a-4d38-867f-89b3bb98e0e4.

¹⁶ Ramya Kulkarni, Enrico Bonaiuti, Valerio Graziano, Akmal Akramkhanov, Emilie Vansant. (25/11/2020). SKiM - Monitoring & Evaluation Plan: <https://hdl.handle.net/20.500.11766/12103>

other tools, which enabled needs for KM improvements to be formulated into specific sub-sets of four categories, being policy, technology, skills, standards¹⁷. The analysis was used to formulate KM plans. The COVID pandemic has also resulted in face-to-face meetings being shifted to an online format. The learning routes have had to follow a similar approach. Stakeholder feedback to the MTE highlighted the project team has done a good job to reorient activities in the face of the COVID situation. These efforts have been supported by the implementing partners and PROCASUR who has led the learning route preparation with the Sudan Team.

54. **Efforts are being made to synergise with other projects during SKiM implementation.** The IFAD KM strategy aims to strategically leverage the knowledge of partners in the development community, where they have a comparative advantage. The proposal noted that SKiM would link with a range of projects to achieve such leverage. Projects included the Inclusive Rural Economic and Climate Resilience Programme and Rural Resilience Project in Moldova, on-going project in Morocco (Table 4) and the Sudanese Gender Action Learning System (GASL) and IFAD projects in the country¹⁸ which are managed in coordination with the IFAD country office (ICO) and the Central Coordination Unit (CCU).

55. Some efforts have been made in this regard in SKiM implementation to date and further efforts are planned for the remainder of the project. For example, it was drawn to the attention of the MTE that an ongoing SSTC initiative in Morocco has been very successful in the context of the PDRZM project and may represent an opportunity for the SKiM grant to develop KM. These types of opportunities will be further investigated. In Moldova, SKiM Newsletter 5 indicates IFAD has developed a KM Action Plan to inform the KM strategies of their two ongoing projects. According to the officials within the IFAD Moldova Central Program Implementation Unit (CPIU), there are opportunities to collaborate on the development and implementation of training activities in thematic areas of focus shared by SKiM and the other IFAD projects, such as: crop value chain development, youth and women engagement in agribusiness development, climate resilient agriculture technologies.

56. Newsletter 5 also noted efforts with ongoing Moroccan projects based in the rural mountain zones, each at a different stage of implementation (Table 4). Each project has a country-based project management unit (PMU), however, there is no Morocco-specific KM strategy linking the three projects. An opportunity has been identified for SKiM to provide direct KM-related support to the Morocco PMUs in the form of a training package or inclusion in capacity development activities. Potential links are being mapped to a range of projects (Listed in Table 4).

Table 4: IFAD pproject synergies with SKiM

Project-active 2020	KM activities ¹⁹	Links to SKiM ²⁰
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¹⁷ Valerio Graziano. (30/6/2020). 2020 SKiM Learning Week - Capacity Development & Innovation Plans: <https://hdl.handle.net/20.500.11766/11487>

¹⁸ https://operations.ifad.org/web/ifad/operations/country/project/tags/sudan/1332/project_overview

¹⁹ Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper: <https://hdl.handle.net/20.500.11766/12252>

²⁰ Emilie Vansant. (1/5/2020). SKiM Newsletter Issue 5: <https://hdl.handle.net/20.500.11766/11062>

Moldova		
Inclusive Rural Economic and Climate Resilience Programme (2013-2020) ²¹	<ul style="list-style-type: none"> -Use of central M&E system that facilitates the gathering/analyse data and evaluate impact. -Information packaged and disseminated using central KM/Communications system established by ongoing IFAD operations. -Annual review meetings to capture lessons/record progress -Annual performance reports worked into annual stakeholder review and planning workshops -Feedback from workshops integrated into AWPB document 	Development of training activities on crop value chain development, youth and women engagement in agribusiness development, climate resilient agriculture technologies
Rural Resilience Project (2016-2023)	<ul style="list-style-type: none"> -Employed Knowledge Management Specialist -Social media profile -Access to national TV channels, radio, mass media -Project team has participated in different forums, round tables, workshops, meetings with city halls and rayon councils to inform them about the IFAD financed projects 	
Morocco		
Rural Development Programme in the Mountain Zones - Phase I (2014-2020) ²²	Develop a national-level knowledge management network on the innovations introduced with agricultural advisory and research organizations and UN organizations -- The GEF and ASAP financing will ensure the transmission of knowledge and best practices relating to climate vulnerability by means of regional and national workshops, networking with institutions such as the World Bank, and pioneering portals on developing and sharing knowledge on climate change	No Morocco-specific KM strategy linking projects. Opportunity for SKiM to provide PMUs training package in capacity development activities
Atlas Mountain Rural Development Projects (PDRMA) (2016-2024) ²³	<ul style="list-style-type: none"> -Organize workshops and seminars to facilitate the dissemination of findings to target audiences, focusing on issues specific to mountain areas -Document and package information on successful experiences which will constitute a source of information and guidance in the development and planning of other projects for development in similar areas of the country 	
Sudan		
Livestock Marketing and Resilience (2014-2021) ²⁴	<ul style="list-style-type: none"> - "Learning-by-doing" and rigorous analysis of the qualitative and quantitative information generated under implementation as operational experiences --Annual LMRP planning workshops identifying promising areas for knowledge generation, providing stakeholders with an opportunity to express needs, and fostering collaboration -Contribute to existing regional knowledge networks to build and share approaches, tools, methodologies, technologies, and best practices 	Harmonization of KM implementation to enhance effective partnerships

57. **The selection of participating institutions is not driven by poverty impacts.** The rationale provided for the selection of KM institutions to participate in SKiM was on KM readiness rather than their capacity to service clients within sectors or geographic pockets of poverty. A range of participating organisations in research, education and extension were selected based on capacity needs assessment inclusion criteria outlined in the 2018-2019 SKiM annual report. Criteria included ability to mobilise national stakeholders, IFAD experience, public, commitment of management and involvement in natural resource management. Social inclusion in IFAD project design²⁵, involves considerations such as target

²¹ <https://www.ifad.org/en/web/operations/project/id/1100001669>

²² <https://www.ifad.org/en/web/operations/project/id/1100001727>

²³ <https://www.ifad.org/en/web/operations/project/id/2000001403>

²⁴ <https://www.ifad.org/en/web/operations/project/id/1100001732>

²⁵ IFAD. 2017. Poverty targeting, gender equality and empowerment during project design

<https://www.ifad.org/documents/38714170/41240300/How-to-do-note+Poverty+targeting%2C+gender+equality+and+>

subgroups being identified and described according to their diverse socio- economic characteristics, assets, and livelihoods. This did not occur in SKiM design.

58. **A pro gender approach is evident in learning routes and gender participation targets in trainings.** Gender has been considered in project design. The project is developing KM products and dissemination methods that explicitly target approaches for the inclusion of rural men, rural women and youth. In 2020, SKiM delivered the Virtual Learning Route in Sudan which included knowledge systematization and cross-learning for natural resource management and governance, and women empowerment, such as Gender Action Learning Systems (GALS). The numbers of men and women participating in KM-related capacity development activities are being tracked.

59. **Alignment of project activities with the specific thematic areas selected in the design is evident.** The key thematic areas in the design include (i) financial inclusion of rural women and youth; (ii) natural resource management and climate resilience; and (iii) productive agricultural technologies (e.g., water management technologies, conservation agriculture and drought-resilient crops). The areas are aligned with project activities. In 2020, SKiM delivered the Virtual Learning Route in Sudan which included knowledge systematization and cross-learning for natural resource management and governance, and women empowerment, such as Gender Action Learning Systems (GALS). A water use computer app called “IRRI-Smart” has involved SKiM input, with the application helping to optimize irrigation. Climate change impacts are limited. Project supported stakeholder Selectia in Moldova to produce summary of advances with conservation agriculture as climate adaptation. Youth-focussed activities include support for universities and entrepreneurship in Moldova. In Morocco, the Equipes Metier (Business Teams) concept has been selected for the scaling up readiness analysis. The next learning route will be delivered in Moldova which will focus on the three areas, and the subsequent year will be delivered in Morocco.

60. **The participation of youth²⁶ in the project is not being evaluated using age disaggregated data.** IFAD youth main-streaming documentation notes the official United Nations definition of “youth” is people between 15 and 24 years of age. IFAD recommended that IFAD COSOPs and project designs should define youth based on a country's own definition. There is variation in specified age across included countries. For example, youth are defined between 15 and 29 years in Moldova and Morocco²⁷ and 15-24 years in Sudan²⁸. The MTE recommends that youth participation in project activities be reported using age-disaggregated data (based on national definitions) in SKiM reporting.

61. **In summary, relevance is rated satisfactory (5).** The project approach aligned well with national priorities at design. It has been guided by capacity needs assessments and a flexible approach to implementation has been adopted. The COVID pandemic necessitated a switch from face-to-face to virtual learning which has moderately impacted implementation. Poverty and youth benefits have received limited evaluation.

empowerment+during+project+design.pdf/0171dde5-e157-4a6a-8e00-a2cafaa0e314

²⁶ https://www.ifad.org/documents/38714170/39144386/Youth+Practitioner+Guide_WEBFinal.pdf/9cedc86a-8139-fd72-5570-1f80f13e0cb1?t=1594119921000

²⁷ <https://www.youthpolicy.org/factsheets/country/moldova>; <https://www.youthpolicy.org/factsheets/country/morocco>

²⁸ <https://www.youthpolicy.org/factsheets/country/sudan/>

A2. Effectiveness

Project goal, outcomes, objectives, and assumptions

62. **Progress towards the overall goal is evident.** The overarching goal is to develop effective and long-term knowledge management-related capacities in target countries. Evidence of progress towards the goal is reasonable, although the indicator to track impact is not appropriate. Increased budgetary commitment for KM-related activities reflects the potential for sustainable improvements in knowledge management-related capacities, rather than KM improvement itself.

63. Progress toward the goal could be better measured using indicators outlined in the IFAD KM strategy. IFAD measure improved capabilities using a survey where KM domains which include leadership role in supporting & scaling innovation, building a high impact learning culture, learning in connected networks, using platforms, systems, and processes for sharing knowledge and learning, building internal capacity, applying evidence and experience to policy engagement & programmes, and engaging and learning with development partners are rated on a 1-5 scale by experts. Similar domains are included in the SKiM capacity needs assessments questionnaire and could have been included in a composite indicator measured at project baseline and post project implementation. Given a baseline assessment was not conducted it is difficult to apply the framework to the current SKiM project. Future KM projects should adopt such an assessment approach

64. MTE consultations indicated project activities and outputs are improving knowledge management-related capacities in target countries. They are summarised in Table 5 and discussed in the text that follows.

Table 5: Project goals, objectives, outcomes, and outputs tracking

ToC level	Indicator and verification	Assumption	MTE Finding
Goal – (SKG) Develop effective and long-term knowledge management-related capacities in target countries	Increased budgetary commitment for KM-related activities, with a target of 60% of participating rural institutions.	(SKA1) Assumption 1: Institutional commitment to KM-related investments	Evidence of progress
(SKOB1) Objective 1: Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan	Level of knowledge management skills of target institutions, with a target of 80% of participating rural institutions	(SKA2) Assumption 2: National governments, particularly the ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments, and processes.	Target has been achieved
(SKOB2) Objective 2: Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer	Increased knowledge sharing capacity of target institutions among each other and across countries, with a target of 80% of participating rural institutions	(SKA3) Assumption 3: Commitments to upscale and replicate by development partners.	Indicator not specified in MEL plan. MTE found sharing capacity has improved.
(SKO1) Outcome 1: Improved understanding of KM capacities of the key rural institutions in 3 target countries	Not specified Capacity Needs Assessments and reporting do capture improved understanding	(SKA4) Assumption 4: High commitment and sense of ownership from relevant rural institutions, as well as individual officers, particularly, those in strategic positions, to engage in the process	Participating rural institutions have completed needs assessments
(SKO2) Outcome 2: Effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage	Number of participants adopting improved KM approaches and practices in their function, with a target of 60%. Frequency of use of knowledge products (target = 600 downloads per year and 3,000 visits per year)		Targets have been achieved. The MTE found >60% SKiM partners producing KM guidance, adopting KM tools or investing in KM activities meeting the needs highlighted in the CNA. See point 67)
(SKO3) Outcome 3: Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up	Number of innovation platforms, learning alliances, CoPs or other multi-stakeholders	(SKA5) Assumption 5: International development partners are supportive and acknowledge the progress and updates	Targets have been achieved. The MTE has found >3 SKiM partners engaging and setting up in KM platforms

			nationally and internationally, meeting the needs highlighted in the CNA. See point 70)
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65. **Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (objective 1).** The objective relates to the assessment of KM capacity gaps within key public institutions including ministries, departments, and agencies, as well as among other stakeholders, involving interviews with a cross-section of staff, a questionnaire, qualitative measures to observe organization activities, and a review of documents and reports produced by stakeholder organizations.

66. In the proposal the objective seems to be tracked by the level of knowledge management skills of target institutions, with a target of 80% of participating rural institutions. In the updated MEL it appears to be specified as the number of institutions reporting enhanced KM skills. The MEL plan indicator reflects the number of institutions reporting enhanced KM skills at the end of the project as a percentage of total stakeholder participants. It was defined by reported improvements in capacities related to knowledge discovery and detection, acquisition and creation, storage, and curation, sharing and transfer. All stakeholders participating in the MTE survey provided examples of outputs that have had a positive impact on KM skills. They varied from university websites to source books and capacity development. Enhancements in capacity are best captured in other outcomes and objective associated with capacity development activities. Although positive improvement has been reported, this indicator is not linked to the objective and should be omitted from the framework.

67. **Knowledge exchange has been promoted across in-country, cross-country and trans-regional partners to foster knowledge management and transfer (objective 2).** The proposal log frame had a target of increased knowledge sharing capacity of target institutions among each other and across countries, among 80% of participating rural institutions. This objective does not appear to have an indicator in the latest MEL plan. Positive progress was, however, evident to the MTE. Stakeholders share knowledge through the SKiM Newsletter and some plan to implement their own newsletter service; beneficiaries are investing in websites, ICT and repositories, and have access to the SKiM KM Portal. Project partners are actively engaging and sharing through SKiM CoPs and stakeholders also take part in shared social media and communication campaigns. As part of knowledge products, efforts are being made to package stakeholder innovations in IFAD Rural Solutions Portal (<https://ruralsolutionsportal.org/en/home>) template to upload institutional knowledge for wider dissemination. Communication and exchange with administrators of Rural Solutions Portal in 2020 was undergoing for 5 innovations (2 Moldova, 2 Morocco, 1 Sudan) that were packaged and going through quality check.

68. **Improved understanding of KM capacities of the key rural institutions in 3 target countries (SK01, outcome 1).** This outcome does not appear to have an indicator and reflects objective 1, Knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan have been assessed. Capacity Needs Assessments and reporting do capture improved understanding of KM capacities.

69. **Learning systems have been established, although the degree to which they are embedded across organizational processes with strengthened human and institutional capacities to manage is difficult to determine (SK02, outcome 2).** This outcome is being assessed using two indicators. The first is the number of participants adopting improved KM approaches and practices in their function with a target of 60%. This indicator measures the number of participating institutions that adopt improved KM approaches and practices. A positive count appears to be associated with the production of a capacity needs assessment report, endorsed innovation plans, other project KM assessments, midterm evaluation findings, AltMetric scores reflecting knowledge sharing activity of institutions, survey results on adaptation or behavioural changes among target groups. Based on needs assessments being completed, the target has been achieved.

70. The indicator does not really capture meaningful improvement in KM approaches and practices. A baseline and end of project survey using KM capacity needs assessment domains would be more fruitful. Domains could include KM approaches and practices that have been established. As baseline assessments were not conducted this cannot be measured in the current SKiM project but could be employed in future KM projects.

71. The second indicator is the frequency of use of knowledge products, with a target of 600 downloads per year and 3,000 visits per year. This indicator measures the online dissemination and online citation of publications. It includes HTML views and PDF downloads or discussion in news sources, policy documents, science blogs, Wikipedia, Twitter, and other media. It is not limited to publications that are peer reviewed. Project staff ensure that research products are placed in MEL and associated repositories, which automatically picks up DOIs and repository handle links. The target has been met, with large numbers of views.

72. **Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up (outcome 3).** This outcome is being tracked by the number of innovation platforms, learning alliances, and CoPs that are achieved. It includes counting trainees supported by project resources and preparing reports on platform meetings and activities, statistics on participation, analysis of the data on performance of platform processes. A target of 3 was specified. This appear to have been achieved and positive progress was reported to the MTE. For example, in Moldova, SAUM is renewing their website and advancing the SMART Café initiative. They have produced entrepreneurial videos for youth guidance and better communication and improved their DSpace repository with interoperability settings with SKiM KM Portal. Selectia is developing a website, digitalizing their knowledge for Open Access, and has produced a crop catalogue. IDIS Viitorul has produced a KM guide for academic and public institutions.

Assumptions in the theory of change

73. **Institutional commitment to KM-related investments (SKA1, assumption 1).** A key assumption is that national institutions provide budget commitments to KM activities. The tracking indicator measures how much participating institutions have increased their financial allocations from their baseline budgets for KM-related activities. National institutions' budgets at project inception are to be compared with budgets at the 3, 5 and 10 years after the closure of the project. If budgets are not available, the MEL plan indicates a survey of key stakeholders will be undertaken about commitments to KM activities.

74. The target is that 60% of participating rural institutions will increase budgetary commitments for KM-related activities from baseline. It was noted that some institutions may not want to share this data and KM allocations may be difficult to track, given KM procurements are consolidated with other assets. It is unclear why this indicator will be measured at 3, 5 and 10 years. Stakeholders interviewed as part of the MTE indicated that current budgets are limited, and more SKiM resources should be targeted at the country level. A mid-project assessment of national government budget allocations should be reported and included in exit strategy reporting. This could guide activities such as advocacy efforts for the latter parts of project implementation and help define an optimal exit strategy.

75. **National governments, particularly the ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments, and processes (SKA2, assumption 2).** The MTE finds ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments, and processes. In Morocco, IAV Hassan II aims at developing a national KM strategy and is digitalizing knowledge. INRA has moved toward testing a MEL system. ENA-Meknes is collaborating with IAV Hassan II to develop a national KM strategy and has produced a poster on the climate resilience smart application “IRRI-Smart”. ONCA is collaborating with IAV Hassan II as part of the national KM strategy. In Sudan, ARC-Sudan is adopting Zoom conferencing and leading a national monthly multi-stakeholder KM forum. AUW and SKS are preparing a national symposium, building on the SKS “citizen science” approach, and facilitating Sudanese partners to adopt an Open Access – Open Data innovative approach. UofK has an established a DSpace repository and is open to build interoperability with SKiM KM Portal, while SAUM has already primed interoperability settings toward the SKiM KM Portal. CCU-IFAD has expressed interest in digitalizing and repackaging results for better outreach on national scale. During the MTE, it was clear that institutions are willing to improve their KM systems, instruments, and processes.

76. **Commitments to upscale and replicate by development partners (SKA3, assumption 3).** It is unclear whether development partners are committed to upscaling and replication. The ICARDA MEL platform is being localised in Morocco using CGIAR funds, and discussions with IFAD PMUs about collaboration have been conducted. It was noted in the MEL plan that stakeholders might not have the resources to build and maintain KM systems that interlink with those of other national institutions, potentially causing fragmentation of KM systems at the country-level and replication of innovation. This assumption is not being monitored. It is included in the risk matrix, with mitigating measure being the systematization of good KM practices across institutions and the building of partnerships through multi-stakeholder platforms and strengthening partnerships at the country level. The underlying issue is budget restrictions at country level and IFAD allocations of budget from grants. As above, a mid-project assessment of national and donor budget allocations should be reported.

77. **High commitment and sense of ownership from relevant rural institutions, as well as individual officers, particularly, those in strategic positions, to engage in the process (SKA4, assumption 4).** Monitoring of this assumption is not being documented. Among the beneficiaries interviewed as part of the MTE, value in the project was indicated. The range of activities being supported by relevant rural institutions are listed above.

78. **International development partners are supportive and acknowledge the progress and updates (SKA5, assumption 5).** This assumption was included in the logical framework, but no documented periodic assessment is being undertaken and the risk matrix did not retain this assumption. MTE informants indicated development partners are positively viewing the project.

Project outputs

79. **KM capacity assessment for enhanced formulation of learning needs have been conducted (output 1).** Key activities in Component 1 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).

80. The needs assessment output has been delivered, which includes 4 to 5 pre-selected institutions per country. Stakeholders were then selected to include different typologies such as research, extension, academic institutions and possibly NGO to have total number of stakeholders around 4 to 5 per country. Reports were to be published within first 18 months of the project commencement, to serve as project baseline data. The report²⁹ is available on MELSpace for 4 organisations in Moldova (CPIU-IFAD, SELECTIA, SAUM, IDIS VIITORUL), Morocco (INRA, IAV HASSAN II, ONCA), and Sudan (ARC SUDAN, KARIANET, SKS). Details for the National School of Agriculture (ENA-Meknes) in Morocco and University of Khartoum, Sudan, is not presented in summary tables (p. 27-33).

Table 6: SKiM outputs, indicators, and progress at mid-term

ToC level	Indicator and verification	MTE Finding
Output 1: KM capacity assessment for enhanced formulation of learning needs	Number of KM capacity & learning needs assessments (gap analysis) conducted (Target: at least 5 pre-selected institutions per country)	4 from 5 organisations per country
	Approach Paper developed	Submitted
Output 2: Capacity development and knowledge systematization	Number of KM training courses organized (target = 8; at least 160 participants; >=80% satisfaction/effectiveness rate). Attendance records and online surveys and key informant interviews to assess the level of satisfaction and effectiveness of training, learning routes, symposia, and knowledge products	On track, 569 people, 65% male 35% female overall
	Number of learning routes organized (target=3; at least 75 participants, >=80% satisfaction/ effectiveness rate)	On track
	Number of symposia rolled-out at country level (target = 5, >= 80% satisfaction/effectiveness rate)	On track
Output 3: Enhanced regional knowledge exchange	Number of knowledge products generated (target = minimum of 30 produced and disseminated to 5,000 people)	Completed
	Online interoperable repository and portal established	Completed

81. **Approach paper³⁰ developed.** The 2020 Annual Report noted most of the activities of Component 1 were completed in preceding implementation year, apart from the approach

²⁹ Bastian Mueller, Enrico Bonaiuti, Valerio Graziano, Jocelyne Jawhar, Akmal Akramkhanov. (13/11/2019).

SKiM - Capacity Needs Assessment (CNA): Methods and Results: <https://hdl.handle.net/20.500.11766/10436>

³⁰ Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (27/12/2020). SKiM - A Systematic Review Protocol

paper. The paper is being expanded to include evaluation synthesis.³¹ It appears this is a systematic review protocol for KM and its contributions to agricultural innovations in low- and middle-income countries.³² The authors highlight it is the first paper linking KM interventions to agricultural innovations, first using semantic networking, involves seven major databases with a 30+ secondary databases and screens 2075 documents.

82. There has been formulation of capacity development and innovation plans for the target countries. Following needs assessments, the project was to develop knowledge management and communication strategy to enhance in-country institutional capability. The latest annual report indicates these plans have been completed. MTE stakeholders, most notably in Morocco, indicated further national KM strategic planning was required. This is being planned and organized in 2021 through identification of resource person to support stakeholders in drafting KM strategy.

Table 7: Knowledge Management capacity assessment planned and actual 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				

83. Regional workshop organised. This was undertaken in the first year to introduce implementation plans in participating countries and bring together people working in thematic areas to establish Communities of Practice (CoP). ToRs and action plans for CoPs (or innovation platforms) have been prepared,³³ however, face-to-face meetings have proved not possible due to COVID and national local dynamics in target countries (i.e., Sudan oil shortage).

84. Other KM-related thought leadership. Several other publications have been listed on the MEL portal. They relate to effective CoPs and social network analysis. The CoP paper

for Knowledge Management Interventions and Their Contributions to Agricultural Innovations:
<https://hdl.handle.net/20.500.11766/12252>

³¹ Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper, Evaluation Synthesis: <https://hdl.handle.net/20.500.11766/12253>

³² Murat Sartas. (15/12/2020). SKiM - Science of KM for Development Effectiveness:
<https://hdl.handle.net/20.500.11766/12219>

³³ <https://hdl.handle.net/20.500.11766/12275>

outlines terms of reference for a Knowledge Management Platform, and the use of ODK survey event logs to monitor and study engagement with partners. Presentations on social network analysis (Conference, SKIM -IFAD Learning Event to IFAD, FAO, SKIM Teams and Partners) includes background about how to network in international development, and presentation of basic of multi -stakeholder processes (CoP, IP etc.). Some of these outputs have been shifted to component 3 of the SKiM project.

85. Capacity development and knowledge systematization (output 2). The Project proposal indicated SKiM will organize a series of tailored capacity development interventions based on the capacity needs assessments undertaken in each country. Courses were to be delivered face-to face-and online (Moodle). Emphasis is being given to courses with the potential to improve organizational processes and strategies to deliver solutions for thematic areas. Progress is being tracked using the number of KM training courses organized with a target of 8 courses (at least 160 participants) and more than 80% of attendees expressing satisfaction. The output has been delivered with 569 trainees.

Table 8: Training Courses, 2018-2020

Training	Activity	Dates	M	F	Total	M/F Ratio
Partnership building visit (Moldova, Chisinau)	Partnership Building	2018 September, 8-13 (6 days)	-	-	-	-
Regional Face to face Inception Workshop for Assessment of Knowledge Management Capacity Gaps and Learning Needs (Morocco, Rabat)	Partnership Building	2018 October, 9-10 (2 days)	19	9	28	68/32 %
BigData Workshop (funded by CGIAR) to assess existing portals and capacities at national level (Morocco)	Partnership Building	2018 December, 10-14 (5 days)	14	6	20	70/30 %
National Face to face Workshop on Writeshop to Develop Capacity Building and Innovation Plans (Morocco, Rabat)	National Workshop	2019 June, 17-18 (2 days)	11	4	15	73/27%
Participation of Morocco Stakeholders in Regional Face to face Workshop on Integration of livestock under IFAD Conservation Agriculture Cropping System (Tunisia)	Travelling Workshop	2019 July, 1-4 (3 days)	3	1	4	75/25 %
National Face to face Workshop on Writeshop to Develop Capacity Building and Innovation Plans (Moldova, Chişinău)	National Workshop	2019 October, 15-16 (2 days)	4	5	9	44/56 %
National Face to face Workshop on Writeshop to Develop Capacity Building and Innovation Plans (Sudan, Khartoum)	National Workshop	2019 October, 22-23 (2 days)	9	10	19	47/53 %
Regional workshop to kick-start implementation plans and Community of Practice establishment (Morocco, Rabat)	Regional Workshop	2019 November, 14 (1 day)	43	9	52	83/17%
Regional Face to face Workshop Training on Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience (Morocco, Rabat)	Symposium	2019 November (1 day)	44	18	62	70/30 %
Knowledge Exchange - conferences and webinars on Scientific Conference on Conservation Agriculture SLM COP Follow-up (Moldova, Bălţi)	Symposium	2019 November; 29-30 (2 days)	106	24	130	82/18 %
Regional Online Workshop Training on Knowledge Management and Capacity Development Best Practice: Valorization and Transfer of Research Results	Training	2020 June-July 29-3 (5 days)	30	17	47	64/36 %

National Online Training Course: Training on Information and knowledge transfer: organization, design and delivery (Sudan)	Training	2020 November; 23-24 (2 days)	13	7	20	65/35 %
National Online Training Course: Training on Facilitating the entrepreneurs' journey (Moldova)	Training	2020 November; 24-25 (2 days)	9	20	29	31/69 %
Regional Online Training Course on Virtual Learning Route on Knowledge Management Best Practices (Sudan)	Learning Route	2020 November-December 30-4 (5 days)	67	67	134	50/50 %
Totals		40 days	372	197	569	65/35 %

M= male, F = female

86. **On-demand training courses in KM and capacity development best practice have been delivered.** Training courses been developed using capacity needs assessments undertaken in each country. Implementation partners (ICARDA, CIHEAM-Bari, Procasur, Virginia Tech) have liaised with the SKiM PMU, formulating training activities coherent with the partner's needs. Training was planned to be delivered as face-to-face but has been converted into online delivery. CIHEAM Bari has increased project inputs from the planned 1 (according to budget) in 2020 to 3 trainings. On-demand training has had follow up training in Sudan³⁴. The objective of the training was to answer the partners needs for capacity building and to extend the session on E-Learning and Remote Technical Assistance (RTA). On-demand follow up training in Moldova³⁵ was around the thematic area of 'financial inclusion of rural women and youth' through sharing the knowledge regarding the entrepreneurial culture and its challenges. A smart café project is incubating at the SAUM. All knowledge from the trainings have been digitalized and provided open access on <https://repo.mel.cgiar.org>. The M&E system reports persons trained, with satisfaction reported using an online survey.

87. **SKiM Learning Week, 2020**³⁶. The training was planned to be run in Moldova but due to COVID was reorganized and delivered as online. The week includes lectures on networking and cooperation among innovation actors; mapping and analysis of innovation chains; methods and tools to effectively communicate research and entrepreneurial ideas; implementing best practices; results and findings of the write-shops on knowledge management systems. The course has been uploaded on the Learning Platform (Claroline)³⁷.

88. The evaluation report for the training indicated participants were chosen by the partner institutions of the 3 targeted countries. The week had an average of 20-25 participants, with the highest number being 35 and lowest being 14 at individual sessions. Total participants were 47 (Morocco 15, Sudan 14 and Moldova 2, 16 other countries), of which 17 were female. A training satisfaction questionnaire was created on MEL., however, only 12 responses were recorded. Of these 12 respondents, 17% were highly satisfied and 75% satisfied with the course. Given more than 80% of responding attendees expressed satisfaction, the training satisfaction target was exceeded.

³⁴ Damiano Petruzzella. (24/11/2020). SKiM - 2020 Sudan Online Training Report: <https://hdl.handle.net/20.500.11766/12274>

³⁵ Damiano Petruzzella, Jocelyne Jawhar. (24/11/2020). SKiM - 2020 Moldova Online Training Report: <https://hdl.handle.net/20.500.11766/12271>

³⁶ Ramya Kulkarni, Valerio Graziano. (27/7/2020). 2020 SKiM Learning Week Report: <https://hdl.handle.net/20.500.11766/11941>

³⁷ <https://mip.iamb.it/index.php/training/>

89. The SKiM learning week evaluation report noted time zones was a challenge and different countries also had different thematic needs. Sudan was interested in ICT tools supporting distance learning, Morocco in drafting a KM strategy and Moldova in developing an entrepreneurship course. Lessons from the training were to acknowledge and consider the technical facilities and accessibility from partner countries, to facilitate one-step registration for multiple events, and to administer feedback surveys on Google to increase response rates.

90. **A Learning Route was conducted in late 2020.** The proposal included activities relating to the screening and identification of Learning Routes (LR) across thematic areas. The project target is that 3 Learning Routes are conducted, with at least 75 total participants and 80% satisfaction rate. A Learning Route was conducted in Sudan in virtual mode from 29 November to 4 December 2020. The source book was prepared by Procasur for Sudan and the virtual LR campaign was delivered in November 2020. It was themed on the agricultural challenges and knowledge expertise in Sudan. Thematic areas included Natural Resource Management, Agriculture and Livestock Production (representing e.g., water management, drought tolerant crops, and sustainable land management, and rainfed agriculture), and inclusion of Women and Youth.

91. The number of participants was estimated at 134. A total of 24 Tweets and 15 Facebook posts were produced over 5 days, scoring 25,332 impressions, 1,702 engagements of which 134 retweets, shares, and downloads³⁸. A Google survey was conducted for participant feedback. Of the respondents, 8 (50%) are involved in a KM peer-learning system outside of SKiM. Of the respondents, 16 (100%) are likely to consider adapting, replicating, or scaling KM best practices from the Sudan case studies. The knowledge provided by the LR was deemed easy to read, clear and informative by 15 (94%) of respondents, and 16 (100%) of respondents would like to receive more publications on KM best practices in their country.

92. Moldova is the next country where a learning route will be delivered. It will have a more focused approach on systematized solutions for national and multi-stakeholder synergies. The target thematic areas are i) financial inclusion of rural women and youth, ii) natural resources management and climate resilience, iii) productive agricultural technologies (e.g., water management technologies, conservation agriculture, drought-resilient crops).

93. **Enhanced regional knowledge exchange (output 3).** This component of the Project was included to ensure that an information-sharing mechanism (e.g., joint online portal) is available and sustainable. The project team has focused on the remote support and production of knowledge material, with the formulation of online and virtual interventions, learning opportunities and dissemination.

94. **Set-up and regular maintenance of online portal that builds upon previous tools and capacities.** The SKiM Knowledge Portal has met its target of at least 5,000 views of linked materials and pages. The portal information is stored using international standards (Dublin Core, FAO AGROVOC, ISO) to facilitate data sharing and interoperable functionalities

³⁸ Valerio Graziano, Ramya Kulkarni. (23/12/2020). SKiM - 2020 Virtual Learning Route Final Report. Beirut, Lebanon: International Centre for Agricultural Research in the Dry Areas (ICARDA): <https://hdl.handle.net/20.500.11766/12256>

(API and web-services) to interact with other institutional systems and mobile applications. It has helped development of beneficiaries' websites (Selectia, SAUM), fostered MEL system adoption or DSpace repository usage and linkage to KM portal for better visibility of stakeholder knowledge (INRA, IAV Hassan II, SAUM), and acquisition of conferencing tools (ARC-Sudan)³⁹.

95. **Roll-out of five knowledge symposia.** Thematic workshops and regional symposia have been organised to pool international and national expertise, providing a platform for national partners to exchange and devise new ways of sharing and disseminating knowledge. The indicator for this activity is the sum of symposia implemented over the duration of the project and number of participants per symposium. A feedback survey is being used to calculate percentage of participants satisfied with symposia. The target is 5 symposia with a minimum of 25 participants each, with 80% satisfaction rate.

96. The project has supported the organization of two symposia in the second half of 2019. They include Symposia 1 – Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience and Symposia 2 – Towards Sustainable Agriculture. A symposium was developed with SKS for 2020. However, the event could not be carried out due to restrictions (e.g. COVID pandemic, Sudan oil shortage, difficult situation in Sudan)⁴⁰. Converting this event into online mode was not possible due to difficulties with internet connection and additional time required to prepare an online format. Linkage with Sudan country IFAD office and KM core group is being sought, symposia planned to be organized by ARC Sudan in June 2021.

97. **Development and dissemination of knowledge products.** 236 knowledge products (research papers, reports and briefs, training materials, conference materials, communication materials, etc.) have been generated. The indicator to measure activity progress is the sum of knowledge products generated over the course of the project, use of MEL data and AltMetrics data. Products include 29 presentations, 11 reports, 2 blogs, 1 brochure, 2 photo collections, 1 template, 1 news and 1 website in 2019. Products developed in 2020 include 43 presentations, 22 videos, 9 Newsletters, 32 reports, 6 templates, 2 blogs, 1 brochure and 3 datasets (up to 17/06/2021). The frequency of use of knowledge products (target = 600 downloads per year and 3,000 visits per year) target has been surpassed, with 3,000+ views and 3,000+ downloads (as of 31st December) calculated using MEL Space.

³⁹ <https://knowledgemanagementportal.org>

⁴⁰ Valerio Graziano, Gada Kadoda, Rofida Elzubier. (27/11/2020). SKiM - CapDev and Innovation Plans 2020-2021 Sudan Implementations: <https://hdl.handle.net/20.500.11766/12251>

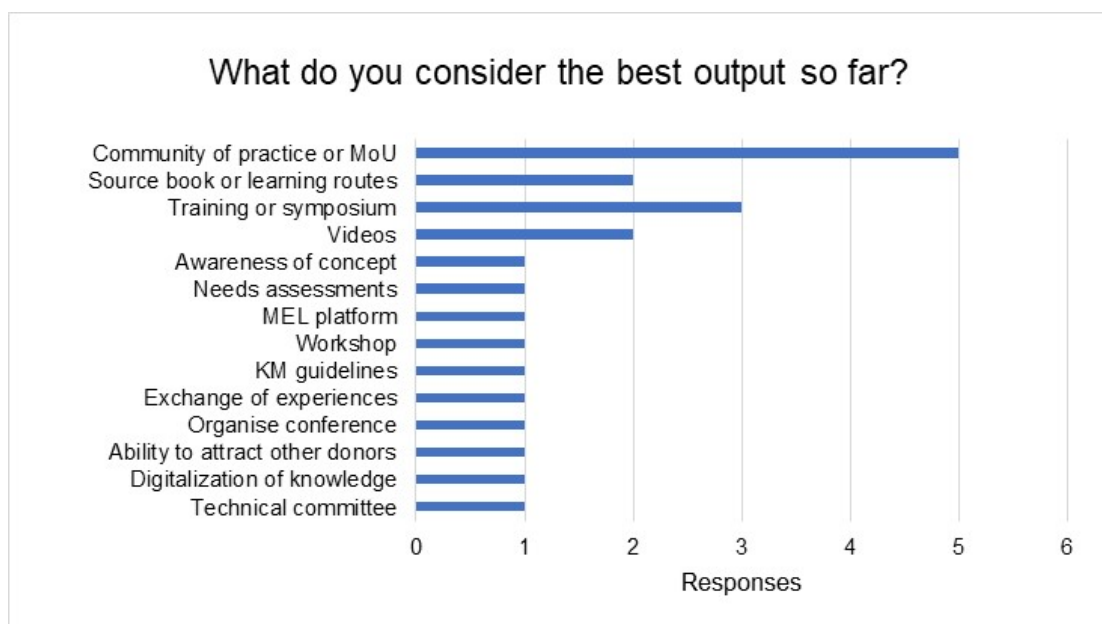


Figure 3: Stakeholder nominated best outputs of SKiM project

Source: MTE stakeholder survey, April 2021

98. MTE interview participants were asked which output they considered to be the best so far. Most considered (CoP) communities of practice or MoUs to share information as the most valuable. Intellectual property has been noted to be a major concern for beneficiaries⁴¹ SKiM trainings and many knowledge products are Open Access⁴². The list of knowledge products with at least 50 views are outlined in the following table. The 2020 SKiM Learning Week – Agenda has had the largest viewing of 294, followed by SKiM Governance Document: Roles and the LR Sudan country source book at around 100 views each. All knowledge products are their views are included in the Annex.

⁴¹ Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Enrico Bonaiuti, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - National Writeshops Report: <https://hdl.handle.net/20.500.11766/10479>

⁴² <https://mel.cgiar.org/n/capdev/5702/knowledge-management-and-capacity-development-best-practice-valorization-and-transfer-of-research-results>

Table 9: Knowledge products with more than 50 views

Item Title	MEL upload date	Views	Countries
SKIM Governance Document: Roles and Responsibilities ToR	2020-01-23 21:59:00	112	Moldova, Morocco, Sudan
SKiM - Sudan Country Source Book	2020-11-27 12:39:39	104	Sudan
SKIM - Capacity Needs Assessment (CNA): Methods and Results	2019-11-25 10:40:11	83	Moldova, Morocco, Sudan
SKiM Newsletter issue 1	2020-01-08 00:16:00	68	Moldova, Morocco, Sudan
SKIM - Regional Workshop Report: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience	2019-12-18 22:10:25	67	Moldova, Morocco, Sudan
SKiM - Knowledge Management & Communication Plan	2019-12-20 01:26:15	66	Moldova, Morocco, Sudan
Procasur Virtual Learning Route (Step 0/4) - Introduction to Knowledge Management, Video	2020-11-27 15:22:49	64	Sudan
Procasur Virtual Learning Route (Step 4/4) - "Natural Resources Governance" Case, Video	2020-11-27 15:29:42	63	Sudan
SKiM - 2020 Virtual Learning Route Social Media Toolkit	2020-11-27 23:35:00	62	Sudan
SKIM - Capacity Needs Assessment (CNA): Methods and Results Presentation	2019-01-13 10:34:10	61	Moldova, Morocco, Sudan
SKiM - Knowledge Management Strategy	2019-09-14 14:23:34	57	Moldova, Morocco, Sudan
SKiM Newsletter Issue 5	2020-05-04 17:32:21	53	Moldova, Morocco, Sudan
2020 SKiM Learning Week - Virtual Visit Video Making Templates	2020-06-09 23:29:39	53	Moldova, Morocco, Sudan
SKiM - Knowledge Management Plan	2019-01-13 10:44:51	50	Moldova, Morocco, Sudan
Procasur Virtual Learning Route (Step 1/4) - "Learning Routes" Case, Video	2020-11-27 15:24:32	50	Sudan

99. **In summary, effectiveness is rated satisfactory (5).** The project has achieved marked progress towards its expected outputs. Several output targets have been exceeded. This includes the number of knowledge products and use of the MEL portal. Two learning routes need to be conducted and published research have yet to be produced.

Efficiency

100. **The IFAD grant is being managed in an efficient manner.** Stakeholders indicated lines of accountability within the project are well-defined and being followed. The strengths of the SKiM project nominated by stakeholders participating in the MTE survey (See next Figure) included openness and fairness of management, a cooperative approach had been fostered, a commitment to KM had been developed and national level committees had been formed to support KM. The total disbursement rate for the grant is relatively low, although there is improved consistency between annual work plans and budgets and their execution. Contract management appears to be slow, with technical partners and some country level positions taking considerable time to establish.



Figure 4: Stakeholder nominated strengths of SKiM project

Source: MTE stakeholder survey, April 2021

101. **Progress in the first year was slowed by recruitment issues.** 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. 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 contracted since autumn 2020. A national focal point is in place for Moldova and Morocco.

102. **The SC is overseeing project implementation.** The responsibilities of the Steering Committee (ISC) are evident, and it provided effective and hands-on oversight for SKiM. The PMU is active and effective and has brought partners closer together. The processes for allocating the projects resources are driven by the SC. Meetings involve presentations by the stakeholders of the yearly initiatives on KM, activities, policies, and practices, along with presentation of the annual progress and proposed activities for the upcoming year. The meeting concludes with discussion, agreement and finalization of the annual work plans and budget documents.

103. **The amount disbursed by IFAD to ICARDA was US\$604 thousand at end-December 2020.** Cumulative disbursement is relatively slow, with 33% (\$0.60 million) of total IFAD project funds (\$1.8 million) being spent by December 2020. Planned expenditures in the project proposal (e.g., those in the 2018 work plan) indicated staff and goods and services expenditure would be \$328 and \$451 thousand by the end of the projects third year.

104. Current staff and goods expenditures of \$157 and \$219 thousand by December 2020 represent half of planned expenditures for these cost items planned at project inception. The 1st Progress Report indicated the slow pace of the project in its inception phase will be overcome by a dedicated presence in focus countries. Consulting and workshop activity implementation will also need to be expediated. Covid-19 has introduced challenges to budget expenditures in 2020, which the team has tried to overcome using virtual and online modes.

Table 10: IFAD Project budget and expenditure, December 2020

Year	2020			Cumulative 2018-2020		
	Actual	Budget Work Plan	%	Actual	Budget Work Plan	%
Sources						
IFAD	248,045	449,148	55%	604,741	819,148	74%
Counterpart ICARDA	15,000	15,000	100%	70,000	67,492	104%
Counterpart CHEAM	3,250	3,250	100%	6,750	6,750	100%
Counterpart PROCASUR	9,000	5,000	180%	9,000	10,000	90%
Counterpart Virginia Tech	0	1,250	0%	0	2,500	0%
Uses						
Consultants	53,425	103,350	52%	68,109	127,350	53%
Goods and Services	106,576	125,419	85%	218,802	236,419	93%
Workshops	849	88,167	1%	34,675	128,167	27%
Salaries	41,022	47,599	86%	157,101	158,599	99%
Operating	20,324	43,029	47%	70,141	93,029	75%
Overhead	17,775	32,605	55%	43,906	59,605	74%
CSP	8,074	8,979	90%	12,007	15,979	75%
Total	248,045	449,148	55%	604,741	819,148	74%

105. Planned and actual expenditures were reported for cost categories and activities in the progress reports using annual work plan budgets. (See **Figures 5 and 6**). 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 which reflect the pace of implementation. LR's were a large, planned expenditure item in 2020.

Figure 5: Planned and actual costs by category, 2018-2020

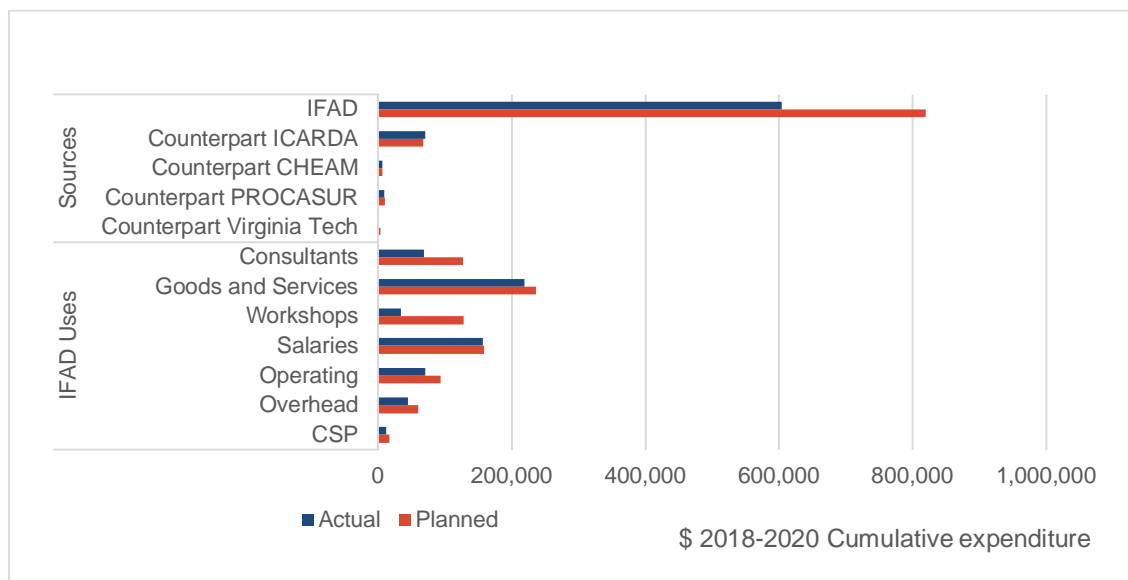
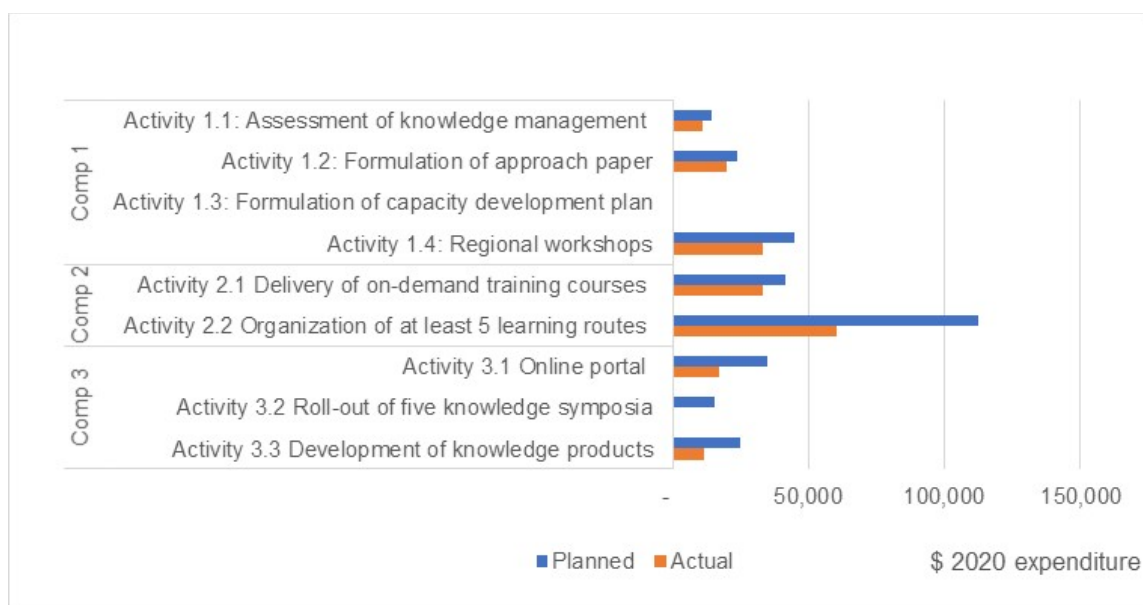


Figure 6: Planned and actual costs by activity, 2020



106. **Project phasing at inception was appropriate.** Capacity assessments were undertaken at the start of the project. These assessments have been used to develop capacity development plans and subsequent training activities. Progress has been reasonable, although COVID has slowed capacity development activities. Virtual delivery will result in travel cost savings. A key issue nominated by stakeholders participating in the MTE survey was the remaining time for the project. An extension to December 2022 might be necessary due to COVID impact.

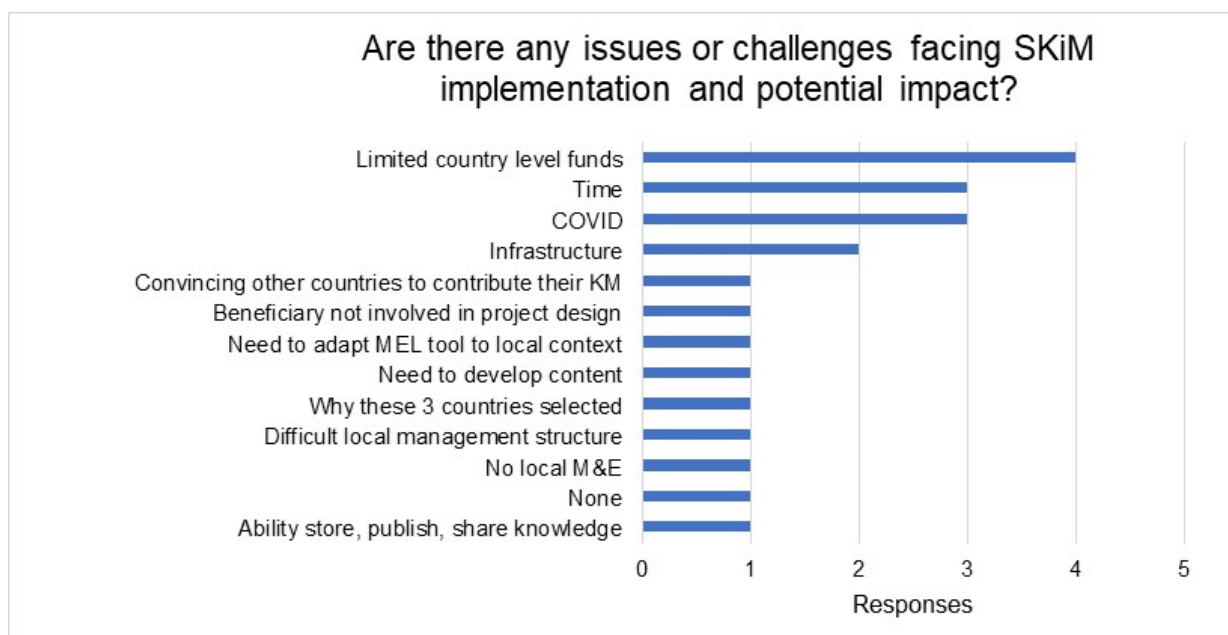


Figure 7: Stakeholder nominated issues of SKiM project

Source: MTE stakeholder survey, April 2021

107. **The cost per beneficiary is difficult to estimate.** The proposal noted the project will enable 5,000 beneficiaries to access and use existing or newly created knowledge. In addition to this, 12,000 beneficiaries will be targeted via dissemination campaigns totalling 17,660 beneficiaries. The rationale for these estimates was not elaborated in the proposal. The cost per beneficiary ratio is US\$4200 (in total cost) based on project cost of US\$2.1 million divided by 5,000 direct beneficiaries a, or \$119 per each of the 17,660 indirect beneficiaries. A cost per beneficiary ratio of US\$119 is reasonable compared to the average of US\$246 in IFAD's 2016-2018 portfolio⁴³. It is difficult to compare cost per beneficiary of evaluated projects, as courses have been delivered remotely and there has not been a great deal of capital expenditure. The economic internal rate of return has not been calculated as KM impacts from SKiM cannot be defined at this point as are largely enabling. Virginia Tech are undertaking an economic evaluation to define KM value more broadly.

108. **M&E system is tracking output level progress.** 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. This has been undertaken in the MEL plan which was formulated in April and finalized in November 2020⁴⁴. The plan noted 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 plan integrated project outputs, outcomes and objectives into the strategic frameworks of ICARDA, CGIAR, and IFAD and outlines indicators for project results. The plan is being updated throughout the project.

⁴³https://www.ifad.org/documents/38714182/41331982/ARRI2019_Web.pdf/3a6b4016-3c6c-f040-a12f-3c46e8e82d5b

⁴⁴Ramya Kulkarni, Enrico Bonaiuti, Valerio Graziano, Akmal Akramkhanov, Emilie Vansant. (25/11/2020). SKiM - Monitoring & Evaluation Plan: <https://hdl.handle.net/20.500.11766/12103>

The plan is reasonable although some of the indicators are not relevant, and poverty and youth impacts are not being tracked.

109. **Overall, the MTE rates efficiency as moderately satisfactory (4)** The rating was assigned by the MTE based on SKiM lines of accountability being well-defined; the PMU and SC have fostered a cooperative and a commitment to KM had been developed. The grant is behind its disbursement schedule particularly for staff and good and services. The completion of the Moldovan LR should improve goods and services spending, along with a consultant being engaged to help with the development of the Moroccan KM strategy, and several scaling readiness analyses of innovations from target countries.

A4. Rural poverty impact

(i) Alleviating poverty

110. The poverty impact dimensions of SKiM have not received considerable attention, possibly because the results of KM activities are likely to have indirect poverty impacts that are difficult to track and quantify. Poverty was not discussed in the proposal. The MEL plan indicates the SKiM project contributes to CGIAR's SLO1: Reduced Poverty, as well as three Cross-Cutting Themes (CCT)s: CCT-B Gender and Youth, CCT-C Policies and Institutions, and CCT-D Capacity Development. The MEL plan indicates project activities work towards the fulfilment of these overarching themes and outcomes in part through strategic partnerships. If poverty impacts are considered impacts, the poverty targeting activities of the project or impacts need to be discussed qualitatively in project reporting. This has not occurred.

(ii) Human and social capital and empowerment

111. **High satisfaction with KM training but targeting unclear.** Human and social capital and empowerment is being improved through capacity development, although the selection of participants does not appear to be based on poverty. CA needs assessment criterion for participating organisations did not explicitly consider social dimensions. During the MTE, discussions took place with stakeholders and a specific question was asked as to how SKiM may lead to human and social capital and empowerment. The key impact was highlighting the benefits of knowledge sharing and helped with the online shift associated with COVID (See figure below).

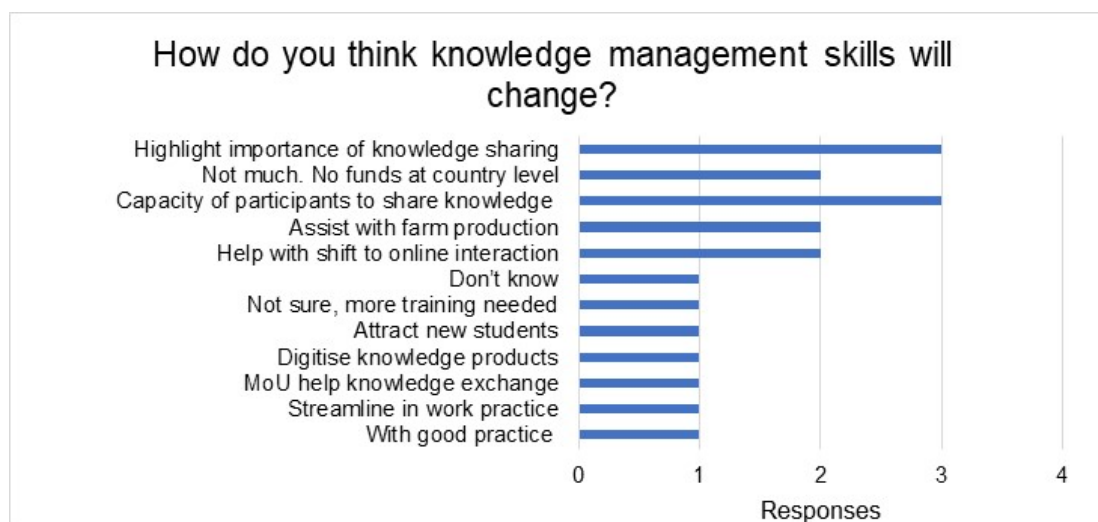


Figure 8: Stakeholder views of KM management changes from SKiM project

Source: MTE stakeholder survey, April 2021

(iii) Food security and agricultural productivity

112. **Food security and productivity topics have been covered during learning routes and symposia.** This includes Symposia 1 – Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience and Symposia 2 – Towards Sustainable Agriculture.

(iv) Institutions and policies

113. **Needs assessments and strategies will strengthen KM within target institutions.** Based on the assessment of knowledge management capacity gaps and identified needs, SKiM has developed capacity development and strategies to enhance in-country institutional capability. Emphasis in developing training course materials will be given to improve organizational processes and strategies to deliver solutions for thematic areas covering the financial inclusion of women and youth, and natural resource management for climate change adaptation and agricultural productivity.

114. **In summary, poverty impact from the project is rated moderately satisfactory (4).** Poverty reduction is limited from the perspectives of human and social capital and empowerment as well as institutions and policies. The rural poor have not been adequately considered in project design.

A5. Sustainability of benefits

115. **There is potential for substantial outcomes and impacts.** There is demand for SKiM outputs by KM users. especially for training and ICT⁴⁵. Key users outlined by MTE

⁴⁵ Bastian Mueller, Enrico Bonaiuti, Valerio Graziano, Jocelyne Jawhar, Akmal Akramkhanov. (13/11/2019). SKiM - Capacity Needs Assessment (CNA): Methods and Results: <https://hdl.handle.net/20.500.11766/10436>

stakeholder survey participants include students, institutions that support agriculture and farmers.

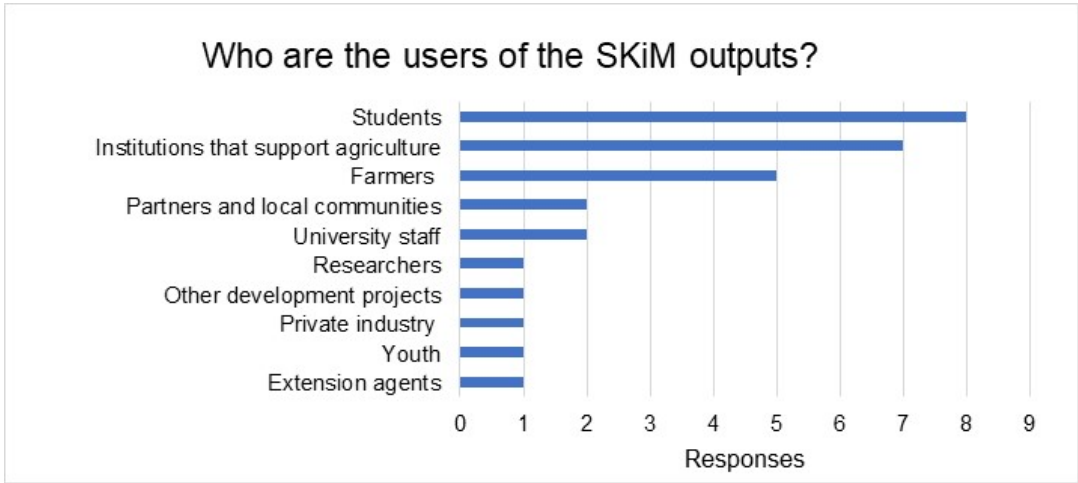


Figure 9: Stakeholder perception of users of SKiM outputs

Source: MTE stakeholder survey, April 2021

116. **There is indication of government commitment after the project closing date.** The MTE finds ministries of agriculture and other relevant institutions, are willing to improve and support their KM systems, instruments, and processes (See figure below). For example, in Moldova, SAUM is renewing their website and advancing the SMART Café initiative. They have produced entrepreneurial videos for youth guidance and better communication and improved their DSpace repository with interoperability settings with SKiM KM Portal. Selectia is developing a website, digitalizing their knowledge for Open Access and has produced a crop catalogue. IDIS Viitorul has produced a KM guide for academic and public institutions.

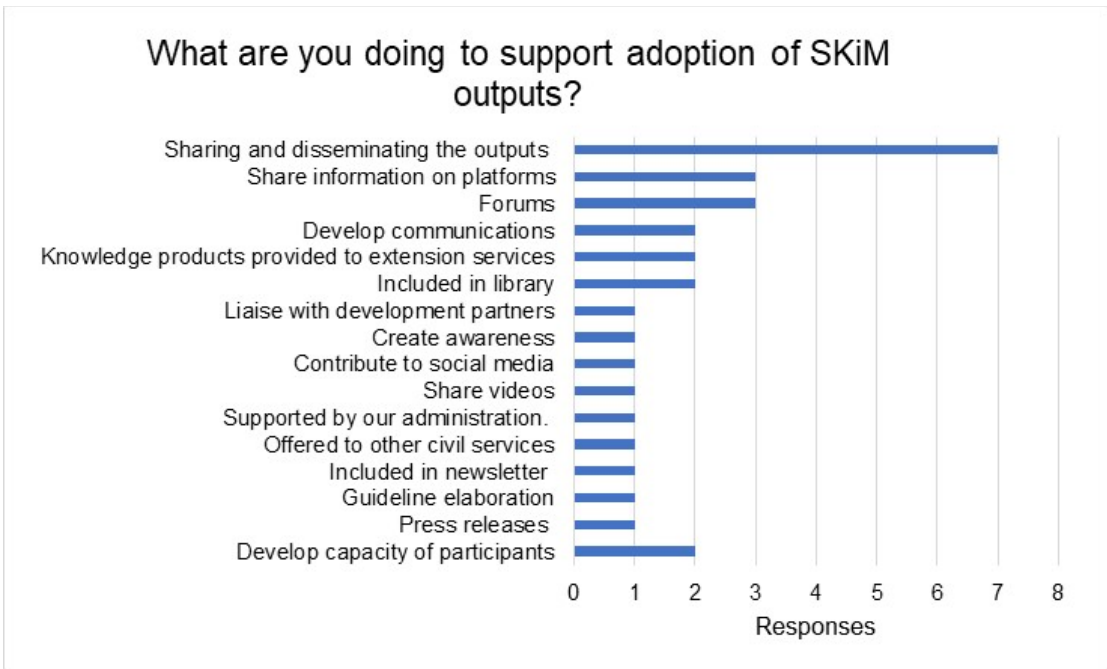


Figure 10: Stakeholder support for SKiM output adoption

117. **Overall, sustainability of benefits is rated moderately satisfactory (4).** The MTE finds ministries of agriculture and other relevant institutions, are willing to improve and support their KM systems, instruments, and processes. A range of examples are cited.

B. Other performance criteria

B1. Innovation

118. **KM development is innovative and builds on lessons of the past.** SKiM is using the latest KM thinking⁴⁶ for designing capacity development based on the gaps and needs in KM assets and operations evident in the need's assessments⁴⁷. The approach follows the SECI Model of Nonaka and Takeuchi that builds a shared understanding of KM across beneficiaries, connecting them nationally in National Technical Committees and internationally across IFAD and auxiliary KM networks⁴⁸. SKiM is supporting partners to adopt useful KM assets (e.g., ICT, KM skills, knowledge dissemination tools and practices, KM system thinking). Some of the unique features of the project were nominated by MTE stakeholder survey respondents. They include CoPs, along with SKiM being the first KM project they had experienced.

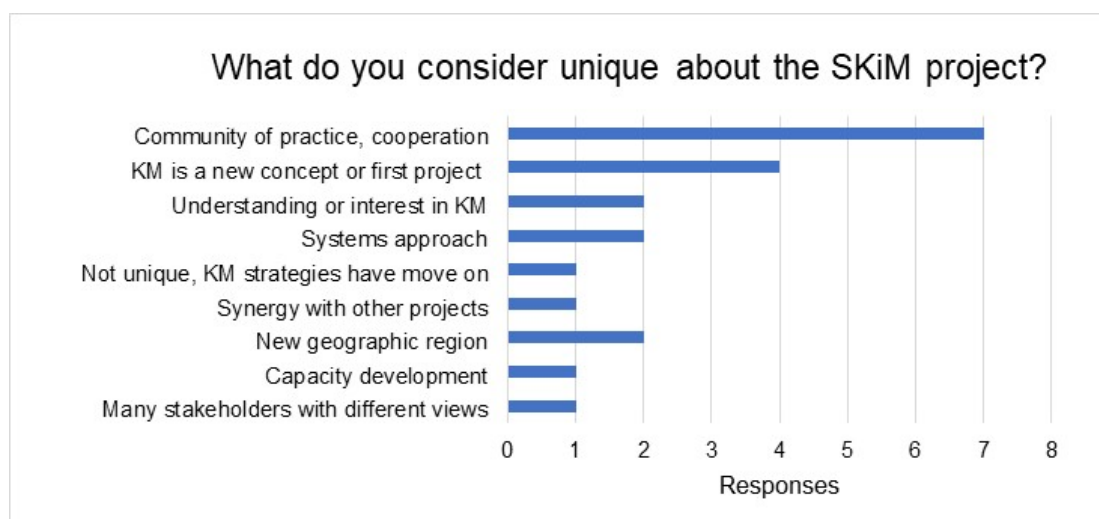


Figure 11: Stakeholder views on SKiM unique features

Source: MTE stakeholder survey, April 2021

⁴⁶ Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Akmal Akramkhanov. (14/10/2019). National Writeshop on Capacity Development and Innovation Plan for Knowledge Management: <https://hdl.handle.net/20.500.11766/10437>, this training presents KM concepts elaborated toward an operationalized, flexible workflow based on KM principles (part 5) and fit for adoption by any stakeholder, in full or in part. It has helped partners in identifying core aspects to develop and express specific desires.

⁴⁷ Valerio Graziano. (30/6/2020). 2020 SKiM Learning Week - Capacity Development & Innovation Plans: <https://hdl.handle.net/20.500.11766/11487>, CapDev overall analysis matrix, from Capacity Needs Assessment to CapDev & Innovation Plans. The Innovations are being deployed throughout SKiM activities.

⁴⁸ IFAD Rural Solutions (in workflow with IFAD), international Knowledge Symposia, trainings with notable experts (by CIHEAM-Bari), Learning Routes (by Procasur), economic approaches to KM (by Virginia Tech).

119. **SKiM has no footprint in the scientific literature.** Many of the partner scientists in the project have had no KM experience and SKiM has introduced KM concepts to these personnel. The project team, however, has considerable background in KM evaluation, scaling and ICT. Despite this experience, SKiM publications have not appeared in high-impact journals. Staff are experts in their fields, so international publications should be pursued in the remainder of the project given ICARDA is an international research agency and organisations such as Virginia Tech are part of the implementing consortium.

120. **The strategic value of mobilizing a multi-country IFAD grant can be further realised.** The SKiM grant is across three-countries and has helped facilitated direct contacts with a regional research team from ICARDA/project partners with national KM stakeholders. There has been mixed contact with IFAD PMUs and cross-country capacity development. Attendance of SKiM learning week varied by country. The use of LR materials has had multi-country benefits. There is scope to undertake research in the value of knowledge or product test portals or digitalised products.

121. **For these reasons, innovation is rated as satisfactory (5).** Institutional partnerships have been created; and the project has been built on lessons from the past.

B2. Scaling up

122. **Potential for scale-up is evident.** According to IFAD, scaling up occurs when other partners (Government, donors, NGOs, or civil society) use their resources to scale up results. The scaling of KM assets is following a need-for-adoption basis and scaling readiness approach. Readiness involves assessment of control of KM asset for integration and institutional strengthening, monitoring & evaluation processes and workflow and establishment of partnership building agreements for innovation in accordance with the respective ministries. Stakeholder feedback to the MTE suggested that KM products need to be embedded in national KM strategies and many of IFAD projects have not developed proper KM plans. The availability and potential of local resources to scale KM needs to be articulated in an exit strategy with clear timelines, benchmarks, and linkages which provide a longer-term vision as to how outputs from SKiM will be embedded and support post project completion.

123. **In summary, scale-up is rated by the MTE to be moderately satisfactory (4).**

B3. Gender equality and youth

124. **Gender and youth issues have been considered in design, but youth impacts are not being tracked.** The proposal noted SKiM will develop activities targeting both young men and women professionals of the partner institutions and this will be included in the selection criteria for capacity development activities. In 2020, SKiM delivered the Virtual Learning Route in Sudan which included knowledge systematization and cross-learning for natural resource management and governance, and women empowerment, such as Gender Action Learning Systems (GALS). Training has a target of 360 total participants with a minimum 30% female, 70% male gender balance. The number of men and women participating in KM-related capacity development activities are being tracked [total in variety of events is 569 people, with 65% male and 35% female overall. Youth are the primary target of all entrepreneurial trainings and entrepreneurial capacity development; however, age disaggregated data is not being collected.

125. **In summary, gender equality and youth are rated moderately satisfactory ().** Female participation numbers are reasonable [35%]. Age disaggregated data is not being collected.

B4. Environment and natural resources management

126. Natural resources management and climate resilience is receiving attention in SKiM. ENA-Meknes is collaborating with IAV Hassan II for national KM strategy and has produced a poster on the climate resilience smart application “IRRI-Smart”⁴⁹. It helps to optimize on-field drip irrigation by providing farmers, farm managers and other end users with irrigation parameters (daily irrigation needs, calendar to implement precision irrigation and help improve profitability, which may reduce poverty). The v1.0 app can be downloaded from Google Play Store and used for free. Since its release in early January 2021, 1000 users were registered in the following two weeks. In summary, SKiM contribution to environment and natural resources management is rated as moderately satisfactory (4 score).

B5. Adaptation to climate change

127. Climate change impacts are limited. Project supported stakeholder Selectia in Moldova has included conservation agriculture and climate adaptation in KM activities. The country has soil degradation, water pollution and reduced biodiversity, challenges which are being addressed through conservation agriculture advances associated with winter cereal crops in the steppe region⁵⁰.

128. **Environment and natural resources management and adaptation to climate change are rated by the MTE to be moderately satisfactory (4).**

C. Overall project mid-term achievement

129. The project appears on track to deliver planned outputs.

D. Performance of partners

130. **Performance of ICARDA is rated as satisfactory (4).** No assessments were made of government or IFAD performance. 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. IFAD indicated that the financial report submitted for 2019 was not in line with IFAD requirements and ICARDA was requested to resubmit a SoE showing also the co-financing amounts with disbursements. The retroactive approval of activities and expenditures incurred in between July and December 2019 was subject to the submission of the financial statement.

131. The MTE understand this is happening on a timely basis. IFAD confirmed during the MTE that ICARDA's grant management reporting is satisfactorily from the technical quality and reliability aspects. Annual work plans are now being submitted on time, although there

⁴⁹ Aziz Abouabdillah, Rachid Bouabid. (8/3/2021). SKiM - IRRI-Smart Poster: <https://hdl.handle.net/20.500.11766/12634>

⁵⁰ Boris Boincean, M. V. Cebotari, D. P. Cebanu. (20/11/2019). Conservation Agriculture for Winter Cereal Crops. Chisinau, Moldova: Selectia Research Institute of Field Crops: <https://hdl.handle.net/20.500.11766/10480>

were delays during early stages of the project. A six-month workplan covering the project start date to the end of 2018 was prepared and 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 December 31, 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.

132. There have been delays in contracting technical partners and staff.

IV. Conclusions and recommendations

A. Conclusions

133. **The project design has been informed by country strategies and KM needs assessments.** The proposal notes the design reflects IFAD country strategies. For example, in Sudan, staff were approached by the Ministry of Agriculture at the Federal Level to address a KM gap and the concept for SKiM was outlined in the COSOP. Consultations were undertaken in Moldova and Morocco with country teams who identified proposed KM activities in the two countries. The project builds on previous KM efforts, as SKiM uses the Learning Route Methodology developed by PROCASUR and the MEL platform developed by ICARDA has also been used to develop a regional portal. Moreover, SKiM has alignment with the IFAD KM Strategy which includes the objectives improving of organisational ability to generate, use and share the best available evidence and experiential knowledge to achieve higher quality operations, and greater visibility and influence in the global development community.

134. KM capacity needs assessments have been used to guide training and other project activities. Priorities identified using workshops and assessments varied by country, with knowledge management to make organisations more attractive for young people and supporting entrepreneurship being highlighted in Moldova, while establishing communities of practice, KM strategy development and ICT enhancement were identified in the Sudan and Morocco. Training activities and learning route content is being driven by beneficiaries. Given the diverse priorities there has been limited scope for south-south and triangular cooperation. Organizational capacities vary across the NENA and the CEN regions.

135. **SKiM shows effectiveness at mid-term.** The project appears on track to deliver planned outputs. Most planned KM capacity assessments have been conducted, an approach paper for evidence synthesis has been prepared and a regional workshop undertaken which has resulted in three community of practices being established.

136. The project has organized a series of tailored capacity development interventions based on the capacity needs assessments undertaken in each country. A 2-day course on Big Data was conducted during December 2018 to assess existing portals and capacities at the national level. Training has included SKiM learning week. A total of 47 attendees were reported (17 female). Post participation feedback was positive across the limited number who responded to the survey, with 17% being highly satisfied and 75% satisfied with the training. A course was conducted by CIHEAM-Bari originally planned to be held in Moldova, online. Scheduled one-day training in Sudan with Virginia Tech was rescheduled to 2021.

137. A learning route has been conducted using Sudan case studies. The route had 134 participants. A total of 24 Tweets and 15 Facebook posts were produced over 5 days, scoring 25,332 impressions and 1,702 engagements (134 retweets, shares, and downloads). The SKiM Knowledge Portal has met its target of at least 5,000 views/downloads of linked materials and pages. In 2020, products include 43 presentations, 22 videos, 9 Newsletters, 32 reports, 6 templates, 2 blog, 1 brochure and 3 datasets (up to 17/06/2021).

138. Efficiency has been adversely impacted by COVID 19 and a slow project start.

Cumulative disbursement is, however, behind that planned. Several implementation challenges were included in the 1st Progress Report. They included a slow start to the project in 2018 due to schedules of partners, insecurity in Sudan and the development of AWPBs being slower than expected. The recruitment process for a coordinator based in Morocco was slow, as were the development of partnership agreements with co-implementing institutions such as Virginia Tech and PROCASUR. The key challenge in 2020 has been the COVID pandemic. The 2020 project report noted several trainings were converted to online events, such as the learning week delivered over 5 days in June-July 2020. Follow up on-demand 2-day courses were delivered to Moldova and Sudan participants in November 2020.

139. A MEL framework has been developed but could be more concise.

A MEL framework has been developed for the project. There is coherence across the activities, outputs, and outcomes in the log frame. The sub-areas of activities are linked with outputs. The overall goal is not supported by an appropriate indicator - being increases in KM budgets for national organisations. Some of the objectives and outcomes are repetitive and could be consolidated. For example, the first objective to assess and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, and Sudan (with possibility to add two other countries) is like the outcome of improved understanding of KM capacities of the key rural institutions.

140. Some of the assumptions in the log frame and risk matrix are not being periodically monitored, nor have been sufficiently considered in shaping activities. For example, stakeholders might not have the resources to build and maintain KM systems that interlink with those of other national institutions was nominated by interviewees in the MTE stakeholder survey as a key issue facing project impact. The SKiM risk framework includes mitigation by emphasizing systematization of good KM practices across institutions and the building of partnerships through multi-stakeholder platforms, strengthening partnerships at the country level. This may not be sufficient.

141. SKiM poverty impacts are limited.

The project has brought modest opportunities for poverty reduction, and this aspect was not discussed in the proposal. A great deal of detail is provided in the SKiM MEL plan about linking the project log frame to a range of IFAD, CGIAR and CRP frameworks. For example, schematics are provided about how the SKiM project contribute to CGIAR IDOs, SLOs, and the UN Sustainable Development Goals (SDGs). Many of the links do not appear to be supported with evidence. For example, the MEL plan indicates SKiM project contributes to CGIAR's SLO1: Reduced Poverty. Duplicate objectives and outcomes. No evidence is provided about the magnitude and pathway for this contribution to materialise.

142. Gender and youth have been considered in design and implementation.

Activities have involved these cross-cutting themes. For example, the Virtual Learning Route from 29 November to 4 December 2020 was themed on the agricultural challenges and knowledge expertise in the Sudanese context. It included a Gender Action Learning Systems component which has had around 100 views. Gender-disaggregated indicators have been collected for trainings. Youth targeted interventions have also been implemented. Examples include the SAUM Youth Engagement Video. Project tracking indicators do not seem to report participation by age.

143. **The potential for scale up and sustainable benefits are evident.** The MTE stakeholder survey found numerous initiatives to scale outputs from the project and a commitment to longer term support for KM. In Morocco, the establishment of an agreement among key country institutions to formalize exchange and dissemination of knowledge was highlighted, along with on-going efforts to locally adapt an MEL platform. Support for the university website developed in Moldova, along with digitised crop variety catalogues and communities of practice to share knowledge in Sudan were also nominated by interviewees. SKiM also has an opportunity to explore innovative management methods to support project implementation and reporting at the country level. SKiM has mapped ongoing IFAD activities in SKiM target countries. In the latter parts of the project SKiM interaction with project contact points in these countries, may promote the scale up and scale out good practices. Case studies could be packaged to document KM results for advocacy purposes and document lessons learnt for future KM programming.

144. Based on MTE ratings of project relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact, gender, innovation, scaling up, environment and natural resources management, and adaptation to climate change criteria - SKiM is assessed to be moderately satisfactory at midterm.

Table 11: MTE assessment of evaluation criterion

Criteria ^a	MTE Rating	Score
Rural poverty impact	Moderately satisfactory	4
Project performance		
Relevance	Satisfactory	5
Effectiveness	Satisfactory	5
Efficiency	Moderately satisfactory	4
Sustainability of benefits	Moderately satisfactory	4
Project performance ^b	Moderately satisfactory	4
Other performance criteria		
Gender equality	Moderately satisfactory	4
Innovation	Satisfactory	5
Scaling up	Moderately satisfactory	4
Environment and natural resources management	Moderately satisfactory	4
Adaptation to climate change	Moderately satisfactory	4
Overall project achievement ^c	Moderately satisfactory	4

a Rating scale: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.

b Average of ratings for relevance, effectiveness, efficiency, and sustainability of benefits

c Overarching assessment of the project at mid-term, based on the rating for relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact, gender, innovation, scaling up, environment and natural resources management, and adaptation to climate change.

B. Recommendations

145. **Key recommendations are provided below for consideration for the SKiM steering committee, partners, and IFAD.** These recommendations are primarily designed for the remaining period of SKiM implementation and any follow-on projects. They refer to IFADs KM strategy and are drawn from the MTE stakeholder survey and discussions with the SKiM project team. Responses to the question about what changes, if any, stakeholders would like to be see in the remainder of the SKiM project implementation from the stakeholder survey are provided the following figure. More training and capacity building, implementing national KM strategies or plans, supporting infrastructure development or local budget, and enhancing an MEL platform for local situations were the key suggestions.

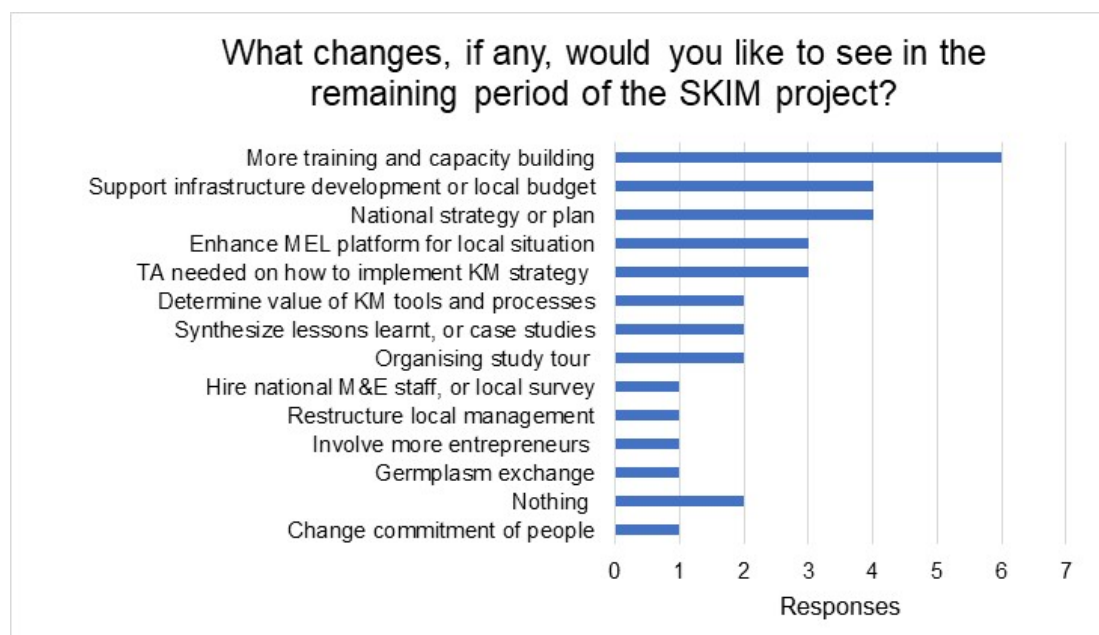


Figure 12: Stakeholder nominated changes for SKiM remaining implementation

Source: MTE stakeholder survey, April 2021

146. **Recommendation 1: IFAD, the CGIAR and other donors should continue to support KM through follow-up projects.** The experience gained through SKiM shows how active engagement with institutions is having a positive impact on KM capacity and information sharing. SKiMs experience points to two priorities for future engagement: resolving remaining obstacles in capacity and infrastructure and supporting the implementation of strategies formulated under the project. The World Bank noted that knowledge sharing is central to global development. They highlight that Agenda 2030 calls for enhancing “knowledge sharing on mutually agreed terms,” while the Addis Ababa Action Agenda on Financing for Development encourages knowledge sharing in sectors contributing to the achievement of the SDGs⁵¹. KM endeavours remain an on-going priority for all development organisations and

⁵¹ <https://blogs.worldbank.org/sustainablecities/taking-stock-knowledge-sharing-driver-achieving-sustainable-development-goals>

national governments, therefore, lessons learnt and priority areas for KM areas identified during SKiM should continue to be pursued.

147. Recommendation 2: SKiM closing date should be extended to December 2022.

Disbursement of IFAD funds has been relatively slow. Although two thirds of the project implementation period have now lapsed, only a third of the IFAD allocated budget has been spent. Several reasons have been provided. As above, recruitment and engagement with partners was also initially slow. Recruitment and contracting policies should be reviewed at ICARDA and partners given these issues. The COVID pandemic has also impacted project expenditure. Given this unforeseen event, without precedence, it is recommended the project end date be extended for maximum value for early years of implementation can be realised.

148. Recommendation 3: Goal and outcome indicators should be changed or omitted, and youth participation tracked using age-disaggregated data.

The M&E plan was developed using the logical framework developed in the proposal, which presented SKiM's specified impact, objectives, outputs, activities, and assumptions. The log frame was subsequently mapped to impact pathways and a theory of change. While the groupings of activities under outputs and outcomes are logical, some of the indicators are difficult to measure and are duplicative. The framework could be simplified by removing duplicate outcomes and objectives relating to capacity assessment. The MEL plan also integrated project outputs into the strategic frameworks of ICARDA, CGIAR, and IFAD. Some of these linkages (such as poverty) have no evidence or clear link to project activities. Although poverty impacts are likely to be indirect, linkages need to be described in qualitative terms in project reporting. Youth impacts should be tracked using age-disaggregated data.

149. Progress toward the goal could be better measured using indicators outlined in the IFAD KM strategy, rather than government KM budgets which provide limited indication of KM capability. The IFAD KM strategy proposes to measure improved capabilities using a 1-5 scale provided by survey respondents to domains such as leadership role modelling, supporting & scaling innovation, building a high impact learning culture, learning in connected networks, using platforms, systems, and processes for sharing knowledge and learning, building internal capacity, applying evidence and experience to policy engagement & programmes, and engaging and learning with development partners. Similar domains are included in the SKiM capacity needs assessments questionnaire⁵². These domains were not scored at SKiM baseline, so difficult to include in the current project. Future KM projects could employ a composite indicator measured at project baseline and post project implementation.

150. Recommendation 4: Budget availability for national level scale-up needs more consideration as part of project exit strategy.

The IFAD KM strategy notes 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. A key assumption in the SKiM log frame is that national institutions provide budget commitments to KM activities. Stakeholders interviewed as part of the MTE indicated that current budgets are limited, and more SKiM resources should be targeted at the country level. The availability and potential of local resources to scale KM

⁵² Bastian Mueller. (19/12/2018). SKiM - Capacity Needs Assessment (CNA): Methods and Results Presentation: <https://hdl.handle.net/20.500.11766/9142>

needs to be articulated in an exit strategy with clear timelines, benchmarks, and linkages which provide a longer-term vision as to how outputs from SKiM will be embedded and support post project completion.

151. **Recommendation 5: Prioritise project budget savings for addressing country level obstacles, capacity development and KM strategy implementation.** The IFAD KM strategy noted that success in translating activities into the desired outputs assumes that adequate human and financial resources are available, that knowledge flows are maintained in a more decentralized environment and that staff respond to incentives. 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 KM strategies and implementation plans. Assessments have been conducted to identify gaps in personnel, processes, and tools among target institutions with impede KM impact and effective learning. Project savings from slow implementation or a change to virtual delivery of training should target country-level infrastructure – for connectivity, digital co-working, and online learning – and capacity development gaps in digital tools installation, deployment and staff use identified in these assessments and support KM strategy implementation.

152. **Recommendation 6: Synthesis of lessons learned and KM case studies.** In line with IFAD's Strategic Framework 2016-2025, a core purpose of its KM is to identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up⁵³. This involves the generation of knowledge management legacies, so best practices can be transferred. Evidence, best practices, and lessons from SKiM need to be synthesised and, where possible, disseminated in the international peer literature.

⁵³ Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKiM - Knowledge Management Strategy: <https://hdl.handle.net/20.500.11766/10258>

Annexes

I. Basic project data

			<i>Approval (US\$ m)</i>	
Region	NEM and CA	Total project costs	US\$ 2,115,000	
Country	Moldova Morocco Sudan	IFAD grant and percentage of total	US\$ 1,800,000	85%
Type of project (subsector)	Grant	Cofinancier 1	US\$ 315,000	15%

II. Definition and rating of the evaluation criteria

Criteria	Definition *	Mandatory	To be rated
Rural poverty impact	Impact is defined as the changes that have occurred or are expected to occur in the lives of the rural poor (whether positive or negative, direct or intended or unintended) as a result of development interventions.	X	Yes indirect,
	<i>Four impact domains</i>		
	· Household income and net assets: Household income provides a means of assessing the flow of economic benefits accruing to an individual or group, whereas assets relate to a stock of accumulated items of economic value. The analysis must include an assessment of trends in equality over time.		No
	· Human and social capital and empowerment: Human and social capital and empowerment include an assessment of the changes that have occurred in the empowerment of individuals, the quality of grass-roots organizations and institutions, the poor's individual and collective capacity, and in particular, the extent to which specific groups such as youth are included or excluded from the development process.		No
	· Food security and agricultural productivity: Changes in food security relate to availability, stability, affordability and access to food and stability of access, whereas changes in agricultural productivity are measured in terms of yields; nutrition relates to the nutritional value of food and child malnutrition.		No
	· Institutions and policies: The criterion relating to institutions and policies is designed to assess changes in the quality and performance of institutions, policies and the regulatory framework that influence the lives of the poor.	No	
Project performance	Project performance is an average of the ratings for relevance, effectiveness, efficiency and sustainability of benefits.	X	Yes
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, institutional priorities and partner and donor policies. It also entails an assessment of project design and coherence in achieving its objectives. An assessment should also be made of whether objectives and design address inequality, for example, by assessing the relevance of targeting strategies adopted.	X	Yes
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.	X	Yes
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.	X	Yes
Sustainability of benefits	The likely continuation of net benefits from a development intervention beyond the phase of external funding support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the project's life.	X	Yes
Other performance criteria			
Gender equality and women's empowerment	The extent to which IFAD interventions have contributed to better gender equality and women's empowerment, for example, in terms of women's access to and ownership of assets, resources and services; participation in decision making; workload balance and impact on women's incomes, nutrition and livelihoods.	X	Yes
Innovation	The extent to which IFAD development interventions have introduced innovative approaches to rural poverty reduction.	X	Yes
Scaling up	The extent to which IFAD development interventions have been (or are likely to be) scaled up by Government authorities, donor organizations, the private sector and others agencies.	X	Yes
Environment and natural resources management	The extent to which IFAD development interventions contribute to resilient livelihoods and ecosystems. The focus is on the use and management of		

the natural environment, including natural resources defined as raw materials used for socio-economic and cultural purposes, and ecosystems and biodiversity - with the goods and services they provide.	X	Yes
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Annex II

<i>Criteria</i>	<i>Definition *</i>	<i>Mandatory</i>	<i>To be rated</i>
Adaptation to climate change	The contribution of the project to reducing the negative impacts of climate change through dedicated adaptation or risk reduction measures.	X	Yes

<i>Criteria</i>	<i>Definition *</i>	<i>Mandatory</i>	<i>To be rated</i>
Overall project This provides an overarching assessment of the intervention, drawing upon achievement the analysis and ratings for rural poverty impact, relevance, effectiveness, efficiency, sustainability of benefits, gender equality and women's empowerment, innovation, scaling up, as well as environment and natural resources management, and adaptation to climate change.			
Performance of partners			
· IFAD	This criterion assesses the contribution of partners to project design, execution, monitoring and reporting, supervision and implementation support, and evaluation. The performance of each partner will be assessed on an individual basis with a view to the partner's expected role and responsibility in the project life cycle.	X	Yes
· Government		X	Yes

* These definitions build on the Organisation for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) Glossary of Key Terms in Evaluation and Results-Based Management; the Methodological Framework for Project Evaluation agreed with the Evaluation Committee in September 2003; the first edition of the Evaluation Manual discussed with the Evaluation Committee in December 2008; and further discussions with the Evaluation Committee in November 2010 on IOE's evaluation criteria and key questions

III. Approach paper

The mid-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 (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.

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 were also interviewed based on questions presented in the Evaluation Matrix.

Governance and Management Assessment

Governance and management arrangements will be assessed in terms of efficiency, accountability, transparency, and fairness. It will include an examination of structures, functions, and processes.

Organizational Timeline

The organizational timeline indicates significant events, achievements, setbacks, and changes in the history of the project. This tool helps to provide an understanding on the specific contexts of the program.

Quality of Science Analysis

Publications claimed as project outputs will be reviewed. Publication quality control processes, scientists' perceptions of the quality of scientific outputs and the ISI of the journals where papers are published will be examined, and the extent to which papers are open access.

Beneficiary Assessment

Beneficiary Assessment will be used to map stakeholders who benefit from the outputs and outcomes of the SKiM project. This includes gender-sensitive beneficiary assessments focusing on who has (and may) benefited.

Cost-benefit analysis

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

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.

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 members' review. Comments and feedback will be included into the final evaluation report.
- The **Evaluation Report** presents all evidence and responses to evaluation criteria. It 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 12: Evaluation timeline

	Dates	Ross	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 in Morocco. Could include Sudan if within 4 days for all. Say 4 calls x 4 days = 16 interviews for Sudan, Morocco, Moldova
	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	

Composition of team

Ross McLeod has been 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.

IV. List of persons interviewed

Table 13: Stakeholders 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 Cojocaru mihaela.cojocaru@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@enameknes.ac.ma
Sudan						
Department of Transfer of Technology, Agricultural Research Corporation (ARC-Sudan)	✓	✓	✓	✓	✓	Mahmoud Mekki mahmoud.mekki@gmail.com
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 ekhlaelomiry2000@yahoo.com

V. Evaluation matrix

Questions and Proposed Evaluation Tools	Paragraph in Report	SSI Project team	SSI A: NARS,	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	47, 42	✓	✓		✓			
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	53	✓	✓		✓			
3. Should the project be extended to a further country? If so, where and what activities should be targeted?	47	✓						
4. What is the comparative advantage of the KM strategies adopted by the project, compared to other methods of KM development?	117	✓	✓					
5. Do scientists participating in the project understand KM research and development?	118	✓	✓					
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?	54	✓	✓					
7. Do the impact pathways logically link activities to impacts?	73-78	✓						
8. Have constraints to outcomes and impacts been considered in the project design?	62	✓	✓					

SSI = semi-structured interviews

Questions and Proposed Evaluation Tools	Paragraph in Report	SSI Project	SSI A: NARS	Governance	ORG	QOS	Beneficiary	Cost-benefit
9. Is it evident that the project builds on the latest scientific thinking and research results?	44	✓						
10. Are the internal processes and conditions, including research staff and leadership quality, adequate for quality assurance?	102	✓		✓	✓			
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?	54	✓	✓					
Effectiveness (Goals)								
12. To what extent have the objectives of the project and its components been attained in quantitative and in qualitative terms?	62	✓	✓					
13. What have been the Institutional commitment to KM-related investments	73	✓	✓					
Effectiveness (Objectives)								
14. To what extent has knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan been enhanced	69	✓	✓					
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	72	✓	✓					

Questions and Proposed Evaluation Tools	Paragraph in Report	SSI Project	SSI A: NARS	Governance	ORG	OOS	Beneficiary	Cost-benefit
16. What key activities as improving Knowledge Sharing (KS) and improving institutional awareness for better planning and overall management	67	✓	✓					
Effectiveness (Outcomes)								
17. How has the understanding of KM capacities of the key rural institutions improved?	69	✓	✓					
18. What effective learning systems have been established and embedded across organizational processes with strengthened human and institutional capacities to manage	69	✓	✓					
19. How many participants have adopted improved KM approaches and practices in their particular function (69	✓	✓					
20. How has KM development enhanced the productivity and resilience of rain fed farming systems	72	✓	✓					
21. What Organizational culture assets have been established	72	✓	✓					
22. What communication culture assets have been established	93-98	✓	✓					
23. How has KM increased access to sustainable rural finance services, markets and value chains	93-98	✓	✓					
24. How has the frequency of use of knowledge products changed since project commencement	97	✓						
25. How many innovation platforms, learning alliances, CoPs or other multi-stakeholder have been developed?	72	✓						
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	75	✓						

Questions and Proposed Evaluation Tools	Paragraph	SSI Project	SSI A: NARS	Governance	ORG	OOS	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	72	✓	✓					
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)	79	✓			✓	✓	✓	✓
What are the key priorities for further development	92	✓						
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?	85	✓			✓	✓	✓	✓
30. What are the key priorities for further development?	145	✓						
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	94	✓	✓		✓	✓	✓	✓
32. Are the research outputs, such as publications, of high quality? Are there examples of good science?	119					✓		
Impacts, Innovation, Scaling Up and Likely Sustainability								
33. Is there potential for substantial outcomes and impacts in the next two years	122	✓						✓
34. What can be done for the remainder of the project to enhance impact	145	✓	✓					
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	116, 73, 75	✓	✓					

Questions and Proposed Evaluation Tools	Paragraph	SSI Project	SSI A: NARS	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?	115	✓	✓					
37. Have there been enough efforts to document outcomes and impact from research?	119	✓				✓		
38. What innovative knowledge management tools and platforms have been promoted by the project?	118	✓						
39. How should the innovative tools be contextualized	118	✓						
40. Have adequate constraint analyses and lessons from ex post studies informed program design	44	✓						
41. Are the innovative knowledge management tools and platforms consistent with the IFAD KM Strategy	93-98	✓						
42. How are the innovative KM tools and platforms being scaled by the project? What are the opportunities and the threats to the scaling	93-98	✓	✓					
Efficiency and governance								
43. How does the project expenditure compare to the budget- whole budget and per deliverable	103			✓				
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?	103			✓	✓			
45. Does the quality of outputs to date reflect value for money?	107				✓			✓
46. To what extent do the governance and management arrangements permit and facilitate the effective participation and voice of the different categories of stakeholders?	102 100	✓	✓	✓	✓			
47. How effective is contract management? Doe 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?	100	✓	✓		✓			

Questions and Proposed Evaluation Tools	Paragraph in Report	SSI Project	SSI A: NARS	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?	100	✓		✓	✓			
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?	102	✓	✓	✓	✓			
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?	102	✓		✓	✓			
51. Is the level of collaboration and coordination appropriate and efficient for reaching maximum synergies and enhancing partner capacity?	54	✓		✓	✓			
52. Is the monitoring and evaluation system efficient for recording and enhancing processes, progress, and achievements?	108	✓		✓	✓			
53. Are implementation and sustainability related risks adequately identified and managed?	140	✓		✓	✓			
54. Is the management of Intellectual property used or generated by the project appropriately managed?	140	✓		✓	✓			
Cross Cutting themes (Gender and Youth)								
55. Have gender and youth issues been adequately considered in research design in terms of relevance to and effect on women/youth	124	✓					✓	
56. Has gender been adequately considered in the impact pathway analysis	124	✓					✓	

Questions and Proposed Evaluation Tools	Paragraph in Report	SSI Project	SSI A: NARS	Governance	ORG	QOS	Beneficiary	Cost-benefit
Cross Cutting themes (Natural Resources)								
57. 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	126	✓	✓					
Cross Cutting themes (Partnerships)								
58. To what extent has the project management unit developed partnerships with the entities highlighted in the proposal and other relevant entities?	48	✓	✓					
59. To what extent is the project facilitating KM activities within these established partnerships	48-56	✓	✓					

VI. Interview templates

QUESTIONNAIRE

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:

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 IFAD supported program versus research led by NARS?

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:

VII. Outcome and output indicators

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 ⁵⁴
	<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 ⁵⁵
	<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 ⁵⁶

⁵⁴ Valerio Graziano, Bastian Mueller, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKIM - Inception Workshop Report: <https://hdl.handle.net/20.500.11766/10255>

⁵⁵ Valerio Graziano, Jack Durrell, Enrico Bonaiuti, Alexandra Holm, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - Knowledge Management & Communication Plan: <https://hdl.handle.net/20.500.11766/10477>

⁵⁶ Enrico Bonaiuti, Akmal Akramkhanov, Valerio Graziano, Emilie Vansant. (9/12/2019). SKiM - Steering Committee Minutes, November 2019: <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 ⁵⁷
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 ⁵⁸
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 Developed⁵⁹ • 3 country innovation plans drafted. To be formatted and uploaded in Q2/2020 	Morocco June 2019 Moldova Oct 2019 Sudan Oct 2019	Reports ⁶⁰
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 ⁶¹
Component 2: Capacity Development and Knowledge Systematization					

⁵⁷ Bastian Mueller, Enrico Bonaiuti, Valerio Graziano, Jocelyne Jawhar, Akmal Akramkhanov. (13/11/2019). SKiM - Capacity Needs Assessment (CNA): Methods and Results: <https://hdl.handle.net/20.500.11766/10436>

⁵⁸ Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper: <https://hdl.handle.net/20.500.11766/12252>, Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper, Evaluation Synthesis: <https://hdl.handle.net/20.500.11766/12253>

⁵⁹ Valerio Graziano, Jack Durrell, Enrico Bonaiuti, Alexandra Holm, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - Knowledge Management & Communication Plan: <https://hdl.handle.net/20.500.11766/10477>

⁶⁰ Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKiM - Knowledge Management Strategy: <https://hdl.handle.net/20.500.11766/10258>, Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Enrico Bonaiuti, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - National Writeshops Report: <https://hdl.handle.net/20.500.11766/10479>

⁶¹ Emilie Vansant, Akmal Akramkhanov, Valerio Graziano, Enrico Bonaiuti. (15/12/2019). SKiM - Regional Workshop Report: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience: <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 Webpage⁶²</p> <p>Reports⁶³</p> <p>OA Course⁶⁴</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 Blog⁶⁵</p> <p>Report⁶⁶</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>Portal⁶⁷</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>Symposia⁶⁸</p>
Activity 3.3 Development and	<ul style="list-style-type: none"> Develop communication plan with target list compiled Consultations with project partners and IFAD 	<p>December</p>	<ul style="list-style-type: none"> Communication plan developed (see 1.1, row 2, line 1) 	<p>Jul 2019</p> <p>Jan 2020</p> <p>Dec 2020</p>	<p>Reports⁶⁹</p>

⁶² <https://mel.cgiar.org/n/capdev/2850/big-data-in-agriculture>

⁶³ Damiano Petruzzella, Jocelyne Jawhar. (24/11/2020). SKiM - 2020 Moldova Online Training Report: <https://hdl.handle.net/20.500.11766/12271>, Damiano Petruzzella. (24/11/2020). SKiM - 2020 Sudan Online Training Report: <https://hdl.handle.net/20.500.11766/12274>

⁶⁴ <https://mip.iamb.it/index.php/training/>

⁶⁵ <http://hdl.handle.net/20.500.11766.1/6fc657>

⁶⁶ Ramya Kulkarni, Valerio Graziano. (27/7/2020). 2020 SKiM Learning Week Report: <https://hdl.handle.net/20.500.11766/11941>

⁶⁷ <https://knowledgemanagementportal.org>

⁶⁸ <https://hdl.handle.net/20.500.11766.1/c6c0c2>

⁶⁹ Valerio Graziano, Jack Durrell, Enrico Bonaiuti, Alexandra Holm, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - Knowledge Management & Communication Plan:

dissemination of knowledge products	<ul style="list-style-type: none"> • 30 products • Reach 5,000 people 		<ul style="list-style-type: none"> • Guidelines on how products should be • 7 products by July 2019 		
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<https://hdl.handle.net/20.500.11766/10477>, Valerio Graziano, Jack Durrell, Enrico Bonaiuti, Alexandra Holm, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - Knowledge Management & Communication Plan: <https://hdl.handle.net/20.500.11766/10477>, Akmal Akramkhanov, Enrico Bonaiuti, Valerio Graziano, Emilie Vansant, Bastian Mueller, Jocelyne Jawhar, Damiano Petruzzella, Jeff Alwang, Barbara Massler, Ram Sharma. (24/4/2020). SKiM - Annual Progress Report, June 2018 – December 2019. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA): <https://hdl.handle.net/20.500.11766/11044>

VIII. List of publications (exported from MEL on 24/04/2021)

Type	Item Title	Upload date	Citation	Views	Countries
Blog	Chickpea: an alternative crop for rainfed lands in Uzbekistan	2021-04-19 18:28:34	Sanobar Khudaybergenova. (19/4/2021). Chickpea: an alternative crop for rainfed lands in Uzbekistan. URL: https://dx.doi.org/20.500.11766.1/182afc	NA	Uzbekistan
Blog	First Step on a Four Years Route to Strengthen Knowledge Management for Greater Development Effectiveness	2019-01-13 11:03:09	Valerio Graziano. (30/10/2018). First Step on a Four Years Route to Strengthen Knowledge Management for Greater Development Effectiveness. URL: https://mel.cgiar.org/projects/738/84/first-step-on-a-four-years-route-to-strengthen-knowledge-management-for-greater-development-effectiveness	NA	Moldova, Morocco, Sudan
Blog	Nurturing Innovation by Protecting its Architects	2020-12-17 09:24:06	Valerio Graziano, Enrico Bonaiuti. (26/4/2020). Nurturing Innovation by Protecting its Architects. URL: https://www.icarda.org/media/drywire/nurturing-innovation-protecting-its-architects	NA	Global
Blog	SKiM - Moldova Writeshop Blog	2020-01-28 11:26:04	Constantin Rotaru, Mihaela Cojocar. (17/10/2019). SKiM - Moldova Writeshop Blog. URL: http://gazetasatelor.md/2019/10/17/atelier-de-lucru-in-domeniul-managementului-cunostintelor-in-agricultura/	16	Moldova
Blog	SKiM Virtual Learning Route: Sharing knowledge management best practices to scale	2020-12-02 10:34:46	Valerio Graziano. (2/12/2020). SKiM Virtual Learning Route: Sharing knowledge management best practices to scale. URL: https://dx.doi.org/20.500.11766.1/cba7e3	7	Sudan
Blog	What is Knowledge Management?	2020-08-25 10:57:32	Emilie Vansant. (10/12/2019). What is Knowledge Management. URL: https://dx.doi.org/20.500.11766.1/eabc67	37	Morocco
Book	Selectia Crop Catalogue	2020-12-24 02:04:28	Boris Boincean. (1/12/2020). Selectia Crop Catalogue.	8	Moldova
Brief	SKiM - Approach Paper	2020-12-24 01:52:09	Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper.	29	Moldova, Morocco, Sudan
Brief	SKiM - Approach Paper, Evaluation Synthesis	2020-12-24 01:54:59	Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (23/12/2020). SKiM - Approach Paper, Evaluation Synthesis.	14	Moldova, Morocco, Sudan
Brief	SKiM M&E Plan Brief	2020-12-11 18:29:39	Ramya Kulkarni, Enrico Bonaiuti, Valerio Graziano. (11/12/2020). SKiM M&E Plan Brief.	6	Global
Brochure	Conservation Agriculture for Winter Cereal Crops	2019-11-26 12:00:17	Boris Boincean, M. V. Cebotari, D. P. Cebanu. (20/11/2019). Conservation Agriculture for Winter Cereal Crops. Chisinau, Moldova: Selectia Research Institute of Field Crops.	22	Moldova
Brochure	SKiM - Brochure 2020	2019-01-13 11:05:48	Valerio Graziano, Jack Durrell, Akmal Akramkhanov, Bastian Mueller. (5/10/2018). SKiM - Brochure 2020.	33	Moldova, Morocco, Sudan
Brochure	SKiM - Capacity Needs Assessment (CNA): Brief	2020-02-25 10:34:21	International Center for Agriculture Research in the Dry Areas ICARDA, Valerio Graziano, Bastian Mueller. (15/2/2020). SKiM - Capacity Needs Assessment (CNA): Brief.	35	Moldova, Morocco, Sudan

Dataset	INRA-MEL Knowledge Mapping dataset	2020-12-31 10:47:03	Enrico Bonaiuti, Valerio Graziano. (11/11/2020). INRA-MEL Knowledge Mapping dataset [Organizational].	1	Morocco
Dataset	Mid-Term Evaluation Scoring Sheet	2020-05-12 14:44:33	Emilie Vansant. (12/5/2020). Mid-Term Evaluation Scoring Sheet [Recruitment: Application Scoring].	NA	Moldova, Morocco, Sudan
Dataset	SKiM - Annual Work Plan and Budget for the Year 2020	2021-03-25 21:59:20	Akmal Akramkhanov, Enrico Bonaiuti. (6/6/2020). SKiM - Annual Work Plan and Budget for the Year 2020 [AWPB].	1	Moldova, Morocco, Sudan
Donor Report	Annual Work Plan and Budget for the Year 2020	2020-04-25 08:31:44	Akmal Akramkhanov, Enrico Bonaiuti. (24/4/2020). Annual Work Plan and Budget for the Year 2020. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	NA	Moldova, Morocco, Sudan
Donor Report	SKiM - Annual Progress Report, June 2018 – December 2019	2020-04-25 08:37:38	Akmal Akramkhanov, Enrico Bonaiuti, Valerio Graziano, Emilie Vansant, Bastian Mueller, Jocelyne Jawhar, Damiano Petruzzella, Jeff Alwang, Barbara Massler, Ram Sharma. (24/4/2020). SKiM - Annual Progress Report, June 2018 – December 2019. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	33	Moldova, Morocco, Sudan
Donor Report	Work Plan and Budget for the Year 2018-2019	2020-04-25 08:17:26	Akmal Akramkhanov, Enrico Bonaiuti. (21/1/2019). Work Plan and Budget for the Year 2018-2019. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	NA	Moldova, Morocco, Sudan
Image	SKiM - Image gallery from Rural Solution on AVIAMED project-IAV Hassan II	2020-12-11 09:50:13	Ramya Kulkarni, Valerio Graziano. (11/12/2020). SKiM - Image gallery from Rural Solution on AVIAMED project-IAV Hassan II.	8	Morocco
Image	SKiM - Moldova Writeshop Photos	2020-01-28 11:32:37	Valerio Graziano. (17/10/2019). SKiM - Moldova Writeshop Photos.	5	Moldova
Image	SKiM - Sudan Writeshop Photos	2020-02-28 17:21:19	International Center for Agriculture Research in the Dry Areas ICARDA. (24/10/2019). SKiM - Sudan Writeshop Photos.	22	Sudan
Journal Article	SKiM - A Systematic Review Protocol for Knowledge Management Interventions and Their Contributions to Agricultural Innovations	2020-12-30 23:01:46	Murat Sartas, Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (27/12/2020). SKiM - A Systematic Review Protocol for Knowledge Management Interventions and Their Contributions to Agricultural Innovations.	15	Moldova, Morocco, Sudan
Manual	SKiM - Knowledge Management: A Practical Guide for Universities and Research Institutions	2020-12-30 23:37:49	Eduard Tugui. (27/12/2020). SKiM - Knowledge Management: A Practical Guide for Universities and Research Institutions.	3	Moldova
News Item/Press Item	SKiM - Moldova Writeshop News	2019-12-20 03:49:16	Constantin Rotaru, Mihaela Cojocar. (17/10/2019). SKiM - Moldova Writeshop News, in "Gazeta Satelor", pp. 1-1.	25	Moldova
Newsletter	SKiM Newsletter issue 1	2020-01-08 00:16:00	Emilie Vansant. (7/1/2020). SKiM Newsletter issue 1. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	68	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 10	2021-02-19 17:55:38	Ramya Kulkarni. (19/2/2021). SKiM Newsletter Issue 10.	9	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 11	2021-03-15	Ramya Kulkarni. (12/3/2021). SKiM Newsletter Issue 11. Lebanon: International	13	Moldova,

r		19:00:06	Center for Agricultural Research in the Dry Areas (ICARDA).		Morocco, Sudan
Newsletter	SKiM Newsletter Issue 2	2020-02-11 13:41:20	Emilie Vansant. (31/1/2020). SKiM Newsletter Issue 2. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	45	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 3	2020-02-27 22:14:02	Emilie Vansant. (27/2/2020). SKiM Newsletter Issue 3. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	38	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 4	2020-03-31 10:44:35	Emilie Vansant. (31/3/2020). SKiM Newsletter Issue 4.	49	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 5	2020-05-04 17:32:21	Emilie Vansant. (1/5/2020). SKiM Newsletter Issue 5.	53	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 6	2020-09-18 15:26:32	Valerio Graziano. (18/9/2020). SKiM Newsletter Issue 6.	22	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 7	2020-11-03 12:14:22	Ramya Kulkarni. (2/11/2020). SKiM Newsletter Issue 7.	24	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 8	2020-11-29 20:02:56	Ramya Kulkarni. (29/11/2020). SKiM Newsletter Issue 8.	16	Moldova, Morocco, Sudan
Newsletter	SKiM Newsletter Issue 9	2020-12-30 23:46:52	Ramya Kulkarni. (27/12/2020). SKiM Newsletter Issue 9.	9	Moldova, Morocco, Sudan
Other	2020 04 30 SKiM-IFAD-CPIU Moldova Linkages Meeting Minutes	2021-03-25 22:46:20	2020 04 30 SKiM-IFAD-CPIU Moldova Linkages Meeting Minutes.	NA	Moldova
Other	2020 SKiM Learning Week - Agenda	2020-06-03 17:25:16	2020 SKiM Learning Week - Agenda.	294	Moldova, Morocco, Sudan, Global
Other	CIHEAM-Bari-ICARDA Creation of MOOC/Moodle Video Lessons Meeting Minutes	2021-03-25 22:35:43	CIHEAM-Bari-ICARDA Creation of MOOC/Moodle Video Lessons Meeting Minutes.	NA	Moldova, Morocco, Sudan
Other	FAO- ICARDA Meeting Minutes Package - I4IFA Event	2020-08-11 08:59:20	FAO- ICARDA Meeting Minutes Package - I4IFA Event.	NA	Moldova, Morocco, Sudan
Other	IFAD-ICARDA Meeting Minutes Package on Rural Solutions and SKiM KM Portal	2020-05-19 22:00:37	IFAD-ICARDA Meeting Minutes Package on Rural Solutions and SKiM KM Portal.	NA	Moldova, Morocco, Sudan, Global

Other	IFAD-SKiM Meeting Minutes on Monitoring & Evaluation Plan - Select Linkages with IFAD Frameworks	2020-06-27 23:51:58	IFAD-SKiM Meeting Minutes on Monitoring & Evaluation Plan - Select Linkages with IFAD Frameworks.	NA	Moldova, Morocco, Sudan
Other	IFAD-SKiM Meeting Minutes on the Steering Committee Recommendation	2020-06-27 23:56:54	IFAD-SKiM Meeting Minutes on the Steering Committee Recommendation.	NA	Moldova, Morocco, Sudan
Other	IFAD-SKiM Meeting Minutes Package on Annual Report 2019 and Plan of Work and Budget 2020	2020-06-27 23:54:57	IFAD-SKiM Meeting Minutes Package on Annual Report 2019 and Plan of Work and Budget 2020.	NA	Moldova, Morocco, Sudan
Other	PROCASUR-ICARDA Learning Route Meeting Minutes	2021-03-25 22:42:31	PROCASUR-ICARDA Learning Route Meeting Minutes.	NA	Moldova, Morocco, Sudan
Other	Shortlisted Proposals - Mid-Term Evaluation 2020	2020-05-12 14:41:10	Shortlisted Proposals - Mid-Term Evaluation 2020.	NA	Moldova, Morocco, Sudan
Other	SKiM - 2020 Moldova Rural Solutions Package	2020-12-27 21:24:29	SKiM - 2020 Moldova Rural Solutions Package.	2	Moldova
Other	SKiM - 2020 Morocco Rural Solutions Package	2020-12-27 21:02:53	SKiM - 2020 Morocco Rural Solutions Package.	1	Morocco
Other	SKiM - 2020 National Technical Committees Minutes Package	2021-03-25 22:51:32	SKiM - 2020 National Technical Committees Minutes Package.	NA	Moldova, Morocco, Sudan
Other	SKiM - 2020 Sudan Rural Solutions Package	2020-12-27 21:41:55	SKiM - 2020 Sudan Rural Solutions Package.	2	Sudan
Other	SKiM - UZGIP Rural Solutions Package	2020-12-24 02:12:21	SKiM - UZGIP Rural Solutions Package.	1	Moldova, Morocco, Sudan
Other	SKiM 2020 Steering Committee Meeting Agenda	2020-12-17 00:08:19	SKiM 2020 Steering Committee Meeting Agenda.	10	Moldova, Morocco, Sudan
Other	SKiM Governance Document: Roles and Responsibilities ToR	2020-01-23 21:59:00	SKiM Governance Document: Roles and Responsibilities ToR.	112	Moldova, Morocco, Sudan
Other	SKiM Project Mid-Term Evaluation Terms of Reference	2020-01-31 17:25:12	SKiM Project Mid-Term Evaluation Terms of Reference.	17	Moldova, Morocco, Sudan
Poster	SKiM - IRRI-Smart Poster	2021-03-08 11:40:52	Aziz Abouabdillah, Rachid Bouabid. (8/3/2021). SKiM - IRRI-Smart Poster.	20	Morocco
Poster	SKiM - Rahad Agricultural Scheme (RAS) Poster	2020-12-21 12:16:25	Tyseer Elhadi. (21/12/2020). SKiM - Rahad Agricultural Scheme (RAS) Poster.	20	Sudan

Presentati on	2020 SKiM Learning Week - About ENA-Meknes	2020-07-20 17:08:06	Abdellah Aboudrare. (29/6/2020). 2020 SKiM Learning Week - About ENA-Meknes.	10	Morocco
Presentati on	2020 SKiM Learning Week - About UofK	2020-07-20 17:33:25	Elwasila Mukhtar Mohamed Elwasila. (29/6/2020). 2020 SKiM Learning Week - About UofK.	13	Sudan
Presentati on	2020 SKiM Learning Week - Capacity Development & Innovation Plans	2020-07-27 16:15:05	Valerio Graziano. (30/6/2020). 2020 SKiM Learning Week - Capacity Development & Innovation Plans.	11	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - CIHEAM-Bari Innovation Chain	2020-07-28 12:49:44	Damiano Petruzzella. (3/7/2020). 2020 SKiM Learning Week - CIHEAM-Bari Innovation Chain.	10	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - Effective Presentation for Effective Communication	2020-07-18 15:01:11	Gabriella Gentile. (29/6/2020). 2020 SKiM Learning Week - Effective Presentation for Effective Communication.	18	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - ICT and E-Learning Survey	2020-07-27 16:43:27	Onofrio Lorusso, Luigi Sisto. (1/7/2020). 2020 SKiM Learning Week - ICT and E-Learning Survey.	11	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - ICT and RTA, the Experience of CIHEAM-Bari	2020-07-27 16:56:21	Onofrio Lorusso, Luigi Sisto. (1/7/2020). 2020 SKiM Learning Week - ICT and RTA, the Experience of CIHEAM-Bari.	9	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - Innovation Support Organizations (ISOs) in the Mediterranean	2020-07-28 13:00:48	Jocelyne Jawhar. (3/7/2020). 2020 SKiM Learning Week - Innovation Support Organizations (ISOs) in the Mediterranean.	5	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - KM Assets of CCU-IFAD	2020-07-20 17:01:15	Ekhlas Salih Elomiry. (29/6/2020). 2020 SKiM Learning Week - KM Assets of CCU-IFAD.	7	Sudan
Presentati on	2020 SKiM Learning Week - KM Assets of CPIU-IFAD	2020-07-18 15:19:06	Mihaela Cojocar. (29/6/2020). 2020 SKiM Learning Week - KM Assets of CPIU-IFAD.	7	Moldova
Presentati on	2020 SKiM Learning Week - KM Assets of ENA-Meknes	2020-07-20 17:18:01	Abdellah Aboudrare. (29/6/2020). 2020 SKiM Learning Week - KM Assets of ENA-Meknes.	9	Morocco
Presentati on	2020 SKiM Learning Week - KM Assets of IAV Hassan II	2020-07-20 17:24:33	Sanaa Zebakh. (29/6/2020). 2020 SKiM Learning Week - KM Assets of IAV Hassan II.	14	Morocco
Presentati on	2020 SKiM Learning Week - KM Assets of SKS	2020-07-20 17:29:44	Wadah Farag. (29/6/2020). 2020 SKiM Learning Week - KM Assets of SKS.	11	Sudan
Presentati on	2020 SKiM Learning Week - Knowledge Management Tools across Institutions in Moldova, Morocco and Sudan	2020-07-27 17:42:26	Enrico Bonaiuti. (1/7/2020). 2020 SKiM Learning Week - Knowledge Management Tools across Institutions in Moldova, Morocco and Sudan.	15	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - Newsletter and Social Media Guidelines	2020-07-27 16:21:54	Valerio Graziano. (30/6/2020). 2020 SKiM Learning Week - Newsletter and Social Media Guidelines.	14	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - Social Network Analysis for Improving Design and Practice of Knowledge	2020-07-28 13:07:15	Murat Sartas. (3/7/2020). 2020 SKiM Learning Week - Social Network Analysis for Improving Design and Practice of Knowledge Management.	24	Moldova, Morocco,

	Management				Sudan
Presentati on	2020 SKiM Learning Week - The Entrepreneurship Support Value Chain	2020-07-28 12:07:29	Giordano Dichter. (3/7/2020). 2020 SKiM Learning Week - The Entrepreneurship Support Value Chain.	7	Moldova, Morocco, Sudan
Presentati on	2020 SKiM Learning Week - The IFAD Rural Solutions Portal	2020-07-27 18:12:01	Elena Bertusi. (1/7/2020). 2020 SKiM Learning Week - The IFAD Rural Solutions Portal.	13	Moldova, Morocco, Sudan
Presentati on	Agroecological Approach to Agricultural Intensification	2019-12-16 19:39:52	Boris Boincean. (15/12/2019). Agroecological Approach to Agricultural Intensification. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	13	Moldova, Morocco, Sudan
Presentati on	Capacity Development and Innovation plan for knowledge management	2020-01-13 21:14:51	Jocelyne Jawhar, Damiano Petruzzella. (17/6/2019). Capacity Development and Innovation plan for knowledge management.	10	Morocco
Presentati on	CIHEAM Bari Knowledge Unit: Youth Employment and Innovation	2019-12-17 19:12:40	Jocelyne Jawhar. (15/12/2019). CIHEAM Bari Knowledge Unit: Youth Employment and Innovation. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	20	Moldova, Morocco, Sudan
Presentati on	Climate Change Policy Development with an Agriculture Context - Alberta, Canada	2020-01-13 00:36:40	Tom Goddard. (12/1/2020). Climate Change Policy Development with an Agriculture Context - Alberta, Canada. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	16	Canada
Presentati on	Community of Practice on Innovation Platforms	2019-12-16 18:36:09	Murat Sartas. (15/12/2019). Community of Practice on Innovation Platforms. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	24	Moldova, Morocco, Sudan
Presentati on	Country Report on Knowledge Management Initiatives: Moldova	2019-11-26 17:41:06	Boris Boincean. (12/11/2019). Country Report on Knowledge Management Initiatives: Moldova.	8	Moldova
Presentati on	Country Report on Knowledge Management Initiatives: Sudan	2019-11-26 17:54:33	Mahmoud Awad Mekki. (12/11/2019). Country Report on Knowledge Management Initiatives: Sudan.	24	Sudan
Presentati on	Crop-Livestock Integration under Conservation Agriculture (CLCA) in North Africa Region	2019-12-16 19:52:14	Hatem Cheikh M'hamed. (15/12/2019). Crop-Livestock Integration under Conservation Agriculture (CLCA) in North Africa Region. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	33	Moldova, Morocco, Sudan
Presentati on	Effects of long term crop rotation and fertilization on weed infestation in winter wheat	2020-01-13 01:04:18	Gheorghe Sin, Elena Partal. (12/1/2020). Effects of long term crop rotation and fertilization on weed infestation in winter wheat. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	20	Romania
Presentati on	Estimating the value of knowledge management	2019-12-16 20:04:31	Jeff Alwang. (15/12/2019). Estimating the value of knowledge management. Blacksburg, United States: Virginia Polytechnic Institute and State University (Virginia Tech).	6	Moldova, Morocco, Sudan
Presentati on	Forestry Sector of Moldova and Climate Change	2020-03-11 11:32:12	Ion Talmaci, Dumitru Galupa, Liliana Spitoc. (30/11/2019). Forestry Sector of Moldova and Climate Change.	7	Moldova
Presentati on	IFAD SKiM Project Overview at Steering Committee of 13 November 2019, Rabat, Morocco	2019-11-26 17:36:21	Akmal Akramkhanov. (26/11/2019). IFAD SKiM Project Overview at Steering Committee of 13 November 2019, Rabat, Morocco. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	29	Moldova, Morocco, Sudan
Presentati	INRA Scientific Information Mapping: ICARDA	2020-12-31	Valerio Graziano, Enrico Bonaiuti. (11/11/2020). INRA Scientific Information	3	Morocco

on	Monitoring, Evaluation & Learning (MEL)	09:31:34	Mapping: ICARDA Monitoring, Evaluation & Learning (MEL).		
Presentati on	KM for Agriculture: Sudanese Knowledge Society Experiences	2018-10-18 00:00:00	Gada Kadoda. (9/10/2018). KM for Agriculture: Sudanese Knowledge Society Experiences.	34	Sudan
Presentati on	Livestock Data for Decisions Community of Practice	2019-12-16 19:20:37	Vanessa Meadu. (15/12/2019). Livestock Data for Decisions Community of Practice. United Kingdom: Royal (Dick) School of Veterinary Studies - ED - CoM&VM - VET.	19	Moldova, Morocco, Sudan, Global
Presentati on	LOME (leguminous, oleaginous, methanisation)	2020-01-13 01:12:49	Eugeniu Triboi, Anne-Marie Triboi-Blondel. (12/1/2020). LOME (leguminous, oleaginous, methanisation). Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	11	France
Presentati on	Making use of Monitoring and Evaluation Insights to Develop the Overall Institutional Perspective Leading to the Creation of Impact Pathways and Theories of Changes	2019-12-16 19:32:57	Innocent Bikara. (15/12/2019). Making use of Monitoring and Evaluation Insights to Develop the Overall Institutional Perspective Leading to the Creation of Impact Pathways and Theories of Changes. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	15	Moldova, Morocco, Sudan
Presentati on	Mind the Gap: Improving Dissemination Strategies to Increase Technology Adoption by Smallholders	2019-12-17 19:06:42	Udo Rudiger. (16/12/2019). Mind the Gap: Improving Dissemination Strategies to Increase Technology Adoption by Smallholders. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	21	Moldova, Morocco, Sudan
Presentati on	Monitoring, Evaluation and Learning Efforts by Visualizing Impact	2019-12-17 20:08:01	Enrico Bonaiuti. (15/12/2019). Monitoring, Evaluation and Learning Efforts by Visualizing Impact. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	23	Moldova, Morocco, Sudan
Presentati on	National Writeshop on Capacity Development and Innovation Plan for Knowledge Management	2019-11-26 17:19:56	Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Akmal Akramkhanov. (14/10/2019). National Writeshop on Capacity Development and Innovation Plan for Knowledge Management.	23	Moldova, Morocco, Sudan, Global
Presentati on	Phenotyping Wheat in Heat and Drought Stressed Environments Using UAVs	2020-01-14 23:40:50	Karolin Kunz, Urs Schmidhalter, PD Yunchai Hu, Boris Boincean, Alexei Postolatii. (14/1/2020). Phenotyping Wheat in Heat and Drought Stressed Environments Using UAVs. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	26	Germany
Presentati on	Quality and health of anthropogenous transformed black soils	2020-01-14 23:46:17	Nina Frunze. (14/1/2020). Quality and health of anthropogenous transformed black soils.	2	Moldova
Presentati on	SKiM - 2020 Steering Committee Meeting, Procasur	2020-12-17 00:47:02	Barbara Massler. (15/12/2020). SKiM - 2020 Steering Committee Meeting, Procasur.	3	Moldova, Morocco, Sudan
Presentati on	SKiM - 2020 Steering Committee Meeting, Virginia Tech	2020-12-17 00:52:02	Jeff Alwang. (15/12/2020). SKiM - 2020 Steering Committee Meeting, Virginia Tech.	7	Moldova, Morocco, Sudan
Presentati on	SKiM - Agricultural Extension and Technology Transfer General Directorate Presentation at Sudan National Writeshop	2020-03-16 21:16:20	Elamin Elamin. (23/10/2019). SKiM - Agricultural Extension and Technology Transfer General Directorate Presentation at Sudan National Writeshop.	9	Sudan
Presentati on	SKiM - ARC Sudan Presentation at Sudan National Writeshop	2020-03-16 21:22:12	Amir Abdullahi Yousif Malik. (22/10/2019). SKiM - ARC Sudan Presentation at Sudan National Writeshop.	15	Sudan
Presentati	SKiM - Capacity Needs Assessment (CNA): Methods and	2019-01-13	Bastian Mueller. (19/12/2018). SKiM - Capacity Needs Assessment (CNA):	61	Moldova,

on	Results Presentation	10:34:10	Methods and Results Presentation.		Morocco, Sudan
Presentati on	SKiM - Distance Learning	2020-12-29 18:50:43	Onofrio Lorusso, Luigi Sisto. (24/11/2020). SKiM - Distance Learning.	5	Sudan
Presentati on	SKiM - Entrepreneurs in the making: The Journey, the ecosystem, the services	2020-12-29 18:23:22	Giordano Dichter. (24/11/2020). SKiM - Entrepreneurs in the making: The Journey, the ecosystem, the services.	1	Moldova
Presentati on	SKiM - Federatia Nationala a Fermierilor din Moldova	2020-01-21 12:38:30	Nicolae Titu. (15/10/2019). SKiM - Federatia Nationala a Fermierilor din Moldova.	8	Moldova
Presentati on	SKiM - ICARDA Project Presentation	2018-10-09 00:00:00	Akmal Akramkhanov. (9/10/2018). SKiM - ICARDA Project Presentation.	43	Moldova, Morocco, Sudan
Presentati on	SKiM - IDIS Viitorul	2018-10-09 00:00:00	Mihaela Cojocar. (9/10/2018). SKiM - IDIS Viitorul.	24	Moldova, Morocco, Sudan
Presentati on	SKiM - Knowledge Mangement Toward ICT-Based Systems	2020-12-13 21:19:40	Enrico Bonaiuti. (1/6/2020). SKiM - Knowledge Mangement Toward ICT-Based Systems.	6	Moldova, Morocco, Sudan
Presentati on	SKiM - M&E and Progression	2020-12-17 01:41:13	Ramya Kulkarni. (15/12/2020). SKiM - M&E and Progression.	8	Moldova, Morocco, Sudan
Presentati on	SKiM - Mid-Term Evaluation	2020-12-17 01:36:53	Innocent Bikara. (17/12/2020). SKiM - Mid-Term Evaluation.	6	Moldova, Morocco, Sudan
Presentati on	SKiM - National Writeshop on Capacity Development and Innovation Plan for Knowledge Management - Moldova	2020-01-21 12:30:30	Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Akmal Akramkhanov. (15/10/2019). SKiM - National Writeshop on Capacity Development and Innovation Plan for Knowledge Management - Moldova.	21	Moldova
Presentati on	SKiM - National Writeshop on Capacity Development and Innovation Plan for Knowledge Management - Sudan	2020-03-16 20:40:36	Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Akmal Akramkhanov. (22/10/2019). SKiM - National Writeshop on Capacity Development and Innovation Plan for Knowledge Management - Sudan.	19	Sudan
Presentati on	SKiM - Online Tutoring and Communication	2020-12-29 19:00:22	Onofrio Lorusso, Luigi Sisto. (24/11/2020). SKiM - Online Tutoring and Communication.	3	Sudan
Presentati on	SKiM - Science of KM for Development Effectiveness	2020-12-17 00:33:59	Murat Sartas. (15/12/2020). SKiM - Science of KM for Development Effectiveness.	5	Moldova, Morocco, Sudan
Presentati on	SKiM - State Agrarian University of Moldova	2020-01-21 12:42:39	Svetlana Petrascu, Elena Scripnic. (15/10/2019). SKiM - State Agrarian University of Moldova.	5	Moldova
Presentati on	SKiM - University of Khartoum Presentation at Sudan National Writeshop	2020-03-16 21:00:52	Elwasila Mukhtar Mohamed Elwasila. (22/10/2019). SKiM - University of Khartoum Presentation at Sudan National Writeshop.	16	Sudan
Presentati on	SKiM Project Overview 2020	2020-07-18 14:54:21	Akmal Akramkhanov. (29/6/2020). SKiM Project Overview 2020.	41	Moldova, Morocco,

					Sudan
Presentati on	SKiM Project Presentation at Moldovan Writeshop	2020-01-21 12:23:12	Akmal Akramkhanov. (15/10/2019). SKiM Project Presentation at Moldovan Writeshop.	8	Moldova
Presentati on	SKiM Project Presentation at Moroccan Writeshop	2019-06-20 13:49:43	Akmal Akramkhanov. (17/6/2019). SKiM Project Presentation at Moroccan Writeshop.	23	Morocco
Presentati on	SKiM Project Presentation at Sudanese Writeshop	2020-03-16 20:50:49	Akmal Akramkhanov. (22/10/2019). SKiM Project Presentation at Sudanese Writeshop.	13	Sudan
Presentati on	SKiM SC 2020 PPT - Annual Performance Report 2020	2020-12-24 03:00:03	Akmal Akramkhanov, Valerio Graziano. (17/12/2020). SKiM SC 2020 PPT - Annual Performance Report 2020.	2	Moldova, Morocco, Sudan
Presentati on	SKiM SC 2020 PPT - CIHEAM-Bari	2020-12-24 02:54:25	Damiano Petruzzella, Jocelyne Jawhar. (17/12/2020). SKiM SC 2020 PPT - CIHEAM-Bari.	9	Moldova, Morocco, Sudan
Presentati on	SKiM SC 2020 PPT - Knowledge Portal	2020-12-24 02:56:21	Valerio Graziano. (17/12/2020). SKiM SC 2020 PPT - Knowledge Portal.	3	Moldova, Morocco, Sudan
Presentati on	SKiM SC 2020 PPT - Moldova	2020-12-24 03:09:49	Mihaela Cojocaru. (17/12/2020). SKiM SC 2020 PPT - Moldova.	5	Moldova, Morocco, Sudan
Presentati on	SKiM SC 2020 PPT - Morocco	2020-12-24 03:04:11	Sanaa Zebakh. (17/12/2020). SKiM SC 2020 PPT - Morocco.	7	Morocco
Presentati on	SKiM SC 2020 PPT - Sudan	2020-12-27 16:37:19	Sarra Rasheid. (17/12/2020). SKiM SC 2020 PPT - Sudan.	4	Sudan
Presentati on	Social Network Analysis for Strategizing Multi-Stakeholder Process	2019-12-16 19:28:37	Murat Sartas. (15/12/2019). Social Network Analysis for Strategizing Multi-Stakeholder Process. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	35	Moldova, Morocco, Sudan
Presentati on	Soil degradation problems and their solution in Uzbekistan	2020-01-13 02:10:52	Lazizahon Gafurova. (12/1/2020). Soil degradation problems and their solution in Uzbekistan. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	36	Uzbekistan
Presentati on	Steering Committee - CIHEAM Bari Activities, Achievements and Prospects	2019-11-26 17:11:35	Jocelyne Jawhar. (12/11/2019). Steering Committee - CIHEAM Bari Activities, Achievements and Prospects.	10	Moldova, Morocco, Sudan
Presentati on	Step by step to fill the gaps along the path to sustainability	2020-01-13 00:59:31	Hans Ramseier, Christian Ramseier, Michaela Burkhart Pastor, Sabrina Luthi. (12/1/2020). Step by step to fill the gaps along the path to sustainability. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	11	Switzerland
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - CIHEAM Bari	2018-10-09 00:00:00	Damiano Petruzzella, Jocelyne Jawhar. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - CIHEAM Bari.	17	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - IAV Hassan II	2018-10-10 00:00:00	Sanaa Zebakh. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - IAV Hassan II.	27	Moldova, Morocco,

					Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA CNA Approach	2018-10-09 00:00:00	Bastian Mueller. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA CNA Approach.	16	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA Comm Plan	2018-10-09 00:00:00	Jack Durrell. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA Comm Plan.	19	Moldova
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA KM Plan	2018-12-21 16:21:47	Enrico Bonaiuti, Valerio Graziano. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - ICARDA KM Plan.	22	Global
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - IFAD, KM & SSTC	2018-10-09 00:00:00	Mia Madsen. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - IFAD, KM & SSTC.	26	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - INRA	2018-10-09 00:00:00	Otman Sebbata. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - INRA.	24	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - KariaNet	2018-10-10 00:00:00	Elamin Elamin. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - KariaNet.	18	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - MoFA Sudan	2018-10-17 00:00:00	Ekhlas Salih Elomiry. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - MoFA Sudan.	10	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - Procasur	2018-10-10 00:00:00	Barbara Massler. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - Procasur.	18	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness - SAUM	2018-10-09 00:00:00	Svetlana Petrascu. (9/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness - SAUM.	9	Moldova, Morocco, Sudan
Presentati on	Strengthening Knowledge Management for Greater Development Effectiveness: ICARDA CNA Exercise	2018-10-10 00:00:00	Bastian Mueller. (10/10/2018). Strengthening Knowledge Management for Greater Development Effectiveness: ICARDA CNA Exercise.	16	Moldova, Morocco, Sudan
Presentati on	Teamwork on Capacity Building, Lessons Learned	2019-12-16 20:45:51	Elwasila Mukhtar Mohamed Elwasila. (15/12/2019). Teamwork on Capacity Building, Lessons Learned. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	12	Moldova, Morocco, Sudan
Presentati on	The Cost of Food	2020-01-14 23:33:23	David Dent, Tony Allan. (14/1/2020). The Cost of Food. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	10	United Kingdom, Global
Presentati on	WOCAT: Bring Together and Strengthen the SLM Community through KM	2019-12-16 19:12:44	Tatenda Lemann. (15/11/2019). WOCAT: Bring Together and Strengthen the SLM Community through KM.	21	Moldova, Morocco, Sudan
Report	"Towards Sustainable Agriculture – What's missing? What do we still need to know?" Balti, Republic of	2019-12-23 17:20:11	Emilie Vansant, Akmal Akramkhanov, Valerio Graziano, Enrico Bonaiuti. (23/12/2019). "Towards Sustainable Agriculture – What's missing? What do we	23	Moldova

	Moldova – Regional Workshop Report		still need to know? " Balti, Republic of Moldova – Regional Workshop Report. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).		
Report	2020 SKiM Learning Week Report	2020-08-03 18:46:01	Ramya Kulkarni, Valerio Graziano. (27/7/2020). 2020 SKiM Learning Week Report.	7	Moldova, Morocco, Sudan
Report	2020 Virtual Learning Route Delivery and Communication Plan	2020-12-23 21:28:50	Valerio Graziano. (17/10/2020). 2020 Virtual Learning Route Delivery and Communication Plan.	5	Moldova, Morocco, Sudan
Report	INRA-MEL Knowledge Mapping meeting minutes	2020-12-31 10:49:07	Valerio Graziano, Enrico Bonaiuti. (31/12/2020). INRA-MEL Knowledge Mapping meeting minutes.	6	Morocco
Report	INRA-MEL Knowledge Mapping Report and Draft ToR	2020-12-31 10:58:01	Valerio Graziano, Enrico Bonaiuti. (31/12/2020). INRA-MEL Knowledge Mapping Report and Draft ToR.	6	Morocco
Report	Mid-Term Evaluation Selection Report	2020-05-12 14:35:49	Emilie Vansant, Enrico Bonaiuti. (12/5/2020). Mid-Term Evaluation Selection Report.	NA	Moldova, Morocco, Sudan
Report	Outline for Symposium in Morocco: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience	2019-01-13 10:07:43	Akmal Akramkhanov, Valerio Graziano. (31/12/2018). Outline for Symposium in Morocco: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience.	15	Morocco, Global
Report	Ramya Kulkarni- Research Fellow- Monthly Report- August	2020-08-26 15:36:13	Ramya Kulkarni. (26/8/2020). Ramya Kulkarni- Research Fellow- Monthly Report- August.	NA	Lebanon
Report	Ramya Kulkarni- Research Fellow- Monthly Report- January	2021-02-03 06:45:31	Ramya Kulkarni. (1/2/2021). Ramya Kulkarni- Research Fellow- Monthly Report- January.	NA	Global
Report	Ramya Kulkarni- Research Fellow- Monthly Report- July	2020-07-27 09:25:28	Ramya Kulkarni. (27/7/2020). Ramya Kulkarni- Research Fellow- Monthly Report- July.	NA	Lebanon
Report	Ramya Kulkarni Research Fellow Monthly Report June	2020-06-25 00:27:38	Ramya Kulkarni. (25/6/2020). Ramya Kulkarni Research Fellow Monthly Report June.	NA	Ireland
Report	Ramya Kulkarni- Research Fellow- Monthly Report- December	2020-12-22 13:53:05	Ramya Kulkarni. (22/12/2020). Ramya Kulkarni- Research Fellow- Monthly Report- December.	NA	Moldova, Morocco, Sudan
Report	Ramya Kulkarni- Research Fellow- Monthly Report- February	2021-03-01 19:59:12	Ramya Kulkarni. (1/3/2021). Ramya Kulkarni- Research Fellow- Monthly Report- February.	NA	Global
Report	Ramya Kulkarni- Research Fellow- Monthly Report- March	2021-03-31 17:25:12	Ramya Kulkarni. (31/3/2021). Ramya Kulkarni- Research Fellow- Monthly Report- March.	NA	Global
Report	Ramya Kulkarni- Research Fellow- Monthly Report- November	2020-12-01 09:05:36	Ramya Kulkarni. (1/12/2020). Ramya Kulkarni- Research Fellow- Monthly Report- November.	NA	Global
Report	Ramya Kulkarni- Research Fellow- Monthly Report- October	2020-11-06 18:55:03	Ramya Kulkarni. (6/11/2020). Ramya Kulkarni- Research Fellow- Monthly Report- October.	NA	Lebanon
Report	Ramya Kulkarni- Research Fellow- Monthly Report- September	2020-09-30 13:22:44	Ramya Kulkarni. (30/9/2020). Ramya Kulkarni- Research Fellow- Monthly Report- September.	NA	Ireland

Report	Report on Developing Capacity Building and Innovation Plans Writeshop	2019-08-25 07:59:56	Jocelyne Jawhar. (18/6/2019). Report on Developing Capacity Building and Innovation Plans Writeshop.	19	Morocco
Report	SKiM - 1st Project Progress Report: June 2018 - December 2019	2019-12-09 18:39:23	Akmal Akramkhanov, Enrico Bonaiuti, Ram Sharma, Bastian Mueller, Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Jeff Alwang, Barbara Massler, Emilie Vansant. (30/3/2020). SKiM - 1st Project Progress Report: June 2018 - December 2019. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	36	Moldova, Morocco, Sudan
Report	SKiM - 2020 Moldova Online Training Report	2020-12-29 18:21:04	Damiano Petruzzella, Jocelyne Jawhar. (24/11/2020). SKiM - 2020 Moldova Online Training Report.	11	Moldova
Report	SKiM - 2020 Sudan Online Training Report	2020-12-29 18:48:08	Damiano Petruzzella. (24/11/2020). SKiM - 2020 Sudan Online Training Report.	17	Sudan
Report	SKiM - 2020 Virtual Learning Route Final Report	2020-12-24 02:35:51	Valerio Graziano, Ramya Kulkarni. (23/12/2020). SKiM - 2020 Virtual Learning Route Final Report. Beirut, Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA).	5	Sudan
Report	SKiM - Agreement with Project Implementers - Package	2021-03-08 14:46:54	Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2020). SKiM - Agreement with Project Implementers - Package.	NA	Global
Report	SKiM - Analysis of IFAD KM Portfolio and Projects for Linkages and Synergy in Target Countries	2020-12-31 00:57:25	Ramya Kulkarni, Emilie Vansant, Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti. (27/12/2020). SKiM - Analysis of IFAD KM Portfolio and Projects for Linkages and Synergy in Target Countries.	6	Moldova, Morocco, Sudan
Report	SKiM - Annual Progress Report 2020	2021-03-25 22:08:16	Akmal Akramkhanov, Valerio Graziano, Murat Sartas, Ramya Kulkarni, Enrico Bonaiuti. (31/12/2020). SKiM - Annual Progress Report 2020.	7	Moldova, Morocco, Sudan
Report	SKiM - Annual Work Plan and Budget for the Year 2018-2019	2019-12-09 18:32:36	Akmal Akramkhanov, Enrico Bonaiuti. (6/6/2019). SKiM - Annual Work Plan and Budget for the Year 2018-2019.	35	Moldova, Morocco, Sudan
Report	SKiM - Capacity Development and Innovation Plans	2019-12-20 02:46:36	Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov. (13/11/2019). SKiM - Capacity Development and Innovation Plans.	43	Moldova, Morocco, Sudan
Report	SKiM - Capacity Needs Assessment (CNA): Methods and Results	2019-11-25 10:40:11	Bastian Mueller, Enrico Bonaiuti, Valerio Graziano, Jocelyne Jawhar, Akmal Akramkhanov. (13/11/2019). SKiM - Capacity Needs Assessment (CNA): Methods and Results.	83	Moldova, Morocco, Sudan
Report	SKiM - CapDev and Innovation Plans 2020-2021 Sudan Implementations	2020-12-24 01:15:30	Valerio Graziano, Gada Kadoda, Rofida Elzubier. (27/11/2020). SKiM - CapDev and Innovation Plans 2020-2021 Sudan Implementations.	4	Moldova, Morocco, Sudan
Report	SKiM - Communication Plan	2019-01-13 10:11:38	Jack Durrell, Akmal Akramkhanov, Enrico Bonaiuti, Valerio Graziano, Bastian Mueller, Barbara Massler, Jeff Alwang, Jocelyne Jawhar, Damiano Petruzzella. (27/11/2018). SKiM - Communication Plan.	25	Moldova, Morocco, Sudan
Report	SKiM - Inception Workshop Report	2019-01-13 10:56:45	Valerio Graziano, Bastian Mueller, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKiM - Inception Workshop Report.	27	Moldova, Morocco, Sudan

Report	SKiM - Knowledge Management & Communication Plan	2019-12-20 01:26:15	Valerio Graziano, Jack Durrell, Enrico Bonaiuti, Alexandra Holm, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - Knowledge Management & Communication Plan.	66	Moldova, Morocco, Sudan
Report	SKiM - Knowledge Management Plan	2019-01-13 10:44:51	Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti, Bastian Mueller. (15/9/2018). SKiM - Knowledge Management Plan.	50	Moldova, Morocco, Sudan
Report	SKiM - Knowledge Management Portal 2.0, Terms of Reference	2020-08-03 18:07:23	Valerio Graziano. (22/4/2020). SKiM - Knowledge Management Portal 2. 0, Terms of Reference.	5	Moldova, Morocco, Sudan
Report	SKiM - Knowledge Management Portal Concept Note & Terms of Reference	2019-07-30 13:22:31	Valerio Graziano, Enrico Bonaiuti, Akmal Akramkhanov, Jeff Alwang, Jacques Wery, Moayad Al-Najdawi, Mohammad Salem. (28/12/2018). SKiM - Knowledge Management Portal Concept Note & Terms of Reference.	29	Moldova, Morocco, Sudan, Global
Report	SKiM - Knowledge Management Portal ToR	2019-08-13 13:33:58	Valerio Graziano, Samuel Stacey, Enrico Bonaiuti, Akmal Akramkhanov, Moayad Al-Najdawi, Mohammad Salem. (28/7/2019). SKiM - Knowledge Management Portal ToR.	24	Moldova, Morocco, Sudan, Global
Report	SKiM - Knowledge Management Strategy	2019-09-14 14:23:34	Valerio Graziano, Akmal Akramkhanov, Enrico Bonaiuti. (31/12/2018). SKiM - Knowledge Management Strategy.	57	Moldova, Morocco, Sudan
Report	SKiM - Knowledge Portal SEO Baseline Status Report	2020-03-25 10:16:13	Valerio Graziano. (17/3/2020). SKiM - Knowledge Portal SEO Baseline Status Report.	NA	Moldova, Morocco, Sudan
Report	SKiM - Knowledge Portal SEO Status Report	2020-12-31 12:36:23	Valerio Graziano. (31/12/2020). SKiM - Knowledge Portal SEO Status Report.	NA	Moldova, Morocco, Sudan
Report	SKiM - Memorandum of Agreement with National Stakeholders - Package	2021-03-07 18:40:58	Akmal Akramkhanov, Ramya Kulkarni. (31/12/2020). SKiM - Memorandum of Agreement with National Stakeholders - Package.	NA	Moldova, Morocco, Sudan
Report	SKiM - Monitoring & Evaluation Plan	2020-11-25 09:44:16	Ramya Kulkarni, Enrico Bonaiuti, Valerio Graziano, Akmal Akramkhanov, Emilie Vansant. (25/11/2020). SKiM - Monitoring & Evaluation Plan.	19	Global
Report	SKiM - National Writeshops Report	2019-12-20 02:56:26	Valerio Graziano, Jocelyne Jawhar, Damiano Petruzzella, Enrico Bonaiuti, Akmal Akramkhanov, Bastian Mueller. (20/12/2019). SKiM - National Writeshops Report.	48	Moldova, Morocco, Sudan
Report	SKiM - Procasur Annual Report 2020	2021-03-11 13:39:32	Barbara Massler. (16/1/2021). SKiM - Procasur Annual Report 2020.	NA	Sudan
Report	SKiM - Procasur Financial Report 2020	2021-03-11 13:42:46	Barbara Massler. (16/1/2021). SKiM - Procasur Financial Report 2020.	NA	Sudan
Report	SKiM - Regional Workshop Report: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience	2019-12-18 22:10:25	Emilie Vansant, Akmal Akramkhanov, Valerio Graziano, Enrico Bonaiuti. (15/12/2019). SKiM - Regional Workshop Report: Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience.	67	Moldova, Morocco, Sudan
Report	SKiM - Steering Committee Minutes, November 2019	2019-12-18	Enrico Bonaiuti, Akmal Akramkhanov, Valerio Graziano, Emilie Vansant.	27	Moldova,

		14:46:41	(9/12/2019). SKiM - Steering Committee Minutes, November 2019.		Morocco, Sudan
Report	SKiM - Sudan Country Source Book	2020-11-27 12:39:39	Barbara Massler. (27/11/2020). SKiM - Sudan Country Source Book.	104	Sudan
Report	SKiM - Terms of Reference for Knowledge Management Platform (KMP)	2020-12-29 20:50:20	Murat Sartas, Emilie Vansant, Enrico Bonaiuti, Akmal Akramkhanov, Valerio Graziano. (17/1/2020). SKiM - Terms of Reference for Knowledge Management Platform (KMP).	12	Moldova, Morocco, Sudan
Report	SKiM Mid Term Evaluation Inception Report	2021-04-05 07:28:14	NA	NA	NA
Report	SKiM Mid-Term Evaluation 2020- Inception Report	2021-04-05 07:21:51	Ross McLeod. (2/4/2021). SKiM Mid-Term Evaluation 2020- Inception Report.	6	Global
Report	SKiM SC 2020 - Minutes	2020-12-27 16:49:27	Valerio Graziano. (23/12/2020). SKiM SC 2020 - Minutes.	6	Moldova, Morocco, Sudan
Report	Strengthening Knowledge Management: KM Baseline Survey	2019-01-13 10:39:50	Bastian Mueller. (19/12/2018). Strengthening Knowledge Management: KM Baseline Survey.	36	Moldova, Morocco, Sudan
Report	Strengthening Knowledge Management: Organizational Scoring	2019-01-13 10:36:45	Bastian Mueller. (19/12/2018). Strengthening Knowledge Management: Organizational Scoring.	20	Moldova, Morocco, Sudan
Report	Vansant Monthly Report Nov/Dec 2019	2019-12-04 13:31:51	Emilie Vansant. (4/12/2019). Vansant Monthly Report Nov/Dec 2019.	NA	Global
Report	Vansant Statement of Service April 2020	2020-05-03 10:54:44	Emilie Vansant. (30/4/2020). Vansant Statement of Service April 2020.	NA	Moldova, Morocco, Sudan
Report	Vansant Statement of Service Dec/Jan2020	2020-01-08 22:40:54	Emilie Vansant. (8/1/2020). Vansant Statement of Service Dec/Jan2020.	NA	Moldova, Morocco, Sudan
Report	Vansant Statement of Service Feb 2020	2020-02-17 19:26:03	Emilie Vansant. (28/2/2020). Vansant Statement of Service Feb 2020.	NA	Moldova, Morocco, Sudan
Report	Vansant Statement of Service March 2020	2020-04-01 10:41:28	Emilie Vansant. (1/4/2020). Vansant Statement of Service March 2020.	NA	Moldova, Morocco, Sudan
Template	2020 SKiM Learning Week - The Entrepreneurship Support Value Chain, Canvas and Questionnaire	2020-07-28 12:22:38	Giordano Dichter. (3/7/2020). 2020 SKiM Learning Week - The Entrepreneurship Support Value Chain, Canvas and Questionnaire.	8	Moldova, Morocco, Sudan
Template	2020 SKiM Learning Week - Virtual Visit Video Making Templates	2020-06-09 23:29:39	Valerio Graziano. (10/6/2020). 2020 SKiM Learning Week - Virtual Visit Video Making Templates.	53	Moldova, Morocco, Sudan

Template	2020 SKiM Learning Week - Virtual Visit Video Script	2020-06-09 23:41:41	Valerio Graziano. (10/6/2020). 2020 SKiM Learning Week - Virtual Visit Video Script.	26	Moldova, Morocco, Sudan
Template	SKiM - Documents Template	2020-03-15 14:01:52	Valerio Graziano. (14/3/2020). SKiM - Documents Template.	13	Moldova, Morocco, Sudan
Template	SKiM - Knowledge Management Portal Wireframes	2019-08-13 14:14:33	Samuel Stacey, Valerio Graziano. (28/7/2019). SKiM - Knowledge Management Portal Wireframes.	25	Moldova, Morocco, Sudan
Template	SKiM - Lessons Learned Template	2020-05-28 10:48:05	Emilie Vansant, Enrico Bonaiuti, Jeff Alwang. (29/4/2020). SKiM - Lessons Learned Template.	37	Moldova, Morocco, Sudan
Template	SKiM Writing Process Template	2020-01-08 14:27:44	Emilie Vansant, Murat Sartas. (8/1/2020). SKiM Writing Process Template.	31	Moldova, Morocco, Sudan
Tool	SKiM - 2020 Virtual Learning Route Social Media Toolkit	2020-11-27 23:35:00	Valerio Graziano, James Pursey, Dina Ashraf, Mouhab Mouhab Alawar. (28/11/2020). SKiM - 2020 Virtual Learning Route Social Media Toolkit[tools].	62	Sudan
Training Material	SKiM CNA Social Media Toolkit	2020-03-17 08:56:11	SKiM CNA Social Media Toolkit.	19	Moldova, Morocco, Sudan
Video	2020 SKiM Learning Week - About CIHEAM-Bari	2020-07-27 17:05:03	Damiano Petruzzella. (1/7/2020). 2020 SKiM Learning Week - About CIHEAM-Bari.	6	Moldova, Morocco, Sudan
Video	2020 SKiM Learning Week - CIHEAM-Bari Master Presentation	2020-07-28 12:43:42	Damiano Petruzzella. (3/7/2020). 2020 SKiM Learning Week - CIHEAM-Bari Master Presentation.	9	Moldova, Morocco, Sudan
Video	2020 SKiM Learning Week - KM Towards ICT-Based Systems	2020-07-27 17:12:49	Enrico Bonaiuti. (1/7/2020). 2020 SKiM Learning Week - KM Towards ICT-Based Systems.	11	Moldova, Morocco, Sudan
Video	2020 SKiM Learning Week - Virtual Visit to CPIU-IFAD	2020-07-21 12:22:18	Mihaela Cojocar. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to CPIU-IFAD.	11	Moldova
Video	2020 SKiM Learning Week - Virtual Visit to ENA-Meknes	2020-07-21 12:36:09	Abdellah Aboudrare. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to ENA-Meknes.	11	Morocco
Video	2020 SKiM Learning Week - Virtual Visit to IAV Hassan II	2020-07-20 17:45:59	Sanaa Zebakh. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to IAV Hassan II.	14	Morocco
Video	2020 SKiM Learning Week - Virtual Visit to MoIWR Sudan	2020-07-21 14:47:14	Khalid Elnoor Ali Hassaballah. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to MoIWR Sudan.	10	Sudan
Video	2020 SKiM Learning Week - Virtual Visit to SAUM	2020-07-21 12:31:14	Elena Scripnic, Svetlana Petrascu. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to SAUM.	11	Moldova
Video	2020 SKiM Learning Week - Virtual Visit to SKS	2020-07-21	Wadah Farag. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to SKS.	9	Sudan

		14:28:00			
Video	2020 SKiM Learning Week - Virtual Visit to UofK	2020-07-21 14:49:42	Elwasila Mukhtar Mohamed Elwasila. (29/6/2020). 2020 SKiM Learning Week - Virtual Visit to UofK.	8	Sudan
Video	Procasur Virtual Learning Route (Step 0/4) - Introduction to Knowledge Management	2020-11-27 15:22:49	Barbara Massler. (27/11/2020). Procasur Virtual Learning Route (Step 0/4) - Introduction to Knowledge Management. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA) (Executive Producer).	64	Sudan
Video	Procasur Virtual Learning Route (Step 1/4) - "Learning Routes" Case	2020-11-27 15:24:32	Barbara Massler. (27/11/2020). Procasur Virtual Learning Route (Step 1/4) - "Learning Routes" Case. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA) (Executive Producer).	50	Sudan
Video	Procasur Virtual Learning Route (Step 2/4) - "Gender Action Learning System (GALS)" Case	2020-11-27 15:26:07	Barbara Massler. (27/11/2020). Procasur Virtual Learning Route (Step 2/4) - "Gender Action Learning System (GALS)" Case. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA) (Executive Producer).	44	Sudan
Video	Procasur Virtual Learning Route (Step 3/4) - "Community Knowledge-based Peer Networks At-Tasab" Case	2020-11-27 15:28:04	Barbara Massler. (27/11/2020). Procasur Virtual Learning Route (Step 3/4) - "Community Knowledge-based Peer Networks At-Tasab" Case. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA) (Executive Producer).	31	Sudan
Video	Procasur Virtual Learning Route (Step 4/4) - "Natural Resources Governance" Case	2020-11-27 15:29:42	Barbara Massler. (27/11/2020). Procasur Virtual Learning Route (Step 4/4) - "Natural Resources Governance" Case. Lebanon: International Center for Agricultural Research in the Dry Areas (ICARDA) (Executive Producer).	63	Sudan
Video	SKiM - Istoriile de succes în agricultură încep la UASM Igor ACBAȘ	2020-12-30 23:18:32	Elena Scripnic. (24/12/2020). SKiM - Istoriile de succes în agricultură încep la UASM Igor ACBAȘ .	3	Moldova
Video	SKiM - Istoriile de succes în agricultură încep la UASM Igor IVANOV	2020-12-30 23:27:41	Elena Scripnic. (24/12/2020). SKiM - Istoriile de succes în agricultură încep la UASM Igor IVANOV .	3	Moldova
Video	SKiM - Istoriile de succes în agricultură încep la UASM Victor VUTCĂRĂU	2020-12-30 23:23:57	Elena Scripnic. (24/12/2020). SKiM - Istoriile de succes în agricultură încep la UASM Victor VUTCĂRĂU .	2	Moldova
Video	SKiM - Knowledge Management Platform Video	2021-01-04 10:52:42	Valerio Graziano (Director), Murat Sartas. (31/12/2020). SKiM - Knowledge Management Platform Video.	4	Moldova, Morocco, Sudan
Video	SKiM - Morocco 2019 Regional Workshop Video	2020-09-14 14:06:35	Valerio Graziano (Director). (7/9/2020). SKiM - Morocco 2019 Regional Workshop Video.	8	Moldova, Morocco, Sudan
Video	SKiM - National Writeshops Video	2020-02-25 10:52:52	Valerio Graziano (Director), Emilie Vansant. (25/2/2020). SKiM - National Writeshops Video.	37	Moldova, Morocco, Sudan
Video	SKiM - Universitatea Agrară de Stat din Moldova	2020-12-30 23:14:47	Elena Scripnic. (27/12/2020). SKiM - Universitatea Agrară de Stat din Moldova.	4	Moldova
Website	SKiM - Knowledge Management Portal	2019-12-21 02:17:00	(15/10/2019), URL: https://knowledgemanagementportal.org/	41	Moldova, Morocco, Sudan

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.

