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

SKIM Project Governance Document
Roles and Responsibilities ToR

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Keywords

Knowledge, Knowledge Management, Management, KM, MGMT, Knowledge Sharing, Sharing, Knowledge Creation, Creation, Knowledge Discovery, Discovery, Knowledge Storage, Storage, Knowledge Curation, Curation, Information, Data, Data Curation, Capacity Development, Capacity, Development, Research for Development, R4D

Prepared by

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

Project

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

Funded by

International Fund for Agricultural Development (IFAD)

Report

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

About ICARDA

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

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About SKiM

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

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

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

About IFAD

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

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Acronyms

CDO	Capacity Development Officer
CIHEAM Bari	Centre International de Hautes Études Agronomiques Méditerranéennes – Bari
CoP	Community of Practice
CPIU - IFAD	Consolidated Programs Implementation Unit - IFAD
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
INRA	National Institute of Agricultural Research (Institut national de la recherche agronomique)
KM	Knowledge Management
KMO	Knowledge Management Officer
KMRF	Knowledge Management Research Fellow
KP	Knowledge Portal
KS	Knowledge Sharing
M&E	Monitoring and Evaluation
MEO	Monitoring and Evaluation Officer
NARS	National Agricultural Research System
NFP	National Focal Point
NTC	National Technical Committee
PMU	Project Management Unit
PROCASUR	Procasur Corporation
SKIM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
VT	Virginia Tech

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1. Introduction

This document is intended to outline the roles and responsibilities of different individuals and entities involved in the implementation of the project across target countries. The project is overseen by a steering committee in which secretary is the project leader on behalf of the lead organization administering the funds provided by the donor. The Project Leader is supported by a core team within the project management unit (PMU). The Activities are implemented at global and country level by national and international partners. At national level a technical team coordinated by a national focal point supports the implementation of activities and is oversight by the country steering committee representative.
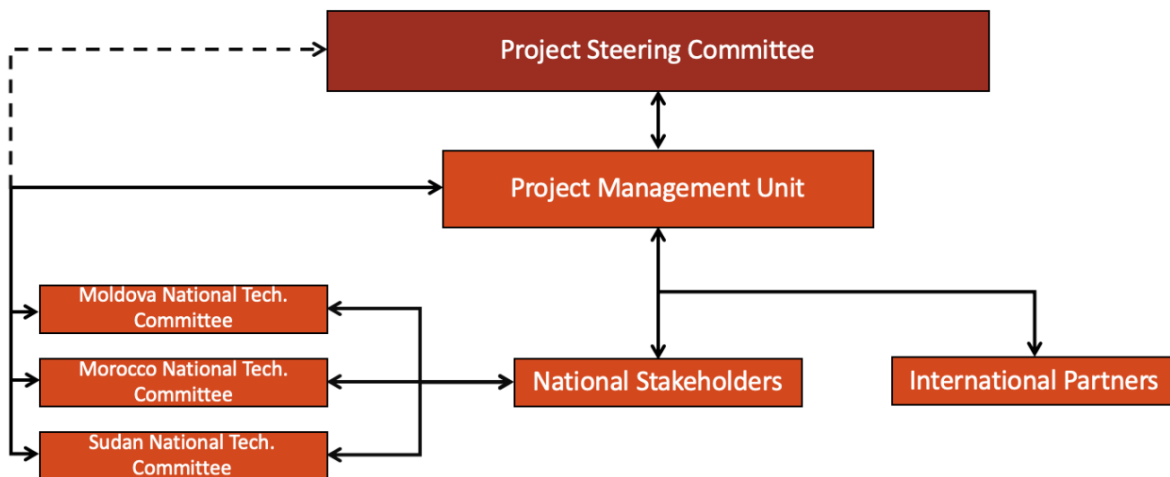
Figure 1 Project Governance Table

In 2020 the SKiM Project Management Unit (PMU) has redacted the SKiM Governance Document, in line with IFAD guidelines and best practices, detailing the composition of the SKiM set of professional figures supporting the several aspects of the project. To update visually on these latest developments, here is presented an updated overview of the decision-making actors and of the informing->tasking->implementing->feedback interlinked processes (given in the figures below) that make possible SKiM strengthening activities according to strategy.
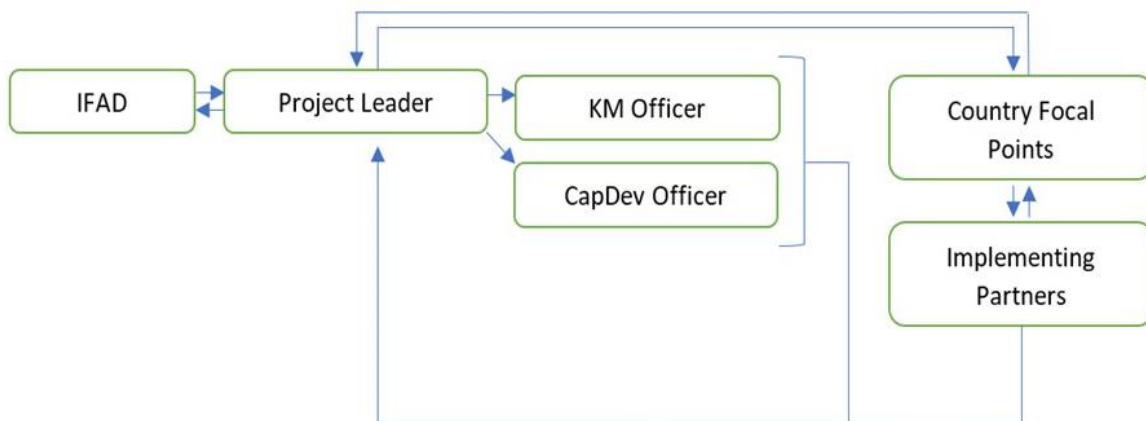
Figure 2 KM Strategy Table

1

The notable addition, for enhanced efficacy of SKiM, is the identification of three Focal Points (NFP) from national partners, to coordinate the National Technical Committees (NTC) in Moldova, Morocco, and Sudan. The NTC are national networks of stakeholders deliberating on knowledge management and regional strengthening activities that SKiM can sustain and support. The NTC representative are the NFP, members of the Steering Committee, localising SKiM interventions and capacity development activities in a sustainable way.

Figure 3 SKiM Partnership Table

Figure 4 SKiM Project Information Flowchart

2. Steering Committee

2.1 Purpose

The Steering Committee is to provide overall strategic guidance for the implementation of project activities. The Committee is chaired during its meeting on a rotational basis by one of its member or external stakeholders. The Committee's secretary position is currently filled by the Project Leader. The secretary isresponsible for organizing the agenda, distributing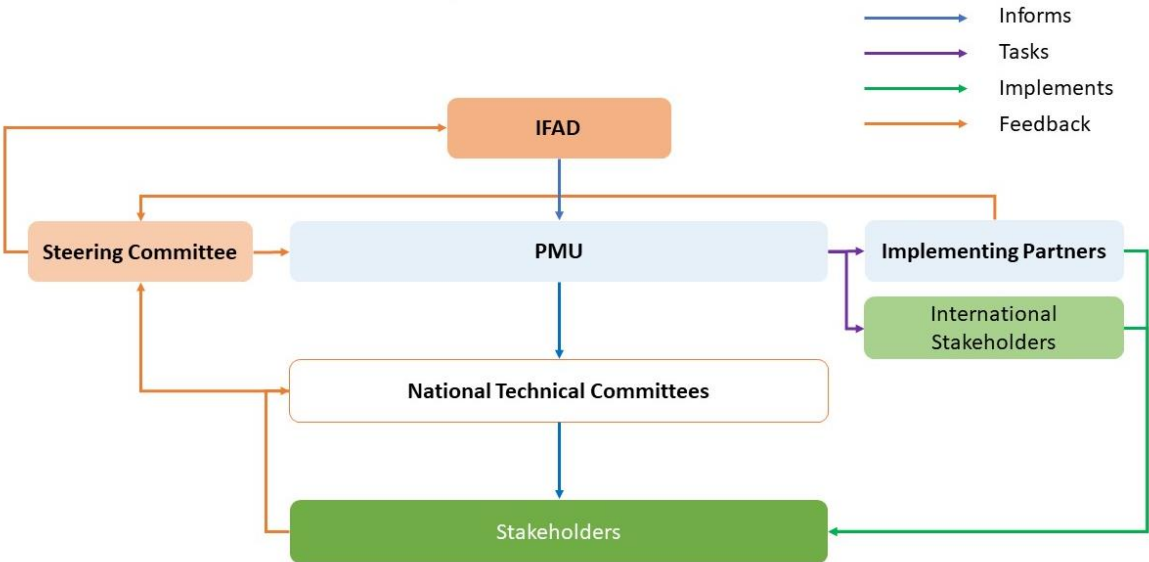 the documentation before the meeting, drafting the minutes and following-up the action points. The Steering Committee meets face-to-face at least once every year during the project duration (June 2018 – June 2022). If aface-to-face meeting is not possible virtual or other type of meetings using communication media shall be organized.

2.2 Membership

Membership of the committee consists of voting and non-voting members. Voting members of the committee, the delegates, are the representatives from each of the target countries (Moldova, Morocco and Sudan). Non-voting members are together with the secretary the international partners (CIHEAM-Bari, Virginia Tech, and PROCASUR).

Name	Institution	Role
Rotating Stakeholder		Chair
Akmal Akramkhanov	ICARDA	Committee Secretary
Mahmoud Awad Mekki	Agriculture Research Corporation	Sudan Delegate
Rachid Dahan	Institut national de la recherche agronomique (INRA)	Morocco Delegate
Elena Scripnic	State Agrarian University of Moldova - UASM	Moldova Delegate
Jeffrey Alwang	Virginia Tech	International Partner Delegate - Academia
Barbara Massler	Procasur	International Partner Delegate – International NGO
Damiano Petruzzella	CIHEAM-Bari	International Partner Delegate – Intergovernmental Organization
Abdelkarim Sma	IFAD	Donor Representative

Table 1: Current Steering Committee Members

2.3 Main responsibilities

As an oversight body, the Steering Committee will be responsible for the following:
1. Provide guidance for the implementation of the project activities in the three target countries: Moldova, Morocco and Sudan through collaborating with national partners.
2. Deliberate and pass judgement on strategic decisions relating to project management, administration, and implementation of capacity-development activities.
3. Review and offer feedback on the project communication materials, technical reports, and other published materials.

4. Oversee the creation and facilitation of National Technical Committees in each target country, each to be managed locally by National Focal Point.
5. Leverage funds and external knowledge through developing and sustaining partnerships with regional institutions that can contribute to establishing strategic KM linkages in areas concerning rural development, natural resource management, and/or agricultural production.
6. Monitor commitment from project partners through ensuring KM activities in each country are linked with follow-up measures to facilitate long-term progress.
7. Review and approve project documents and their updates on an annual basis including but not limited toAnnual Reports, Annual Work Plans and Budgets, The Knowledge Plan, The Knowledge Strategy, annual Steering Committee meeting minutes, Innovation Plans, and other strategic documents related to project activities.

3. The Project Leader

3.1 Purpose

The Project Leader is a seasoned professional from ICARDA staff pool. The Project Leader reports to the ICARDA Program Director who in accordance with organizational structure of the lead center, will be part of the project implementing team and will liaise with other personnel of the project and relevant staff available within ICARDA or co-implementing partner organizations.

3.2 Main responsibilities

- Lead and coordinate the implementation of the project in three selected focus countries and at regional level. If the decision is taken to expand the project area to include an additional two countries, the project leader will also manage these.

- Coordinate, oversee and contribute to various KM regional mapping and assessment exercises, the competitive selection of the project co-implementing partners, benefitting countries and operations.

- Develop a 48 month strategic work plan with country-specific outputs, a refined project budget and logical framework defining key performance indicators.

- In alignment with ICARDA policies and guidance, design and implement an adaptive and flexible KM, M&E and communications strategy and system for the project and lead upon the progress reporting from ICARDA to IFAD. This will also include liaising with international and in-country partners of the work.

- Continuously scout for participatory and innovative outcome/impact measurements and learning methods and tools and ensure that these are documented and shared regularly.

- Work with the project co-implementing partners to develop country-specific capacity development plans and organize documentation, knowledge management and capacity development events at country level.

- Coordinate and oversee the development and maintenance of a regional online knowledge portal.

- Set up and facilitate sub-regional KM communities of practice as well as Learning Alliances and other peer learning systems (including Learning Routes).

- Organize the project biannual progress assessments ; policy analyses and other studies that inform government policy, civil society, and IFAD Country Programme Officer knowledge development; periodic meetings with governments, NGOs, and IFAD key contracts for performance review and to share lessons and best practice.

- Lead on and write a series of technical advisory notes, manuals, posters, and other extension material published throughout the life of the project and also provide regular contributions to IFAD's web-presence as allocated in project workplan.

4. National Technical Committee

4.1 Purpose

The National Technical Committee (NTC) is to implement the project activities at country level. The Committee is chaired by the country delegate participating in the Steering Committee. National Committee's secretary is the National Focal Point responsible to organize the agenda, distribute the documentation before the meeting, draft the minutes and follow-up the action points. The NTC will meet face-to-face each quarter.

4.2 Membership

Voting members of the National Committee are the representatives from each national partner institutions. The National Focal Point is a non-voting member being the secretary.

4.3 Main responsibilities

As managing body, the NTC will be responsible for the following:
1. Implementation of the project activities in the respective country through coordination with national partners.
2. Develop project communication materials, technical reports, and other published materials.
3. Develop project documents and their updates on an annual basis: Annual Reports, Annual Work Plans and Budgets, The Knowledge Plan, The Knowledge Strategy, annual national steering committee meeting minutes, National Innovation Plans, and other strategic documents related to project activities.

5. National Focal Point

5.1 Purpose

The National Focal Point (NFP) will be responsible for coordinating the implementation of the project at the country-level on a day-to-day basis. He/she acts as the Secretary of the National Technical Committee. He/she will closely collaborate with national partners and key country stakeholders to ensure project activities are fully in accordance with obligations specified in IFAD Grant Agreement, to test and validate KM methods and tools, provide capacity building and technical assistance in learning-oriented project management,   and establish and support KM and learning networks and partnerships within the country. The national focal point will also assist the Country Steering Committee Representative and Project Leader to compile project reports and presentations to IFAD, for Project Steering Committee meetings and meetings with other partners. The NFP will also author and contribute regularly to communication materials on nationally implemented project activities. This position is hosted in country national partners offices.

5.2 Main responsibilities

Under the direct supervision of the Project Leader, the NFP will carry out the following duties and responsibilities:

Project Support
1. Provide oversight and coordinate the overall project implementation in his/her country on all matters pertaining to smooth operation of the project, in accordance with obligations specified in IFAD Grant Agreement.
2. Support Project Leader in the development and implementation of the regional/country knowledge management strategy with country-specific outputs according to available budget and logical framework key performance indicators; contribute to the development of KM Approach paper.
3. In alignment with ICARDA policies and guidance, implement an adaptive and flexible KM, M&E and communications plan at the country level and contribute to the progress reporting from ICARDA to IFAD.
4. Work with the project co-implementing partners to develop country-specific capacity development plans, KM national mapping and assessment exercises.
5. Provide on-the-ground support for KM and capacity development events organized by national partners. Ensure follow-up from activities with appropriate documentation of events, reports, and impact analysis.

Secretary to National Technical Committee
6. Organize monthly meetings with national partners of the National Technical Committee, record, and present minutes.
7. Organize periodic meetings with government, NGOs, and IFAD key projects for performance review and to share lessons and best practices.

Communication
8. Contribute to the development and maintenance of a regional online knowledge portal, the SKIM project newsletter, blog posts, technical notes, manuals, posters, and other extension material

published throughout the life of the project and also provide regular contributions to IFAD's web-presence as allocated in the project work plan.

9. Prepare and monitor web analytics of regional online tools. Cooperate with Web Analyst and Web Editor on KM issues and online tools monitoring.

Facilitation of Peer Learning Systems

10. Set up and facilitate national KM communities of practice as well as Learning Alliances and other peer learning systems (including Learning Routes).

11. Proactively support the Communities of Practices (CoP), Learning Alliances and the peer learning system components within the project activities, ensuring correct implementation according to the project KM strategic guidelines.

6. KM Officer

6.1 Purpose

The Knowledge Management Officer (KMO) will support the core project documentation – the Knowledge Management & Communication Plan – and related project reports. The KMO will produce communication material in the form of videos, boost the outreach of the project activities and to sling future activities. The officer will also plan and attend key projects events, reporting findings and lessons learned, while engaging with the project stakeholders. Additionally, the officer will work to feed, analyze, and enhance the Knowledge Portal.

6.2 Main responsibilities

Under the direct supervision of the Project Leader, the KMO will carry out the following duties and responsibilities:

1. Compiling reports documenting the project activities carried out by the implementing partners within the logical framework of the project, providing insights and recommendations for better efficacy and follow up activities.
2. Curate, update and insert information in the Knowledge Portal developed within the framework of the project, engaging with the knowledge creators (i.e. stakeholders), for increased outreach and dissemination.
3. Support the Knowledge Portal enhancement and maintenance, in close consultation with its development team.
4. Establish, monitor, and measure the analytics on the Knowledge Portal throughout the current year for enhanced outreach and knowledge dissemination.
5. Develop guidelines, trainings, and guidance for best practices in knowledge management and knowledge sharing, specific on stakeholders' processes in KM and capacity development.
6. Organise knowledge sharing and transfer events and activities according to the project planning and within its logical framework.
7. Develop communication material to promote the project knowledge activities in the current year.

7. M&E Officer

The Monitoring and Evaluation Officer (MEO) provides support and technical assistance to plan, design and inform the deployment of robust monitoring and evaluation system needed for the project. She/he will lead project management team and partners in developing M&E strategy documents, work plans, and field activities. She/he will support the adaptation and development of methods and tools to support research in knowledge management.

7.1 Main responsibilities

Under the direct supervision of the Project Leader, the MEO will carry out the following duties and responsibilities:

1. Work closely with team members and partners in developing Theory of Change for the project and countries.
2. Collaborate with team members and partners in designing effective monitoring and evaluation, including on results-based management and indicators.
3. Design impact tracking and monitoring protocols to ensure that project/research impacts are well documented and in compliance with the project strategy and objectives.
4. Design and implement project evaluation (mid-term and final).
5. Contribute to the development and testing of evaluation approaches appropriate for the project.
6. Mentor and build capacity of partners and junior staff.
7. Develop and maintain collaborative networks and partnerships with international and regional research and management organizations.

8. Knowledge Management Research Fellow

The Knowledge Management Research Fellow (KMRF) provides support and technical assistance for project activities while contributing to project knowledge creation.

8.1 Main responsibilities

Under the direct supervision of the Project Leader, the KMRF will carry out the following duties and responsibilities:

1. Support the implementation of project's activities. Provide support offline and online for the project's partners.
2. Learn about relevant methods, tools, and skills to inform and support the development of the project's Knowledge Strategy and related uptake strategies.
3. Ensure that up-to-date data and documentation about the project is timely collected, packaged and reported in Knowledge Portal (KP), following best practices to sustain evaluations and impact assessment efforts.
4. Support the user-based testing and piloting of the KP platform enhanced with new features to be used.
5. Provide support in identifying outcome stories, research innovations and policies for reporting and publishing on website and social media.
6. Document and catalogue existing data available on research activities according to specific unit guidance and templates.
7. Link the data of project and program outputs (reports, publications, briefs, datasets, photos, tools, etc.) with available in the existing repositories of the Partners.
8. Support the Plan of Work Budget and Annual Report processes.

9. Subject Matter Experts

9.1 Capacity Development Officer

The Capacity Development Officer (CDO) coordinate the capacity development activities developed by the project.

9.1.1 Main responsibilities

Under the direct supervision of the Project Leader, the CDO will carry out the following duties and responsibilities:

1. Design and implement the project capacity need assessment;
2. Develop a capacity development plan;
3. Support national and international partners in implementing online and face-to-face activities;
4. Contribute to the annual plan of work and reporting tasks;
5. Prepare communication summaries to be disseminated;
6. Lead uploading of knowledge management course materials to online course platform

9.2 Knowledge Scientist

The Knowledge Scientist leads the application of knowledge approaches and methods at institutional level through the Community of Practices. He/she researches on knowledge impact pathways and documents project scientific results. The Knowledge Scientist shall work to establish a common understanding on "knowledge management" among the project implementers and to improve the KM baseline knowledge of the project for enhanced quality of the capacity development activities and knowledge transfer activities carried out in the project logical framework. He/she will also gather and measure over time from the project implementers data on their KM capabilities, in order to produce a study on the subject matter.

9.2.1 Main responsibilities

Under the direct supervision of the Project Leader, the Knowledge Scientist will carry out the following duties and responsibilities:

Supervise and backstop ICARDA work on knowledge management:
- supervise and backstop preparation of documents for IFAD project such as knowledge management packages
- backstop planning of IFAD project events
- train ICARDA and her partners on best knowledge management practices
- participate and facilitate knowledge management events of IFAD project
- develop training curriculum and materials
- supervise and do research on knowledge management

Supervise and backstop ICARDA work on communities of practice and innovation platforms

- supervise and backstop preparation of documents for organizing and facilitation of IFAD communities of practices and innovation platforms
- backstop planning of IFAD events to support communities of practice and innovation platforms
- train ICARDA and her partners on best managing communities of practice and innovation platforms
- participate and facilitate communities of practice and innovation platform events of IFAD project
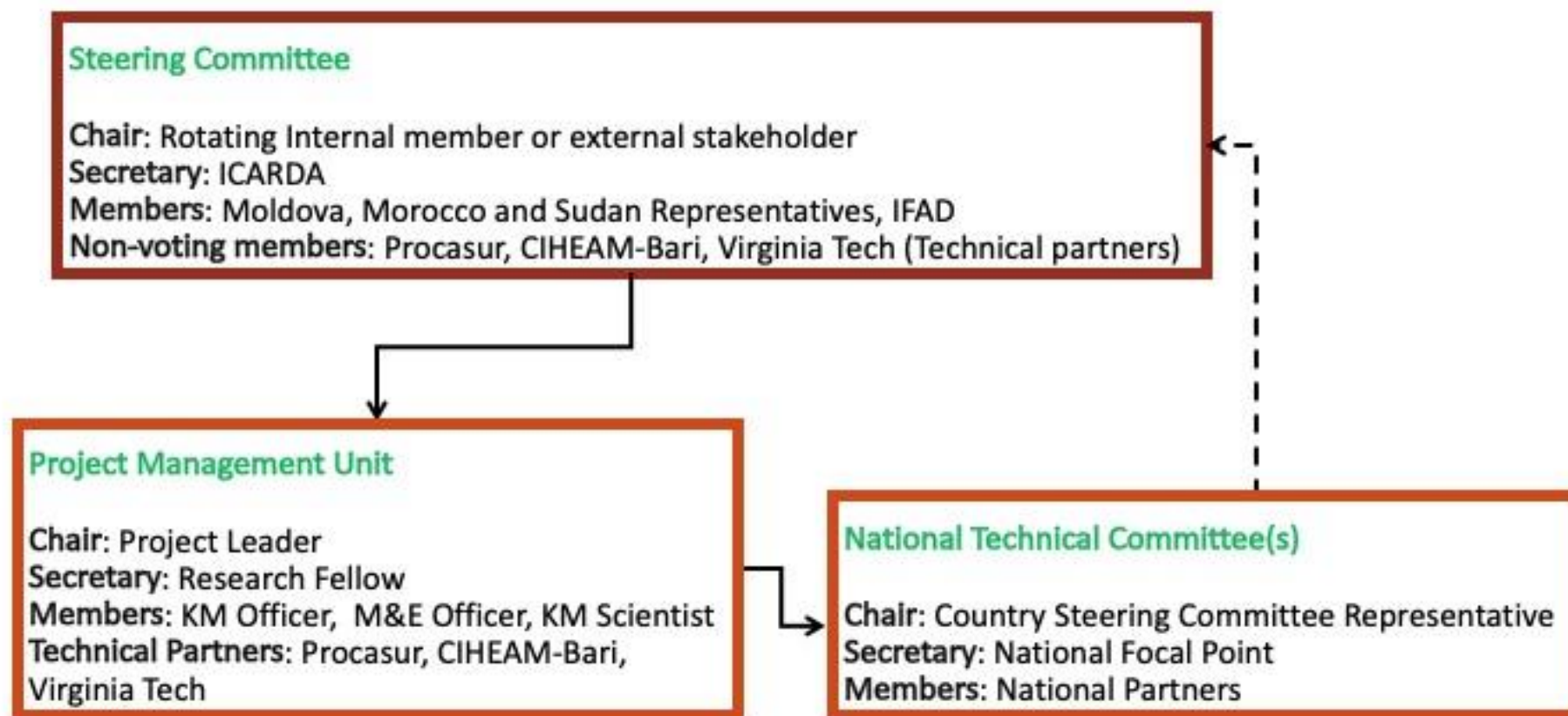
Annex 1. Committee Compositions

Steering Committee

Chair: Rotating Internal member or external stakeholder
Secretary: ICARDA
Members: Moldova, Morocco and Sudan Representatives, IFAD
Non-voting members: Procasur, CIHEAM-Bari, Virginia Tech (Technical partners)

Project Management Unit

Chair: Project Leader
Secretary: Research Fellow
Members: KM Officer, M&E Officer, KM Scientist
Technical Partners: Procasur, CIHEAM-Bari, Virginia Tech

National Technical Committee(s)

Chair: Country Steering Committee Representative
Secretary: National Focal Point
Members: National Partners

Figure 2: Committee Compositions

Annex 2. Steering Committee and Project Management Unit Participants

Steering Committee

Chair: Rotating Internal member or external stakeholder
Secretary: ICARDA, Akmal Akramkhanov
Members: Moldova (UASM – Elena Scripnic) , Morocco (INRA: Rachid Dahan) and Sudan Representatives (ARC: Mahmoud Awad Mekki), IFAD (Abdelkarim Sma)
Non-voting members: Procasur (Barbara Massler), CIHEAM-Bari (Damiano Petruzzella), Virginia Tech (Jeffrey Alwang)

Project Management Unit

Chair: Project Leader (Akmal Akramkhanov)
Secretary: Research Fellow (Emilie Vansant)
Members: KM Officer (Valerio Graziano), M&E Officer (Enrico Bonaiuti), KM Scientist (Murat Sartas)
Technical Partners: Procasur, CIHEAM-Bari, Virginia Tech

Figure 3: Steering Committee and Project Management Unit Participants

Annex 3. National Technical Committee: Moldova

National Technical Committee
Country: Moldova

Chair: Country Steering Committee Representative: Elena Scripnic, UASM
Secretary: National Focal Point – Mihaela Cojocaru, CPIU-IFAD
Members: National Partners:
1) Consolidated Program Implementation Unit (CPIU-IFAD)
2) Research Institute of Field Crops "Selectia"
3) State Agrarian University of Moldova (UASM)
4) Institute for Development and Social Initiatives (IDIS) "Viitorul"

Figure 4: National Technical Committee, Moldova

Annex 4. National Technical Committee: Morocco

National Technical Committee
Country: Morocco

Chair: Country Steering Committee Representative: Dr. Rachid Dahan, INRA
Secretary: National Focal Point – Name/Institution (to be nominated by Dr. Dahan)
Members: National Partners:
1) National Agricultural Research Institute (INRA)
2) National Office for Agricultural Extension (ONCA)
3) Agronomic and Veterinary Institute (IAV Hassan II)
4) National School of Agriculture (ENA-Meknes)

Figure 5: National Technical Committee, Morocco

Annex 5. National Technical Committee: Sudan

National Technical Committee
Country: Sudan

Chair: Country Steering Committee Representative: Dr. Mahmoud Awad Mekki, ARC
Secretary: National Focal Point – Name/Institution (to be nominated by Dr. Mekki)
Members: National Partners:
1) Knowledge Access to Inter-connected Rural Areas Network (KariaNet)
2) Agriculture Research Corporation (ARC)
3) University of Khartoum
4) Knowledge Society

Figure 6: National Technical Committee, 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.

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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.