

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

Approach Paper Evaluation Synthesis



Approach Paper

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Report

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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, through strategic partnerships, linking research to development, capacity development, and by considering gender equality and the role of youth in transforming the non-tropical dry areas.

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Abbreviations

AIP	Agricultural Innovation Pipeline
CEN	Central-Eastern Europe and Central Asia
CIHEAM Bari	The Mediterranean Agronomy Institute of Bari
CoP	Community of Practice
ICARDA	International Center for Agricultural Research in Dryland Areas
IOE	Independent Office of Evaluation of International Fund for Agricultural Development
IFAD	International Fund for Agricultural Development
IT	Information Technology
NENA	Near East and North Africa
KM	Knowledge Management
KM4AI	Knowledge Management for Agricultural Innovations
MEL	Monitoring, Evaluation and Learning
PROCASUR	PROCASUR Corporation
SDG	Sustainable Development Goals of the United Nations
SKiM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
SSTC	South-South and Triangular Cooperation
VT	Virginia Polytechnic Institute and State University

I. Introduction

1. This approach paper is a part of IFAD Funded SKiM Project implemented by ICARDA. The approach paper was requested to strengthen the evaluation of the KM projects IFAD supports, facilitate learning in these projects and contribute to overall learning from IFAD KM investments.
2. Approach papers are a specific IFAD instrument to oversee the evaluation process of IFAD investments.¹ They include key evaluation questions, time frames, description of the core learnings, partnerships and skill sets necessary for achieving project objectives and disseminating project results to a broad stakeholder base. Depending on the focus and other requests from IFAD, they might include some other complementary content.
3. SKiM project, GRIPS ID: 2000001661, has been developed by ICARDA in collaboration with CIHEAM Bari (Italy) and Virginia Tech (USA) following a co-design process led by IFAD between January 2018 and December 2021. In consultation with IFAD, the proposals submitted by ICARDA, CIHEAM-Bari and Virginia Tech University were integrated to have a comprehensive project that can improve the KM infrastructure in 3 to 5 IFAD priority countries and to create global learning on design and implementation principles for KM projects by IFAD and other investors in the global donor community in Agriculture. The project built upon IFAD's commitment to expand its capacity development support to monitoring, evaluation and learning systems, in conformity with the Thematic Cluster III (Better results management through improved M&E system) of the IFAD Medium-Term Plan 2016-2018.
4. Rationale for conducting this Approach Paper. Knowledge management is one of the pillars of the capacity of IFAD member countries to innovate agricultural and rural solutions to achieve SDGs in low- and middle-income countries globally². Early IFAD investments on KM revealed that there is a high value in generating comparative learning from different KM projects as there are not only many similarities between the KM sectors in low- and middle-income countries but also some key differences that make replicating success of one project in another context very challenging.

¹ <https://www.ifad.org/en/web/ioe/evaluation/asset/39832459>

² IFAD KM Strategy 2019 EB 2019/126/R.2/Rev.1 <https://webapps.ifad.org/members/eb/126/docs/EB-2019-126-R-2-Rev-1.pdf>

Similarly, a few global initiatives such as the CLEAR initiative³ confirms the need for having comparable lessons that are used to design MEL tools and practices that can support developing countries. As SKIM was the result of a co-design process facilitated by IFAD, involved several international and national partners, i.e. ICARDA, CIHEAM Bari, Virginia Tech University, PROCASUR, and partners in Moldova, Morocco, and Sudan, and operates within NENA and CEN regions simultaneously, it has rare capabilities to produce an approach paper that can address the challenge of transferring the results and learnings from one country to another by benefiting from the comparative lessons.

5. The approach paper describes the scope of the evaluation synthesis, presents the evidence resource selection criteria, provides example outputs of the evidence synthesis, describes the evaluation synthesis process and finally provides the proposed timeline, team and dissemination strategy. It also provides 5 annexes that contain critical information for this Approach paper and the Evidence Synthesis Document that will follow the approach paper.
6. The approach paper focuses on NENA and CEN regions of IFAD. It reports the findings in 26 countries separately and a few regional sub-regions.
7. Definition, *Knowledge Management*. IFAD KM Strategy and the Learning Theme on KM⁴ highlights the lack of standardized definition for KM and uses a working definition as “a set of processes, tools and behaviors that connect and motivate people to generate, use and share good practice, learning and expertise to improve IFAD's efficiency, credibility and development effectiveness.” In this document, based on a systematic review done by SKIM⁵, an extended definition based on the working definition in the KM Strategy is used. KM is defined as “using a set of concepts, principles, approaches, products, services, organizational and institutional arrangements to generate, capture, store, retrieve, and disseminate information which contribute to learning of IFAD internally and the stakeholders involved in or benefiting from IFAD investments”.
8. KM aims to improve the learning of IFAD, the organizations it invests via its instruments and the beneficiaries of IFAD investments not only in the shorter term

³ <https://www.theclearinitiative.org/>

⁴ <https://www.ifad.org/documents/38714182/39709860/ARRI2016+learning+theme+-+KNOWLEDGE+MANAGEMENT.pdf/f56e794e-2785-4e4e-a949-49d74890286d>

⁵ The systematic review is expected to be submitted in December 2020. The working version is available upon request via a.akramkhanov@cgiar.org

during the implementation of the instruments but also in the longer term after the implementation of the instruments are finished. The longer term sustained impact of KM is much higher when the KM is a (core) component of enhancing innovations in agriculturally based livelihoods. In order to achieve IFAD's mission to transform rural economies and food systems by making them more inclusive, productive, resilient and sustainable, the longer-term impacts are a dire necessity. Therefore, it is important to distinguish KM in general from the KM4AI which is more relevant for achieving rural economic and food system transformation. In this approach paper, we distinguish KM from KM4AI to guide evaluation of IFAD KM investments. This enables to assess the shorter-term impact and the longer term sustained impact of IFAD KM investments separately, introducing a new dimension of evaluation.

9. Definition, *Knowledge Management for Agricultural Innovations*. Since the early 2000s the concepts of knowledge management and agricultural innovations have been present in IFADs thinking. There are various evaluation resources prepared by IFAD on different aspects of knowledge management and innovations. There are also some recommendations linking knowledge management to innovations in various IFAD documents⁶ including the KM strategy. However, there is no systematic content that provides guidance on the contribution of KM to agricultural innovation outcomes of IFAD investments. This approach paper addresses this gap and provides a systematic input for evaluating IFAD KM investments by utilizing the concept of KM4AI. KM4AI is “the contribution of KM, as defined in paragraph 6, to formulating, designing, developing, disseminating and improving the use of novel approaches, products, services, organizational arrangements, policies in the agricultural and food value chains.

⁶ Approach Paper - Evaluation Synthesis on IFAD's Support to Scaling Up of Results, p.3 pa.11

Table 1: List of IFAD Evaluation Resources on Knowledge and Innovations	
Year	Document Name
2002	Evaluation of IFAD's capacity as a promoter of replicable innovations - Extract of Agreement at Completion Point
2004	Promotion of local knowledge and innovations in Asia and the Pacific Region
2004	Agricultural innovation: defining IFAD's role
2007	IFAD Innovation Strategy
2007	2007-2010 Strategic Framework and other following Frameworks
2008	Making a difference in Mali: performance and innovation
2010	Corporate level evaluation on IFAD's Capacity to Promote Innovation and Scaling Up.
2014	Evaluation insight: Promoting innovations and scaling up impact - Chinese
2016	The Philippines Country Strategy and Programme Evaluation - Knowledge management stimulates innovation and bridges the gap between grants and loan projects
2016	Learning theme on knowledge management: How can operations learn to improve performance?
2016	Approach paper: IFAD's Support to Scaling Up of Results
2017	IFAD's Support to Scaling Up of Results
2019	Corporate-level evaluation on IFAD's support to innovations for inclusive and sustainable smallholder agriculture
2019	IFAD Knowledge Management Strategy

II. Objectives, Scope, Key questions and Methodology

1. Objectives. The objective of this evaluation synthesis is i) To collate and describe the evidence base on how knowledge management interventions contribute to the agricultural innovation⁷ pipeline in the low- and middle-income contexts ii) To synthesize evidence on which different intervention and context configurations led to improvement of agricultural innovation pipeline in the low- and middle-income contexts. iii) To draw recommendations that can further strengthen the design, implementation and evaluation of IFAD policies, strategies and operations.
2. Definition, Agriculture. Agriculture is defined in various ways and has no standard definition. In this approach paper, we define agriculture all the specified activities in [ISIC rev 4](#) under Sector A Agriculture, Forestry and Fishery⁸. By activities, all the activities in AGROVOC of FAO⁹ are referred.
3. Definition, *Agricultural Innovation Pipeline*. This approach paper has a broader understanding of agricultural innovations in line with the IFAD perspective¹⁰. Agricultural innovations are “novel approaches, products, services, organizational arrangements, institutional arrangements in the agricultural and food sectors”. This includes processes, concepts, principles, mechanisms, legislation and all other forms of novel tangible and intangible outputs resulting from projects and other intentional human activities. It covers not only technological or technical innovations but also organizational, social, institutional, policy, infrastructure that are relevant for achieving the IFAD mission of transforming rural economies and food systems. Agricultural innovations are results of multiple interactions and efforts over the long term. Before achieving societal use or large-scale use, innovations evolve from an idea of a solution to models, applications, prototypes etc. A single project or any other instrument contributes only to a part of this evolution. Some IFAD investments contribute to development and testing of promising innovations, others contribute to improving the use of proven innovations at scale, yet others improve knowledge management and policy infrastructure. Considering only innovations that achieved large scale use misses important IFAD contributions on the economies and food

⁷ Agricultural innovations have a comprehensive impact sphere. They contribute not only to the performance of agricultural sectors but also to natural resource management, environment, rural industry etc.

⁸ International Standard Industrial Classification of all Economic Activities (ISIC), Rev 4, 2008

⁹ AGROVOC Thesaurus at <http://aims.fao.org/standards/agrovoc/functionalities/search>

¹⁰ IFAD Rural Development Report 2016 - p.278

systems and leaves out important lessons that can inform IFAD operations in multiple important ways. To have a more accurate view of the contributions of IFAD to rural economies and food systems and have a holistic view of the learning achieved by IFAD investments we use the concept of Agricultural Innovation Pipeline (AIP). AIP refers to the collection of all the stages agricultural innovations follow, i.e., idea, concept, model, application, innovation used at scale.

4. The main audiences of this approach paper are the Strategy and Knowledge Department, the Programme management department and IFAD Independent Office of Evaluation which share responsibilities in designing, implementing and evaluating KM4AI investments of IFAD. With its comprehensive scope, the approach paper can inform other UN agencies and donors investing in international agricultural development. As the evidence synthesis in the approach paper is made by state of art systematic review procedures with semantic quantitative analysis, it can also be interesting for the international development science community.

The scope of the evaluation

5. The approach paper has a multi-layer approach for the resources it uses in the evidence synthesis. The first layer is all the documentation in the IFAD databases and repositories generated by projects, policies and other initiatives funded or supported by IFAD that focus on KM4AI. This first layer is the scope of a typical IFAD Evaluation Synthesis document. The second layer is extra literature published on IFAD investments in KM4AI. They include science articles, books, book chapters, policy documents prepared by countries, technical reports of other donors funding international agricultural development. Some of the earlier evaluation synthesis cover a few of such documents. The third layer is all peer-reviewed and gray literature on KM4AI, of which full texts can be accessed from major academic databases (Scopus, Web of Science Core Collection, CAB Abstracts) and databases of major international agencies operating in international agricultural development (AGRIS, CGIAR MEL, FAO Corporate Document Repository and Library, World Bank E-Library etc.). The third layer has not been included in the scope of previous approach papers since synthesizing the resources in the third layer require big data semantic analysis methods that are not used in the agricultural literature until recently. The author team of this approach paper has capabilities to include the third layer, which can provide general insights on what works in KM4AI at global and local levels.
6. The approach paper analyzes all the information in the three layers, described in paragraph 13, published since December 1977, the date IFAD was set up as an

international institution following the 1974 World Food Conference. This large time frame is possible since the approach paper combines text mining with KM4AI vocabulary including different ways of describing KM and AIP.

7. The approach paper has a modular multi-level approach in the evidence synthesis. It classifies the resources it uses in the evidence synthesis based on IFAD operational levels, e.g., corporate, country programmes; KM categories, e.g., knowledge generation, knowledge dissemination; innovation types, e.g. products, services, approaches. It matches these levels with concrete evidence generated by the KM4AI projects, programs and other initiatives.

Resource Selection and Evidence Synthesis Criteria

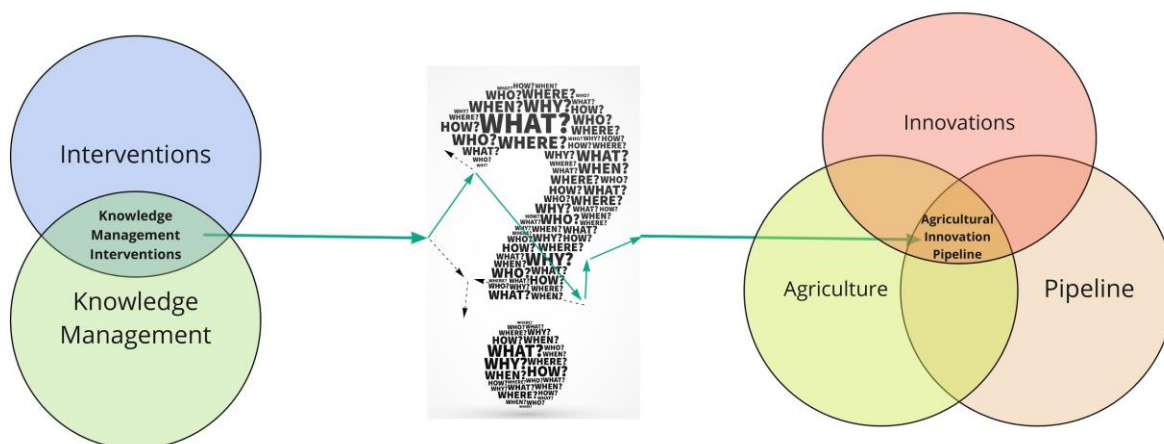
8. The approach paper uses a set of criteria for each step of the evaluation synthesis. For identifying the resources relevant for the scope of the approach paper it has two criteria. The first is that the resource should be mapped to KM in IFAD databases and includes AIP in its full version. The second criterion is an objectively identified search query which is used in doing systematic reviews. The query includes different words and expressions signaling the relevance for KM4AI¹¹ which are selected based on a text mining of relevant resources provided by a set of 10 scientists and experts working on KM and AIP.
9. For the resources outside of IFAD databases and repositories, i.e., the resources in the second and third layer, all primary studies with qualitative or quantitative methodologies are included in the scope of the approach paper. Secondary studies, such as literature reviews and systematic reviews will be considered if they analyze empirical evidence related to KM4AI. Resources will be excluded if it is not based on primary data, for instance purely conceptual, theoretical or editorial studies.
10. The body of evidence in KM and innovations system literature proves no KM intervention can be successful in all contexts under all conditions. Based on this, to be included in the synthesis the resources should describe at least spatial, (i.e., locations, country, rurality etc.), temporal, (i.e. start and end dates, duration etc.) contexts and goals of the KM intervention in terms of AIP.

¹¹ For the evidence synthesis we identified the following search query *("Knowledge management" OR "knowledge creation" OR "knowledge generation" OR "knowledge capture" OR "knowledge storage" OR "knowledge retrieval" OR "knowledge enhancement" OR "knowledge dissemination") AND (project OR activity OR strategy OR policy OR support OR network OR implementation) AND (innovation OR information OR practice OR approach OR technology OR new OR institutional OR service OR tool OR organizational) AND (farmer OR agricultural OR rural OR Agriculture) AND (development OR system OR research OR study)"*.

Outputs of the Evidence Synthesis

1. Evaluation synthesis will be used to identify the configurations of contexts, KM interventions and AIP outputs that are shown to be associated with each other (Figure 1). Considering the fact that most of the available resources in KM4AI do not have an experimental design setup, i.e., RCTs and pseudo-experimental designs, due to the complexities in agricultural systems, the evidence synthesis will go beyond resources with experimental design and include study multiple ways of establishing associations such as non-experimental study designs, observational studies as long as they satisfy other criteria specified above.

Figure 1: Simple generic theory of change for KM4AI

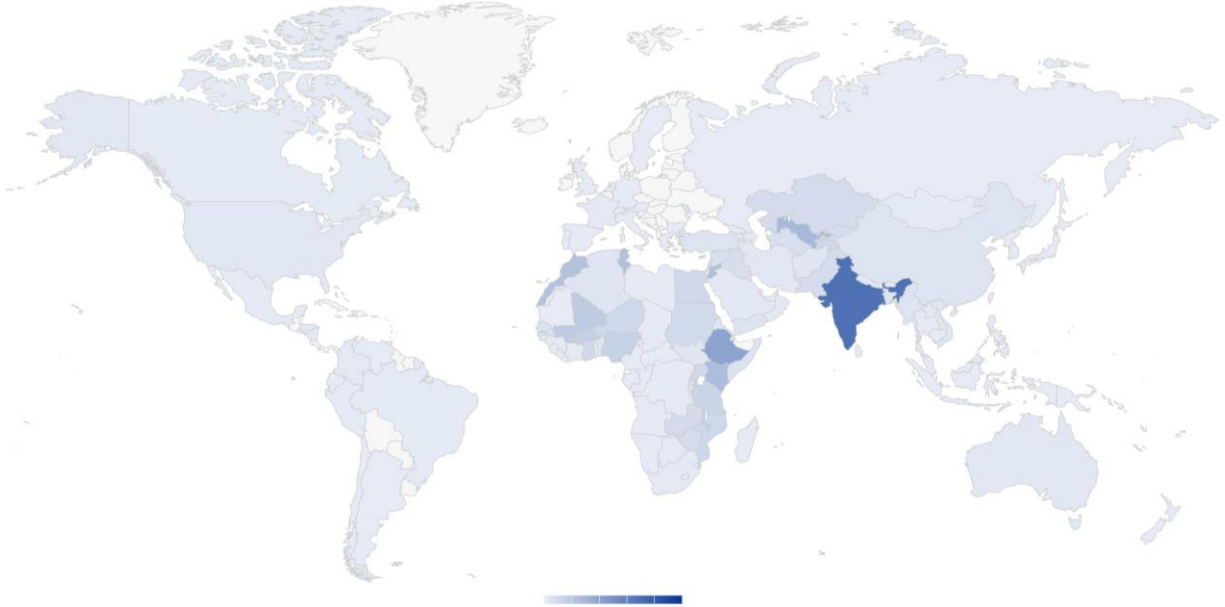


2. The evidence synthesis will provide lessons and insights about what has worked in KM4AI under which spatial, temporal and goal contexts. For instance, it will present when an IFAD KM investment has desired contribution to improving agricultural innovations, in which countries the contribution was moderate in comparison to others etc.
3. The synthesis will also provide granularity on the question of what has worked. It will provide *which dimensions of KM*, i.e., "Knowledge management", "knowledge creation", "knowledge generation", "knowledge capture", "knowledge storage", "knowledge retrieval", "knowledge enhancement", "knowledge dissemination", *in which type of interventions*, i.e. project, program, policy etc., *has contributed to which stage of*, i.e. idea, concept, model, application, final innovation used at scale, *what agricultural innovation*, e.g. cereals, livestock, forestry. Since existing evidence base on specific granularities will be different, the evidence synthesis will also identify strong evidence cases and niches that have significant evidence gaps.

Table 2: Example Evidence Synthesis Summary Table										
	Knowledge Management Dimension	Intervention Type	Relations	Innovation Stage	Agricultural Innovation	Context	Evidence	Supportive Evidence	Inconclusive Evidence	Opposing Evidence
Example - 1	Knowledge dissemination	project	had no impact	field testing	wheat varieties	In semi-arid areas In North and East Africa Between 1990 and 1995	Evidence		Duru, M., O. Therond, G. Martin, R. Martin-Clouaire, M. A. Magne, E. Justes, E. P. Journet, et al. 2015.	Nazari, M. R., and S. B. H. Hassan. 2011. Putra, B. T. W., P. Soni, B. Marhaenanto, Pujiyanto, S. Sisbudi Harsono, and S. Fountas. 2020.
Example - 2	Knowledge dissemination	project	improves	field testing	wheat varieties	In semi-arid areas In India Between 2000 and 2005		India: Science and Technology. 2011. India: Science and Technology. Foundation Books. Singh, R. K., A. K. Singh, J. B. Singh, and Lakhan Singh. 2012. Tabassum, Shazia, and Waseem Khan. 2017.		

- The synthesis will visualize the working combinations of KM4AI for different granularities using the Evidence Synthesis Summary. Based on the evidence synthesis summary table, multiple heat maps will be done to show effectiveness of different KM interventions across the globe in different contexts.

Figure 2: Example Evidence Map for Contribution of Knowledge Dissemination Projects to Improving Field Testing of Wheat Varieties



5. Assumptions and risks. The quality of the results of the evidence synthesis depends on the status of existing information and data. We assume that the data in IFAD databases and repositories are well curated and report necessary context data. We also assume that key KM4AI documents in IFAD are digitized and can be used for text mining. If these conditions are not satisfied, it might be necessary to increase the budget of the evaluation synthesis.

III. Evaluation Synthesis Process

1. The main steps in the evaluation process include three cycles. Each of the cycles is focuses on one of the three layers of resources described in paragraph 13, i.e. IFAD documents, other documents on IFAD KM4AI investments and all literature published in KM4AI. Following the review and finalization of the approach paper initially each cycles has the following steps i) drafting and agreeing of a detailed screening protocol for the documents¹², ii) retrieving the full text documents and preparing them for text mining iii) analysis documents and preparing evidence synthesis summary table iv) synthesizing the evidence and visualization relevant findings for IFAD experts v) reporting and presenting the findings and visualizations to IFAD management vi) finalizing the report for the and submission to IFAD. After finalizing the reports for all layers, a larger dissemination event will be organized to inform the main audience of the Evaluation Synthesis.
2. Although the approach paper team has members experienced in IFAD knowledge management procedures and databases, it is necessary to consult teams from the main audience of the evaluation synthesis to ensure coverage of all related documents in layer one. The evaluation synthesis team will co-develop the detailed document screening protocols with the Evaluation Committee constituted to oversee the evaluation synthesis. For the first layer, SKD members, possibly also of the experts from the PMD and the IOE, will be consulted more frequently. For the layer 2 and layer 3 documents, the scientists in the evaluation teams will draft technical screening documents and consult the committee members especially from SKD and IOE.
3. Junior members of the evidence synthesis team will follow up the document screening protocols and compile the full text documents for each layer in a cloud repository. The senior review team will filter the documents based on the criteria specified in paragraph 16 to paragraph 18. Afterwards, the documents will be prepared for text mining by standardizing the document digital types (pdf and txt), removing the parts of the documents that are copied from other resources, converting words to KM4AI categories using specialized dictionaries and thesauruses, i.e. Agrovoc and Wordnet.

¹² A screening protocol outline is provided in Annex 2.

4. The filtered and processed full text documents will be analyzed using quantitative text analysis techniques (autocode by dictionary, TF-IDF, cluster analysis and LDA). The results will be presented in evidence synthesis summary tables for each layer.
5. The evidence will be synthesized by the senior team members using the summary table and the synthesis will be visualized. Visualizations will include the maps presented in Figure 2 and the other visualizations requested by the evaluation committee.
6. The findings and visualizations will be reported using the provisional outline presented in Annex 3. They are also going to be presented to IFAD management, experts and IFAD community members based on the preferences of the evaluation committee.
7. The presentations and the feedback will be documented and will be used to prepare the final evidence synthesis. Based on the preference of the evaluation committee, the presentations can be organized after the synthesis of each different layer or can be combined into a single process following the synthesis for all three layers.

IV. Proposed Timeline, Team and Dissemination

1. The evaluation team will include: Dr. Akmal Akramkhanov, SKIM project manager and Senior Knowledge Management Expert (Overall Manager and Evaluation Committee Liaison), Dr. Murat Sartas, knowledge management and agricultural innovation scientist (Review Process and Content Lead), Mr. Enrico Bonaiuti, senior monitoring and evaluation and learning expert (Documentation and Data Management), Mr. Valerio Graziano, knowledge management and dissemination expert (Visualizations and dissemination) and knowledge management fellow (Data retrieval, curation and administrative support).
2. The team will be complemented by the IFAD experts designated by the Evaluation committee.
3. Proposed timetable. The indicative timeframe is provided in Annex 4.
4. Dissemination. Evaluation synthesis reports are prepared in English only. The final evaluation synthesis report should include the written response from the Evaluation committee or representatives of IFAD management.
5. The findings of the synthesis will be presented to IFAD management, IFAD experts and IFAD community members. The presentation is done ideally in IFAD HQ with participation of the Evaluation Committee members and relevant IFAD experts. However, if the restrictive measures due to Covid 19 pandemic continues at the time of the presentation, an online workshop will be organized by the evaluation team. The final draft of the evaluation synthesis will be shared by the participants of the workshop ahead of the workshop. The final version will include the feedback provided in the workshop.
6. Once finalized, the evaluation synthesis report will be submitted to IFAD ECU for editorial quality insurance, web assurance, web publishing and dissemination (IFAD intranet, the video wall in the IFAD lobby, independent evaluation section of the IFAD website, IFAD Facebook page, and Twitter and Yammer etc. The visualization and dissemination expert of the evaluation team will be available for supporting the IFAD ECU requests.

Annexes

Annex 1. Preliminary¹³ List of Projects, Policies and Other initiatives funded or supported by IFAD on KM4AI

Project Name	Project KM Activities	Links
Moldova		
Inclusive Rural Economic and Climate Resilience Programme (2013-2020)	<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 documents 	https://www.ifad.org/en/web/operations/project/id/1100001669
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 --CPIU organized a Nisporeni District Council organized a round table --Used the event organized by the Government of Republic of Moldova "Dialogue with Local Public Authorities" to disseminate information on grants available under the project to 800 primaries all over the country --The CPIU also established a stand at the Moldexpo exhibition, in March 2018 and informed over 2000 visitors about the potential opportunities under RRP. --The Business Consulting Center organized a conference on "Local Economic Development: Models, Experiences and Opportunities" where 90 entrepreneurs exchanged experience and established connections. 	https://www.ifad.org/en/web/operations/project/id/2000001156

¹³ This is the list we could derive from an early scoping work. This will be updated and extended in consultation with the IFAD teams in the Evidence Synthesis.

	--CPIU specialists attended meetings, in participation with representatives of the Ministry of Agriculture in the different agro-climatic zones of Moldova	
Morocco		
Agricultural Value Chain Development Programme in Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province (2010-2019) [closed]	<p>--Generate a significant knowledge base on a variety of themes related to the value chain links of the three subsectors (apples, olives, mutton value chains), especially in terms of product promotion and marketing.</p> <p>--Lessons learned and best practices will be widely circulated among project partners, including beneficiaries, and will also be shared with other projects via workshops, seminars, and the creation of a network among the various provincial ag. department services and the other project partners.</p> <p>--Audio and written visual aids will be produced to disseminate project-generated knowledge more broadly.</p> <p>--Capitalization of knowledge and knowhow will be strengthened by the project website to be created and by the Near East, North Africa and Europe Division Karianet network, to disseminate experience acquired through implementation of IFAD-funded projects in the region.</p>	https://www.ifad.org/en/web/operations/project/id/1100001526
Rural Development Programme in the Mountain Zones - Phase I (2014-2020)	<p>-- Develop a national-level knowledge management network on the innovations introduced with agricultural advisory and research organizations and UN organizations</p> <p>-- 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.</p>	https://www.ifad.org/en/web/operations/project/id/1100001727
Atlas Mountain Rural Development Projects (PDRMA) (2016-2024) 62 million USD	<p>-organize workshops and seminars to facilitate the dissemination of findings to target audiences, focusing on issues specific to mountain areas</p> <p>- 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</p>	https://www.ifad.org/en/web/operations/project/id/2000001403
Sudan**		

Gender Learning (GASL) Action System		
Butana Integrated Rural Development Project (2006 - 2019)[closed]	<p>--collaboration with other IFAD funded projects in Sudan in developing a joint KM-strategy and intensifying efforts to share lessons learned with relevant stakeholders.</p> <p>--natural resources related studies (and others) to address climate change adaptation knowledge gaps</p> <p>--project website</p> <p>-- 40 knowledge products on climate smart small agriculture, livestock, range and pastoralism</p> <p>--40 people initiated-knowledge products</p> <p>--40 whatsapp groups created</p> <p>--150 items posted on websites (BIRDP, MENA knowledge base, CCU – and IFAD website / rural portal)</p>	https://www.ifad.org/en/web/operations/project/id/1100001332/country/sudan
Supporting Small-scale Traditional Rainfed Producers in Sinnar State Project (2010-2017) [closed]	<p>--The project concept is centred on the introduction and dissemination of new technologies and knowledge to the communities in Sennar State. --Development and dissemination of information products (focus on media programs) via local and national media windows,</p> <p>--written educational and documentary products,</p> <p>--internet uploaded successful stories and practice,</p> <p>--participation in the knowledge sharing forums and exhibitions,</p> <p>--impact assessment reports and thematic studies project concept --project invested in localized means of knowledge dissemination among the project beneficiaries to enhance the application/adoption of the new packages and skills introduced by the project (field days at village level as well as exchange Implemented visits between villages)</p> <p>--five review workshops and invited all stakeholders to be exposed to project experiences related to technical packages promoted.</p>	https://www.ifad.org/en/web/operations/project/id/1100001524
Seed Development Project (2011 - 2017) [closed]	<p>--participates in the regional IFAD knowledge sharing CoP, following the joint-KM strategy for IFAD-funded projects</p> <p>-- not a strong focus on knowledge products</p> <p>--88 on-farm participatory demonstrations focusing on the full technological package composed</p>	https://www.ifad.org/en/web/operations/project/id/1100001612

	of certified seeds, soil and water conservation techniques and micro-fertilization	
Livestock Marketing and Resilience (2014-2021)	<p>--Knowledge services will be tailored to meet the needs of beneficiaries through “learning-by-doing” and rigorous analysis of the qualitative and quantitative information generated under implementation as operational experiences will create valuable knowledge in the target areas.</p> <p>--Annual LMRP planning workshops will provide fora for documenting lessons learned and identifying promising areas for knowledge generation, providing stakeholders with an opportunity to express needs, successes and constraints, as well as fostering collaboration and brokering partnerships</p> <p>--The Programme will collaborate and share valuable lessons with other projects by sponsoring knowledge networking through learning events</p> <p>-- publication of “how-to” leaflets relevant to all work undertaken on restoration of natural assets</p> <p>--audio-visual material that captures lessons learnt and impact. Special emphasis will be placed on knowledge regarding climate change adaptation and disaster-risk development planning.</p> <p>--LMRP will benefit from and contribute to existing regional knowledge networks to build and share approaches, tools, methodologies, technologies and best practices on sustainable livestock business development, natural resource management and climate change resilience, and bottom-up rural economic growth.</p> <p>--South-South learning and sharing opportunities will be explored to ensure that LMRP beneficiaries have access to up-to-date knowledge and experience on ways and means to improve their livelihoods.</p>	https://www.ifad.org/en/web/operations/project/id/1100001732
Integrated Agriculture and Marketing Development Project (2017-2023)		https://webapps.ifad.org/members/eb/122/docs/EB-2017-122-R-24-Project-Design-Report.pdf
International		
Middle East and North Africa		http://www.menarid.ir/en/News/Detail/A

Regional Development for Integrated Sustainable Development (MENARID)		bout https://www.slideshare.net/ICARDA/menarid-achievements-and-bout
Central Asian Countries Initiative for Land Management (CACILM)		http://www.cacilm.org/en/

**IFAD-supported projects in Sudan, have during the past few years built up a Community of Practice (CoP) in knowledge sharing at country level involving project staff, the CCU, key line ministries and beneficiaries. The establishment of this CoP has strengthened KM at country level which can be seen through increased interactions between projects, ministries, donors, and beneficiaries. Key outputs include a joint Knowledge Management (KM) strategy for IFAD-funded projects, the establishment of a coordinating body for KM at the CCU, exchange visits between IFAD projects, international exchange visits, joint capacity building trainings and a peer-to-peer knowledge sharing event on Natural Resources Management and Agricultural Productivity (Learning Route).

Annex 2. Screening protocol outline for documents that will be used in the evaluation synthesis

Screening of Layer 1 Documents: IFAD Databases and Repositories

1. Introduction
2. Instructions for Searching IFAD Databases and Repositories on KM4AI
3. Retrieval Tips and Instructions for Filling Resource Log
4. Storage Tips and Naming Rules of the Full Texts
5. Other considerations

Annexes:

List of IFAD Databases and Repositories on KM4AI

List of IFAD Contact Points and Their Contact Information

Resource Log Template

Screening of Layer 2 Documents: Extra literature published on IFAD investments in KM4AI

1. Introduction
2. Instructions for Searching Academic Databases and Gray Literature Sources
3. Instructions for for Using Reference Management Software and Retrieval Tips
4. Storage Tips and Naming Rules of the Full Texts
5. Other considerations

Annexes:

List of IFAD supported KM4AI Projects, Programs, Policies and other Initiatives

List of Academic Databases and Gray Literature Sources for KM4AI

Screening of Layer 3 Documents: All peer-reviewed and gray literature on KM4AI,

1. Introduction
2. Instructions for Searching Academic Databases and Gray Literature Sources
3. Instructions for for Using Reference Management Software and Retrieval Tips
4. Instructions for Updating Incomplete References and Removing Duplicates
5. Storage Tips and Naming Rules of the Full Texts
6. Other considerations

Annexes:

List of Academic Databases and Gray Literature Sources for KM4AI

Search Queries to be used in Different Databases

Annex 3. Provisional Evidence Synthesis on IFAD's Investments to Knowledge Management for Agricultural Innovations

1. Foreword
2. Executive Summary
3. Chapter I. Background
 - a. Justification for evaluation synthesis
 - b. Definition of KM4AI
 - c. Evaluation objectives and scope
 - d. Evaluation methodology
4. Chapter II. Main Findings
 - a. A historical overview of KM and AI concepts and principles used by IFAD
 - b. A historical overview of KM4AI approaches in the literature
 - c. Evidence Synthesis Summary Table
 - i. Description and descriptive statistics of prominent KM Dimensions and their change across time
 - ii. Description and descriptive statistics of AI targeted by KM interventions and their change across time
 - iii. Description and descriptive statistics of contextual factors provided in KM4AI documents and their change across time
5. Chapter III. Conclusions
 - a. General lessons from the practice of KM4AI since the foundation of IFAD, what works and what does not in KM?
 - b. Discussions on the factors in explaining the successful KM intervention and context configurations
 - c. Recommendations for Designing, Implementing and Evaluating IFAD KM interventions

Annex 4. Proposed Timetable

Activity	Indicative Date
Preparation of the approach paper and peer review	November 2020
Kick off the Evidence Synthesis	January 2021
Establishing the Evidence Synthesis Committee	February 2021
First Synthesis Cycle on Layer 1 Documents	February - April 2021
Second Synthesis Cycle on Layer 2 Documents	May - June 2021
Third Synthesis Cycle on Layer 3 Documents ¹⁴	July - September 2021
Complete Draft	October 2021
Evidence Synthesis Review Workshop	October 2021
Learning Event with IFAD Management and IFAD experts	November 2021
Finalizing the Evidence Synthesis	November 2021
Publication and Dissemination of the Evidence Synthesis	December 2021 onwards

¹⁴ The Third cycle depends on the decision of IFAD to extend the documentation base to all KM4AI documentation

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.

