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

Knowledge Management Strategy

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Keywords

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

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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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Abbreviations

CapDev	Capacity Development
CIHEAM - Bari	Centre International de Hautes Etudes Agronomiques Méditerranéennes - Bari
CNA	Capacity Needs Assessment
CoC	Community of Commitment
CoI	Community of Interest
CoP	Community of Practice
FAIR	Findable, Accessible, Interoperable, Reusable
GDPR	General Data Protection Regulation
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
INRA	National Institute of Agricultural Research
IP	Intellectual Property
IT	Information Technology
KM	Knowledge Management
KS	Knowledge Sharing
M&E	Monitoring & Evaluation
MEL	Monitoring, Evaluation & Learning
OA-OD	Open Access, Open Data
Procasur	Corporation for Regional Rural Development Training
R4D	Research for Development
SSTC	South-to-South and Triangular Cooperation
VT	Virginia Tech

Part A

Strengthening Knowledge Management

This is the Knowledge Management Strategy for the "Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe" project. It sets out the challenges and targets for including knowledge management at the **core of the activities** and outcomes of the participating institutions.

The Strategy's overall goal is to **engage the partners** in adopting, establishing and developing KM best practices and policies, enhancing the institutional performances on the long run and fostering adoption, with a positive cascade effect on the final users of their services. Implementing institutions can also make use of this strategy to **assimilate guidelines** for tuning and turning the successful KM measures into a proper workflow for knowledge, further scaling-up the impact of their services and scaling-out their reach. The third level of guidance by this strategy is provided on how to connect between KM-savvy organizations, with proven KM practices and policies, to **engage in a Community of Practices (CoP)** weaving a network to share, confront and innovate KM measures. CoP related sub-groups, the Communities of Interest (CoI) – wide scope research networks – and Communities of Commitment (CoC) – close-knit operational networks – are also introduced as layers of interregional, the former, and national cooperation.

The implementing organizations are to gain access to, and control of, knowledge assets, technologies, services, products and sharing, and institutional awareness through **knowledge monitoring for advanced performance evaluation and learning**; thereby improving the quality and reach of their services, benefiting their end users widely.

The approach set out here centers on three knowledge-responsive objectives:

1) Provide the elements to **develop a system approach on KM**, applying holistic measures for monitoring, evaluation and learning throughout an institution as by its needs and features.
2) Lead to the creation of an **institutional workflow for knowledge management**, based on best practices and lessons learned from IFAD, ICARDA, CIHEAM-Bari, Procasur and Virginia Tech, compatible in terms of principles and practices with other KM leading institutions and partners.
3) Inform on **competence transferral** within an organization, starting an institutional legacy in KM, and the key elements for connecting through knowledge management at national, regional and interregional level, starting or joining a Community on KM.

The institutions might have to develop solutions in face of some of the following potential **constraints**:

- Limited funds
- Inadequate technology
- High priority of institutional intervention on areas different from management
- Limited interaction with high performance management institutions
- Lack of knowledge on knowledge, knowledge management and management
- Lack of basic management assets such as efficient Quality Assurance measures

The Strategy is meant to provide **solutions** and indications to install KM measures overcoming those barriers, based on principles of the innovation systems model described along this project and related plans[1].

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[1] Centre International de Hautes Etudes Agronomiques Méditerranéennes – Bari (CIHEAM-BARI). 2019. Capacity Development and Innovation Plan for Knowledge Management. Italy: Bari.

International Center for Agricultural Research in Dry Areas – ICARDA. 2018. Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe – Knowledge Management Plan. Egypt: Cairo.

International Center for Agricultural Research in Dry Areas – ICARDA. 2018. Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe – Communication Plan. Egypt: Cairo.

This strategy is realized in the perspective of the **IFAD** Vision Statement. The strategy builds incrementally on IFAD's and ICARDA existing assets[2], processes, partnerships; it reflects the principles and recommendations set out by IFAD recognizing that effective KM can play a critical role in the promotion of new solutions to tackle rural poverty, and understanding that KM must be rooted in core competencies and embedded in the work processes, cultures and mindsets of organizations to be effective.

Part B of the strategy documents the KM organizational aspects of the project, elaborated by ICARDA and its implementation partners, as defined with and supervised by IFAD. This section shows **practical examples** of KM practices, based on the theory defined in Part A.

The IFAD-ICARDA Strategic KM Framework

The project has its roots in the IFAD extensive **experience in KM** and it is, with its valuable assets and partnerships, already leading global Research for Development (R4D) efforts based on knowledge management, especially fostering South-to-South cooperation. The IFAD-CGIAR partnership is enabling of top-notch management strategies being innovated and the IFAD-ICARDA partnership allows direct delivery of these innovations to the national partners, utterly benefiting a vast number of end user of their services.

In line with IFAD's new Strategic Framework 2016-2025[3], ICARDA alongside IFAD recognizes that a core purpose of its knowledge management efforts must be to **identify, develop and promote successful and innovative approaches** and interventions that have demonstrated potential to be scaled up. In particular, the goals of this project are directly in line with the three desirable achievements for KM identified by IFAD:

1) Strengthening country-level knowledge and uptake of effective approaches for agriculture and rural development.
2) Strengthening IFAD's strategic positioning, relevance and visibility.
3) Strengthening IFAD's capabilities to embed KM in work processes and organizational culture.

The IFAD overarching goals are underpinned by two national strategic objectives that directly affect end users of national services. Such objectives are also identified within the project as indirect goals, to be achieved by **improving the institutional effectiveness** of the implementing organizations through better KM.

1) Enhanced productivity and resilience of rain fed farming systems (crop, livestock and forestry).
2) Increased access to sustainable rural finance services, markets and value chains.

The framework developed by IFAD is meant to be passed on in its principles to the project's implementing institutions, **putting into use the KM best practices** toward a standardization and a communion of management measures for improved efficiency and overall control on the interregional development process.

To realize this vision, ICARDA and its implementing partner organization aim at d**eveloping the capacity of the participating institutions**, providing extensive knowledge and tools to effectively generate and share knowledge, enhance institutional awareness, develop advanced knowledge through partnerships and iterate the CapDev process.

For IFAD as well as ICARDA and the implementing institutions, prioritizing and consistently following a

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[2] International Fund for Agricultural Development – IFAD (2007). IFAD Knowledge Management Strategy. Italy: Rome. Accessible here: https://www.ifad.org/en/document-detail/asset/39500089

International Fund for Agricultural Development – IFAD (2007). IFAD Strategy for Knowledge Management. Italy: Rome. Accessible here: https://webapps.ifad.org/members/eb/90/docs/EB-2007-90-R-4.pdf

International Fund for Agricultural Development – IFAD (2016). IFAD Knowledge Management Action plan 2016-2018. Italy: Rome. Accessible here: https://www.ifad.org/documents/38711624/40787656/km_actionplan_2016-18.pdf/419eb23e-a34c-4d25-9f28-2252b412ddea

International Center for Agricultural Research in Dry Areas – ICARDA (2019). Open Access/Open Data Implementation Plan v1.7. Egypt: Cairo.

[3] International Fund for Agricultural Development – IFAD (2016). IFAD Strategic Framework 2016. Italy: Rome. Accessible here: https://www.ifad.org/en/web/knowledge/publication/asset/39369820

knowledge agenda is deemed essential to save resources and time within an organization, as optimized KM measures are effective ways to promote best practices, lessons learned and **South-to-South cooperation**. Utterly, by applying the strategic measures, the institutions have the possibility to be recognized as global leaders in R4D through realization of scaled up impact and standing out on global pressing issues by **sharing meaningful knowledge** fruits of an organizational culture.

Barriers, Assets, Result Areas and Responsive targets

The **major barriers** to KM can be found in the lack of institutional ground for KM practices and related assets, tied in particular to two fundamental aspects of an institution:

- Organization
- Communication

Lacks in the former are responsible for information bottlenecks, inappropriate quality assurance, unproper way to store knowledge and other mismanaging practices; lacks in the latter are responsible for underperforming outreach, uptake and scaling of knowledge. More constraints of technological, professional and cultural-traditional nature do contribute in undermining KM and countermeasures have to be developed specifically.

To **assess the strength** of an institution in terms of Organization and Communication related to KM, the presence of certain assets can be valued as a proper set of indicators.

Indicator	Organizational culture assets	Communication culture assets	Result areas
Capacity	KM Specialist	Comm Specialist	Focal point system perspective
Programmatic	Documentation workflow	Publication workflow	Quality of outputs
Technical	Data management software	Data sharing software	Time and resources optimization
Strategical	Data curation practices	Facilitation practices	Fostering of knowledge outreach and uptake
Partnership	Inclusion of stakeholders in the management processes, as partners, donors and/or audit		Quality of outcomes and potential for scaling
Networking	Engaging in Communities of Practice (CoP)		Standardization and advancement of management practices

The benefits of these established **KM assets** range from capacity able to coordinate and overview the management workflow at any step, identifying areas of intervention and solutions, to an optimization of resources thanks to IT tools and an overall enhancement of outputs toward outcomes in terms of quality and outreach. The inclusion of stakeholders in the KM process, at an audit or partner level, and the engagement in a Community of Practice can in turn foster the scaling of the knowledge produced and evolve its understanding, while raising the institutional awareness on itself by putting its efforts on the global research for development scale.

Organizational and communication cultures assets are either developed within the institution as a result of a proper **internal audit** process, or injected by **external sources**, such as institutional mentoring from KM savvy institutions or experts. Developing KM fostering cultures is rarely spontaneous and is more often fruit of proper **institutional training in KM**, received or provided in partnership with KM leading institutions.

KM for What? Knowledge Aspects

Knowledge is recognized as the most important strategic asset of an organization. To **correctly dispose of knowledge** demonstrates the maturity of an organization and its proficiency and readiness to engage in the Research for Development (R4D) global forum. Knowledge Management applies to all sects of knowledge, ranging from information products and publications to practical know-how and traditional heritage.

Given the wide range of information and the many shapes it comes with, this Strategy is focused on considering all **knowledge as a flow of data units**, to be a) identified, b) understood, c) packaged and d) delivered to an audience, then iterating the cycle. **A data unit is the minimum set of knowledge that can be effectively identified and managed**, for example a file (software), a recorded speech or a document.

The main aim of a proper Knowledge Management process is to optimize the data flow within an institution, to:

- Reduce time and resources utilization rates for knowledge.
- Reduce the Intellectual Property (IP) liabilities due to misuse or improper knowledge attribution.
- Foster Knowledge Sharing (KS).
- Improve institutional awareness for better planning and overall management.

In other words, **the role of the KM is to provide guidance for developing and maintaining the process of capturing, developing, sharing, and effectively using organizational knowledge**[4].

Other paramount benefits of KM are:

- Enabling and sustaining knowledge post-research impact over time.
- Sustaining and enhancing partnerships.
- Foster cross-partners engagement in research.
- Make knowledge more accessible, increasing its quality through peer-reviews and overall adoption rates.

The benefits of KM are scalable in time with consistent use within the single institution and across partner institutions.

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[4] Girard, J.P., & Girard, J.L. (2015). Defining knowledge management: Toward an applied compendium, Online Journal of Applied Knowledge Management. 3(1), 1-20. Accessible at:
http://www.iiakm.org/ojakm/articles/2015/volume3_1/OJAKM_Volume3_1pp1-20.pdf

KM for Whom? Beneficiary Partners

Organizations involved at **every extent** benefit from KM practices in their daily work, over the course of implementation life cycles and across the years. The benefits range from local to global level, according to the reach of the organization. Here are summarized the most common.

Partner Type	Benefits		
	Global	Corporate	Regional/National
Government	Better, informed decision-making and policy-making.	-	Better scaling of operational policies and related solutions.
International	Better policy-informing to government and decision-makers.	Better decision-making on resources allocation and planning.	Enhanced technologies development.
National	-	Better decision-making on resources allocation and planning.	Better national policy application and enhanced capacity development.
Local	-	-	Enhanced competence transferral and knowledge uptake.
Private Sector	-	Enhanced penetration and exchange of capacity development.	Enhanced penetration of technological and practical solution.

The project's participating institutions are listed in Annex 5, although the Strategy is meant to guide all types of national institutions toward better KM. The participating institutions benefiting from KM training shall be able to **engage in South-to-South cooperation and Communities of Practice**, regionally and internationally, actualizing autonomous CapDev activities for enhanced KM.

KM Cycle and Workflow for Institutions

The essential steps and supporting features of Knowledge Management are illustrated below.

ICARDA MEL Framework	SKIM KM Framework	KM Workflow Steps	Supporting Documentation Informing Policies	Supporting IT Tools	Supporting Skills/Capacity
Monitoring	Discovery and Detection	Discovery	KM Strategy, KM & Communication Plan, Governance document, Intellectual Property document, Open Access – Open Data document, GDPR proof of compliance	Monitoring, Evaluation & Learning platform	KM Specialist
		Detection			
Evaluation	Acquisition and Creation	Acquisition		Laptop, tablets, smartphones	Curator
		Creation		Laptop, tablets, smartphones, smartboard	Scientist, Extensionist
Learning	Storage and Curation	Storage		Servers, cloud services	IT Specialist
		Curation		Editing and office software	Curator, Librarian
Sharing	Sharing and Transfer	Sharing		Monitoring, Evaluation & Learning platform, Academic Social Networking Sites (ASESs), Social Media, Knowledge Portals (KPs)	Communication Specialist
		Transfer		Laptop, tablets, smartphones, smartboard	IT Trainer

- *Discovery:* identify neglected knowledge with the potential to scale if properly managed and allow them through the workflow.
- *Detection:* identify knowledge potential in a **context**.
- *Acquisition:* obtaining knowledge from a source "**as is**".
- *Creation:* produce knowledge rearranging existing knowledge into a better format, reviewing it from a new perspective or give life to something new.
- *Storage:* archiving knowledge for statistical and other analysis, in an organized way for it to be **timely retrievable** and reusable.
- *Curation:* repackaging knowledge for it to be **machine-readable** and shareable to partners according to their standards.
- *Sharing:* **put the knowledge in common with partners**, confronting expertise, planning for scaling and confronting management practices, package the knowledge to be widely **accessible to the public**, fostering adoption and debate.
- *Transfer:* provide a new capacity with learning **insights and competence** over the knowledge.

The knowledge is optimally managed when it is **Findable, Accessible, Interoperable and Reusable (FAIR)**. FAIRness is an indicator of knowledge quality from a management perspective and requires it to be **Open Access Open Data (OA-OD)**. In details:

- **Findable**, means that the data unit or knowledge has a **unique identifier**, most commonly a URI for the online.
- **Accessible**, means that the knowledge content can be read, reviewed and otherwise **made use of**. The requirements for accessibility vary from case to case, may it be necessarily in a worldwide diffused language, a readable software extension or an Open Access resource.
- **Interoperable**, means that the data unit has to be **machine-readable** and correlated by a widely used set of metadata and other useful information to be fruitful for other users.
- **Reusable**, means that the knowledge cannot be consumed – like digital copies – and is properly credited and acknowledge, allowing for **infinite usage** and citation.

The Value of KM

The KM measures are meant to maximize financial inputs throughout an organization, requiring **less resources, including time, to achieve more** in terms of management for the research for development. Here are some examples and estimates:

- *Discovery and detection*: timely collecting knowledge avoid information bottlenecks and **strategic use** in learning and partnership building. This step enables curation and avoids time-loss of bottlenecks.
- *Acquisition and creation:* following up regularly on past knowledge and push for actual knowledge review and sharing, while keeping oiled and well KM measures, is the pivotal step of a mature institution, **maximizing the investments** in terms of impact and reputation for the involved partners.
- *Storage and curation:* the benefit is immediate and also pays through time as recalling recent data might take up some staff time if not properly organized in a **repository**, while aged data can be literally impossible to retrieve. This pays off the costs of repositories, quickens archiving and **enables sharing**. Curation allows for **faster movement of knowledge** along the flow, saving up yearly dozens of hours of staff time.
- *Sharing and Transfer:* sharing data through Open Access Open Data policies and CapDev activities is the foundation of **partnership building**. It is essential to efficiently and accurately **delivering the knowledge to stakeholders**, end users, partners and furthering the advancement of humanity, enabling synergies that pay off for the time invested.

It is essential to note that all of these steps can be partially automated through IT, saving up even more time and **negatively impacting risks** of human errors. Training the institutional capacity to act according to the steps and **be part of the process** is also essential to optimize KM.

The sum of institutional awareness gained and time saved represents the institutional potential that drives innovation.

KM Community Building

Building or engaging in a community means to relate, share and confront knowledge with different actors working together to promote specific knowledge and practices. Communities on KM specialise on meta-knowledge, or knowledge on knowledge, to develop and implement effective practices to optimize their institutional data flow and related investments.

To build or engage in a community are needed[5]:

- *Purpose:* a **common vision** in terms of goals to achieve, such as the innovation in KM.
- *Competences:* actual **competences** to bring on the table, such as successful practices and policies.
- *Interoperable systems:* collect, store and otherwise manage the **data** in a way intelligible to others.
- *Result oriented setting:* proper planning for each Community encounter to held results, aligned with the others' institutions **plans for commune growth**.
- *Dedicated staff*: **staff time** allocated to engage and follow-up with the community, keeping the sparkle alive over time, acting as Focal Point for the institution and bridging knowledge from the Community to the institution.
- *Time and resources to invest in Learning:* engaging in a Community has seldom immediate returns, hundreds of staff time hours might be needed to achieve long-term objectives such as policy making, interoperability plans being produced and innovations. Planning for a **definite timeframe** within which obtaining results is essential to move forward and avoid stagnation.

The guaranteed benefits of engaging in a CoP are strategical, since connecting with a wider range of actors in KM allows the institutions to plan ahead for partnership building, decision-making and IT solutions.

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[5] C. Collison, G. Parcell. 2004. Learning to Fly: Practical Knowledge Management from Leading and Learning Organizations. Capstone Publishing Limited. Chichester: United Kingdom.

Part B

The Consultative Process for the Strategy Development

The consultative process for this Strategy is represented below:

1) IFAD and ICARDA knowledge strategic assets review: carried out within the project's framework, prioritizing IFAD resources for the interregional context management and South-to-South exchange, and ICARDA experience for to the technological and workflow aspects of the Strategy.
2) Peer review with the project's implementation team for proof of concept.
3) Peer review with the project's implementation partners for reality check with their institutional workflows and practices.

The Coordination & Management System
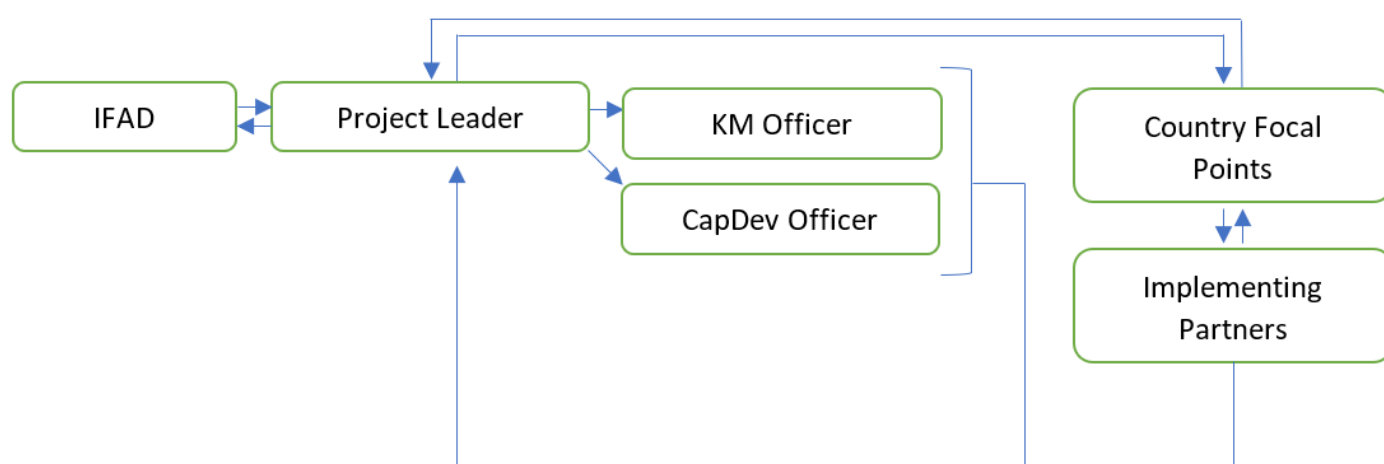
Activities and initiatives agreed and supervised by the donor are coordinated by the ICARDA Project Leader, connecting the Country Focal Points and the Implementing Partners. The PL is supported by the KM Officer and the CapDev Officer, which in turn plan, carry out and inform the PL of all the activities involving the implementing partners.

Core staffing and Institutional Capacity

All participating institutions are to put forward individuals suitable for acting as beacon for the knowledge transferral from the implementing institutions to them, and also willing to deepen the study of the IFAD framework and strategy for KM. Such individuals shall receive proper training, through the project's activities, to act as **Knowledge Management Focal Points** for the home institutions for the duration of the project, with the potential to inherit competences in KM to become specialists.

The implementing partners, CIHEAM-BARI, Procasur, Virginia Tech are to provide all expertise for the development and **realization of the project's activities**, related documentation and background knowledge.

ICARDA as the main implementer has in charge the implementation of the overall project and the totality of its components, while conferring with IFAD and submitting all knowledge to it, to receive guidance and approval over key steps of the implementation. ICARDA also contributes with its **expertise in KM** through MEL and documentation policies.

IFAD as donor provides full **background knowledge**, assets and practical experience, as well as guidance throughout the project duration and audit on its knowledge and components.

Monitoring, Evaluation & Learning

In line with IFAD's new **Strategic Framework 2016-2025**, the project is set to identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up. The project's will so be focused on involving in deeper analysis of results and lessons from operations; systematic management of data and evidence of effectiveness; proactive mobilization of knowledge from partners; and a strategic approach to internal and external knowledge sharing and communication that assembles and conveys knowledge and evidence tailored to specific needs of different audiences.

Monitoring & Evaluation support is to be provided to the project's KM Specialists and to the partner institutions for **baseline data** development, conducting **case studies**, and developing and presenting successful **impact stories**. The support can be in the form of training, webinars and other suitable means.

In addition, the M&E is to review the following indicators, set within the IFAD framework, through Monitoring, Evaluation & Learning (MEL) and by specific methodologies.

- Relevance: all activities carried out are tailored upon the needs of the partners, relieved through an extensive **Capacity Need Assessment (CNA)**. The CNA is conducted in two phases, in person and online through surveys and exercises. The data is then analysable according to ICARDA CapDev parameters in needs assessments toward KM.
- Effectiveness: all activities carried out have the specific goal to train the partner institutions in KM and their knowledge management performance is to be monitored at each activity implementation, ensuring improvement over time thanks to **mentoring** from the implementing partners CIHEAM-Bari, Procasur, Virginia Tech in addition to ICARDA.
- Efficiency: all activities have been designed to be **cost-efficient** and possess a **clear lead**.
- Impact: the improvement of KM capabilities of the participating institutions shall increase the overall efficacy of their **services**, positively impacting their end users.
- Sustainability: the training provided to the participating institutions has the aim of forging new KM capacity within the organizations, ensuring the start of a **KM-savvy legacy** within the partner over several capacity cycles.
- Governance and management: by empowering the participating institutions in KM, the **institutional awareness** is improved, benefiting the internal governance and informing the management on the basis of better outputs toward outcomes.
- Gender equality and women's empowerment: knowledge is an intellectual resource which access cannot be gender-restricted, empowering men, women and youth alike, providing the means for impacting their services and **livelihoods**.
- Innovation and scaling up: participating institutions shall be guided toward the production of own **KM strategies** and plans, with a potential for innovations in KM.
- Environment and natural resources management: the improvement of KM capabilities of the participating institutions shall increase the overall efficacy of their services, positively impacting their **end users**.
- Adaptation to climate change: the improvement of KM capabilities of the participating institutions shall increase the overall **efficacy** of their services, positively impacting their end users.
- Partnership: the common ground created by the shared knowledge on KM bridges the participating institutions toward **South-to-South dialogue** and sets the basis for engagement in Communities of Practice.

Impact Pathway and Theory of Change
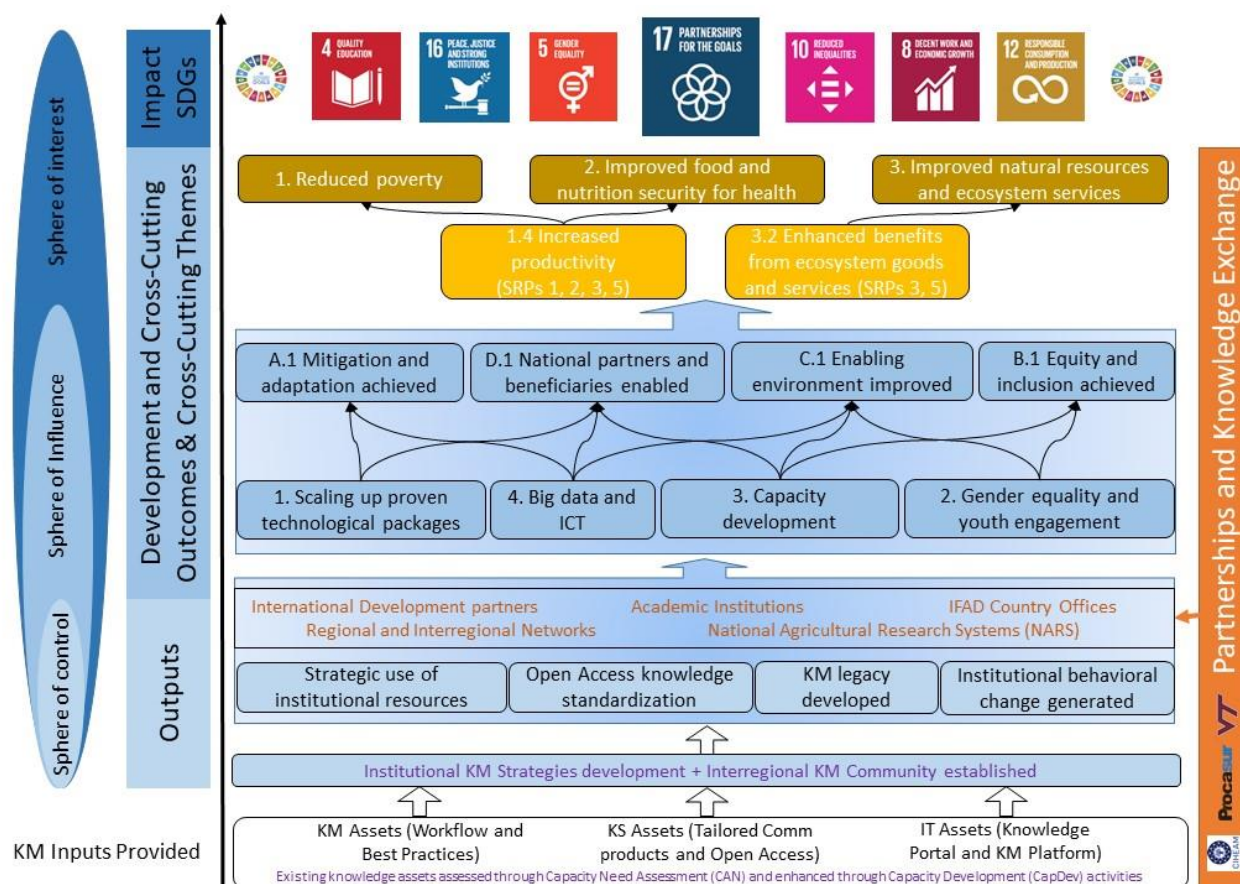
The implementation strategy is based on achieving **behavioural change and potential for innovation** in KM through the establishment of proper **KM workflows** in the participating institutions, each individually tailored on the basis of the **specific institutional needs**, which also laid basis for engagement in KM CoP and the adoption of IT solutions for knowledge, such as the Knowledge Portal.

The lack of the degree of institutional awareness needed to produce individual KM Strategies is filled in by the **external expertise** brought on the table by IFAD, ICARDA, CIHEAM-Bari, Procasur and Virginia Tech, through a range of activities and products, also focused on **transferring competence** of KM self-CNA conduction to the participating partners. The implementing partners are to conduct the baseline CNA on KM, pivotal to the start of the KM development process.

By bringing the participating organizations to a level of institutional awareness on KM and by guiding them through knowledge products repackaging, optimal development and establish proper KM measures, these shall **inherit principles of the KM framework promoted by IFAD and best practices by ICARDA**. CIHEAM-Bari, Procasur and Virginia Tech shall also contribute to these objectives and intervene in **deepening the understanding of key KM topics** mastered by them, such as the innovations, institutional learning and capacity development techniques.

The final step is to establish a **Community of Practice in KM, fostering South-to-South and Triangular Cooperation (SSTC)**, representing a hub to bring on the table KM and R4D related topics and issues at regional and interregional level. Such achievement shall demonstrate the maturity in KM acquired by the participating institutions, showing capability to **iterate the KM development process with additional partners**, effectively **scaling KM best practices at regional and interregional level.**

Control changes & Knowledge Transferral

The key of institutional competence transferral is to provide practical examples of effective best practices applications, to be analysed and adopted by others. For this reason, ICARDA and the implementation partners are set to produce **reusable documentation**, fixed on KM best practices, that can be employed by other institutions as well for KM projects and KM trainings.

The use of **MEL** as IT tool for M&E and the development of the **Knowledge Portal** shall make the lessons on KM infinitely consultable, while enabling the potential for KM legacies to start within the participation institutions.

Knowledge Management legacies, transferring best practices from one capacity cycle to the other, are essential for the establishment of strong Organization and Communication cultures and related assets, from which the institution benefits over time and gains the **potential for innovation**.

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.