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

Dr. Akmal Akramkhanov, ICARDA
a.akramkhanov@cgiar.org

IFAD
Investing in rural people

ICARDA
Science for resilient livelihoods in dry areas

CIHEAM
IAM BARI

Procasur

VT

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

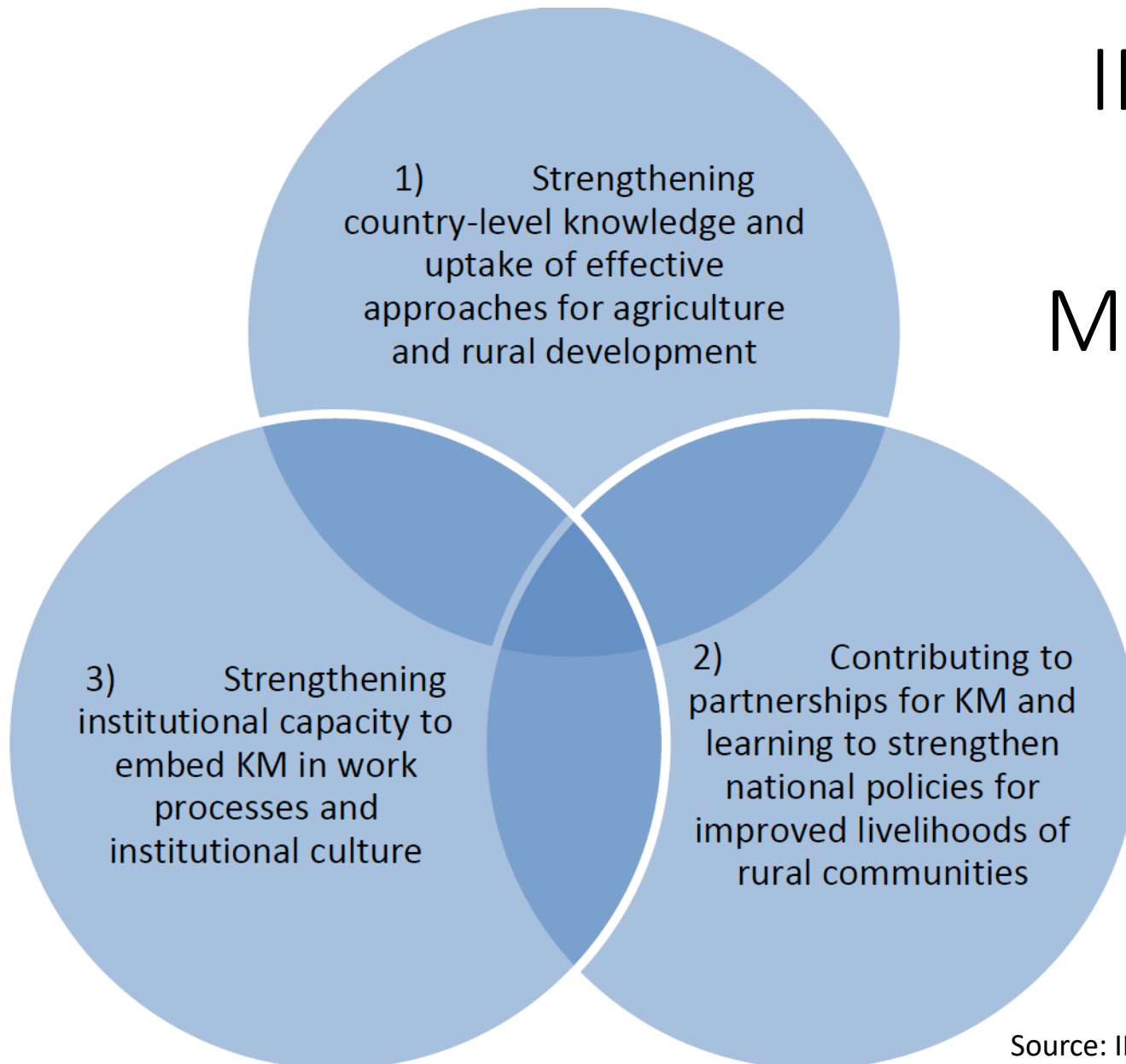- Learn and adapt to changing environment / i.e. climate change, migration etc.
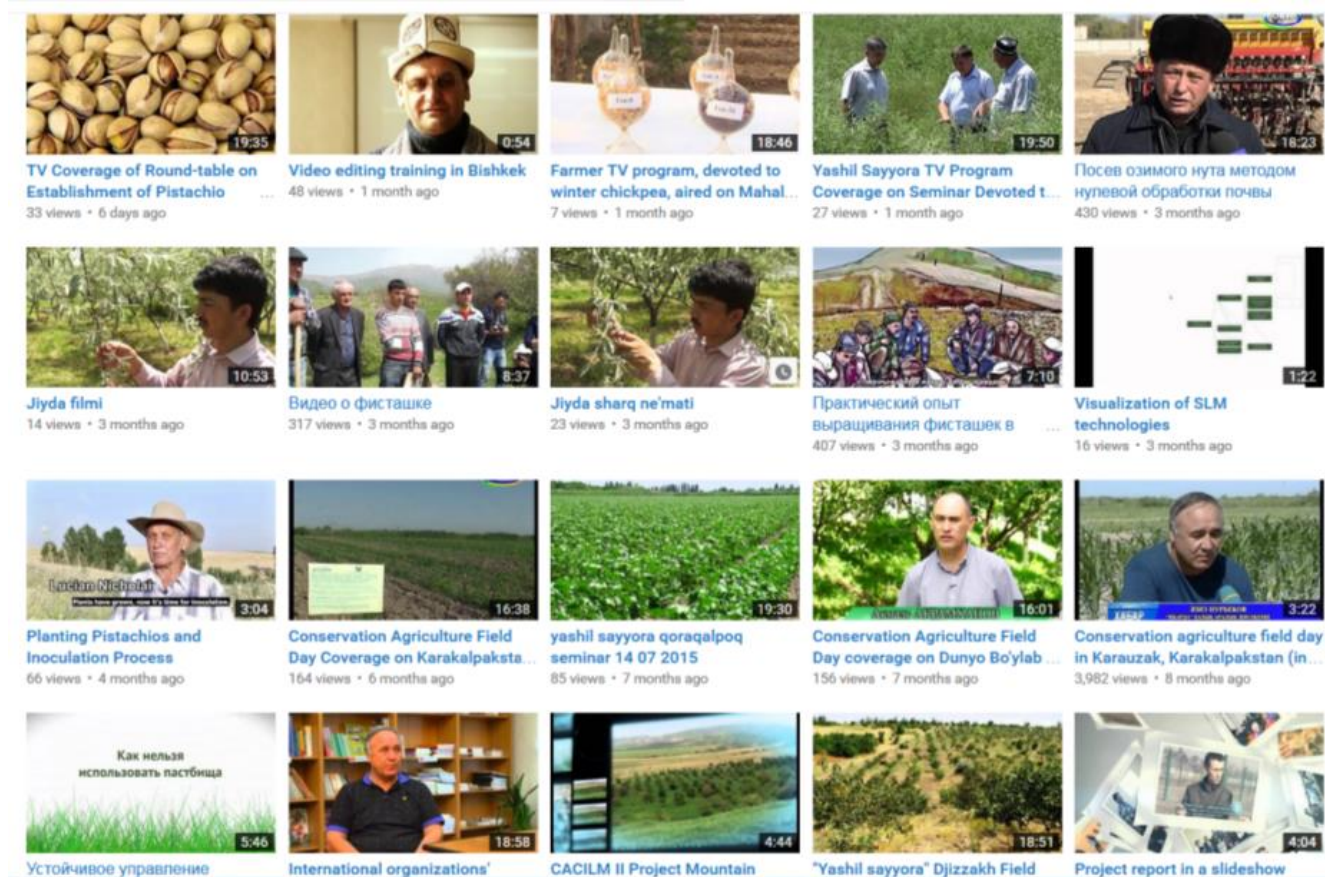
Systematic approach to:

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

IFAD Sudan Country Programme Knowledge Management Strategy

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

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

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

Source: IFAD Sudan country program KM strategy 2017

Focus countries

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

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

Thematic areas

i. Financial inclusion of rural women and youth

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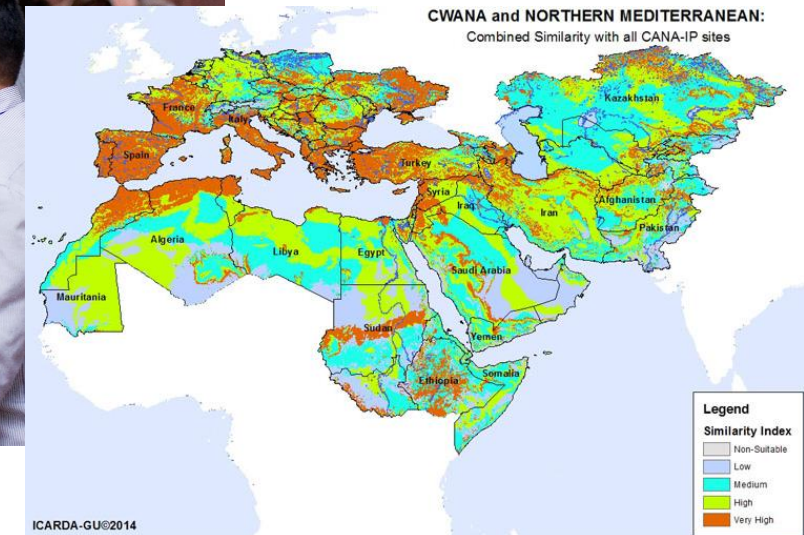
iii. Productive agricultural technologies (e.g. water management technologies, conservation agriculture, drought-resilient crops)

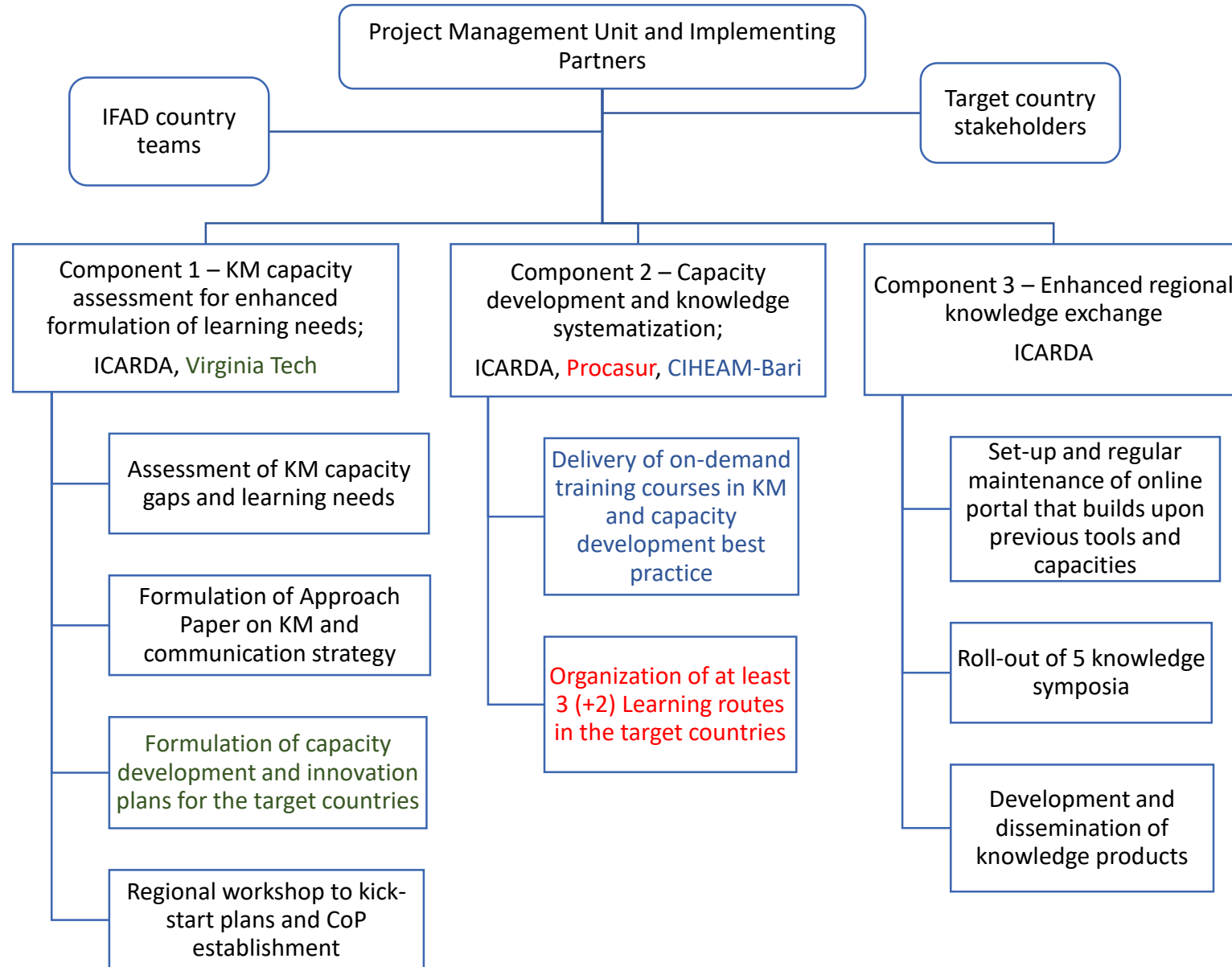Traditional Irrigation | ET-based Irrigation

18/04/2013

Project components and activities

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

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

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

Project chart

Project Management Unit and Implementing Partners

IFAD country teams

Target country stakeholders

Component 1 – KM capacity assessment for enhanced formulation of learning needs;

ICARDA, Virginia Tech

Component 2 – Capacity development and knowledge systematization;

ICARDA, Procasur, CIHEAM-Bari

Component 3 – Enhanced regional knowledge exchange

ICARDA

Assessment of KM capacity gaps and learning needs

Delivery of on-demand training courses in KM and capacity development best practice

Set-up and regular maintenance of online portal that builds upon previous tools and capacities

Formulation of Approach Paper on KM and communication strategy

Organization of at least 3 (+2) Learning routes in the target countries

Roll-out of 5 knowledge symposia

Formulation of capacity development and innovation plans for the target countries

Development and dissemination of knowledge products

Regional workshop to kick-start plans and CoP establishment

Project organization

IFAD

Project Steering Committee

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

Project Coordinator

M&E officer
KM Officer
Subject Matter Experts

International Partners

National Stakeholders

Moldova focal person

Morocco focal person

Sudan focal person

Project stakeholders

Selection criteria

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

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

Project stakeholders

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

Capacity Needs Assessment

Face-to-Face

Working groups organized by countries

Working groups organized by stakeholder types

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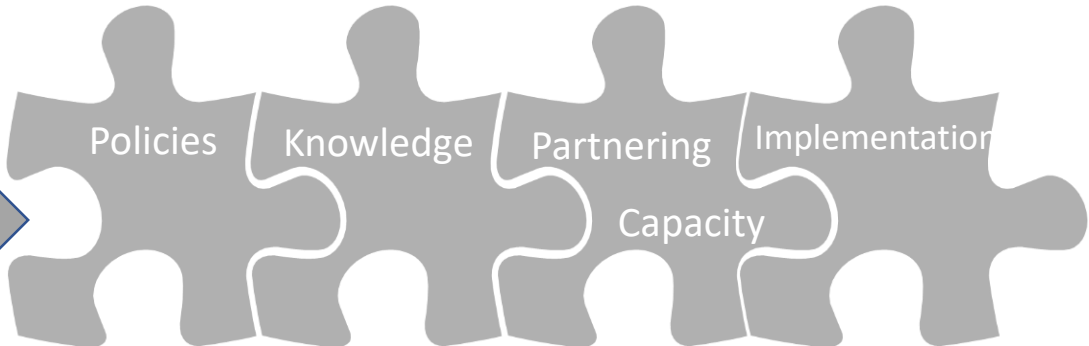Priorities for KM system by countries and stakeholders.
Guiding questions
- What information, knowledge, methodology, or policy-related gaps inhibit agricultural and rural development?
- Which are key capacities required for KM system within institutions?
- What capacities exist and which ones need to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

Online survey

KM baseline

Knowledge Sharing Network

Monitoring

Evaluation and Learning

Capacities and Communications
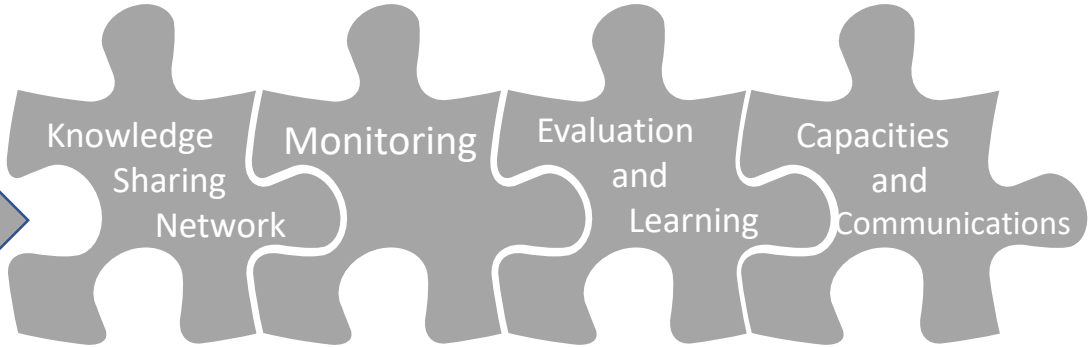
Organizational Scoring

Policies

Knowledge

Partnering

Capacity

Implementation

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

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

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

- Key actors in the development of these capacities?

- What products KM plan should include?

- What communication materials are needed?

CPIU-IFAD	Human resources	
	Monitoring completed through excel sheets, no web-based system in place.	Implement an online M&E system.
	No standardized glossary/vocabulary is used.	Introduce standardized glossaries and vocabulary to better facilitate KM and KS.
	Training with respect to KM is desired.	Provide specialized training addressing KM and the introduction of new tools and/or technologies to strengthen capacities within the organization.
	Staff not aware of evaluation results, hence no institutional learning is derived from projects.	Analyze and interpret evaluation results for a better understanding of processes and to foster institutional learning.

SELECTIA		
	No website has been created.	Implementation a website for the organization.
	Constraints in human resources due to older staff retiring.	Find ways to make Selectia attractive for young recruits.
	A link between research, education and innovation is missing. Policies are not enforcing this.	Bring policy makers, research institutions and academics together to foster innovation.
	KM is done individually by each separate organization and lacks coordination.	A centralized KM system might support the efforts of coordination.
	Institutional KM lacks clear processes.	Set-up KM processes and a KM plan.
	No training on KM is in place.	Develop/participate in training on KM issues.
	Access to information across institutions is limited.	KS within and across institutions needs to be facilitated and enhanced.
	Previous training has not resulted in the desired outcomes.	Assess training needs and develop tailored training and evaluate outcomes on a regular basis.
	Training in the use of KM tools and technology is desired.	Provide training on specific tools and techniques used for KM and KS.
	No platform for monitoring is in place but is desired.	Set-up an M&E platform.
	No standardized vocabulary or glossaries are being used.	Implement standardized vocabulary or glossaries.
	Indicators for monitoring are in place but not observed.	Review indicators and defining processes for monitoring.
	Partnerships and networks not currently capitalised on.	Support reaching out to new partners and enhance existing partnerships.
	Work with extension services needs to be improved.	Provide training on management and communication skills.

SAUM	Lack of policies for facilitating KM and KS.	
	Lack of strategy and regulation addressing KM.	Implement KM processes and a KM Plan.
	Limited human resources.	Engage with further projects to acquire more funds to hire staff.
	No database of best practices in place.	Share best practices among project partners.
	SAUM is not part of any networks. Projects are based on individual engagements rather than strategic efforts.	Engage in networks and establish strategic partnerships.
	Monitoring in place and regulated by government and external partners.	Establish a monitoring platform and be more proactive rather than reactive.
	Monitoring activities are mainly concentrated around teaching and learning.	Set-up proper monitoring for research activities and publications.
	No communication officer in place.	Train staff on communication issues and set-up a KM plan.
	Academic indicators are not addressed. Use of standardized data and vocabularies not institutionalized.	Review indicators and data used for monitoring and improve monitoring processes.

IDIS VIITORUL	IDIS Viitorul sometimes fails to implement national laws.	
	Moldova lacks an efficient mechanism to supervise proper implementation of adopted laws.	
	Awareness of policies needs to be raised and coordination efforts are required to make effect policies.	
	CSOs have a limited influence on shaping policies.	
	No clear mandates from ministries – or they overlap.	IDIS Viirtorul capacities need to be strengthened for the organization to act as a mediator between other organizations, the government and the private sector.
	Lack of human, technical and financial resources for organizational KM processes.	
	Institutional processes for KM in place but need to be reviewed.	Address KM processes and implement a KM plan.
	Monitoring is done upon request and no monitoring platform is in place.	Implement a web-based/online M&E platform to enhance monitoring practices.
	A variety of communication tools are being used but processes could be streamlined.	Set-up a KM plan to improve communication efforts.
	Training on new technologies and tools for KM and M&E are needed.	Provide access to training possibilities and exchange knowledge and experiences with project partners.

Thank You