

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

## Knowledge Management Plan



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## Prepared by

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

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## Report

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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.

## Address

Dalia Building, Second Floor, Bashir El Kasser St, Verdun, Beirut, Lebanon 1108-2010. [www.icarda.org](http://www.icarda.org)

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## Abbreviations

ARC Sudan	
ASNS	Academic Social Networking Site
B2B	Business to Business
CACILM	Central Asian Countries Initiative for Land Management
CapDev	Capacity Development
CCU IFAD	Central Coordination Unit for IFAD Co-Financed Projects of Sudan
CPIU IFAD	Consolidated IFAD Programs Implementation Unit of Moldova
DUA	Data Use Agreement
ENA Meknes	National School of Agriculture – Meknes
GASL	Gender Action Learning System
GDPR	General Data Protection Regulation
IAV Hassan II	Agronomic and Veterinary Institute
ICARDA	International Center for Agricultural Research in the Dry Areas
IDIS	Institutul pentru Dezvoltare și Inițiative Sociale “Viitorul”
IF	Impact Factor
IFAD	International Fund for Agricultural Development
INRA	International Agricultural Research institute
ISI	Institute for Scientific Information
IT	Information technology
KM	Knowledge Management
KP	Knowledge Portal
KS	Knowledge Sharing
M&E	Monitoring & Evaluation
MARDE	Ministry of Agriculture, Regional Development and Environment of Moldova
MEL	Monitoring, Evaluation & Learning
MENARID	Strengthening and Scaling-up Integrated Natural Resource Management across the Middle-East and North Africa
MOOC	Massive Open Online Course
OA-OD	Open Access, Open Data
PP	Privacy policy
SECI	Socialization Externalization, Combination Internalization
ToU	Terms of Use

# Introduction

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, in the present document is provided extensive information on up to date best practices, defining the Knowledge Management (KM) strategy of the project with a strong emphasis on the basics.

The plan outlines a series of learning modules targeting key KM assets, contributing to the future Knowledge Management assets of the target partners institutions, with a focus on durability of knowledge sharing over time.

- In the first chapter are defined the **goal** of the project, the three intended **outcomes** (the five phases of implementation), the three key **outputs**, the three **strategic objectives**, the three main types of activities needed;
- In the second chapter are defined the five **target audiences**;
- In the third chapter are defined the three **strategic phases**, the **indicators** and the three **learning modules**;
- In the fourth chapter are detailed main project **activities**;
- In the fifth chapter are listed the **roles** responsible for each domain and related deliverables;

The plan reflects the principles and recommendations set out in IFAD's Strategy for Knowledge Management<sup>1</sup>, 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.

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<sup>1</sup> 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>

## Goals and Objectives

The **aim** of the “Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe” project in 48 months<sup>2</sup> is to **develop effective and long-term knowledge management-related capacities** in target countries, namely Morocco, Moldova and Sudan, linking with IFAD and ICARDA activities<sup>3</sup> of reference and through national partners<sup>4</sup>.

The implementation shall obtain the intended **outcomes**:

- 1) **Improving understanding of KM capacities of institutions:** enhanced awareness of, and involvement in the collection, packaging and dissemination of new and currently inaccessible knowledge will encourage knowledge managers to embed proven KM practices into their work.
- 2) **Establishing effective learning systems within key partners institutions, ensuring the sustainability, replication and the scaling over time of KM practices:** involving stakeholders in the collection, packaging and promotion of new or currently inaccessible knowledge will help to improve their understanding of KM processes and practices. Some information products will be designed to capture this learning, providing valuable learning resources for knowledge managers<sup>5</sup> – in both participating institutions and countries, and other low- and middle-income countries with similar KM challenges.
- 3) **Improving knowledge exchange among stakeholders:**
  - a) *Strategic promotion of information to decision makers, donors and development organizations:* the collection, packaging and strategic promotion of knowledge to target audiences in the development sector will help get ‘research into use,’ particularly research related to the interests and needs of women and youth - two priority groups targeted by the initiative.
  - b) *Strategic promotion of information to farmers and rural communities:* the collection, packaging and strategic promotion of knowledge will support technology transfer to farmers and rural communities – enhancing productivity, natural resource management, climate resilience, and employment opportunities, particularly for women and youth in rural areas.

Achievement of these outcomes relies on the overall quality of the following **outputs**:

- 1) KM capacity assessment for enhanced formulation of learning needs
- 2) Capacity development and knowledge systematization
- 3) Enhanced regional knowledge exchange

The outputs are designed to target the **KM strategic objectives**:

- 1) Facilitate KS between all research and development stakeholders within and across target countries.
- 2) Recover, produce and use knowledge and evidence from the project and linked initiatives to improve project performance and influence development policies.
- 3) Optimize stakeholders’ communication tools and approaches to improve the visibility and identity of their institutions, and their work.

The main project **activities**<sup>6</sup> shall consist of learning-shops, knowledge symposia and intra/inter-partners online support, engagement and practice on a brand-new Knowledge Platform (KP), to be designed in order to meet the partners KM needs. Additionally, the partners institutions will be supported in generating themselves the necessary knowledge to effect development impact in rural and agricultural settings, promoting accessible and effective pro-poor approaches designed for low and middle-income countries, targeting the social groups with more un-tackled potential, especially women and youth.

<sup>2</sup> Starting from June 2018.

<sup>3</sup> Full list of IFAD and ICARDA activities of reference by country, Annex 1.

<sup>4</sup> Full list of partners by country, Annex 2.

<sup>5</sup> Knowledge managers refers to individuals in participating institutions who collect, package or promote knowledge. It does not refer to a specific job or position.

<sup>6</sup> Full list of activities, Chapter 3. Activities and Audiences.

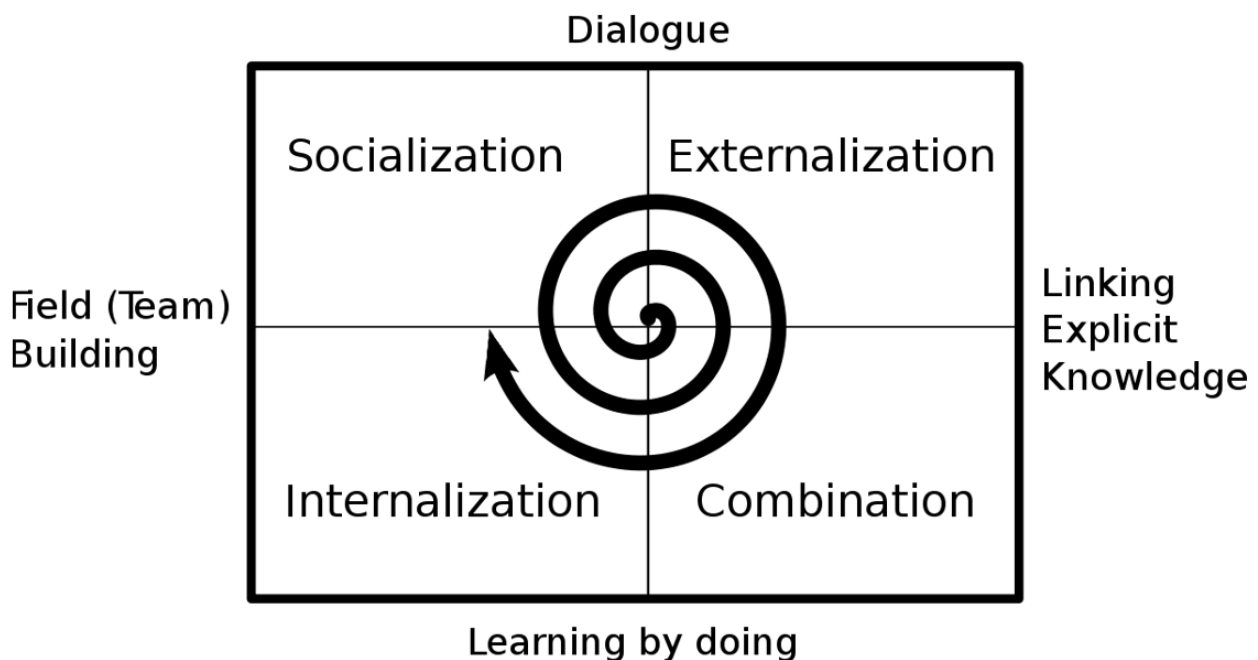
## Why Managing Knowledge

The main aim of a proper Knowledge Management process is to optimize the data flow within an institution, an essential and valuable asset to a) reduce time and resources utilization rates b) reduce the Intellectual Property (IP) liabilities due to misuse or improper attribution c) foster Knowledge Sharing (KS) d) improve institutional awareness for better planning and overall management.

Other paramount benefits of proper KM are a) to enable and sustain knowledge post-research impact over time b) to sustain and enhance partnerships c) to foster cross-partners engagement in research d) to make the knowledge accessible, increasing its quality through peer-reviews and overall adoption rates.

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

Knowledge in organizations is also embodied in various stages, as described by the Socialization Externalization Combination Internalization (SECI) model. Proper Knowledge Management takes care of guiding knowledge through SECI and maximize research results in a way to form the basis for new research and applications, boosting impact, benefiting scientists and their institutions.



\*Socialiation Externalization Combination Internalization (SECI) model, Nonaka & Takeuchi 1995

The socialization of knowledge, is therefore a key asset that starts a whole cycle of knowledge sharing and refinement, targeting and absorbing proficiency from communities, peers and international partner institutions, utterly shaping the knowledge in the best sharable way.

**Stakeholders' participation** is crucial for successfully manage knowledge in general, and sharing knowledge, in particular. This will ensure that:

- Key concerns of the stakeholders are considered.
- Evaluators fully understand the context in which the project was implemented.
- Opportunities and constraints faced by the implementing institutions are identified.

## Target Audiences

### Knowledge managers in participating institutions

The plan will involve partner institution knowledge managers so they can raise their capacities to manage, collect, package and disseminate knowledge more effectively. Knowledge managers will also benefit from the development of information products providing guidance on standard KM processes so that best practices can be embedded into their work.

**Moldova:** Ministry of Agriculture, Regional Development and Environment (MARDE); Research Institute of Field Crops “Selectia”; State Agrarian University; Institute for Development and Social Initiatives – IDIS Viitorul; Consolidated Programme Implementation Unit (CPIU-IFAD).

**Morocco:** Ministry of Agriculture, Fisheries, Rural Development, Water and Forests; Institut National de la Recherche Agonomique (INRA) (National Institute of Agricultural Research); Institute of Agronomy and Veterinary Hassan II (IAV Hassan II); National Office for Agricultural Extension (ONCA); National School of Agriculture (ENA-Meknes).

**Sudan:** Ministry of Agriculture and Forestry (MOAF); Agricultural Research Corporation (ARC); University of Khartoum – Faculty of Agriculture; Knowledge Society; Central Coordination Unit (CCU-IFAD).

### Knowledge managers in non-participating institutions

The plan will act on information products that are international public goods, accessible to knowledge managers in other institutions and low to medium-income countries via the online knowledge hub. These knowledge managers will benefit from their involvement in the initiative and the information, insights, and lessons it generates.

### Main donor: International Fund for Agricultural Development (IFAD)

The activities will target the donor – IFAD – to provide updates on the progress of the initiative and demonstrate impacts and milestones. Communicating lessons learned and the effectiveness of knowledge management processes will also help inform the development of other IFAD-funded knowledge management initiatives.

### Rural communities and farmers

Collecting and packaging information, and promoting new knowledge to rural communities and farmers will strengthen technology transfer and the adoption of new strategies and solutions to enhance rural development and climate resilience. The horizontal dissemination of information products shall guarantee an equal targeting of end users of age, with no distinction of gender. An additional effort shall be made in collaboration with the participating institutions to ensure that their end users have equal access and exposition to the information products made available and disseminated within the project's framework.

### Development institutions and decision makers

Collecting and packaging information, and promoting new knowledge to development institutions, donors and decision makers will encourage investments in KM and new solutions and technologies to enhance rural development and strengthen climate resilience.

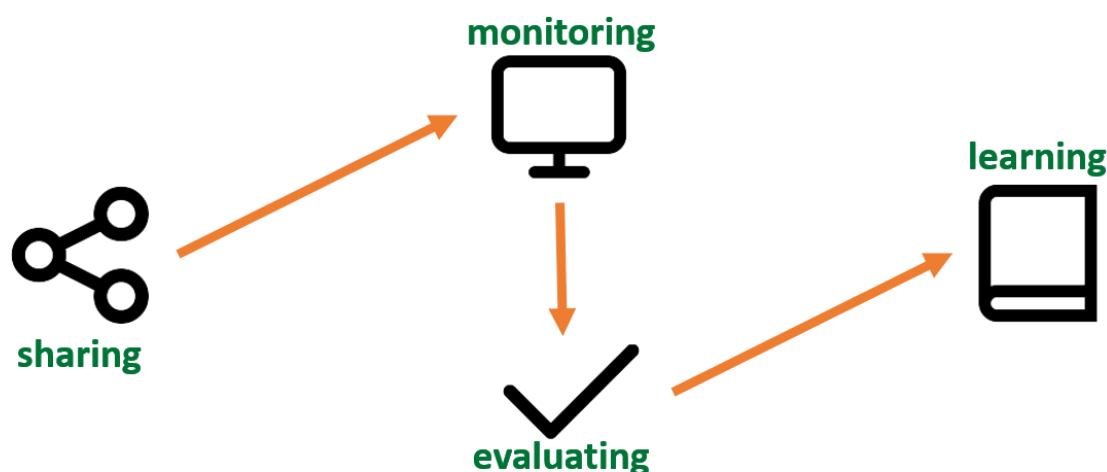
The activities will target participant institutional capacities directly, with the aim of resulting beneficial to the whole institutional structures and their target people and areas of intervention. The effect to achieve is a transferral of knowledge on KM from the project's implementer to the participant institutional capacities which results in enhanced overall performances of the target organizations, with the additional effect of increasing their impact and indirectly benefit the end users of their interventions. By producing Open Access learning modules, the potential the direct and indirect affecting end users and non-participating institutions worldwide is an intended outcome to be pursued and achieved.



## Strategy

In line with IFAD's new **Strategic Framework 2016-2025**, 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. 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 compellingly conveys knowledge and evidence tailored to specific needs of different audiences.

The overall project's KM process shall consist of four **strategic phases** designed to ensure maximum effectiveness: sharing, monitoring, evaluating & learning.



**Sharing** the credited knowledge produced – in the form of peer-reviewed information products or CapDev activities – through impactful media (e.g. *journals, institutional repositories and websites, ASNs, B2B and social media*), platforms and events, according their type and subjects, within a communication framework.

**Monitoring** the project's status and progresses through Monitoring, Evaluation & Learning<sup>7</sup> (MEL). Three levels of monitoring will be conducted:

- Project management monitoring: ensuring sound technical and financial management of the project.
- Monitoring the performance of the institutional arrangements and partnerships.
- Output, outcome and impact monitoring: monitoring indicators of the impact pathway.

The knowledge produced shall be monitored through MEL, guarding the knowledge's positioning within media and safety from predators, ensuring correct licensing and attribution.

**Evaluating** the project status and progresses through MEL and **Learning** from specific indicators<sup>8</sup>. ICARDA will lead evaluation meetings with a team of key project scientists, representatives of collaborating institutions, and a nominee from IFAD (for mid-term and final evaluation only).

Quarterly meetings: project team meetings will be held to produce progress reports for IFAD.

Mid-term and final evaluation: to be focused on impact and sustainability of the results, including the contribution to capacity development and impact.

The knowledge produced shall be evaluated through authoritative indexes (e.g. ISI Impact Factor, h-index) and metrics (i.e. Altmetrics).

Monitoring and Evaluation support will be provided to the project's M&E officers and to partner institutions for baseline data development, conducting impact case studies, and developing and presenting successful impact stories. The support<sup>9</sup> will be in the form of training, webinars and other suitable means.

<sup>7</sup> <http://hdl.handle.net/20.500.11766/4962>

<sup>8</sup> See Chapter 2.1 The Logical-Based Framework

<sup>9</sup> Link to MEL youtube channel: [https://www.youtube.com/channel/UCle4a86Rp-hcTt5C\\_x4YkHg/videos](https://www.youtube.com/channel/UCle4a86Rp-hcTt5C_x4YkHg/videos)

## Learning Modules

The Knowledge Management development activities will target the information at key stages of the intra/inter-institutional data flow. These **learning modules** are tailored on the strategic objectives and strategic phases to bring near real-time improvements to the partners, by enhancing the target institutions KM assets, considering the organizations strong suits and weak points. The learning modules build the outputs toward the outcomes, which in turn represent the goal of the project.

The learning modules:

- A) Knowledge Sharing: attribution, licensing, Data Protection, Open Access – Open Data practices, websites, ASESs, B2B and Social Media.
- B) Monitoring: planning, reporting, data formats, ontologies and classifications, physical and digital archives, IT.
- C) Evaluating & Learning: factors, metrics, indicators.

It would be optimal to transfer within partners institutions the knowledge that several KM aspects can be managed on field and be subsequently only checked, updated and supported by the institutional capacity. By doing so, three results are achieved:

- a) The scientists develop strong basis on essential KM practices related to their work (e.g. attribution, licensing).
- b) The support capacity (e.g. M&E, administration, finance) can better focus on their management and administrative duties.
- c) Both capacities spend less time in engaging to recollect fragmented data lost in the passage from field to institution (e.g. attribution and licensing information)

### A. Knowledge Sharing

In this module will be provided extensive training on all aspects of KM essential to reduce time spent in the workflow, minimize liabilities and maximize the effectiveness of Knowledge Sharing.

#### A.1 Attribution

Within this sub-module are provided extensive information on the value and role of correctly attributing knowledge. Training shall be provided on the use of:

- Citation formula.
- ORCID and other identifiers.
- Metadata for automatic attribution.

#### A.2 Licensing

Within this sub-module are provided extensive information on the value and role of correctly licensing knowledge. Training shall be provided on the use of:

- Creative Commons and other licensing options.
- SHERPA/RoMEO and other tools to identify the licensing policy adopted by journals.
- Metadata for automatic licensing.

#### A.3 Data Protection

Within this sub-module are provided extensive information on the necessary steps to ensure proper use of copyrighted knowledge and how to prevent copyrighted knowledge to be inadvertently ceded by signing

ToU&PP. Training shall be provided on the use and interpretations of:

- GDPR
- Data Use Agreements (DUAs).
- Terms of Use.
- Privacy Policies.

#### A.4 Open Access – Open Data Practices (OA-OD)

Within this sub-module are provided extensive information on the value and role of Open Access policies. Training shall be provided on the use and interpretation of:

- FAIR
- Features of online and in-print information products
- Open Access metadata and interoperability

#### A.5 Website Promotion, Academic Social Networking Sites (ASESs), Business 2 Business (B2B) and Social Media

Within this sub-module are provided extensive information on the value and role of media platforms. Training shall be provided on the use of:

- Websites and repositories.
- ASESs.
- B2B platforms.
- Social Media Platforms.

### B. Monitoring

In this module will be provided extensive training on all aspects of KM essential to improve institutional effectiveness and ensure the best development of project and activities.

#### B.1 Planning

Within this sub-module are provided extensive information on the value and role of an accurate planning phase. Training shall be provided on planning through MEL.

#### B.2 Reporting

Within this sub-module are provided extensive information on the value and role of an effective reporting phase. Training shall be provided on reporting through MEL.

#### B.3 Data Formats, Ontologies and Classifications

Within this sub-module are provided extensive information on the value and role of data types and formats. Training shall be provided on the use of:

- Ontologies
- Metadata

#### B.4 IT

Within this sub-module are provided extensive information on the value and role of IT solutions for managing and collaborating. Training shall be provided on the use of:

- DSpace and other repositories
- Atlassian Confluence
- GitHub, Slack

- Free and freemium software for team coordination, webinars and more
- MEL

## C. Evaluation & Learning

In this module will be provided extensive training on all aspects of KM essential to improve institutional awareness and inform better choices.

### C.1 Factors

Within this sub-module are provided extensive information on the value and role of impact factors and related indexes. Training shall be provided on the use of:

- ISI IF
- H-Index
- Other factors

### C.2 Metrics

Within this sub-module are provided extensive information on the value and role of metrics. Training shall be provided on the use of:

- Altmetrics
- Other metrics

### C.3 Indicators

Within this sub-module are provided extensive information on the value and role of indicators. Training shall be provided on the implementation and use of indicators for enhanced evaluation and learning.

## Knowledge Management Activities

The activities are structured in a way to offer constant support to the partners institutions on KM assets in the form of resource packs on learning modules (see 2.1 Learning Modules) and KM-related Comm and CapDev products, hosted on MEL and on the KP developed in the framework of the project.

In addition to the support over time, the yearly symposia, online courses and learning routes based on each learning module – in order, Year 2 - Knowledge Sharing, Year 3 - Monitoring, Year 4 -Evaluation & Learning – will ensure absorption of the whole KM competence transferral. Year 1 is characterized by the project inception and participatory encounters with institutions in order to execute the KM capacity assessment and cooperatively design the development of the project activities, based on their needs.

Activity	Year 1 –				Year 2 – Knowledge Sharing				Year 3 – Monitoring				Year 4 – Evaluation & Learning				Description	Expected Results
	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q	1 <sup>st</sup> Q	2 <sup>nd</sup> Q	3 <sup>rd</sup> Q	4 <sup>th</sup> Q		
<i>Online Course</i>						x				x				x			Online CapDev activity on the KM best practices based on the Learning Modules, conducted with MOOC/MOODLE. Shall serve as knowledge basis for the other activities.	Train at least 1 KM Officer for each participating institution. At the end of the project, the KMOs shall be able to reciprocate the KM knowledge transferral process to other members within their institutions or outside.
<i>Knowledge Symposia</i>							x				x				x		KM capabilities induction on KM best practices based on the Learning Modules. The symposia will consist of cases analysis and solutions, based on the participating institution real assets and needs, exposed during flashtalks and analysed in subsequent “smart debates” (debates oriented on finding the gaps and advance solutions based on the best practices). Shall serve as methodological basis for the other activities.	<ul style="list-style-type: none"> <li>- Train at least 1 KM Officer for each participating institution. At the end of the project, the KMOs shall be able to reciprocate the KM knowledge transferral process to other members within their institutions or outside.</li> <li>- Foster knowledge and competences exchange between participating institutions to highlight the benefits of mutually compatible KM practices, easing KS and partnerships for greater impact.</li> </ul>
<i>Learning Routes</i>								x				x				x	KM capabilities exchange between participating institutions in Morocco, Sudan and Moldavia for participant partners to exchange best practices on field (“learn by	- Train at least 1 KM Officer for each participating institution. At the end of the project, the KMOs shall be able to reciprocate the KM knowledge transferral process

																doing”) and engage with local institutions. The participants will also receive contextual training on the Learning Modules.	to other members within their institutions or outside.  - Foster knowledge and competences exchange between participating institutions to highlight the benefits of mutually compatible KM practices, easing KS and partnerships for greater impact.
<b>Knowledge Platform Engagement</b>			x	x	x		x		x		x		x			Learning Modules shall be produced, made available and disseminated quarterly through MEL and the KP. The KP shall be completed within year 1 and be built in collaboration with the participating institutions, to be tailored on their KM needs. The KP shall be linked and interoperable with MENARID Gateway ( <a href="https://menarid.icarda.org/">https://menarid.icarda.org/</a> ) and the CACILM Knowledge Sharing Platform ( <a href="http://www.cacilm.org/en/">http://www.cacilm.org/en/</a> )	KM engagement of participating institution on the global stage to a) enhance their relationship with end users, stakeholders and funders b) enhance the quality and frequency of their Knowledge Sharing activities c) provide an authoritative channel to showcase their activities as result of a correct KM internal process d) benefit end users and institutions worldwide with the KM assets developed by participating institutions and showcased on the platform.

## The Logical-Based Framework

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification <sup>10</sup>	Assumptions
<b>Goal</b>	Develop effective and long-term knowledge management-related capacities in target countries (#5)	<ul style="list-style-type: none"> <li>Increased budgetary commitment for KM-related activities (target <math>\geq 60\%</math> of participating rural institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Final independent evaluation report</li> <li>National institutions budget plan for the 3-5-10 year plan after the closure of the project and if not available survey of key stakeholders on their commitments to KM activities.</li> </ul>	Institutional commitment to KM-related investments
<b>Objectives</b>	1. Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with possibility to add two other countries) 2. Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer	<ul style="list-style-type: none"> <li>Enhanced knowledge management skills of target institutions (target <math>\geq 80\%</math> of participating rural institutions)</li> <li>Increased knowledge sharing capacity of target institutions among each other and across countries (target <math>\geq 80\%</math> of participating rural institutions)</li> </ul>	<ul style="list-style-type: none"> <li>Project mid-term external evaluation</li> <li>Completion survey</li> </ul>	National governments, particularly the ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments and processes. Commitments to upscale and replicate by development partners.

<sup>10</sup> Means of verification will relate to the objectively verifiable indicators, where qualitative and quantitative analysis will be undertaken based on online tracking tools; systems analysis disaggregated by theme, gender, country; and surveys.

<b>Outcomes</b>	<p>1. Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in NEN region</p> <p>2. Effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage the systematization of good practices</p> <p>3. Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up.</p>	<ul style="list-style-type: none"> <li>• Number of participants adopting improved KM approaches and practices in their particular function (target <math>\geq 60\%</math>)</li> <li>• Frequency of use of knowledge products (target = 600 downloads per year and 3,000 visits per year)</li> <li>• Number of innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established (target = 3)</li> </ul>	<ul style="list-style-type: none"> <li>• Project KM assessments (method: systems analysis disaggregated by theme, gender and country)</li> <li>• Project evaluations</li> <li>• Online tracking tools</li> <li>• Survey on adaptation patterns/behavioral changes among target groups</li> </ul>	<p>High commitment and sense of ownership from relevant rural institutions, as well as individual officers, particularly, those in strategic positions, to engage in the process.</p> <p>International development partners are supportive and acknowledge the progress and updates.</p>
<b>Outputs</b>	<p>Components:</p> <p>1. KM capacity assessment for enhanced formulation of learning needs</p> <p>2. Capacity development and knowledge systematization</p> <p>3. Enhanced regional knowledge exchange</p>	<ul style="list-style-type: none"> <li>• Number of KM capacity &amp; learning needs assessments (gap analysis) conducted (Target: at least 5 pre-selected institutions per country)</li> <li>• Approach Paper developed</li> <li>• Number of KM training courses organized (target = 8; at least 160 participants; <math>\geq 80\%</math> satisfaction/effectiveness rate)</li> <li>• Number of learning routes organized (target=3; at least 75 participants, <math>\geq 80\%</math> satisfaction/ effectiveness rate)</li> <li>• Number of symposia rolled-out at country level (target = 5, <math>\geq 80\%</math> satisfaction/effectiveness rate)</li> <li>• Number of knowledge products generated (target = minimum of 30 produced and disseminated to 5,000 people)</li> <li>• Online interoperable repository and portal established</li> </ul>	<ul style="list-style-type: none"> <li>• Project KM assessments</li> <li>• Peer-reviewed papers submitted and accepted for publication</li> <li>• Attendance records and online surveys and key informant interviews to assess the level of satisfaction and effectiveness of training, learning routes, symposia and knowledge products</li> </ul>	<p>Commitment and participation of target group and effective collaboration with strategic partners.</p>



## Roles and Responsibilities

The table below provides information on the personnel envisioned to lead the project and its Knowledge Management components. The responsibilities and outputs provided embrace a wide range of activities and are meant to help identify the domains of intervention by role and related synergies, although not exhaustively.

POSITION	RESPONSIBILITIES	OUTPUTS
<b>Project Coordinator</b>	<ol style="list-style-type: none"> <li>1. Coordinating and overseeing communication and KM activities: strengthening knowledge management skills; enhancing knowledge exchange; and knowledge dissemination.</li> <li>2. Representing the project at key events and the IFAD-Partner-ICARDA interfaces.</li> </ol>	Oversees content and development of all information products.
<b>KM Officer</b>	<ol style="list-style-type: none"> <li>1. Assessing knowledge management capacities</li> <li>2. Identifying knowledge and capacity gaps in participating institutions/countries, and addressing those gaps.</li> <li>3. Directing the implementation of KM activities and learning modules.</li> <li>4. Oversee and lead the project's KM strategy.</li> </ol>	<b>Produces/contributes to:</b> Approach paper on KM; Working papers; Policy, technology and impact briefs; Strategy documents; capacity strengthening guides; instructional audio-visual material.
<b>Capacity Development Officer</b>	<ol style="list-style-type: none"> <li>1. Identifying and addressing capacity development needs to improve KM skills in participating institutions/countries.</li> <li>2. Supporting the KM Officer in implementing KM activities and learning modules.</li> </ol>	<b>Produces/contributes to:</b> Approach paper on KM; Capacity strengthening guides; Instructional guides; Instructional audio-visual material.
<b>Communication Officer</b>	<ol style="list-style-type: none"> <li>1. Oversee and lead the Comm strategy.</li> <li>2. Coordinate consultants in producing comm materials and disseminate them.</li> <li>3. Support the KM Officer and the CapDev Officer in engaging with national partners.</li> <li>4. Act as Focal Point for communication between the 3 Country Coordinators and the Project Coordinator.</li> <li>5. Overall representing the Project in key events and IFAD-Donors-Partners-ICARDA interfaces.</li> </ol>	<b>Produces/contributes to:</b> promotional activities, Comm products for a) strengthening KM capacities and skills b) strengthening knowledge exchange, social media campaign, lead Comm products, Center-Donor-Partners interface.
<b>3 Country Coordinators</b>	<ol style="list-style-type: none"> <li>1. Assessing existing information and knowledge within participating countries/institutions.</li> <li>2. Collating existing knowledge stored within participating institutions.</li> <li>3. Coordinating knowledge dissemination activities: social media, e-newsletters etc. Coordinating the implementation of KM activities.</li> </ol>	<b>Produces/contributes to:</b> Approach paper on KM; Working papers; Capacity strengthening guides; Instructional documents; Instructional audio-visual material; oversees dissemination within participating countries.
<b>Institutional staff</b>	ff from participating institutions will be embedded within initiative activities to enhance cooperation, facilitate teamwork, and improve competencies.	

## Annex 1

- Moldova:

Inclusive Rural Economic and Climate Resilience Programme  
Rural Resilience Project

- Morocco:

Agricultural Value Chain Development Programme in Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province  
Rural Development Programme in the Mountain Zones - Phase I  
Atlas Mountain Rural Development Projects (PDRMA)

- Sudan:

Gender Action Learning System (GASL)  
Butana Integrated Rural Development Project  
Supporting Small-scale Traditional Rainfed Producers in Sinnar State Project  
Seed Development Project  
Livestock Marketing and Resilience  
Integrated Agriculture and Marketing Development Project

- International:

Middle East and North Africa Regional Development for Integrated Sustainable Development (MENARID)  
Central Asian Countries Initiative for Land Management (CACILM)

## Annex 2

- Moldova:

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

- Morocco:

National Agricultural Research Institute  
IFAD Country Program  
National Office for Agricultural Extension  
Agronomic and Veterinary Institute  
National School of Agriculture

- Sudan:

Agriculture Research Corporation  
Central Coordination Unit for IFAD  
Knowledge Society  
Knowledge Access to Inter-connected Rural Areas Network  
University of Khartoum

- International:

Virginia Tech  
CIHEAM Bari  
Procasur

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.

