

SKiM

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



SKiM Post-MTE Action Plan

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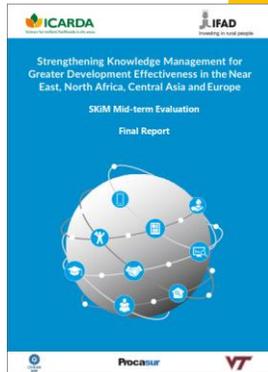
International Center for Agricultural Research in the Dry Areas (ICARDA)



Recommendation 1

20. Recommendation 1: IFAD, the CGIAR and other donors should continue to support KM through follow-up projects.

The World Bank noted that knowledge sharing is a central element of global development. They highlight that Agenda 2030 calls for enhancing “knowledge sharing on mutually agreed terms,” while the Addis Ababa Action Agenda on Financing for Development encourages knowledge sharing in sectors contributing to the achievement of the SDGs. KM endeavours remain an on-going priority for all development organisations and national governments, therefore, lessons learnt and priority areas for KM areas identified during SKiM should continue to be pursued. The experience gained through SKiM shows how active engagement with institutions is having a positive impact on KM capacity and information sharing. SKiM's experience points to two priorities for future engagement: resolving remaining obstacles in capacity and infrastructure and supporting the implementation of strategies formulated under the project.



Key Notes

1a. IFAD, the CGIAR and other donors should continue to support KM through follow-up projects.

1b. KM endeavours remain an on-going priority for all development organisations and national governments.

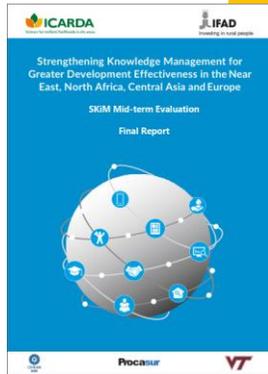
1c. Lessons learnt and priority areas for KM areas identified during SKiM should continue to be pursued.



Action

1A-C: Systematically document and disseminate lessons learned and best practices for use by future KM projects.

Recommendation 2



21. Recommendation 2: SKiM closing date should be extended to December 2022.

Disbursement of IFAD funds has been relatively slow. Although two thirds of the project implementation period have now lapsed, only a third of the IFAD allocated budget has been spent. Several reasons have been provided. As above, recruitment and engagement with partners was initially slow. The COVID pandemic has also impacted project expenditure. Given this unforeseen event, without precedence, it is recommended the project end date be extended for maximum value for early years of implementation can be realised.

Key Notes

- 2a. SKiM closing date should be extended to December 2022.
- 2b. Two thirds of the project implementation period have now lapsed, only a third of the IFAD allocated budget has been spent.



Action

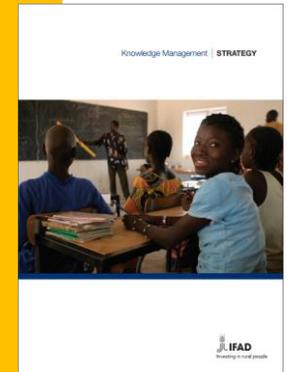
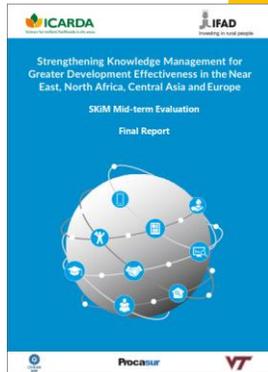
- 2A. SKiM shall submit a no-cost extension request to IFAD.
- 2B. SKiM shall meaningfully allocate and repurpose funds retained because of savings on logistics due to covid-19.

Recommendation 3

22. Recommendation 3: Goal and outcome indicators should be changed or omitted, and youth participation tracked using age-disaggregated data.

The M&E plan was developed using the logical framework developed in the proposal, which presented SKiM's specified impact, objectives, outputs, activities, and assumptions. The log frame was subsequently mapped to impact pathways and a theory of change. While the groupings of activities under outputs and outcomes are logical, some of the indicators are difficult to measure and are duplicative. The framework could be simplified by **removing duplicative outcomes and objectives relating to capacity assessment**. The MEL plan also integrates project results into the strategic frameworks of ICARDA, CGIAR, and IFAD. Some of these linkages (e.g., poverty) have no evidence or clear link to project activities. They require better specification or omission. Youth impacts should be tracked using age-disaggregated data.

23. Progress towards the KM improvement goal could be **better measured using indicators outlined in the IFAD KM strategy**, rather than government KM budgets which provide limited indication of KM capability. The IFAD KM strategy proposes to **measure improved capabilities using a 1-5 scale** provided by survey respondents on criterion such as leadership role modelling, supporting & scaling innovation, building a high impact learning culture, learning in connected networks, using platforms, systems, and processes for sharing knowledge and learning, building internal capacity, applying evidence and experience to policy engagement & programmes, and engaging and learning with development partners. **Similar domains are included in the SKiM capacity needs assessments questionnaire**, however, they were not scored at baseline. Future KM projects could use a scoring approach to develop a composite indicator measured at project baseline and post project implementation.



Recommendation 3

Key Notes



- 3a. Goal and outcome indicators should be changed or omitted.
- 3b. Youth impacts should be tracked using age-disaggregated data.
- 3c. Progress toward the goal better measured using IFAD KM strategy indicators rather than government KM budgets.

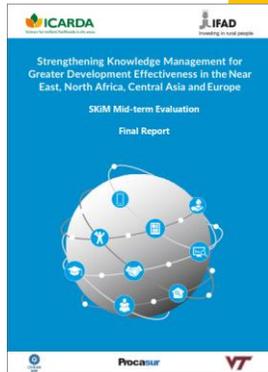
Action

- 3A. Review the IFAD KM Strategy indicators and adopt a practical indicator to measure improved capabilities. Seek IFAD's approval of the same in the next reporting round.
- 3B. Data collection form to be revised retro-actively to include age-groups designed to capture data as per nationally defined youth group.
- 3C. Review KM capacity assessment data for possibility to compute baseline values in line with the IFAD KM Strategy indicators.

Recommendation 4

24. Recommendation 4: Budget availability for national level scale-up needs more consideration as part of project exit strategy.

The IFAD KM strategy notes institutions may have to develop innovative solution to overcome constraints: such as limited funds, inadequate technology, high priority of institutional intervention on areas different from management, limited interaction with high performance management institutions, lack of knowledge about KM and lack of basic management assets. A key assumption in the SKiM log frame is that national institutions provide budget commitments to KM activities. Stakeholders interviewed as part of the MTE indicated that current budgets are limited, and more SKiM resources should be targeted at the country level. The availability and potential of local resources to scale KM needs to be articulated in an exit strategy with clear timelines, benchmarks, and linkages which provide a longer-term vision as to how outputs from SKiM will be embedded and support post project completion.



Key Notes

- 4a. Budget availability for national level scale-up needs more consideration as part of project exit strategy.
- 4b. More SKiM resources should be targeted at the country level.
- 4c. Availability and potential of local resources to scale KM needs to be articulated in an exit strategy.



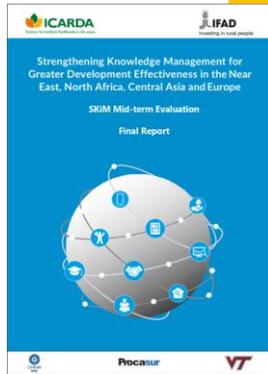
Action

- 4A. SKiM shall allocate funds for partners based on identified constraints and development needs.
- 4B. SKiM shall continue supporting national activities and systematically disseminate them.
- 4C. SKiM shall produce a suitable exit strategy.

Recommendation 5

25. Recommendation 5: Prioritise project budget savings for addressing country level obstacles, capacity development and KM strategy implementation.

The IFAD KM strategy noted that success in translating KM activities into the desired outputs assumes that adequate human and financial resources are available. The SKiM project centres on streamlining KM in the operational processes of target institutions. This involves mapping KM capacities and gaps for targeting project activities and preparation of KM strategies and implementation plans. Assessments have been conducted to identify gaps in personnel, processes, and tools among target institutions that impede KM impact and effective learning. Project savings from slow implementation or a change to virtual delivery of training should target country-level infrastructure – for connectivity, digital co-working, and online learning – and capacity development gaps in digital tools installation, deployment and staff use identified in these assessments and support KM strategy implementation.



Key Note

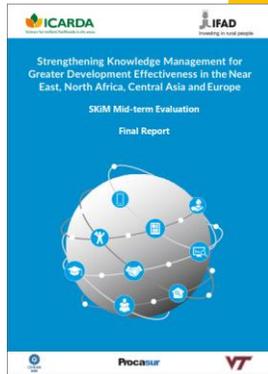
5a. Project savings should target gaps in country-level infrastructure – for connectivity, digital co-working, and online learning – and capacity development gaps in digital tools installation, deployment and staff use identified in these assessments



Action

5A. SKiM shall continue supporting national infrastructures systematically, in particular for connectivity, synergy, monitoring & evaluation, outreach, capacity development and knowledge management.

Recommendation 6



26. Recommendation 6: Synthesis of lessons learned and KM case studies.

In line with IFAD's Strategic Framework 2016-2025, a core purpose of its KM is to identify, develop and promote successful and innovative approaches and interventions that have demonstrated potential to be scaled up. This involves the generation of knowledge management legacies, so best practices can be transferred. Scaling readiness evidence, best practices, and lessons from SKiM need to be synthesised and, where possible, disseminated in the international peer literature.

Key Note

6a. Generation of knowledge management legacies, so best practices can be transferred.



Action

6A. SKiM shall innervate assets, new activities and innovations of national stakeholders in order to foster KM legacies, such as: knowledge sharing practices, technology transfer units, KM platforms and repositories adoption etc.

Summary



Recommendations	Key Notes	Actions
<p>1. Support KM through follow-up projects.</p>	<p>1a. Donors should continue to support KM through <u>follow-up projects</u>.</p> <p>1b. <u>KM endeavours</u> remain an on-going priority.</p> <p>1c. <u>Lessons learnt</u> should continue to be pursued.</p>	<p>1A-C: Systematically document and disseminate <u>lessons learned and best practices</u> for use by future KM projects</p>
<p>2. SKiM closing date should be extended.</p>	<p>2a. Closing date should be extended to <u>December 2022</u>.</p> <p>2b. Third of the IFAD allocated <u>budget</u> has been spent.</p>	<p>2A. SKiM shall submit a no-cost <u>extension request</u> to IFAD.</p> <p>2B. SKiM shall meaningfully allocate and repurpose <u>funds</u>.</p>
<p>3. Goal and outcome indicators.</p>	<p>3a. Goal and outcome <u>indicators</u> should be changed.</p> <p>3b. Youth impacts should be <u>tracked</u>.</p> <p>3c. Progress toward the goal better measured using <u>IFAD KM strategy</u>.</p>	<p>3A. Review the IFAD KM Strategy indicators and <u>adopt a practical indicator to measure improved capabilities</u>.</p> <p>3B. Data collection form to be revised retro-actively to include <u>age-groups</u>.</p> <p>3C. Review KM capacity assessment data for possibility to compute baseline values in line with the <u>IFAD KM Strategy</u>.</p>
<p>4. Budget availability for national level scale-up.</p>	<p>4a. Budget availability for national level <u>scale-up</u> needs more consideration.</p> <p>4b. More SKiM <u>resources</u> should be targeted at the country level.</p> <p>4c. Local resources to be articulated in an <u>exit strategy</u>.</p>	<p>4A. SKiM shall allocate funds for partners based on identified constraints and <u>development needs</u>.</p> <p>4B. SKiM shall continue supporting <u>national activities</u> and systematically disseminate them.</p> <p>4C. SKiM shall produce a suitable <u>exit strategy</u>.</p>
<p>5. Prioritise project budget savings.</p>	<p>5a. Project savings should target gaps in country-level <u>infrastructure</u>.</p>	<p>5A. SKiM shall continue supporting <u>national infrastructures</u> systematically.</p>
<p>6. Synthesis of lessons learned and KM case studies.</p>	<p>6a. Generation of knowledge management <u>legacies</u>.</p>	<p>6A. SKiM shall innervate assets, new activities and innovations of <u>national stakeholders</u>.</p>

Questions and Answers



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Thank You



Procasur

