

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

1st Project Progress Report
June 2018 – December 2019



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Prepared by

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

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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.

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Abbreviations

AETTGD	Agricultural Extension and Technology Transfer General Directorate of Sudan
ARC Sudan	Agricultural Research Corporation - Sudan
ATTS	Agricultural Technology Transfer Society
AUW	Ahfad University for Women
AWPB	Annual Work Plan and Budget
CACILM	Central Asian Countries Initiative for Land Management
CDU	Capacity Development Unit
CIHEAM Bari	Centre International de Hautes Etudes Agronomiques Méditerranéennes - Bari
CLCA	IFAD Project: Use of Conservation Agriculture in Crop-Livestock Systems in the Drylands for Enhanced Water Use and Soil Fertility in NEN and LAC Countries
CNA	Capacity needs assessment
CoC	Community of Commitment
CoI	Community of Interest
CoP	Community of practice
CCU IFAD	Central Coordination Unit for IFAD Co-Financed Projects of Sudan
CPIU IFAD	Consolidated IFAD Programs Implementation Unit of Moldova
CWANA	Central and West Asian and North Africa
ENA Meknes	National School of Agriculture – Meknes
FAIR	Findable, Accessible, Interoperable, Reusable
FAO	Food and Agriculture Organization of the United Nations
GDPR	General Data Protection Regulation
IAV Hassan II	Agronomic and Veterinary Institute
ICARDA	International Center for Agricultural Research in the Dry Areas
IFAD	International Fund for Agricultural Development
INRA	National Agricultural Research Institute
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
MoA	Ministry of Agriculture, Fisheries, Rural Development, Water and Forests of Morocco
MoANR	Ministry of Agriculture and Natural Resources of Sudan
MOOC	Massive Open Online Course
NARS	National Agricultural Research System
NC	National Committee
NGO	Non-Governmental Organization
NFFM	National farmers federation of Moldova
ONCA	National Office for Agricultural Extension
Procasur	Corporation for Regional Rural Development Training
R4D	Research for Development
SAUM	State Agrarian University Moldova
SC	Steering Committee
Selectia	Research Institute of Field Crops “Selectia”
SKiM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
SKS	Sudan Knowledge Society
SSTC	South-South and Triangular Cooperation IFAD Approach
UofK	University of Khartoum
USARB	Alecu Russo State University of Bălți

Introduction

Knowledge sharing and management for public institutions, as well as NGOs, community-based organizations and the private sector, is a key element to ensure effective dissemination and maintenance of knowledge and to build the capacity and development effectiveness in rural areas. Lessons-learned and scaling-up of results for enhanced impact in agricultural development must be undertaken to ensure that knowledge gaps are identified, and then filled, so that public institutions and organizations in-country can benefit and grow the required capacities for long-term knowledge management.

The grant “Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe” (SKiM), led by the International Center for Agricultural Research in the Dry Areas (ICARDA) together with its international partners Virginia Tech, the *Centre International de Hautes Etudes Agronomiques Méditerranéennes (CIHEAM-Bari)*, the Corporation for Regional Rural Development Training (PROCASUR), and national partners in Moldova, Morocco, Sudan, was signed in June 2018. The project facilitates and supports knowledge management and capacity development activities in three selected countries (with the possibility of extending to an additional two). Increasing the capacities of participating public institutions in this work by providing necessary structures and systems at a country and regional level will ensure that knowledge being developed can be effectively managed for longer-term growth and development.

The project website was created with related information at <https://mel.cgiar.org/projects/SKiM>. This website describes background information, project team in more details, partners and stakeholders engaged, key documents and proposal, goals and objectives, impact pathway, focus countries, resources uploaded on website, news and events calendar.

The total cost of the project is estimated at US\$2,115,000 over four (4) years (2018–2022) of which IFAD contributes US\$1,800,000 (85 per cent), while cost sharing from in-kind contributions will come to US\$315,000 (15 per cent). US\$115,000 are contributed by International Partners while the remaining amounts are sustained by national institutions partnering in the project. The official starting date is 8 June 2018, the project completion date is 30 June 2022. Up to December 31, 2019, the amount disbursed by IFAD to ICARDA is US\$196,631. ICARDA and its partners utilized in the reference period of this report US\$356,696 equal to 96% of the first year from IFAD contribution. The first year of the project in the proposal correspond to the inception phase (June-December 2018) and the first calendar of implementation period (January-December 2019).

Executive Summary

This report describes the developments of the “Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe” (SKiM) project in its first phase, detailing the progress made and activities implemented across different project components from June 2018 until December 2019. SKiM had an inception phase from June to October 2018 when its Steering Committee met for the first time, and the activities commenced.

In addition to the inception phase, the first period of the project also includes the establishment of contacts with partner institutions mentioned in the project proposal, formalizing partner agreements, an introductory mission to Moldova where ICARDA needed to build partnerships in the country, the implementation of activities related to the assessment of Knowledge Management (KM) capacities and gaps in different target countries, the development of strategies and innovation plans, the defining of pathways to implement activities in target institutions and the formation of communities of practice. In addition to these activities, initial knowledge products and an online Knowledge Platform (KP) were developed to facilitate knowledge exchange within and beyond project partners through the coordination of Knowledge Symposia.

To facilitate joint learning and exploration activities, the team sought to leverage the knowledge of several institutions and establish synergies with other IFAD projects in the target regions. Another effort was Big Data Course that took place 10-14 December 2018, to assess the necessities of national partners in terms of knowledge management, specifically related to the Knowledge Platform and Portal implementations.

During this first period, the Monitoring and Evaluation (M&E) system currently in use by other IFAD projects in Africa, Asia, and Europe was configured with the SKiM project logical framework and several supporting elements (such as user guides, tutorials, and a chat function) were implemented to facilitate platform accessibility. Following these initiatives, more focus will be given to capacity development around use of the M&E platform the following reporting period.

In terms of finances, the first year Annual Work Plan and Budget (AWPB) from the IFAD grant was US\$370,000 of which US\$ 7,000 correspond to the 2% CSP contribution. Up to 31 December 2019, the amount disbursed by IFAD to ICARDA is US\$192,698 and 2% CSP (3,933) contribution. By December 30, 2019 total expense is US\$ 356,696 including commitments.

Despite some challenges with the launch of the project, great interest in the project from national partners in focus countries and support from IFAD team both from headquarters and country operations is very encouraging. The slow pace of the project in inception phase will be overcome by a dedicated full-time presence in focus countries. Overall, this reporting period saw important steps taken in terms of beneficiary engagement and context analysis and understanding of local needs for KM capacity development. These actions lay the groundwork for appropriately targeted capacity building activities and innovative approaches initiated by national institutions for the rural sector.

1. Objectives, and target groups

1.1 Goal

Develop effective and long-term knowledge management-related capacities in target countries

1.2 Objectives

- (i) Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with the possibility to include two more countries);
- (ii) Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge uptake, transfer and management.

1.3 Target groups

The direct target group are in-country institutions dealing with agricultural and rural solutions. However, within these institutions it is anticipated that men and women, particularly young professionals, are targeted. More specifically, primary beneficiaries include public institutions involved in IFAD and other international organization-funded project portfolios that target rural development, natural resources management and agricultural production.

1.4 Target countries

At the initial phase there are three focus countries – Moldova, Morocco, Sudan (Figure 1). There is the possibility to include two more countries based on IFAD decision.

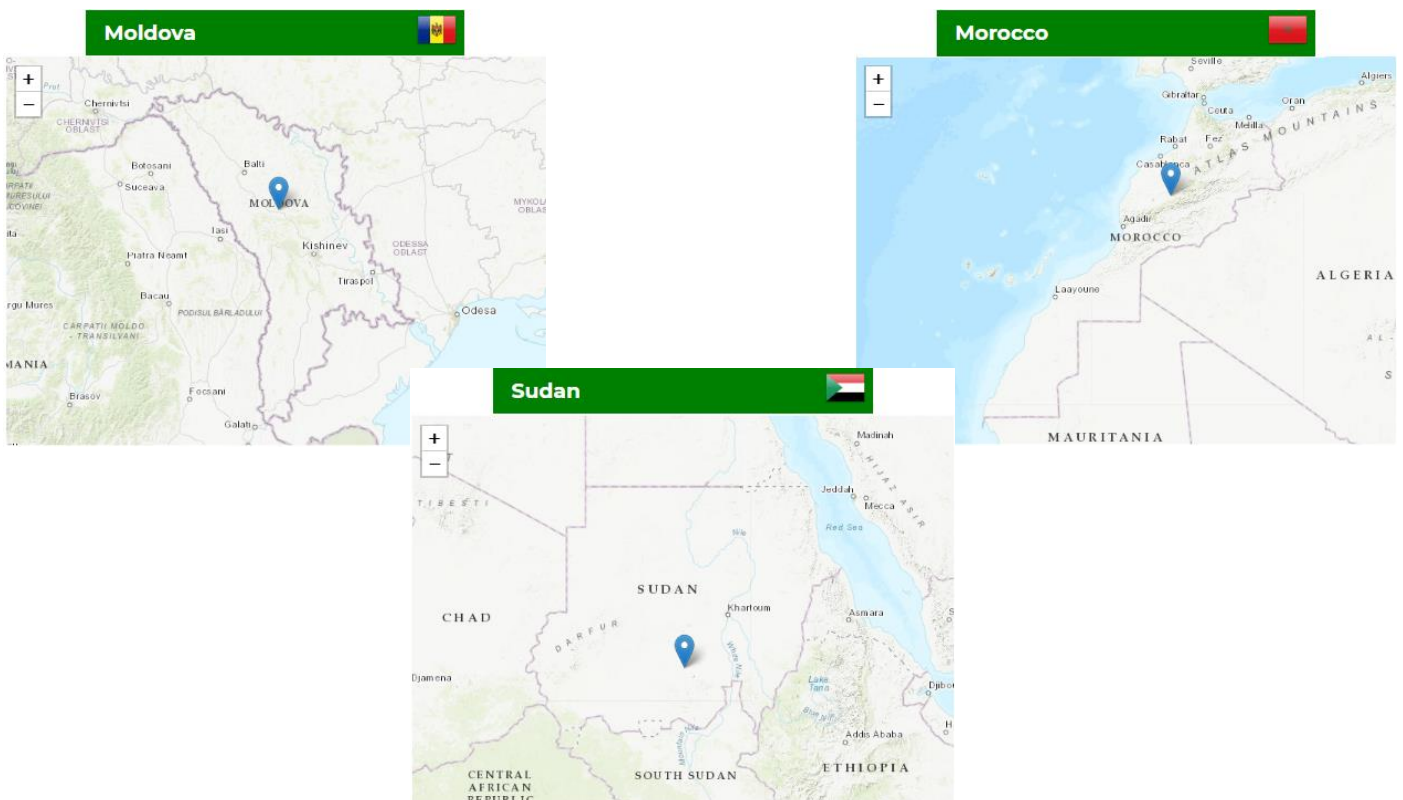


Figure 1. Maps of Moldova, Morocco and Sudan (Source: Leaflet | Tiles © Esri – Esri, DeLorme, NAVTEQ, TomTom, Intermap, iPC, USGS, FAO, NPS, NRCAN, GeoBase, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), and the GIS User Community).

2. Changes in grant implementation context and grant design that occurred during the reporting period

The grant implementation started in June 2018 as per signature of the agreement however the first 4 months (June-September) were utilized as inception phase while the Steering Committee was formed. This expanded the first reporting period from June 2018 to December 2019. This change in implementation discussed with the Donor and Steering Committee (SC) Members will however facilitate the subsequent reporting periods as they will be aligned with the calendar year (January to December).

ICARDA launched a recruitment process to hire and station a national project coordinator in Morocco. The selected candidate could not accept the offer as further detailed in chapter 7 (Shortcomings and problems encountered in grant implementation and actions taken). ICARDA presented the situation to the Steering Committee (SC) who recommended to strengthen the implementation of the project with an equal appointment of 3 national focal points and leave the cross-country coordination under the dedicated project leader. This will ensure that resources for coordination will secure the project leader time instead of fragmenting the coordination effort in one country only. A national focal point is in place for Moldova and Morocco recommended to have the Institut Agronomique et Vétérinaire Hassan II (IAV) as national focal point. Sudan recently experienced an un-stable situation and impacted in the change of the Agricultural Research Corporation (ARC) Director General. This change was timely managed by the team that was in Sudan for project activities ensuring that the SC delegate was maintained. However, the National Focal Point offered with a contract was removed from his position and it is expected that a new national focal point be in place early 2020 to support national activities and sustain the SC delegate.

The SC recommended to ensure the project focus on 3 countries instead of 5 in order to have the minimum amount of resources to run the activities. Focusing on 3 countries will not impact the Log-frame indicators that will be maintained with a focus on Moldova, Morocco and Sudan. Other countries can be however involved through knowledge sharing activities as demonstrated by the knowledge symposium implemented in Morocco and Moldova in November 2019 where participants from Near East and Central Asia were invited and present. Project leader stationed in Central Asia will also contribute to integrating regions countries in project activities and promoting IFAD approach in local activities within other related projects.

Minutes from the Steering Committee are available here: <https://hdl.handle.net/20.500.11766/10474>.

3. Progress and performance by component

3.1 Component 1 – Knowledge Management capacity assessment for enhanced formulation of learning needs

Activity 1.1: Assessment of knowledge management capacity gaps and learning needs

Proposal Narrative

Undertake an assessment of the current state of knowledge management, knowledge sharing, and learning needs, in target organizations to determine the project baseline. The first step of this analysis will include an institutional KM mapping exercise which will identify the key players in rural development to be targeted by the project. On the basis of this mapping exercise, inventory-taking of stakeholder capacity gaps and learning needs will be carried out. This activity will also provide a diagnosis of present practices and benchmarks for improvement.

Assessment of KM capacity gaps within key public institutions including ministries, departments and agencies, as well as among other stakeholders, will involve interviews with a cross-section of staff, a questionnaire (and subsequent analysis), qualitative measures to observe organization activities, and a review of documents and reports produced by stakeholder organizations. As an output this activity will produce a formulated response to address identified gaps, considering ongoing and planned KM capacity development initiatives undertaken by national and international partner institutions.

Progress Overview

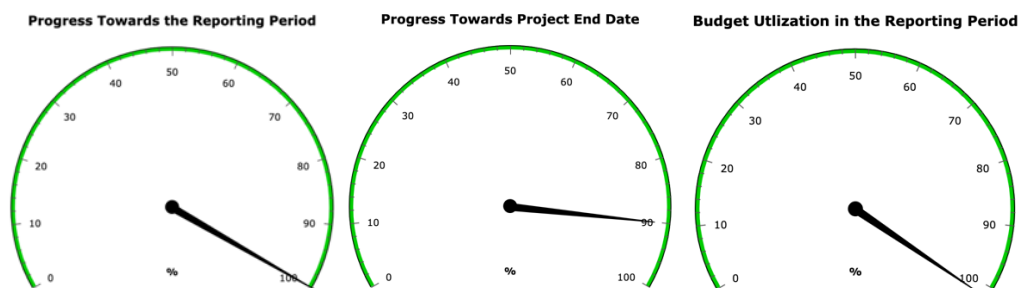


Figure 2. Progress Overview, Assessment of knowledge management capacity gaps and learning needs

Indicators planned vs achieved during reporting period as per Log-frame and overall workplan

Table 1: Assessment of knowledge management capacity gaps and learning needs, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Regional inception and planning workshop	Project proposal Section IV-E	1 workshop	Completed – refined number of stakeholders	https://hdl.handle.net/20.500.11766/10255
Number of KM capacity & learning needs assessments (gap analysis) conducted	Log-Frame	5 pre-selected institutions /country	Completed – Combined 3 country reports of Capacity Needs Assessments of 4 institutions per country	Report <ul style="list-style-type: none"> https://hdl.handle.net/20.500.11766/10436 Presentation <ul style="list-style-type: none"> https://hdl.handle.net/20.500.11766/9142
Reports on institutions committed to the project detailing baseline in KM including capacity assessment and options/responses to address identified gaps	Project proposal Section IV-E	3 country reports		

Budget planned vs utilized for the reporting period

Table 2: Assessment of knowledge management capacity gaps and learning needs, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$112,964	\$43,920	\$7,500	\$8,943	\$37,800	\$14,801
Reported (until June 2019)	\$101,683	\$45,423	\$0	\$8,943	\$32,516	\$14,801
Reported (until December 2019)	\$9,822	\$3,756	\$3,184	\$1,572	\$1,310	\$0
Total Expenditure	\$111,505	\$49,179	\$3,184	\$10,515	\$33,862	\$14,801

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 3: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 1.1: Assessment of knowledge management (KM) capacity gaps and needs	Regional inception and planning workshop	<ul style="list-style-type: none"> Established partnerships Report detailing organizational overview and active projects Review and approval of workplans Steering committee formed Draft 1-year workplan and M&E plan 	45,752	12,538	<ul style="list-style-type: none"> Partnerships established Inception workshop report Review and update of 6-month workplan M&E plan and Steering Committee formalization by Mar-2019 (country nominations obtained)
	Formulation, refinement and review of project Knowledge Management Plan	<ul style="list-style-type: none"> Drafted and shared for review Knowledge Management Plan Drafted and shared for review Communication Plan 	4,965	1,744	<ul style="list-style-type: none"> Drafted and shared for review Knowledge Management Plan Comms Plan is delivered as part of 3.3
	Baseline KM capacity and needs assessment	<ul style="list-style-type: none"> Draft report per country on stakeholders detailing baseline KM including capacity assessment and options/responses to address identified gaps Identified benchmarks for improvement 	10,221	4,256	<ul style="list-style-type: none"> Stakeholder selection criteria Survey questionnaire developed Initial assessment during inception workshop and visit to partners (Moldova, Morocco) Online survey launched
		<ul style="list-style-type: none"> Report for focus countries (including (i) baseline and (ii) institutional commitment from partners to improve KM in the form of agreement, declaration, etc.) 	14,204		<ul style="list-style-type: none"> Reports based on survey results for all countries
	Management and Steering committee meeting	<ul style="list-style-type: none"> National project coordinator in Morocco in place Focal points in Moldova and Sudan appointed 	14,204		<ul style="list-style-type: none"> IFAD to approve ToR by 15 January 2019 While focus in 2019 Morocco, engagement of focal points in Moldova and Sudan for knowledge sharing and coordination
			89,346	18,538*	

*Co-funding includes international and national partners

Narrative

Inception and partnership building workshop

The project was formally launched with the inception and partnership building workshop held at ICARDA premises in Rabat, Morocco during October 9-10, 2018 (Figure 3). The first blog resulting from the inception meeting is uploaded on the project website, available through the link

<https://mel.cgiar.org/projects/738/84>. Prior to the workshop co-implementing partners met face-to-face to go through the project document, to discuss implementation arrangements in more detail and any concerns or issues that needed to be discussed.



Figure 3. Project Inception Meeting Group Photo

The workshop was attended by the members of the project core team, representatives from partner institutions tentatively chosen for the project from Moldova, Morocco and Sudan. The inception report is available on ICARDA's Open Access Document Repository <https://hdl.handle.net/20.500.11766/10255> with links to presented materials that are also uploaded on project website, located under resources section.

Baseline KM capacity and needs assessment

Stakeholder selection criteria

During proposal development several potential stakeholders to engage with during implementation were mapped and mentioned in the project document. This complementing exercise was to revisit and update stakeholders in each focus country to invite to the inception workshop and build partnerships. The current organizational overview is not final but should be rather considered a living document that represents a snapshot of the subset of country organizations involved in and related to thematic areas of the project. The capacity needs assessment (CNA) that follows with selected organizations attempted to capture current needs that might be evolving as project progresses.

The list of stakeholders was developed via consultation process internally within ICARDA; relevant organizations to consider were suggested based on interactions within previous or ongoing projects in Morocco and Sudan, as well as through inquiries from respective government contact points with whom ICARDA country offices coordinate their activities. Suggestions were also solicited from co-implementing partners and IFAD, particularly for Moldova where a list of stakeholders was developed in consultation with Consolidated Programme Implementation Unit for IFAD projects in Moldova.

Depending on the focus country, identified stakeholders could be differentiated into 3-4 types of organizations that mainly represent research, education and extension (government and non-government). These types of organizations roughly encompass most of the components of knowledge management such as creation/generation, capturing and storing by research institutions, retrieval and dissemination by academic institutions and non-government stakeholders that were also suggested to be included at various stages.

Rationale to select stakeholders to engage with was based on several criteria compiled via consultations with project team internally. Several criteria (Table 4) derived from the concept note for project proposal were supplemented with additional ones.

Table 4: Selection criteria of national institutions for project engagement

##	Institution	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 mgmt. support	Future value	Existing KM function (unit/processes)	Experience with project partners (ICARDA, CIHEAM, VT, Procasur)
Moldova												
1	Ministry of Agriculture, Regional Development and Environment / http://www.madrm.gov.md/	v			v	v	v	v	v	v	v	v
2	National Bureau of Statistics / http://www.statistica.md/											
3	State Agrarian University / http://www.uasm.md/en	v	v	v		v	v	v	v	v	v	
4	Institute for Development and Social Initiatives, IDIS Viitorul / http://www.viitorul.org					v	v	v	v	v		v
5	Soil Science Research Institute named after Dimo / http://www.ipaps.md/	v	v				v	v				
6	Research institute of Genetics, plant physiology and plant protection / http://igfpp.asm.md/	v	v					v		v		
7	National Agency for Rural Development (ACSA) / http://www.acsa.md/				v	v	v	v	v	v		
8	Research institute for field crops SELECTIA	v	v			v	v	v	v	v		
9	Scientific-Practical Institute of Horticulture and Food Technologies											
10	Institute of Agricultural Engineering «Mecagro» / http://www.mecagro.md/											
11	Consolidated Programme Implementation Unit / www.ucipifad.md	v			v	v	v	v	v	v		v
Morocco												
1	Ministry of Agriculture, Fisheries, Rural Development, Water and Forests (and through them the "Office regional de mise en valeur agricole" (Regional Offices for Agricultural Development)	v			v	v	v	v	v	v	v	v
2	Caisse nationale de credit agricole (CNCA)											
3	Institut National de la Recherche Agronomique du Maroc - INRA / http://www.inra.org.ma	v	v		v	v	v	v	v	v	v	v
4	Institute of Agronomy and Veterinary Hassan II / http://www.iav.ac.ma	v		v			v	v	v			
5	Fondation pour le Développement Local et le Partenariat (FONDEP)											
6	Fondation Grameen Crédit agricole											
7	National Office for Agricultural Extension (ONCA)	v	v			v	v	v	v			v
8	National School of Agriculture (ENA-Meknes)	v		v			v	v	v	v		
Sudan												
1	Department of Transfer of Technology, Agricultural Research Corporation/ http://www.arcsudan.sd/	v	v			v	v	v	v	v		v
2	Ministry of Agriculture and Forestry (MOAF)	v			v	v	v	v	v			v
3	Agricultural Production and Pilot Projects (DG is the Nat. Coordinator of Knowledge Access in Rural Interconnected Areas Network, KariaNet)	v	v		v	v	v	v	v			v

4	Technology Transfer and Agricultural Extension												
5	Planning and Agricultural Economics												
6	National Forestry Corporation (NFC)												
7	National Information Center, Ministry of Science and Communication												
8	University of Sudan – Faculty of Agriculture												
9	University of Khartoum – Faculty of Agriculture	v		v		v	v	v	v	v		v	v
10	University of Ahfad for Women – Faculty of Rural Extension, Education and Development (REED)												
11	University of Gezira – Faculty of Agriculture												
12	Central Coordination Unit (CCU-IFAD)	v			v	v	v	v	v	v			v
13	Sudan Federal Food Security Technical Secretariat (Food Security Information and Knowledge Sharing System).												
14	Knowledge Society / http://www.sksociety.org/					v	v	v	v	v	v		

Capacity needs assessment

The CNA was part of a process to identify Knowledge Management-related gaps in institutions engaged within initial steps of the project. The major purpose of this activity was to undertake an assessment of the current state of KM, knowledge sharing, and learning needs, in target organizations to determine the project baseline. This activity allowed the provision of a diagnosis of present practices and benchmarks for improvement.

Assessment of KM capacity gaps involved two-steps (Figure 4), face-to-face meeting with representatives of engaged institutions and an online survey. Face-to-face meeting helped to collect first observations during group discussion rounds and also to formulate a questionnaire for an online survey. The findings of this CNA (<https://hdl.handle.net/20.500.11766/9142>) will become a major part of an Approach paper and are incorporated in the capacity development and innovation plans for target institutions to be presented in a regional kick-off workshop to launch activities directed at strengthening institutional capacities in focus countries.

During the inception workshop the CNA (Figure 5) was triggered with a few small actions. The Moroccan partner organizations seem very aware of the way they work with other stakeholders and were able to identify some gaps and effects of these gaps. It seems that mainly awareness and unstructured knowledge is the main issue while the information that is out there, is inaccessible to farmers as well as a feedback loop from the farmers to the research organizations is missing. This is what fostered the idea of including WhatsApp communication, and the merging of the ARDNA network with the existing call center. Further ideas were to involve youth in rural areas to collect inputs from farmers. Together they highlighted that there is no common/unique system for KM combined with a lack of motivation and conflicting interests. This results in a duplication of efforts which of course must be avoided.

To carry on with the different activities in the three different countries, it was decided to take two interventions of the CNA into online surveys, so all target institutions can be consulted at the same time and results can be collected in a timelier manner. Therefore, the organizational scoring as well as the KM Baseline, which was derived from the Infrastructure Readiness Tool was launched online. ICARDA's Monitoring, Evaluation & Learning platform (MEL) was used to create and disseminate the surveys among the project partners. Country stakeholders that attended inception workshop were informed (November 29, 2018) by E-Mail from the system and received a personal invitation from the project leader.

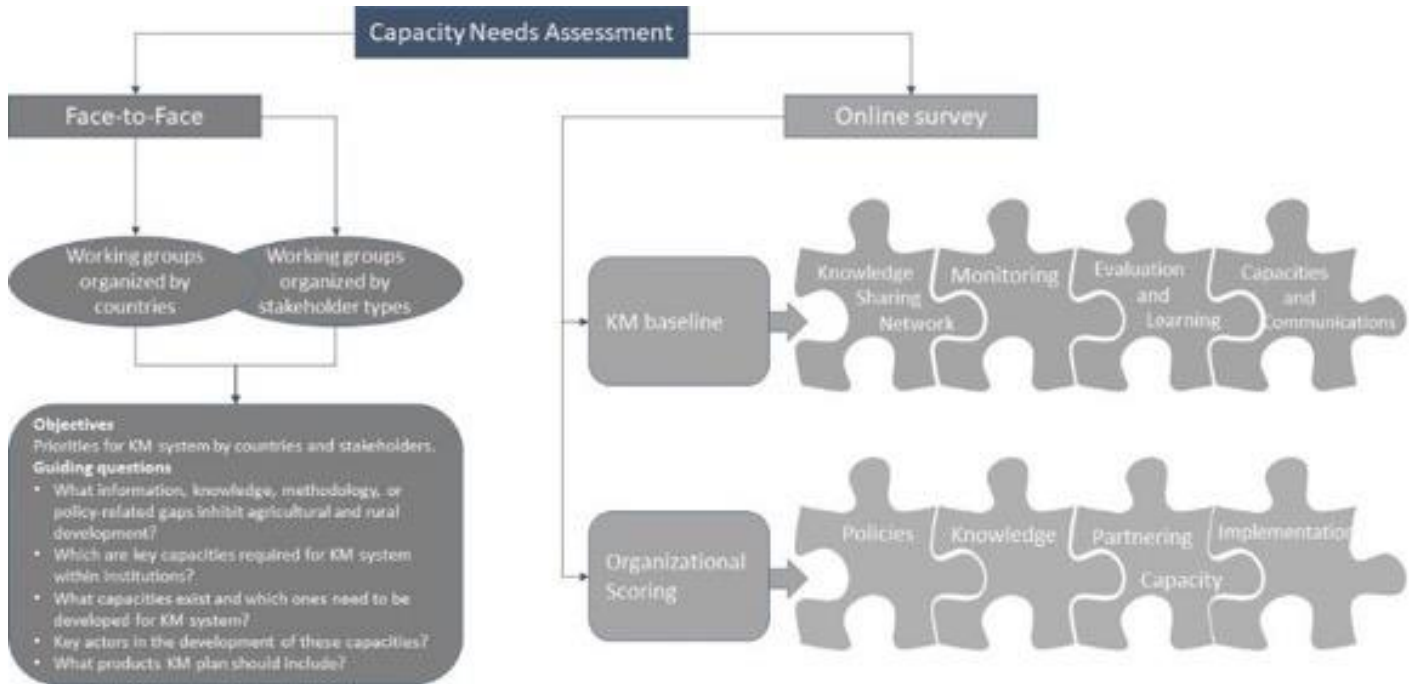


Figure 4. Flow-chart for two-phase approach including face-to-face interaction with representatives of institutions and an online survey to gather deeper and more detailed insights.

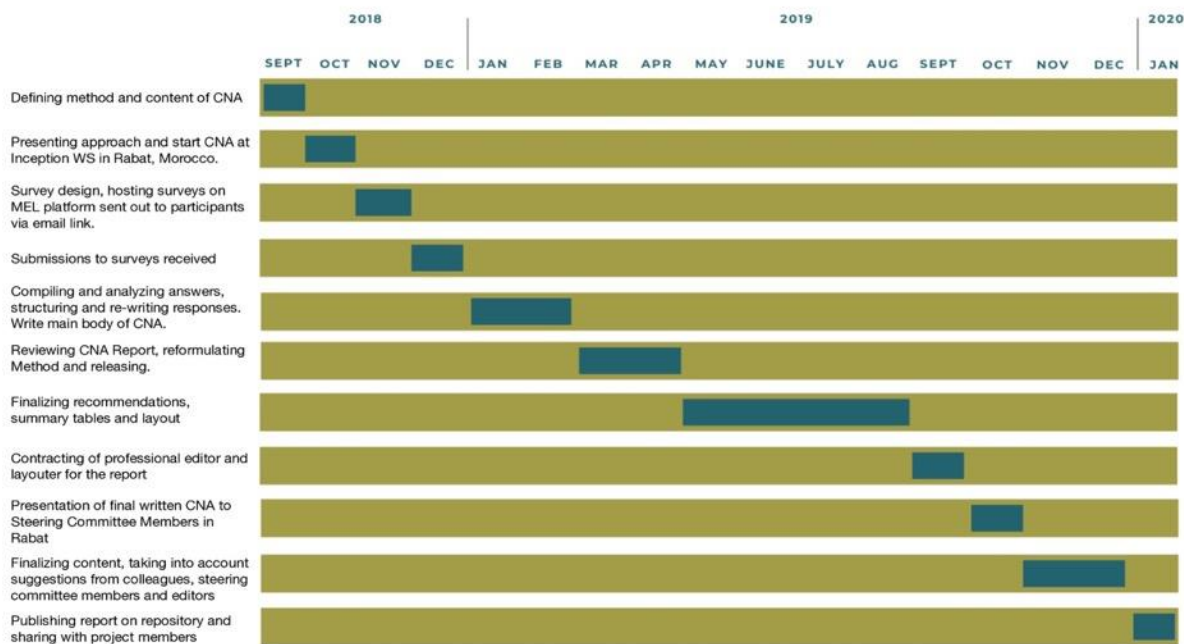


Figure 5. Timeline of CNA implementation

Notes on Annual Work Plan and Budget

The submitted AWPB differ from the implemented activities as the M&E Plan was delayed in order to complete the Capacity Need Assessment and the Organizational Framework. During the 1st period the project team has used the standard monitoring processes in place within ICARDA and the CGIAR and collected the information along the existing framework. The final M&E plan will be presented in 2020. The KM and Communication Plan have been instead moved under Activity 1.3 as more aligned with the Innovation Plans and the actions towards the creation of Community of Practices.

Activity 1.2: Formulation of Approach Paper on knowledge management and communication strategy

Proposal Narrative

The above-cited paper will be based on a combination of consultations, desktop studies and field visits to develop approach papers for each participating country. This document will build on the assessment of KM systems, as well as capacities and the learning needs of target countries. The document will reflect needs, gaps, and opportunities that are also used to develop knowledge management and communication strategies included in the paper. Providing the baseline and evaluation framework, the paper will also consist of key evaluation questions and the timeframes for expected change, as well as a description of the core learning partnership, the skills needed, and proposed communication and learning activities. Learning activities could also include practical write-shops to integrate the systematization of lessons learned and good practices, including training on analysis of Monitoring and Evaluation (M&E) data to reflect changes. The approach paper is also the stage at which key evaluation partners are identified and the specific evaluation methods and techniques for data collection are defined. Follow up studies on the effectiveness and impacts of the changes implemented in the KM system and KM capacity development will be carried out to show the value of these changes on rural communities.

Progress Overview

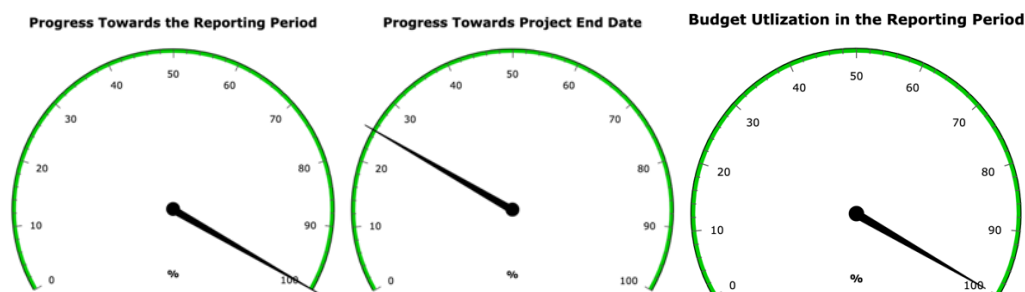


Figure 6. Progress Overview, Formulation of Approach Paper on knowledge management and communication strategy

Indicators planned vs achieved during reporting period as per Log-frame and overall workplan

Table 5: Formulation of Approach Paper on knowledge management and communication strategy, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Peer-reviewed papers submitted and accepted for publication	Log-Frame	1	Paper is expected to be submitted within Q3/2020	NA
Approach Paper and consultation with key partners	Project proposal Section IV-E	Draft paper	The approach paper process started late (Ref. Narrative section) / Completion to be expected within Q2/2020	NA

Budget planned vs utilized

Table 6: Formulation of Approach Paper on knowledge management and communication strategy, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$12,475	\$7,500	\$2,500	\$0	\$0	\$2,475
Reported (until June 2019)	\$0	\$0	\$0	\$0	\$0	\$0

Reported (until December 2019)	\$12,475	\$7,500	\$2,500	\$0	\$0	\$2,475
Total Expenditure	\$12,475	\$7,500	\$2,500	\$0	\$0	\$2,475

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 7: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 1.2: Formulation of approach Paper on knowledge management and communication strategy	Develop outline of Approach Paper on KM strategy	<ul style="list-style-type: none"> Tentative outline of Approach paper on KM strategy sections with brief description of content 	5,793	1,773	<ul style="list-style-type: none"> Approach Paper Element 1: Capacity Need Assessment Tools and Methodological Framework Training concept on KM value in Activity 1.4, part of VTech First draft of Approach paper by April 2019 – pending.
	Approach Paper	<ul style="list-style-type: none"> First draft of Approach Paper 	12,955	5,000	<ul style="list-style-type: none"> Communication products related to Approach paper will be developed in 3.2.
			18,748	6,773*	

*Co-funding includes international and national partners

Narrative

The project is implementing activities and developing products that become elements of the paper (i.e. CNA, KM strategy, communication plan, innovation and capacity development workshops etc.). At the same also exploring innovative methodologies to capture and formulate the content.

The delay related to the first 4 months (June-September 2018) of inception phase shifted the timeline for the Capacity Need Assessment (CNA) that was finalized in August 2019 impacting on key activities such as the full development of the approach paper. However, the team has increased the resources on the project recruiting a research fellow in September 2019 to boost the pending reviews before finalizing the work that would be the major delivery for Q1/2020. An initial analysis of tools and framework were compiled in order to build the elements needed to draft the approach paper within the first half of 2019. Tools explored included stakeholder analysis and power interest matrix, individual scoring, problem tree analysis, infrastructure readiness tool/evaluation. The paper draws its outline from background and project description and define its methodology along the intervention logic of the project and the impact pathway. KM capacity constraints and learning needs are identified within participating countries/institutions and informed by an assessment of current KM practices and procedures. The combination of consultation, desktop studies in 2019 and field visits in October-November 2019 ensure a strong basis to embrace a rigorous analysis of inter-regional institutional knowledge management. Considering the approaching development of the Terms of Reference (ToR) for the mid-term evaluation (July 2020), the paper will provide key evaluation questions that have been included in the evaluation process to assess the validity of the impact pathway development during the first year and link with a more tailored study carried on the value of KM and on proper practices facilitating the reduction of uncertainty among different decision options.

Part of the approach for capacity building is through training activities and demonstrating value for KM in institutions to attain sustainability. Such an approach is being developed together with Virginia Tech intended to unpack the benefits of investing in KM within institutions. The concept has been discussed with Prof. Jeffrey Alwang, and it is part of the agreement with Virginia Tech that will be pursued as part of Activity 1.4.

Activity 1.3: Formulation of capacity development and innovation plans for the target countries

Proposal Narrative

Based on the assessment of knowledge management capacity gaps and identified needs, the team will design a capacity development needs assessment, and knowledge management and communication strategies to enhance in-country institutional capability. Capacity development will be based on innovation plans developed jointly with each participating organization, taking into account their priorities and feasible changes for better knowledge management. To incentivize further steps of developed plans, a selected number of innovation plans will be considered to receive initial support to be integrated within ongoing IFAD projects in the country for full implementation. Substantial expertise will be provided by partner institutions CIHEAM-Bari and VT.

Progress Overview



Figure 7. Progress Overview, capacity development and innovation plans for the target countries

Indicators planned vs achieved during reporting period as per Log-frame and overall workplan

Table 8: Capacity development and innovation plans for the target countries, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
National working meetings in country to design KM strategy (global + tailored) Initial training on KM provided by international staff.	Project proposal Section IV-E	5	Completed: <ul style="list-style-type: none"> • Morocco (June 2019); • Moldova (October 2019); • Sudan (October 2019) 	https://hdl.handle.net/20.500.11766/10258 https://hdl.handle.net/20.500.11766/10479
Knowledge Management & Communication Plan Developed	New	1	Completed	https://hdl.handle.net/20.500.11766/10477
Innovation Plans	New	3	3 country innovation plans drafted. To be formatted and uploaded in Q2/2020	https://hdl.handle.net/20.500.11766/10478

Budget planned vs utilized

Table 9: Capacity development and innovation plans for the target countries, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$116,779	\$25,440	\$0	\$82,944	\$0	\$8,395
Reported (until June 2019)	\$45,943	\$10,000	\$0	\$35,943	\$0	\$0

Reported (until December 2019)	\$70,836	\$15,440	\$0	\$47,001	\$0	\$8,395
Total Expenditure	\$116,779	\$25,440	\$0	\$82,944	\$0	\$8,395

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 10: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 1.3: Formulation of capacity development and innovation plans for the target countries	Outline of capacity development plan	<ul style="list-style-type: none"> Draft outline of KM strategy with emphasis on strengthening institutional capacity to embed KM in work processes Draft outline capacity building activities and required trainings 	22,251		<ul style="list-style-type: none"> Pending Deliver by April 2019
	National working meeting in Morocco	<ul style="list-style-type: none"> National tailored KM innovation and CapDev plan as a result of participatory workshop in country (Morocco) KM strategy (global) 	26,049		<ul style="list-style-type: none"> In first half of 2019 target is Morocco Workshops for Moldova and Sudan in second half of 2019
			48,300		

Narrative

The aims to elaborate the knowledge management (KM) innovation plan is to serve as a tool to support the project partners/stakeholders in adopting an approach capable of identifying existing gaps in different knowledge management processes (discovery & detection/(identification), acquisition & creation, storage and sharing/transfer of knowledge) and related feasible solutions in order to act through capacity development actions.

The pivotal step is the identification of the knowledge, policies and resources in the possession of each institution partner, in order to enhance what they have and prioritize what they need and what could be done. Each organization contributed to design a plan of actions for better knowledge management, aiming at improving the knowledge produced and that is in coherence with the institution's strategy, vision and mission. These "innovation plans" support the institutions involved in the project to enhance the existing KM framework or its development, outlining a set of activities and interventions tailored for each one of them.

The "National Writeshops to Develop Capacity Building and Innovation Plans" for Moldova, Morocco and Sudan were conducted to gather the information needed to inform the Innovation Plans, together with the Capacity Needs Assessment (CNA). The writeshops were divided into two parts: a) a basic introduction to KM (definition, processes, technologies, role of people, leadership, culture) that could be used as a guideline for partners to complete the b) second part that consists in identifying needs related to the KM processes and the feasible solutions to be proposed at capacity building level.

The writeshops were conducted in the three key countries, Morocco, Moldova, and Sudan in the following order by date and with listed project implementing organizations.

Table 11: Writeshops schedule and participants

Country	Location	Date	Participating Organizations	Additional Organizations
Morocco	Rabat	17-18 June 2019	IAV Hassan II, INRA, ONCA	ENA Meknes, MoA
Moldova	Chisinau	15 October 2019	CPIU-IFAD, SAUM, Selectia, USARB	NFFM, MARDE
Sudan	Khartoum	22-23 October 2019	AETTGD, ARC Sudan, ATTS, AUW, CCU-IFAD, MoANR, SKS, UofK	MoAR

The participatory approach used has made possible using mixed methodologies to conduct the writeshops and gather the needed inputs from the institutions for the building of the Innovation Plans: a) presentations, b) written assessments, c) interviews, d) flipchart exercises. These methods have been structured into a set of assessments:

- A. The Preliminary Assessment on KM consists of a set of questions on the KM status in the institution in 2019 to the writeshop. The participants have compiled the questionnaire and given frontal presentations responding to such questions.
- B. The Primary Assessment on KM consists of four tables inquiring the structure of KM processes in the target institutions, requesting feedback from the respondents and going deeper into perceived needs and potential solutions to improve KM.
- C. Key informant interviews on the subject matter of KM and the role of SKiM project in supporting the institutions moderated by ICARDA.
- D. The Needs, Loops and Synergies exercise has been conducted on flipchart by reviewing (B), analyzing the perceived needs in KM within the institutions in four aspects of knowledge – identification, creation, storage, dissemination – and highlighting acting loops, potential synergies between the partners, and responsive areas of intervention for project intervention.

In addition, the project and the writeshops presentations were regularly given by CIHEAM Bari and ICARDA respectively as overview of SKiM and as injection of the perspective on KM developed within the project framework.

The combination of the several knowledge probing methodologies has effectively provided insights on the institutions needs and improvable assets. However, not all methodologies were preferred by the participants and applied in each country, while the Primary Assessment has been consistently carried out by all institutions. Hereby a summary of methodologies applied by country and institution:

Table 12: Writeshops methodologies and respondent

Country	Partner	Preliminary Assessment - PPT	Preliminary Assessment - Written	Primary Assessment	Key Informant Interviews	Needs, Loops and Synergies Exercise
Morocco	IAV Hassan II			X		
Morocco	ONCA		X	X		
Morocco	INRA		X			
Moldova	CPIU IFAD			X		X
Moldova	SAUM	X		X		X
Moldova	Selectia		X	X		X
Moldova	USARB			X		X
Sudan	AETTGD	X		X	X	X
Sudan	ARC Sudan	X		X	X	X
Sudan	ATTS			X		X
Sudan	AUW			X		X
Sudan	CCU-IFAD			X		X
Sudan	MoANR			X		X

Sudan	SKS		X	X	X
Sudan	UofK	X	X	X	X

A detailed report is available online at <https://hdl.handle.net/20.500.11766/10211>.

KM strategy

The Strategy's (<https://hdl.handle.net/20.500.11766/10258>) 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 the 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 the 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 impact pathway and theory of change (Figure 8) are based on achieving **behavioral 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 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-South cooperation**, 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 regionally and inter-regionally**.

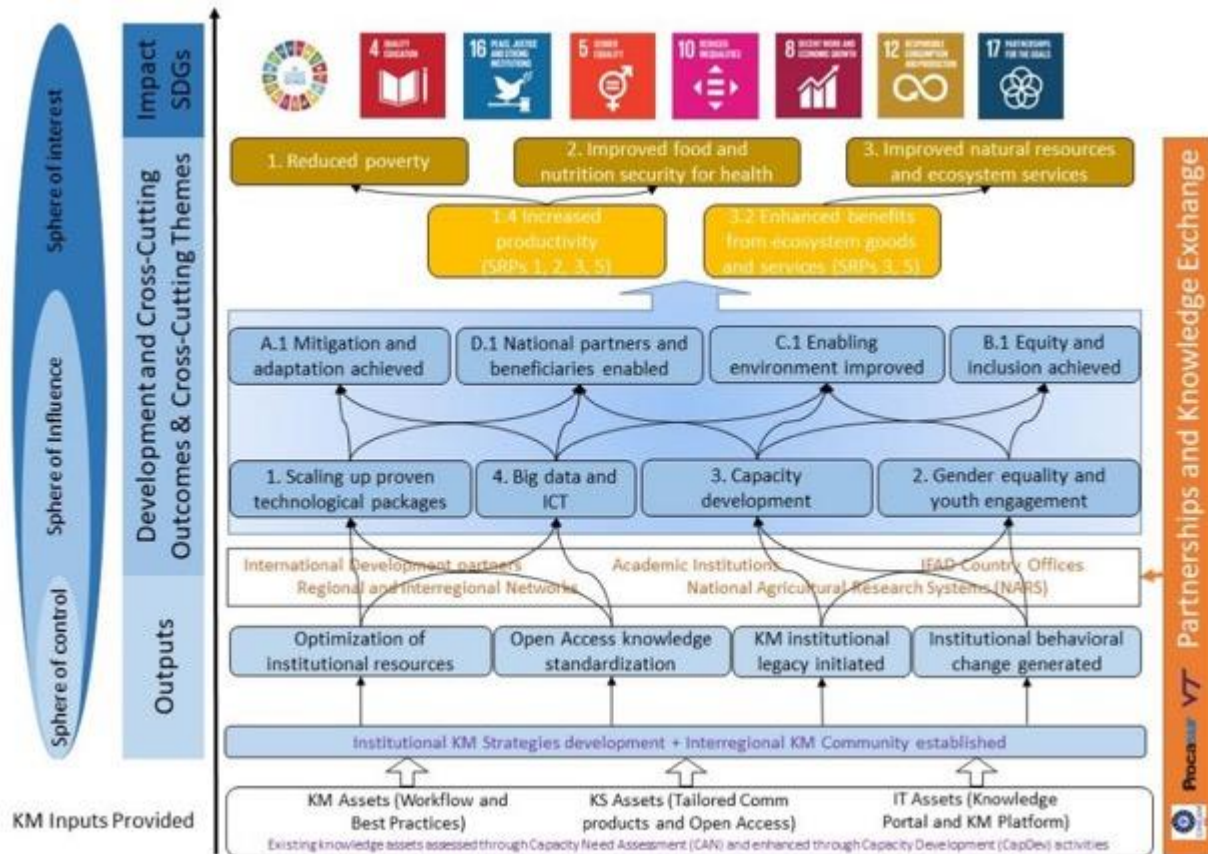


Figure 8. Project impact pathway and theory of change.

Knowledge Management & Communication Plan

The plan reflects the principles and recommendations set out in IFAD's Strategy for Knowledge Management¹, 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. The plan provides a framework that outlines strategies to implement the following outcomes. **Strong and effective learning systems:** involving stakeholders in the collection, packaging, and promotion of new or currently inaccessible or poorly organized 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 management staff – in both participating institutions and countries, and other low- and middle-income countries with similar KM challenges.

The key to institutional competence transfer is providing practical examples of effective best practices applications, to be analyzed and adopted by others. For this reason, in the present plan is provided extensive information on up to date best practices, defining the Knowledge Management and Communication (KM & Comm) strategy of the project with a strong emphasis on the basics.

The plan (<https://hdl.handle.net/20.500.11766/10477>) outlines a series of learning modules targeting key KM aspects, contributing to the future Knowledge Management assets of the target partners' institutions, and communication products designed to support the achievement of the project's goal, with a focus on durability of knowledge sharing over time.

¹ 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>

Activity 1.4: Regional workshop to kick-start implementation plans and Community of Practice establishment

Proposal Narrative

Organize a regional workshop after the first year to introduce implementation plans in participating countries and bring together people working in thematic areas to establish Communities of Practice (CoP). Conduct preliminary communications to identify active practitioners with relevant and valuable experiences. The workshop will include administration personnel from participating organizations where CoP will be contributing to, in order to demonstrate to the management, the benefits from CoP. It will also identify the scope for CoP, including critical problems to solve, the context within which to operate and develop the strategy, the support provided to run CoP, and agreement on coordination roles and the selection of a coordinator.

Progress Overview



Figure 9. Progress Overview, Regional workshop to kick-start implementation plans and Community of Practice establishment

Indicators planned vs achieved during reporting period as per Log-frame and overall workplan

Table 13: Regional workshop to kick-start implementation plans and Community of Practice establishment, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Number of innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established	Log-Frame	3	<ul style="list-style-type: none"> 3 CoPs identified and established. 	https://hdl.handle.net/20.500.11766/10487
Cross-country CoP workshop (1-3 days) for at least 10 participants/5 institutions from each country.	Project proposal Section IV-E	1	<ul style="list-style-type: none"> Monitoring report planned for Q3/2020 Completed 	
Report detailing CoP functioning and roles		1	<ul style="list-style-type: none"> ToR for CoP functions, action plan in Q1/2020 	NA

Budget planned vs utilized

Table 14: Regional workshop to kick-start implementation plans and Community of Practice establishment, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$14,673	\$6,000	\$0	\$5,434	\$0	\$3,239
Reported (until June 2019)	\$0	\$0	\$0	\$0	\$0	\$0
Reported (until December 2019)	\$14,673	\$6,000	\$0	\$5,434	\$0	\$3,239
Total Expenditure	\$14,673	\$6,000	\$0	\$5,434	\$0	\$3,239

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 15: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 1.4: Regional workshop to kick-start implementation plans and Community of Practice establishment			-	-	

Narrative

The Regional Workshop, titled, “Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience,” (13-15 November 2019) included a day dedicated to the establishment of Communities of Practice (CoP) based on the Knowledge Management development objectives communicated by institutions in the target countries. CoPs are multi-stakeholder platforms designed around processes of continuous engagement over time, using a variety of events, activities, workshops, virtual and face to face interactions to foster innovation and knowledge exchange around a certain shared topic of interest. CoPs are formed through the strategic identification and solicitation of stakeholders that can contribute to the enrichment of the group and at all stages (to ensure long-term commitment).

Three CoPs were discussed among participants and were formed around the following themes: Sustainable Land Management, Livestock, and Traditional Knowledge. These groups met to discuss stakeholder expectations for the CoP and how to design a workflow process around a multi-stakeholder platform to facilitate future CoP activities. These initial meetings served as a foundation on which to organize follow-up activities in 2020, including Learning Routes and trainings around integrating CoP workflows with knowledge sharing tools i.e. IT development, communication strategies, networking).

Progress towards component objectives

The partnership building and inception workshop (October 2018, Morocco) was very useful in bringing all the participants to a similar level of understanding on project concept, objectives and planned activities. A capacity needs assessment survey questionnaire and compiled tools were applied and explored regarding applicability for given objectives. Such interactions during meetings allowed the project team to closely assess and understand the capacities and needs of each institution. The training capacities of stakeholders differ largely between countries; this will require courses to be carefully designed.

Links, if any, with other IFAD-supported activities and/or other partners

Project team is putting efforts by engaging IFAD country activities and staff in events organized by SKiM.

Close contacts and involvement in project activities are happening in connection with Moldova CPIU office as well as Sudan CCU office. Knowledge management personnel from offices in Moldova and Sudan are regularly informed during planning and are integrated in supporting project implementation.

More specific integration with IFAD projects in all focus countries is planned in 2020. Ongoing IFAD projects in focus countries to potentially develop linkages, while during the first reporting period the project team has collected information on 9 IFAD projects in focus countries (Table 16), in the 1st Quarter of 2020 the team will develop a synthesis report of actions that can be implemented with these projects in order to provide KM “support” as mentioned during the Steering Committee meeting in Rabat, November 2019.

Table 16: Ongoing IFAD Projects in focus countries to potentially develop linkages

IFAD Projects in Focus Countries		
Country and Project	Duration	Links (if applicable)
Sudan		
Integrated Agriculture and Marketing Development Project	2017 - 2023	https://webapps.ifad.org/members/eb/122/docs/EB-2017-122-R-24-Project-Design-Report.pdf
Butana Integrated Rural Development Project	2006 - 2019	https://www.ifad.org/en/web/operations/project/id/1100001332/country/sudan
Livestock Marketing and Resilience Programme	2014 - 2021	https://www.ifad.org/en/web/operations/project/id/1100001732
Moldova		
Rural Resilience Project	2016-2023	https://www.ifad.org/en/web/operations/project/id/2000001156
Inclusive Rural Economic and Climate Resilience Programme	2013-2020	https://www.ifad.org/en/web/operations/project/id/1100001669
Morocco		
Atlas Mountains Rural Development Project	2016-2024	https://www.ifad.org/en/web/operations/project/id/2000001403
Agricultural Value Chain Development Project in the Mountain Zones of Al-Haouz Province	2011-2019	https://www.ifad.org/en/web/operations/project/id/1100001526
Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province	2010-2020	https://www.ifad.org/en/web/operations/project/id/1100001525
Rural Development Programme in the Mountain Zones - Phase I	2014-2020	https://www.ifad.org/en/web/operations/project/id/1100001727

Lessons learned and knowledge shared

- The mix of involved institutions encompassing academic, research and NGOs provided different perceptions of KM, thematic areas that are in demand to be addressed. While such difference needs may request the project team to be more flexible during the implementation, this will also favor more in-depth

analysis of adoption pathways that could be identified across different methods implemented.

- Different regions and countries covered by the project have distinct languages and capacities to converse in English. Organization of joint events might pose translation issues. To deal with such challenge ICARDA will select participants that are conversant in English (as common language) or arrange translation services (which could be complicated due to differing everyday spoken languages, i.e. Arabic and French in Morocco, Romanian and Russian in Moldova, Arabic in Sudan). The above approaches will be implemented case by case once list of participants for each event is confirmed.
- Translation issues will need to be taken into account since in project budgeting such expenses were not included.

3.2 Component 2 – Capacity development and knowledge systematization

Activity 2.1: Delivery of on-demand training courses in knowledge management and capacity development best practice

Proposal Narrative

The project will organize a series of tailored capacity development interventions in the form of training courses based on the capacity need assessment undertaken in each country. Courses will be provided as face to face and online (Moodle), in order to ensure reuse of the material after project completion by national partners. The courses will be organized in local languages and/or English using ICT support such as web and mobile-based applications. Key country partner organizations identified in each region during the initial phase will be the primary beneficiaries of the trainings, along with IFAD projects in target countries. Particular emphasis in developing training course materials will be given to improve organizational processes and strategies to deliver solutions for thematic areas covering the financial inclusion of women and youth, and natural resource management for climate change adaptation and agricultural productivity. The trainings will target officers from participating institutions, both collectively and individually, and will be tailored to reflect the knowledge and competence of participants, who can then transmit innovative ideas to develop businesses that help women and young people become integrated into society. The trainings will combine daily lectures (on innovation processes: the design and development phases of an innovative idea; networking and cooperation among innovation actors; mapping and analysis of innovation chains; methods and tools to effectively communicate entrepreneurial ideas, working with senior enterprises and investors, and the financial aspects of managing a business) with practical applications, simulating the realization of an idea based on country needs. Each training module will last one week.

Training materials will be developed, including manuals for trainees, guides for trainers, and visual aids. Workshops will deliver conceptual learning in all countries followed by case study materials pertaining to the context of each participating country. The format of delivery of case study trainings will be in-person for a group of stakeholders, as well as recorded lessons on selected topics for distribution purposes and better access for trainers and trainees. Recorded lessons will also be used to deliver courses through distance learning modes (through web, self-training with coaching, on DVDs). Courses will be prepared and delivered in different languages (e.g. Russian for Moldova), depending on audience composition.

Progress Overview

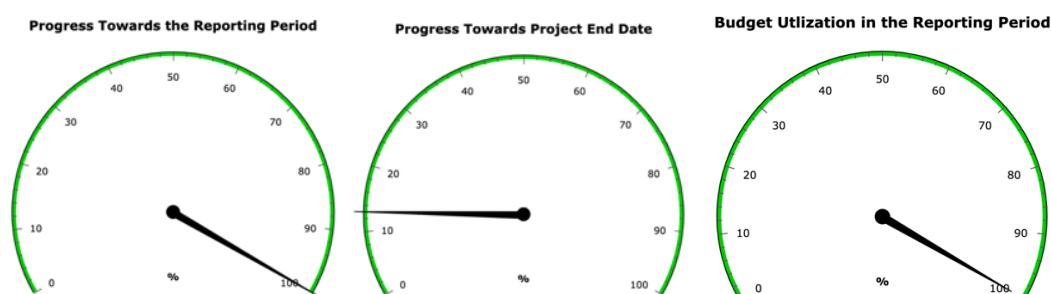


Figure 10. Progress Overview, Delivery of on-demand training courses in knowledge management and capacity development best practice

Indicators planned vs reported

Table 17: Delivery of on-demand training courses in knowledge management and capacity development best practice,

Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Number of KM training courses organized	Log-frame	5 +3 Moodle	1	https://hdl.handle.net/20.500.11766/9205
National training courses on thematic areas in relation to KM	Project proposal Section IV-E	5		
MOOC/MOODLE for each thematic areas develop E-Learning		3	Planned in 2020-2021	NA

Budget planned vs utilized

Table 18: Delivery of on-demand training courses in knowledge management and capacity development best practice, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$8,778	\$6,600	\$0	\$0	\$0	\$2,178
Reported (until June 2019)	\$8,778	\$6,600	\$0	\$0	\$0	\$2,178
Reported (until December 2019)	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditure	\$8,778	\$6,600	\$0	\$0	\$0	\$2,178

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 19: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 2.1 Delivery of on-demand training courses in knowledge management and capacity development best practice	Training course for Morocco	<ul style="list-style-type: none"> Training course covering one project thematic areas (financial inclusion of women and youth; NRM and climate resilience; productive agricultural technologies) MOOC/MOODLE based on training course above 	28,382	2,000*	<ul style="list-style-type: none"> Training course on BigData in Morocco (for reporting moved this output from 3.2) Harmonize or co-host with other initiatives in country (e.g. Climate Change program - CCAFS or Gender Platform); MOOC will be promoted with activities in 3.3

*Co-funding includes international and national partners

Narrative

Majority of the training courses will start in 2020 and resources utilized have been used to discuss on potential topics and modalities with Project Leader, CIHEAM Bari and National Stakeholders. ICARDA co-shared a course on BigData in Morocco to assess existing portals and capacities at national level.

The course that took place 10-14 December 2018, hosted by ICARDA in Rabat, Morocco represented a key turning point in assessing the needs of the national partners in terms of knowledge management, in particular related to the Knowledge Platform and Portal implementations.

Various institutions from Morocco (including IAV Hassan) have highlighted the need for a stable repository to prevent the knowledge management and sharing weaknesses expressed during the Inception Workshop of 9-10 October 2018 (ICARDA Rabat, Morocco), such as the loss of data due to capacity naturally cycling over the years. In particular, the partners have expressed interest in DSpace technology, widely used within the CGIAR (<https://cgspace.cgiar.org/>) and by ICARDA (<http://repo.mel.cgiar.org/>) with years of experience. DSpace based repositories have therefore been identified as the target of the integrations planned for the Knowledge Platform and Portal to be realized as part of the project implementation to strengthen the knowledge management of the partner institutions.

CGIAR approach on Big Data has received general appreciation in terms of both strategy and objectives, so that ICARDA current practices as a CGIAR Center are looked up with interest by national partners in relation to its capacity development potential, building consensus. In particular, the General Data Protection Regulation (GDPR) compliant controlling and processing practices, the use of international metadata standards such as Dublin Core based data objects, the implementation of globally well-regarded ontologies such as AGROVOC and the Open Access F.A.I.R. policy adopted at institutional level have all been met with appreciation and the will to mirror these results working closely in partnership with ICARDA has been expressed.

The project implementation shall consider all of the above and build in terms of capacity development and knowledge management best practices transfer toward the project goals.

Activity 2.2: Organization of at least 3 learning routes in the target countries

Proposal Narrative

Screening successful cases of learning routes across three thematic areas for selection in several learning routes. These learning routes will be based on, but not limited to the successful knowledge gained from the previous projects of ICARDA and its partners. There could also be indigenous knowledge, which will be identified in relevant activities. Sources of information for best practices will include field visits and contacts with country partners through ICARDA country/project offices, as well as publications prepared by a number of organizations such as IFAD, ICARDA, Food and Agriculture Organization of the United Nations (FAO), and PROCASUR on the thematic areas of these projects. The key knowledge to address the thematic areas could include but are not limited to the previous learning routes from ICARDA's experience on: (i) successful water management in Egypt, (ii) drought tolerant cereals and legumes crop varieties in Central and West Asia and North Africa (CWANA), wheat seed systems in Ethiopia, sustainable land management in Central Asia, salinity management in Egypt and Central Asia, rainfed agriculture in Morocco, irrigated agriculture in Uzbekistan, and fiber value chains in Tajikistan and Kyrgyzstan. Strong emphasis in the selection process will be given towards cases with strong governmental backing or those initiated by governments or local communities, along with those funded from development assistance programs. Handbook material will include specific learning objectives of selected case studies. At least one learning route will be organized in each of the three initially selected countries, with the following learning routes to be organized in either the same countries, or in two more countries added later. A mix of participants to include decision makers, practitioners, project staff, and regional and international representatives will be involved to promote the cross-regional exchange of experiences.

Thematic areas applied in each country incorporate those domains in which countries have advanced experience, for instance rainfed agricultural systems in Morocco (including climate smart agriculture such as supplemental irrigation, conservation agriculture, stress tolerant varieties of cereals and legumes, field-water harvesting, agroforestry, and livestock). Thematic areas in Sudan and Moldova could include agro-pastoral ecosystem management, water management, gender inclusivity and youth socio-economic empowerment focused on financial inclusion. Resource persons will guide participants, especially from communities to develop innovation plans to share with their communities and implement in local conditions. Learning routes should emphasize technical innovations, as well as organizational change (such as better-defined objectives and tasks, internal processes, and

management and governance). Projects will facilitate close communication with local champions of successful cases. The partnership of ICARDA with PROCASUR would ensure the quality of the learning routes, thanks to their wide experience of both organizations on the ground. In particular, PROCASUR will enhance in-country institutional capabilities on knowledge management by methodological training on peer- to- peer knowledge transfer and scaling up of innovations to change agents of partner organizations. The experience of PROCASUR's methodological training to IFAD funded projects in Sudan will be considered as reference for this activity.

Progress Overview

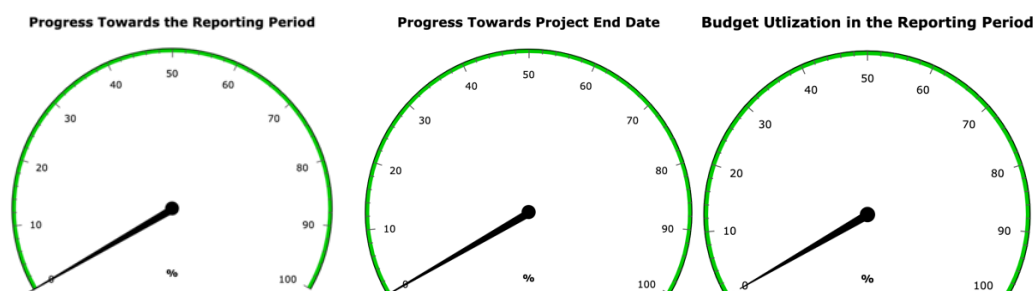


Figure 11. Progress Overview, Organization of at least 3 learning routes in the target countries

Indicators planned vs reported

Table 20: Organization of at least 3 learning routes in the target countries, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Number of learning routes organized	Log-frame	3	<ul style="list-style-type: none"> • Not planned / Preparation only • Explored Learning Route elements in jointly organized traveling workshop with IFAD-CLCA project in Tunis in July 2019 	NA
Learning routes focusing on three thematic areas. Selected countries may not necessary be the country of intervention in case best practices are available globally	Project proposal Section IV-E			

Budget planned vs utilized

Table 21: Organization of at least 3 learning routes in the target countries, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Travel and Allowances	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reported (until June 2019)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reported (until December 2019)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 22. Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 2.2 Organization of at least 5 learning routes in the target countries		•			• Explored Learning Route approach in Tunis in July 2019 in collaboration with IFAD-CLCA project traveling workshop

Narrative

Learning Routes are planned for 2020. Project team to finalize agreement with PROCASUR.

Progress towards component objectives

The second component was implemented through an ICARDA funded course on BigData to sustain the Inception Workshop (October 2018) needs expressed by the partners to increase their understanding of knowledge storage and dissemination with the use of new technologies. The Big Data Workshop (funded by CGIAR) objective was to assess existing portals and capacities at national level and helped to explore necessities of national partners in terms of knowledge management, in particular related to the Knowledge Platform and Portal implementations.

Links, if any, with other IFAD-supported activities and/or other partners

To facilitate joint learning and exploring activities the team sought to leverage knowledge of several institutions. Examples included establishing synergy with other IFAD projects also implemented by ICARDA by injecting Learning Route elements into a traveling workshop in Tunisia (1-4 July 2019), jointly organized by CLCA project on conservation agriculture and livestock integration. A blog about the workshop can be found here: <https://www.icarda.org/media/news/improving-integration-crop-livestock-systems-and-conservation-agriculture>.

The event was designed to bring together stakeholders from Algeria, Morocco and Tunisia to explore best practices around the using conservation agriculture in integrated crop-livestock farming systems. The workshop featured presentations, discussions, trainings, and focus groups with farmers with participants that included technical advisors, project coordinators, and collaborators from other IFAD projects. Therefore, this initiative enhanced synergies between IFAD projects in the area through facilitating knowledge exchange across shared thematic areas, resulting in greater collaboration on identification of best practices for regional farmers to improve soil fertility, productivity and water use efficiency.

Lessons learned and knowledge shared

Leveraging knowledge appeared as effective approach to engage project stakeholders as well as enrich specific activity by attracting knowledge and advances from partner institutions;

3.3 Component 3 – Enhanced regional knowledge exchange

Activity 3.1: Set-up and regular maintenance of online portal that builds upon previous tools and capacities

Proposal Narrative

The project will ensure that an information-sharing mechanism based on the experimentation outlined in activity 1.3 is created (note: experimentation activity was designed in original proposal, which was later removed, current activity 1.3 is not the one referred to in this text). The project will then ensure that the mechanism (e.g. joint online portal) is available and sustainable for all involved partners, allowing them to store the information and data using international standards (i.e. Dublin Core, FAO Agrovoc, ISO) in order to facilitate data sharing. Such a mechanism will have interoperable functionalities (i.e. API and Webservices) to interact with other institutional systems and mobile applications.

The online portal will be part of a communication strategy and will be capacitated with relevant expertise for

upgrading and maintaining the knowledge management infrastructure (e-platform and network, databases, GIS mapping and audio-visual content). A website will be aimed at delivering practical results of the projects, in different types and grades of information prepared specifically for use by the key target audiences. Links to other useful and interactive sites (such as IFAD's Rural Solutions Portal, the World Overview of Conservation Approaches and Technologies) will be integrated.

Progress Overview

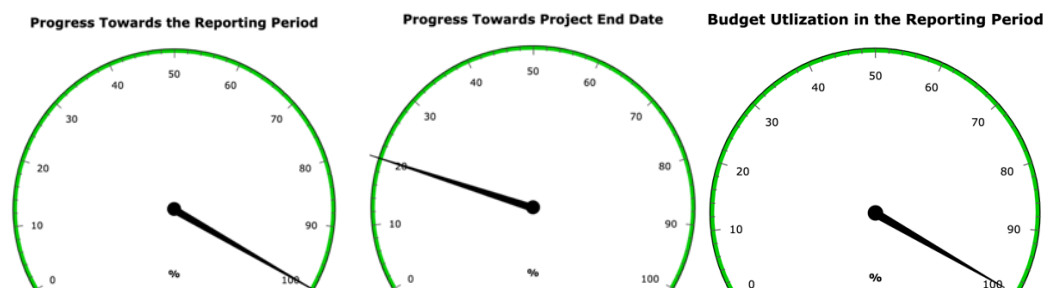


Figure 12. Progress Overview, Set-up and regular maintenance of online portal

Indicators planned vs reported

Table 23: Set-up and regular maintenance of online portal, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Online interoperable repository and portal established	Log-Frame	<ul style="list-style-type: none"> • 1 Knowledge portal (KP) • 600 downloads/year; 	<ul style="list-style-type: none"> • KP launched • Enhancements and analytics to be developed in 2020 	https://knowledgemanagementportal.org
Online interactive portal with interoperable repository	Project proposal Section IV-E	<ul style="list-style-type: none"> • 3,000 visits/year 		

Budget planned vs utilized

Table 24: Set-up and regular maintenance of online portal, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$31,865	\$10,800	\$9,000	\$2,265	\$0	\$9,800
Reported (until June 2019)	\$26,685	\$10,800	\$3,820	\$2,265	\$0	\$9,800
Reported (until December 2019)	\$5,180	\$0	\$5,180	\$0	\$0	\$0
Total Expenditure	\$31,865	\$10,800	\$9,000	\$2,265	\$0	\$9,800

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 25. Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 3.1 Set-up and regular maintenance of online portal that builds upon previous tools and capacities	Web concept, plan & front web page	<ul style="list-style-type: none"> Concept for web element of project 	5,315	8,884	<ul style="list-style-type: none"> Delivered Now reported in 2.1 - BigData Workshop (Morocco) (funded by CGIAR) to assess existing portals and capacities at national level Project webpage https://mel.cgiar.org/projects/SKIM Concept for knowledge portal
	Set-up and regular maintenance of online portal	<ul style="list-style-type: none"> On-line portal in place 	51,749	12,000	<ul style="list-style-type: none"> Synergy with Rural Solutions Portal and other IFAD initiatives dealing with KM For content, seek contributions from CoP and National Stakeholders
			57,064	20,884*	

*Co-funding includes international and national partners

Narrative

Project webpage

A project webpage (<https://mel.cgiar.org/projects/SKIM>) was created with general information, impact pathway, project proposal, presentations made during inception workshop. The purpose of the project webpage was to illustrate national partners an inexpensive technique based on ICARDA development technologies to display information and increase web-visibility to attract potential partnership. The technology is available to project partners free of cost to develop additional sites of their projects and has been integrated in the knowledge portal. All project produced materials regularly added once available. As example all symposium and workshop materials are posted on the project website and are harvestable by other organization in order to promote wider dissemination in line with principles of international public goods. One example is from the African Initiative for Combating Desertification to Strengthen Resilience to Climate Change in the Sahel and the Horn of Africa funded by the Japan International Cooperation Agency (JICA). The Website harvest in real-time information related to the Horn of Africa when specific countries (e.g. Sudan) or keywords (e.g. land restoration) are mentioned: <http://aicd-africa.org/knowledge>.

Concept for knowledge portal

The “Knowledge Platform” (KP) will stimulate the synthesis of knowledge and evidence, the production of information products, and their dissemination to target audiences. Part of the platform will be an online ‘knowledge portal’ (available in development at <https://knowledgemanagementportal.org>) which will act as a repository of information and data relevant to financial inclusion of rural women and youth; natural resource management and climate resilience; and productive agricultural technologies (e.g. water management technologies, conservation agriculture, drought-resilient crops). The Open Access “knowledge portal” (Figure 13) is based on the technology developed for the Monitoring, Evaluation and Learning (MEL) Platform and deliver practical results, in different types and grades of information for use by key target audiences. Information will be stored using international standards (Dublin Core, FAO AGROVOC, ISO) to facilitate data sharing and interoperable functionalities (API and web-services) to interact with other institutional systems and mobile applications. The development will be informed by the successful implication of previous IFAD-supported initiatives managed by ICARDA including: Strengthening and Scaling-up Integrated Natural Resource Management across the Middle-East and North Africa (MENARID) Gateway and the Central Asian Countries Initiative for Land Management (CACILM) Knowledge Sharing Platform (<http://www.cacilm.org/en>). KP will also be managed collaboratively by partners in participating countries, and information will be disseminated in English, Arabic, and Russian. The complexities of gathering and sharing data and experience from various sites, individual sources (people) and a range of organizations in the three focus countries of Moldova, Morocco and Sudan* (with possibility of growing to five countries over

the project lifetime) will be mapped and harmonized to allow smooth and wide dissemination of processes and results. This will include opportunities for development of an internal knowledge management system for partners that combines high technology and more traditional methods of communication. The “knowledge portal” key feature mirrors the needs highlighted during the Inception Workshop in Rabat and will be developed with the full participation of partners to encourage ownership and help ensure long-term sustainability beyond project closure. The overall goal is to engage with other IFAD-funded projects in order to increase the knowledge based over time and ensure more sustainability while exposing knowledge to be harvested in other knowledge portal such as: <https://ruralsolutionsportal.org/en/home>.

The KP (Figure 14) shall foster the KM engagement of participating institutions nationally and globally:

- enhance their relationship with end users, stakeholders and funders;
- enhance the quality and frequency of their KS activities;
- provide a channel to showcase their activities as result of an improved KM internal process;
- benefit end users and institutions worldwide with KM assets developed by participating institutions and showcased on the platform;
- realize a key asset for the establishment of a CoP

A detailed Terms of Reference used to develop the portal were developed for the technical team.

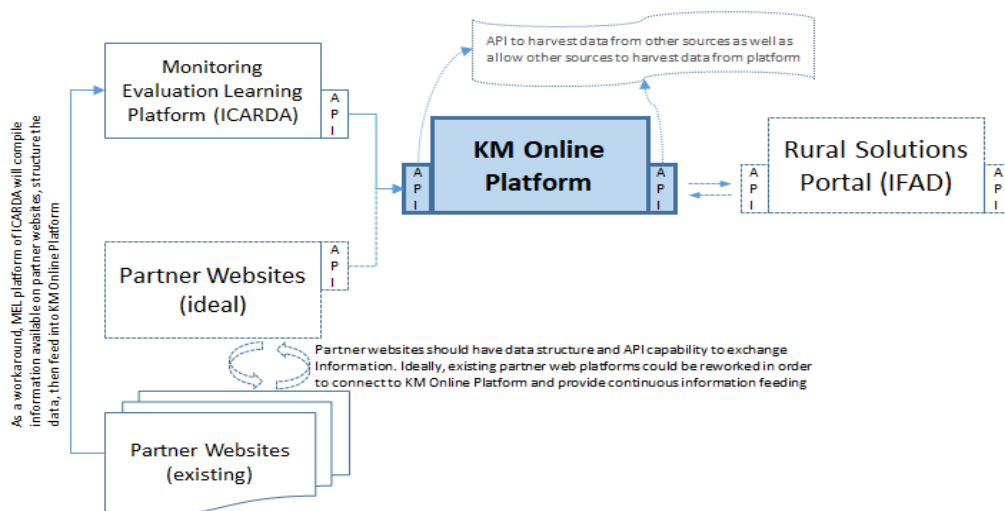


Figure 13. Schematic representation of Knowledge Portal and knowledge flow

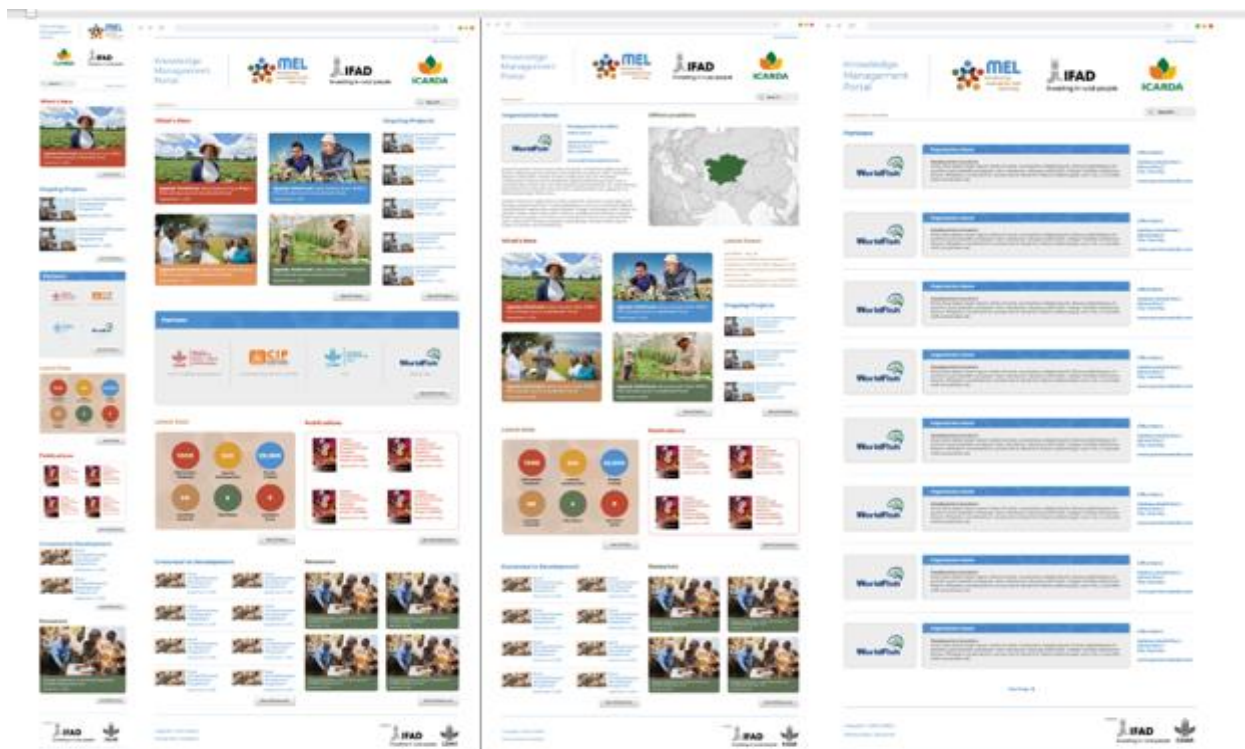


Figure 14. Page designs of Knowledge Portal with approximate placement options

Activity 3.2: Roll-out of five knowledge symposia

Proposal Narrative

The project will support national partners to organize a series of knowledge events where partners are able to share best practices on knowledge management and dissemination with specific emphasis on the three project areas. Knowledge symposia will be organized to integrate the concept of a share-fair, covering all three thematic areas where innovations are presented from information booths to visiting audiences in free mode without time restrictions. Such thematic workshops and regional symposia bring together international and national expertise, on: innovative approaches for women and youth inclusion, natural resource management and climate change, agricultural productivity increase through crop varietal improvement (supplementary irrigation, drought heat and salinity), integrated crop-range-livestock production systems, soil and water conservation linked to sustainable land management, and food security.

Symposia will be a platform to exchange and organize regional policy dialogue forums informed by the results of the analysis of case studies. Such conventions will help organizations devise new ways of exchanging and disseminating knowledge and provide ideas to organize relevant national and regional meetings to facilitate the improved exchange of experiences and uptake of viable knowledge use and transfer options.

Progress Overview



Figure 15. Progress Overview, Roll-out of five knowledge symposia

Indicators planned vs reported

Table 26: Roll-out of five knowledge symposia, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Number of symposia rolled-out at country level	Log-frame	3	2 symposia conducted	<ul style="list-style-type: none"> https://hdl.handle.net/20.500.11766.1/c6c0c2 https://mel.cgiar.org/n/capdev/4549 Live-streamed Day 1 https://www.youtube.com/watch?v=azE7OgAe96U and Day 2 https://www.youtube.com/watch?v=MMgb8yxHXG4
National symposia organized by national partners	Project proposal Section IV-E	5		

Budget planned vs utilized

Table 27: Roll-out of five knowledge symposia, Budget planned vs utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$1,197	\$900	\$0	\$0	\$0	\$297
Reported (until June 2019)	\$0	\$0	\$0	\$0	\$0	\$0

Reported (until December 2019)	\$1,197	\$900	\$0	\$0	\$0	\$297
Total Expenditure	\$1,197	\$900	\$0	\$0	\$0	\$297

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 28. Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 3.2 Roll-out of five knowledge symposia	Symposia plan per country	<ul style="list-style-type: none"> Symposia plan (1-2 page) per country (concept note and perhaps plan for share fair) 	2,817	-	<ul style="list-style-type: none"> Delivered - Symposium plan (1-2 page) for Morocco (concept)

Narrative

The project supported the organization of two symposia in the second half of 2019. One was on knowledge system and dissemination, while another one on with a thematic area of improving agricultural productivity.

Symposia 1 – Bridging Knowledge Creation and Sharing for Natural Resource Management and Climate Resilience

This multi-stakeholder symposium (13-15 November in Morocco: <https://hdl.handle.net/20.500.11766.1/c6c0c2>) brought together close to 70 participants from 14 countries, representing 24 different national and international institutions, including agricultural research/extension services, research for development organizations, civil society organizations, universities and producer associations. The events within the workshop were developed to encourage knowledge exchange and systematization of solutions for stakeholders. By creating a space for representatives of partner institutions to meet face to face, the workshop was designed to foster knowledge and competences exchange between participating institutions to highlight the benefits of mutually compatible KM practices, easing KS and partnerships for greater impact.

The Symposium featured presentations, workshops, and discussions on key thematic areas including: natural resource management, sustainable land management, conservation agriculture, livestock data, agricultural development solutions, and climate resilience. In addition, these sessions included presentations by students and scientists that funded (in-kind and in-cash) their participation, representing institutions including International Fund for Agricultural Development (IFAD), Federal Ministry of Economic Cooperation and Development (BMZ), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), The World Overview of Conservation Approaches and Technologies (WOCAT), the CGIAR Research Program on Livestock, and the CGIAR Research Program on Grain Legumes and Dryland Cereals. Feedback on the CoP workshops and Knowledge Symposium was acquired by creating and distributing a follow-up questionnaire, where participants were invited to rate certain aspects of the workshops and leave comments. The following graphs summarize participant satisfaction with the workshop days, written feedback, and responses from the Project Team.

Overall, a follow-up questionnaire revealed high levels of satisfaction with the workshop events and general quality of workshop aspects and amenities, with the majority of responses in almost all cases consisting of “Very Satisfactory” or “Satisfactory” ratings. It appears that the aspect of the symposium with which the participants were least satisfied is the technology (Figure 16 and Figure 17). This is potentially a result of issues related to limited Wi-Fi access, or issues with sound/picture quality on the presentations. While the organizers could have chosen a hotel for the venue in order to overcome any logistics or technical issues, it was decided to set-up the event using the facilities of national partners. This decision was made with the awareness of its limitations but to increase ownership and broader participation of staff at different levels. These issues together with others (Table 29) have been noted for the organization of future events.

Day 1: Communities of Practice

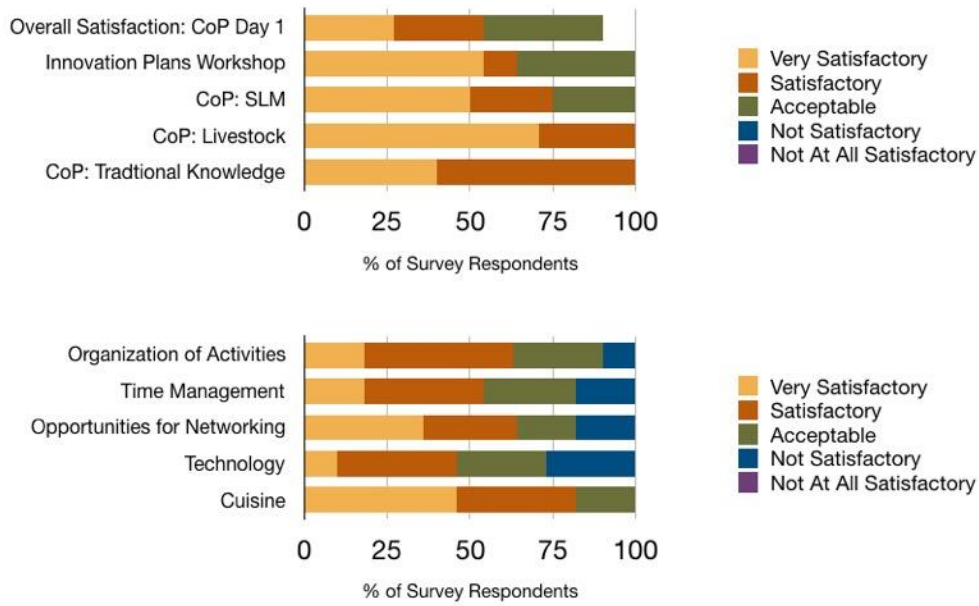


Figure 16. Participant Feedback on CoP Activities and Workshop Quality

Day 2: Knowledge Symposium

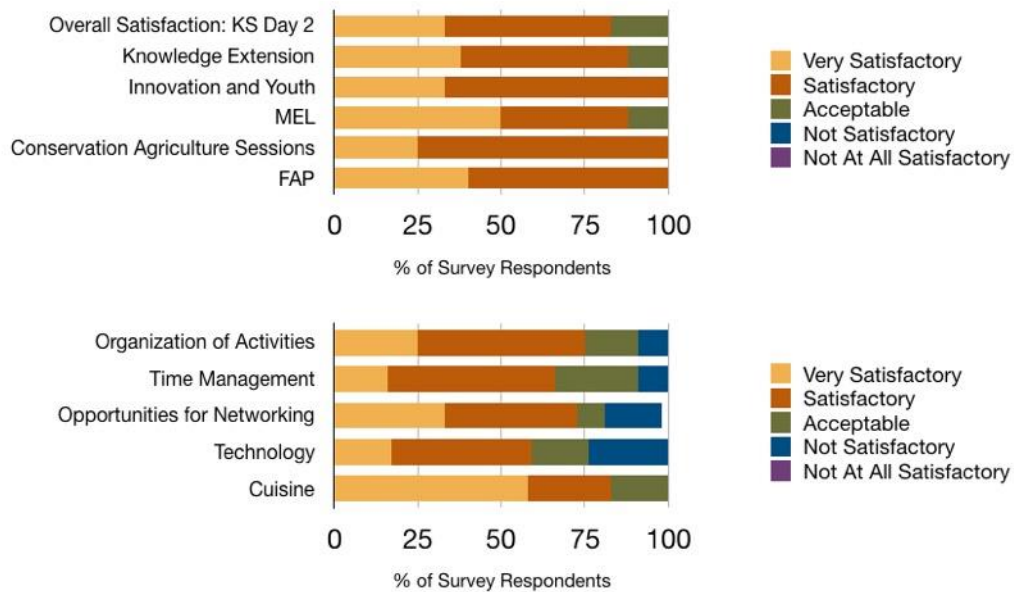


Figure 17. Participant Feedback on KS Activities and Workshop Quality

Table 29: Symposium Feedback and Project Team Responses

Feedback Comment	SKiM Project Team Response
Future events need to either have fewer sessions or more participants in order to facilitate better discussion in workshops	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Events should include field visits to have a better understanding of predominant agricultural systems and constraints in the respective country. Inviting lead farmers to share experience.	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.

There was finally not enough time for the CoP Workshop due to changes in the agenda	Agreed. CoP facilitators will ensure that 2020 activities will include more time for CoP team building.
No agreement on CoP ToR s and PoW as foreseen in the programme	Agreed. The TOR and POW are expected to be developed after the COP meeting as teams should elaborate more on the concrete activities for 2020.
Better introduction of the subjects of the group themes	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Invite keynote speakers	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
A presentation of the objective of the WS would have been useful.	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Wrap-up at the end of the symposium missing. Also, take-home messages. No time for feedback about the sessions to those participants which could not attend the sessions.	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Focus on capacity building in how knowledge is produced, documented and disseminated	Agreed. It will be included in 2020 activities.
The model of parallel sessions was not well organized. More clear connections and synergies between the different themes presented.	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Knowledge management is a new concept to many of Moroccan agric. institutions. We need to focus on the methodology to set up a knowledge-based system including a road map on how to build this knowledge system with look on existing experiences undertaken by regional countries and IARCs besides implementing the appropriate tools to develop the KM system.	Agreed. It will be included in 2020 activities.
Symposium should have been for 2 days. Too much information covered in one day.	Agreed. SKiM Team will develop guidelines on how to conduct symposia with note on these key points.
Not enough space to enter the "lessons learned" in survey	Agreed. This problem was due to an error made in survey construction due to confusion between word and letter count. Will consider when building future surveys.

Symposia 2 – Towards Sustainable Agriculture – What is missing?

Symposium took place in Balti, Republic of Moldova, November 29-30, 2019 (live-streamed Day 1 <https://www.youtube.com/watch?v=azE7OgAe96U> and Day 2 <https://www.youtube.com/watch?v=MMgb8yxHXG4>), under the auspices of the Alecu Russo Balti State University, Selectia Research Institute of Field Crops and partner institutions from different countries of the world. It brought together a broad church of scientists and practitioners to deal with the obstacles we still face in promoting more sustainable, climate-smart agriculture. Issues included, but were not restricted to:

- Sustainable soil management and crop production;
- Mitigation and adaptation to global warming;
- Transformative changes towards a regenerative agriculture;
- Incentives needed to promote these changes;
- Conservative Agriculture System, achievements and pitfalls;
- Soil health in relation to productivity, ecosystem and social services;
- Organic agriculture;
- Precision Agriculture.

Activity 3.3: Development and dissemination of knowledge products

Proposal Narrative

This includes packaging knowledge into easily accessible products that facilitate increased uptake of sustainable water, land, forest and agriculture management related to cropping systems, rangelands, livestock- and crop-improvement; in relevant languages. Dissemination knowledge products will include infographics, 'how to'

recommendation booklets, short promotional video-infographics etc. The practices of national partners, such as regular TV programs by IDIS Viitorul in Moldova could be replicated to address three thematic areas in all countries.

Synthesized case studies with descriptions will be consolidated in a compendium, structured according to the three thematic areas. A compilation of synthesized best practices will be made freely available online in different languages to facilitate wide dissemination. Each case study will be documented in a consistent and structured format, and will include the following information: location context, an explanation of the innovation, the role of women and youth, impacts, and an analysis of strengths and weaknesses. An online version of the compendium will use graphics and present innovations in a series to facilitate browsing.

Materials developed will be disseminated via a variety of resources to provide greater visibility and accessibility. Documented and recorded training courses (Moodle), videos and communication materials will be promoted through ICARDA web resources, and IFAD web resources, including the Rural Solutions Portal, which is currently being developed.

Progress Overview

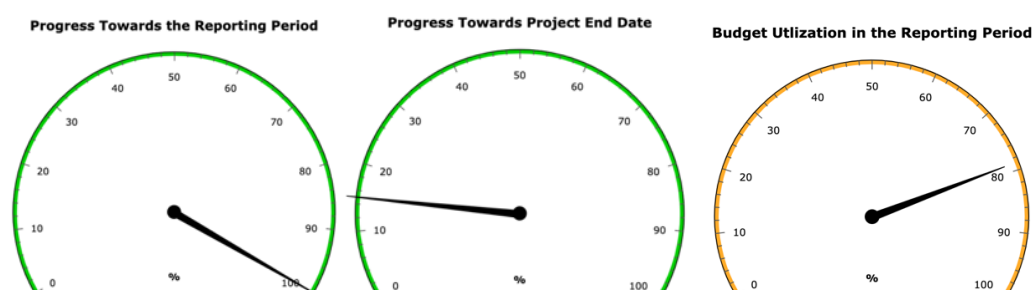


Figure 18. Progress Overview, Development and dissemination of knowledge products

Indicators planned vs reported

Table 30: Development and dissemination of knowledge products, Indicators planned vs. reported

Indicator Name	Source	Target	Progress	Evidence
Knowledge compendium from all countries + communication materials	Project proposal Section IV-E	1	Not planned for the current period	
Number of knowledge products generated	Log-Frame	<ul style="list-style-type: none"> • 30 products; • Reach 5,000 people 	7	See below narrative

Budget planned vs utilized

Table 31: Development and dissemination of knowledge products, Budget planned vs. utilized

	Total costs	Salaries and Allowances	Consultancies	Goods and Services	Workshops	Operating Costs
Proposal Plan	\$36,743	\$9,660	\$5,000	\$11,068	\$2,600	\$8,415
Reported (until June 2019)	\$28,370	\$9,660	\$0	\$11,068	\$0	\$7,642
Reported (until December 2019)	\$990	\$0	\$0	\$0	\$0	\$990
Total Expenditure	\$29,360	\$9,660	\$0	\$11,068	\$0	\$8,632

Reference to Annual Work Plan and Budget (June 2018 – July 2019) to demonstrate chronology of project implementation and progress during reporting period

Table 32: Reference to approved Annual Work Plan and Budget (June 2018 – July 2019)

Activity	Sub-Activity	Outputs Planned	Budget (USD)	Co-finance (USD)	Status (as of July 2019) Remarks/Assumptions
Activity 3.3 Development and dissemination of knowledge products	Develop communication plan with target list compiled	<ul style="list-style-type: none"> • Communication plan developed • Developed guidelines on KM products 	4,139	1,047	<ul style="list-style-type: none"> • Delivered • Communication plan developed • Guidelines on KM products by March 2019
	Develop knowledge products	<ul style="list-style-type: none"> • 4 knowledge products (video, briefs, guides) 	18,729		<ul style="list-style-type: none"> • Materials produced by all stakeholders with focus on packaging innovations from NARS
Co-funding includes international and national partners			22,868	1,047	

Narrative

Over 2018 and 2019, a total of 7 key products have been generated by ICARDA and implementing partners out of 76 created overall, counting 45 presentations, 19 reports, 5 blogs, 2 brochures, 2 photo collections, 1 template, 1 news and 1 website. The knowledge has been reported on Monitoring, Evaluation & Learning (MEL), ensuring Open Access fruition within Findable, Accessible, Interoperable, Reusable (FAIR) principles. The number or capacity development activities implemented has generated a high volume of knowledge exchange during the events by the participants. Special attention has been given to blogs and success stories, investing in the narrative to promote a shared understanding of Knowledge Management in addition to boosting the outreach of the CapDev events. The project newsletter and the Knowledge Portal in particular are expected to keep the partners informed and foster additional participation to future activities. The development of 3 videos underwent production in 2019 and are expected to be published within the 1st quarter of 2020, according to the planning of next year's communication campaign to boost the outreach of the project's capacity development initiatives. List of core products are presented in annex 1.

Progress towards component objectives

Several feasible deliverables under Component 3 were targeted to accomplish within inception phase. ICARDA's experience developing platform for Monitoring, Evaluation and Learning was valuable to conceptualize idea of KM online portal. As an initial step, first webpage was created to present project information and to share presentations made in inception workshop. This allows beneficiaries to have access to project materials from the start while full functioning online portal will be developed in 2020. For the moment, knowledge symposium outline to be held in Morocco in 2019 has been developed to stock-take available solutions from partner organization and launch CoPs. Further knowledge symposia activities will be informed by these first events. Developed communication component of the KM & Comm plan aims to create visibility of the project and facilitating partner institutions' KS through a variety of products.

Links, if any, with other IFAD-supported activities and/or other partners

Close engagement of units for monitoring and evaluation, and capacity development units (CDU) allows to synergize related activities in KM not only within ICARDA but also across other CGIAR initiatives. Project team looks forward exploring synergies with IFAD country projects as well as other IFAD projects implemented by ICARDA and national partners.

Lessons learned and knowledge shared

Although activities in Component 3 seem to be technical in nature (such as online-portal, symposium, knowledge products) outputs of which are tangible, yet the major target is to contribute to institutional/organizational processes for KM, which is intangible and challenging to demonstrate. One of the ways to facilitate institutional capacity building on people that will handle KM processes within participating institutions will be to allocate platform for regional knowledge and experience exchange. Such regional exchange is in line with the South-South and Triangular Cooperation (SSTC) approach. In order to instigate required KM strengthening in institutions via such tools (portal, symposium, KM products) arrangement of these events will need to be carefully and strategically designed. The project team is devoted to design interventions that address KM institutional strengthening.

4. Implementation arrangements

4.1 Annual Workplan and Budget

As per the initial discussions with IFAD, a six-month workplan covering the project start date to the end of 2018 was prepared for review and update. This document was then reworked into a year 1 workplan to include the period from project start to June 30, 2019. A final workplan for year 1 covering the period from June 8, 2018 to June 30, 2019 was approved (28-Jan-2019). A revised template was agreed with IFAD and implemented for January to December workplan.

4.2 Partnership agreements

Partnership agreements with CIHEAM-Bari and Virginia Tech (represented by Professor Jeffrey Alwang) were concluded to implement the agreed set of activities. Details of activities were discussed and agreed with each partner.

Activity details with PROCASUR is being discussed in several iterations and final agreement has been discussed in December 2019 to be signed by January-February 2020. The project team made a number of efforts to accommodate requests of PROCASUR to implement exclusively all Learning Routes (LR) planned within the project (three LR instead of five budgeted in the project). The delay in reaching an agreement was due on the difficult to allocate a higher budget for the staff time of Procasur and leave the operational expenses with ICARDA including the risk of increased cost due to delay in planning and instability (e.g. Sudan).

4.3 Project management and coordinator selection

Based on the recommendation to place full-time dedicated staff in Morocco, the process to recruit a National Project Coordinator was launched in January 2019. An announcement attracted 28 candidates, of which 5 candidates were shortlisted to go through the short-listing process. The selection process consisted of 2-steps: The first step is a short video consisting of recorded answers to a set of questions and the second step was an interview.

Oualid Oukettou was successfully selected and offered a contract accommodating the candidate's salary request. However, due to the candidate's bank loan arrangements, an additional request was made by the candidate to provide at least a four-year contract. The project management negotiated a special provision from ICARDA management to offer 3-year contract, matching the remaining duration of the project. But unfortunately, this offer was also not accepted by the selected candidate.

Project team explored several options to place a National Project Coordinator via either secondment from the national partner in Morocco or attracting another candidate through recruitment process or recommendation from partners. However, the Steering Committee recommended to ensure a balanced coordination across the three countries with a national focal point each and the overall coordination with the Project Leader based in Tashkent.

Simultaneously, the project facilitators in focus countries were identified and offered part-time engagement with the project in order to help conducting country activities. The project facilitator in Moldova has been onboard since April 2019. The project facilitator in Sudan to whom ICARDA offered a contract has been removed from his position due to recent turmoil and a new selection will be completed within the first quarter of 2020. The project team already visited the country and will increase its presence to sustain the Sudan Delegate until a national focal point is in place.

5. Monitoring, Evaluation & Learning

In accordance with the submitted proposal the project uses the M&E system currently in use by other four (4) IFAD projects in Africa, Asia and Europe. The initial steps were to configure the system in accordance with the approved logical framework along with the outputs and outcomes. Each level was populated with the related indicators. The system was described using multiple media in order to facilitate its use. A series of short overview/frequently asked questions documents have been produced (<http://repo.mel.cgiar.org/handle/20.500.11766/4962> and <http://repo.mel.cgiar.org/handle/20.500.11766/4961>) in addition to a dedicated YouTube Channel for tutorials https://www.youtube.com/channel/UCIe4a86Rp-hcTt5C_x4YkHg and online wiki guide: <https://cgiarmel.atlassian.net/wiki/spaces/MEL/pages/8552647/Projects+Planning>.

The system was also equipped with an online chat to provide support and integration with GitHub in order to establish a direct linkage with the software development team able to address any technical constraint. A discussion forum was also included to facilitate discussions.

While the first year was more dedicated on the structural design of the system, it is expected that the second year will be characterized with more capacity development around M&E. The launch events and the synergies with the KM component facilitated several discussions about the logical framework indicators and related targets in order to perform a reality check. It is also true that the first year report has stimulated the team to look back and see joint achievements and reflections against the logical framework. This is also important in view of the mid-term evaluation and its related TOR under preparation during the second half of the second year. The reflections around other indicators used in the CGIAR, in other IFAD projects and most importantly at country level were initiated.

Since the project goal is relevant to CGIAR, we would adopt from the suitable indicators. The monitoring and evaluation framework include details on methods, data collection and cleaning systems, storage and visualization tools proposed for this process. The process to review indicators follows the IFAD framework to assess: a) relevance; b) effectiveness; c) efficiency; d) impact; e) sustainability; f) governance and management; g) Gender equality and women's empowerment; h) Innovation and scaling up; i) Environment and natural resources management; l) Adaptation to climate change; and m) Partnership.

6. Financial and fiduciary management

The financial statement tables for the period between June 8, 2018 (official inception of the project) and December 31, 2019 is presented below. First year Annual Work Plan and Budget (AWPB) from IFAD grant was US\$370,000 of which US\$7,000 correspond to the 2% CSP contribution. Up to 31 December 2019, the amount disbursed by IFAD to ICARDA is US\$192,698 and 2% CSP (3,933) contribution. By December 31, 2019 (end of the first year) total expense is US\$356,696 including commitments.

C.1. Statement of Expenditures

Name of the Recipient: *The International Center for Agricultural Research in the Dry Areas (ICARDA)*

Grant No: **2000001661**

Project Name: **Strengthen Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe***

Reporting period from: **08 June 2018 to 31 December 2019** in US Dollars

(Currency)

Description	Current Period 01-07-2019 to 31-12-2019			Year to Date 01-01-2019 to 31-12-2019			Cumulative-to Date 08-06-2018 to 31-12-2019			
	Actual Expenditures	Budget	Balance	Actual Expenditures	Budget	Balance	Actual Expenditures	Budget	Winding Up Expenditures	Balance%
	1	2	3 = 1-2	4	5	6 = 4-5	7	8		9 = 7-8
Sources of Funds										
IFAD	124,387	102,475	21,912	291,795	305,099	(13,304)	356,696	370,000		(13,304)
Counterpart fund ICARDA (BOTH IN-KIND IN	5,000	5,000	-	10,000	7,492	2,508	55,000	52,492		2,508
Counterpart fund CHEAM	1,750	1,750	-	1,750	1,750	-	3,500	3,500		-
Counterpart fund										
Other donor										
Total Sources of Fund	131,137	109,225	21,912	303,545	314,341	(10,796)	415,196	425,992	-	(10,796)
Uses of Funds (IFAD)										
Consultancies	10,864	0	10,864	14,684	24,000	(9,316)	14,684	24,000		(9,316)
Goods , Services and Inputs :	54,007	47,170	6,837	108,980	107,754	1,226	112,226	111,000		1,226
Workshops	1,310	3,506	(2,196)	3,513	9,687	(6,174)	33,826	40,000		(6,174)
Salaries and Allowances	33,596	24,374	9,222	97,392	92,313	5,079	116,079	111,000		5,079
Operating costs	15,396	18,099	(2,703)	41,970	42,153	(183)	49,817	50,000		(183)
Overheads	9,214	7,572	1,642	21,323	22,192	(869)	26,131	27,000		(869)
Cost Sharing Percentage	0	1,754	(1,754)	3,933	7,000	(3,067)	3,933	7,000		(3,067)
Subtotal	124,387	102,475	21,912	291,795	305,099	(13,304)	356,696	370,000		(13,304)
Non-IFAD in cash	-	-	-	-	-	-	-	-	-	-
Non IFAD in kind	6,750	6,750	-	11,750	9,242	2,508	58,500	55,992		2,508
Total Uses of Funds	131,137	109,225	21,912	303,545	314,341	(10,796)	415,196	425,992	-	(10,796)

1. Currency of the Grant Agreement

2. **Sources of Funds** include funds received from IFAD funded grants, counterpart funds, and other donors.

3. **Uses of Funds** includes project expenditures by category (and/ or component if applicable in the grant agreement), as per Schedule 2 of the Grant Agreement.

4. **Current Period** covers eligible expenditures (actual) and the semi-annual budget (planned) for the semester.

5. **Year to Date** covers eligible expenditures (actual) and the annual budget (planned) during the year.

6. **Cumulative to Date** covers eligible expenditures (actual) and total allocated budget (planned) from the effective date until the current period.

We hereby certify that the above amounts have been expended for Eligible Expenditures for the proper execution of the Project in accordance with the terms and conditions of the Agreement dated **08 June 2018**.

Statement of Receipts, Expenditures and Fund Balance
Research Grant Funded by International Fund for Agricultural
Development (IFAD) for the Project entitled " Strengthen Knowledge
Management for Greater Development Effectiveness in the Near East,
North Africa, Central Asia and Europe"
for the Period 01 June 2018 to 30 June 2019
IFAD Grant Grant Number: 2000001661
ICARDA reference : GA 200123/BUS 200356
(Amounts in US Dollars)

Receipts	Budget	Expenditures 01 June to 31 December 2018	Expenditures 01 January to 30 June 2019	Total Expenditures	Balance
Grants	1,800,000	-	192,698	192,698	1,607,302
Category of Expenditure					
Consultancies	145,000	-	3,820	3,820	141,180
Goods , Services and Inputs	547,000	3,246	54,973	58,219	488,781
Workshops	321,000	30,313	2,203	32,516	288,484
Salaries and Allowances	417,000	18,687	63,796	82,482	334,518
Operating costs	203,000	7,847	26,574	34,421	168,579
Overheads	131,000	4,808	12,109	16,917	114,083
Cost Sharing Percentage	36,000	-	-	-	36,000
Total	1,800,000	64,901	163,475	228,376	1,571,624
Excess (Shortage) of Receipts over					
Expenditures		(64,901)	29,224		
Beginning Fund Balance		-	(64,901)		
Ending Fund Balance/(Shortage)		(64,901)	(35,678)		

7. Shortcomings and problems encountered in grant implementation and actions taken

- Several factors contributed to the slow start of the project in 2018. Project commenced in the middle of the year and efforts to fit inception activities to a busy and pre-committed schedule of partners was challenging, also considering first project months coincided with summer period with different holiday phases of national and international partners. The project started its full implementation after the project inception (October 2018) and utilized the first 4 months (June – September) as inception phase.

Actions taken: Virtual meetings were held to facilitate project information sharing and planning with international partners, as well as with national partners through ICARDA country offices in Morocco and Sudan, and through IFAD provided contacts in Moldova. The earliest possible date to organize inception workshop was arranged based on the availability of all engaged partners. Lessons Learnt is to consider an inception phase in the planning with the Donor especially when start of projects are before summer period.

- Despite efforts to have engaged process with all partners to develop AWPB, its finalization and approval went through several cycles of iterative process of review by IFAD and submission of updates by ICARDA. This resulted in delay with submission of the first Withdrawal Application.

Actions taken: Responses to comments and requested information were included in AWPB updates timely, including initial list of staff and country offices to support the project implementation, co-financing amounts, indication of local staff level to be hired to support activities in each focus country. As per Skype call between ICARDA and IFAD team in December 2018, based on discussions, constructive guidance was provided by IFAD team to update AWPB based on actual deliverables by end of the year 2018, updated budget reflecting actual expenses to the moment.

- ICARDA nominated coordinator from Central Asia regional office to implement the project. Country level activities project team planned to manage through engagement of relevant staff (by contracting or compensating time) from beneficiary organizations, approach that would also serve several purposes, such as: strengthening partnership-building and capacity, instil ownership of the process, efficient use of funds as well as continuity of initiated activities which could become part of or lead to exit strategy. Such arrangement was seen as insufficient by IFAD.

Actions taken: Based on IFAD recommendation to hire full-time dedicated national project coordinator to be based in Morocco, project team prepared Terms of References and shared for approval to IFAD. The recruitment process identified and offered contract to finalist. However, due to candidate's bank loan arrangements he requested minimum of 4-year contract which was not possible to provide considering remaining time of the project was only 3 years. ICARDA presented the issue to the Steering Committee who recommend having a national focal point in each country and rest overall coordination with project leader.

- Partnership agreements with co-implementing institutions such as Virginia Tech and PROCASUR required long time to arrange mutually suitable conditions both financially as well as institutionally. As institution, involvement of Virginia Tech would pose heavy administrative burden to implement activities by Prof. Jeffrey Alwang, who contributed and was involved during proposal development process. On the other hand, budget estimates and requests from the project to implement Learning Routes by PROCASUR were higher than expected and what was included in proposed budget.

Actions taken: Project team consulted IFAD to attract Professor Jeffrey Alwang as individual contractor representing Virginia Tech in implementation of project activities, also partly administering costs (related to travel, workshop organization) by project team through ICARDA finance unit. This was agreeable option among all concerned parties. With PROCASUR, to explore mutually agreeable conditions, agreement is made to conduct Learning Route in Sudan and let ICARDA or other involved parties learn and implement remaining LRs under similar or modified arrangement under supervision of PROCASUR. Such changes may affect the initial allocation by cost categories. Project team will monitor expenses along budget lines to assess if project expenditures stay within the threshold of 10% or re-allocation might be requested to IFAD.

8. Other events and relevant issues during the reporting period

Security and turmoil in Sudan disrupted communication with stakeholders in the country. As of middle of 2019 situation improved, project team conducted a writeshop in October 2019. Additional issues have been discussed and referenced in the Steering Committee minutes.

9. Summary and recommendations for follow-up

Overall, great interest in the project from national partners in focus countries and support from IFAD team both from headquarters and country operations is very encouraging. The slow pace of the project in inception phase will be overcome by a dedicated full-time presence in the country. The following steps are suggested to take into consideration when planning and implementing activities:

- The project recognizes that beneficiary engagement is important, and there is a need to allow enough time for beneficiaries to participate in planning/implementing in order for them (institutions) to feel ownership, commitment, and engagement;
- While general capacity building activities could be formulated and implemented early in the project, context analysis and understanding of local needs is of utmost importance to develop appropriate targeting strategies that are tailored and should be allowed to be flexibly implemented;
- One of the KM objectives is to identify and promote successful and innovative approaches and interventions for the rural sector. For sustainability, these innovative approaches and interventions should originate or be initiated by national institutions. Such an approach is to ensure innovations' uptake in the country need to be channelled via national institutions;
- Large emphasis should be given to the KM portal as a unified resource to compile knowledge, experiences, best practices, where variety of stakeholders, national and international, could draw information to design interventions;
- The project team is dedicated to plan and deliver interventions that have value to institutions, realizing that beneficiary institutions are intermediaries that function in focus countries and are the ones to continue to innovate and reach the rural poor.

Annex 1: List of Knowledge Products

#	Product Title	Product Type	Link	Status
1	SKiM - Knowledge Management Strategy	Report	https://hdl.handle.net/20.500.11766/10258	Open Access
2	SKiM - Knowledge Management & Communication Plan	Report	https://hdl.handle.net/20.500.11766/10477	Open Access
3	SKiM - Knowledge Management Plan	Report	https://hdl.handle.net/20.500.11766/9139	Open Access
4	SKiM - Communication Plan	Report	https://hdl.handle.net/20.500.11766/9143	Open Access
5	SKiM - Innovation Plans	Report	https://hdl.handle.net/20.500.11766/10478	Open Access
6	SKiM - Capacity Needs Assessment (CNA): Methods and Results	Report	https://hdl.handle.net/20.500.11766/10436	Open Access
7	SKiM - Knowledge Management Portal	Website	https://hdl.handle.net/20.500.11766/10486	Open Access

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.

