

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

Approach Paper



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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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About ICARDA

Established in 1977, the International Center for Agricultural Research in the Dry Areas (ICARDA) is a non-profit, CGIAR Research Center that focusses on delivering innovative solutions for sustainable agricultural development in the nontropical dry areas of the developing world. We provide innovative, science-based solutions to improve the livelihoods and resilience of resource- poor smallholder farmers, through strategic partnerships, linking research to development, capacity development, and by considering gender equality and the role of youth in transforming the non-tropical dry areas.

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Abbreviations

AIP	Agricultural Innovation Pipeline
CEN	Central-Eastern Europe and Central Asia
CIHEAM Bari	The Mediterranean Agronomy Institute of Bari
CoP	Community of Practice
ICARDA	International Center for Agricultural Research in Dryland Areas
IOE	Independent Office of Evaluation of International Fund for Agricultural Development
IFAD	International Fund for Agricultural Development
IT	Information Technology
NENA	Near East and North Africa
KM	Knowledge Management
KM4AI	Knowledge Management for Agricultural Innovations
MEL	Monitoring, Evaluation and Learning
PROCASUR	PROCASUR Corporation
SDG	Sustainable Development Goals of the United Nations
SKiM	Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe
SSTC	South-South and Triangular Cooperation
VT	Virginia Polytechnic Institute and State University

I. Introduction

1. This approach paper is a part of IFAD Funded SKiM Project implemented by ICARDA. The approach paper was requested to present the multi-level and multi-country modus operandi of the SKiM project in Moldova, Morocco and Sudan and contribute to the IFAD learning on programming and implementing knowledge management interventions.
2. Approach papers are a specific IFAD instrument to oversee the evaluation process of IFAD investments.¹ They include key evaluation questions, time frames, description of the core learnings, partnerships and skill sets necessary for achieving project objectives and disseminating project results to a broad stakeholder base. Depending on the focus and other requests from IFAD, they might include some other complementary content.
3. SKiM project, GRIPS ID: 2000001661, has been developed by ICARDA in collaboration with CIHEAM Bari (Italy) and Virginia Tech (USA) following a co-design process led by IFAD between January 2018 and December 2021. In consultation with IFAD, the proposals submitted by ICARDA, CIHEAM-Bari and Virginia Tech University were integrated to have a comprehensive project that can improve the KM infrastructure in 3 to 5 IFAD priority countries and to create global learning on design and implementation principles for KM projects by IFAD and other investors in the global donor community in Agriculture. The project built upon IFAD's commitment to expand its capacity development support to monitoring, evaluation and learning systems, in conformity with the Thematic Cluster III (Better results management through improved M&E system) of the IFAD Medium-Term Plan 2016-2018.
4. Rationale for conducting this Approach Paper. SKiM is a comprehensive project designed by several features that can inform IFAD knowledge management investments and their evaluations in a unique way. First, the activities of SKiM have been formulated by synthesizing several proposals that have passed the first level of the IFAD call. By building on the strength of different proposals and the co-design process facilitated by IFAD, SKiM design combined innovative ways of KM capacity assessment for enhanced formulation of learning needs, capacity development, knowledge systematization and enhanced regional exchange. Second, the countries SKiM operates and the diversity of the characteristics of partners and key

¹ <https://www.ifad.org/en/web/ioe/evaluation/asset/39832459>

stakeholders provide a rare chance to compare the influence of different contexts and different stakeholder landscapes in terms of the effectiveness of KM projects supported by IFAD.

5. The KM landscape in Moldova is characterized by the thematic interest on the financial services with the emphasis on products for vulnerable women and youth in rural areas and supporting increased agricultural production and investments that will be necessary in the coming years to build and maintain rural infrastructure. The synergies recently implemented IFAD Inclusive Rural Economic and Climate Resilience Programme² and the Rural Resilience Project are important sources to plan KM activities. Key stakeholders/partners to engage with are Ministry of Agriculture and Food Industry (MAFI), National Bureau of Statistics, Institutul pentru Dezvoltare și Inițiative Sociale “Viitorul” (Institute for Development and Social Initiatives – IDIS Viitorul). The key capacity needs are:
 - Establish a monitoring and evaluation (M&E) platform and clear M&E processes. There is a desire for training for existing and new staff; KM strategies, plans and processes are lacking and need to be developed;
 - Put in place or better implement standardized KM glossaries and vocabulary;
 - Develop and strengthen partnerships and networking capabilities;
 - Identify solutions to make the organizations attractive for young researchers;
 - Become the local KM and KS champion.
6. The KM landscape in Morocco is characterized by the thematic interest in financial services, improved access to and management of agricultural and water management techniques. Considering the evolving thematic focus of IFAD projects, geographical targeting of mountainous, rangelands and rainfed zones in the arid south can be a priority. The synergies with recently implemented IFAD Agricultural Value Chain Development Programme in Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province and the Rural Development Programme in the Mountain Zones- Phase I and Atlas Mountain Rural Development Projects (PDRMA) and other ICARDA projects (e.g. Strengthening Innovation and Technology Adoption towards Sustainable Agricultural Productivity in Arab Countries; Dissemination of Interspecific ICARDA Varieties and Elites through Participatory Research; Conservation of pollinator diversity for enhanced climate change resilience) are important sources to plan KM activities. Key stakeholders/partners to engage with are 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); Caisse nationale de credit agricole (CNCA); Institut

² <https://operations.ifad.org/web/ifad/operations/country/project/tags/moldova/1669/documents>

National de la Recherche Agronomique (INRA) (National Institute of Agricultural Research); Institute of Agronomy and Veterinary Hassan II; Fondation pour le Développement Local et le Partenariat (FONDEP); Fondation Grameen Crédit agricole. The key capacity needs are:

- Analyze the failings of previous KM systems to set up an effective, nation-wide KM system.
- Implement an online M&E system and receive training in KM setup processes, as well as in how to develop KM and KS plans;
- Establish a community of practice (CoP) in KM to enable greater knowledge and experience exchange and learning between the Moroccan partners;
- Enhance the digitization of publications and documents to avoid knowledge loss due to staff turnover.

7. The KM landscape in Sudan is characterized by thematic prioritization of increasing the use of productive agricultural technologies and natural resources management to ensure effective water management techniques, drought resilience and conservation agriculture, accessibility to rural finance options to ensure profitability along value chains. The synergies recently implemented IFAD Gender Action Learning System (GASL); Butana Integrated Rural Development Project, Supporting Small-scale Traditional Rainfed Producers in Sinnar State Project, Seed Development Project and Livestock Marketing and Resilience are important sources to plan KM activities, and wherever possible SKiM activities will be integrated into the other ICAD initiatives in Sudan. Partnership between the IFAD portfolio and PROCASUR will be enhanced. Key stakeholders/partners to engage with are Department of Transfer of Technology, Agricultural Research Corporation (ARC) and Department of Extension and Technology Transfer, Ministry of Agriculture and Forestry (MOAF), including the following internal organizations Agricultural Production and Pilot Projects (DG is coordinator for KariaNet Sudan), Technology Transfer and Agricultural Extension, Planning and Agricultural Economics, Agricultural Research Corporation (ARC), and National Forestry Corporation (NFC); National Information Center, Ministry of Science and Communication; University of Sudan – Faculty of Agriculture; University of Khartoum – Faculty of Agriculture; University of Ahfad for Women – Faculty of Rural Extension, Education and Development (REED); University of Gezira – Faculty of Agriculture; Sudanese National Society; Sudan Federal Food Security Technical Secretariat (Food Security Information and Knowledge Sharing System). The key capacity needs are:

- Create a KM plan and establish a KM system and defined KM processes;
- Provide specialized training addressing KM;

- Implement standardized KM vocabulary or glossaries.
- Conduct awareness workshops with stakeholders;
- Setup an M&E platform that considers the e-Agriculture Strategy and SUDNAIP;
- Engage in more partnerships to learn from other institutions / countries and setup a CoP.

II. Scope, Key questions and Methodology

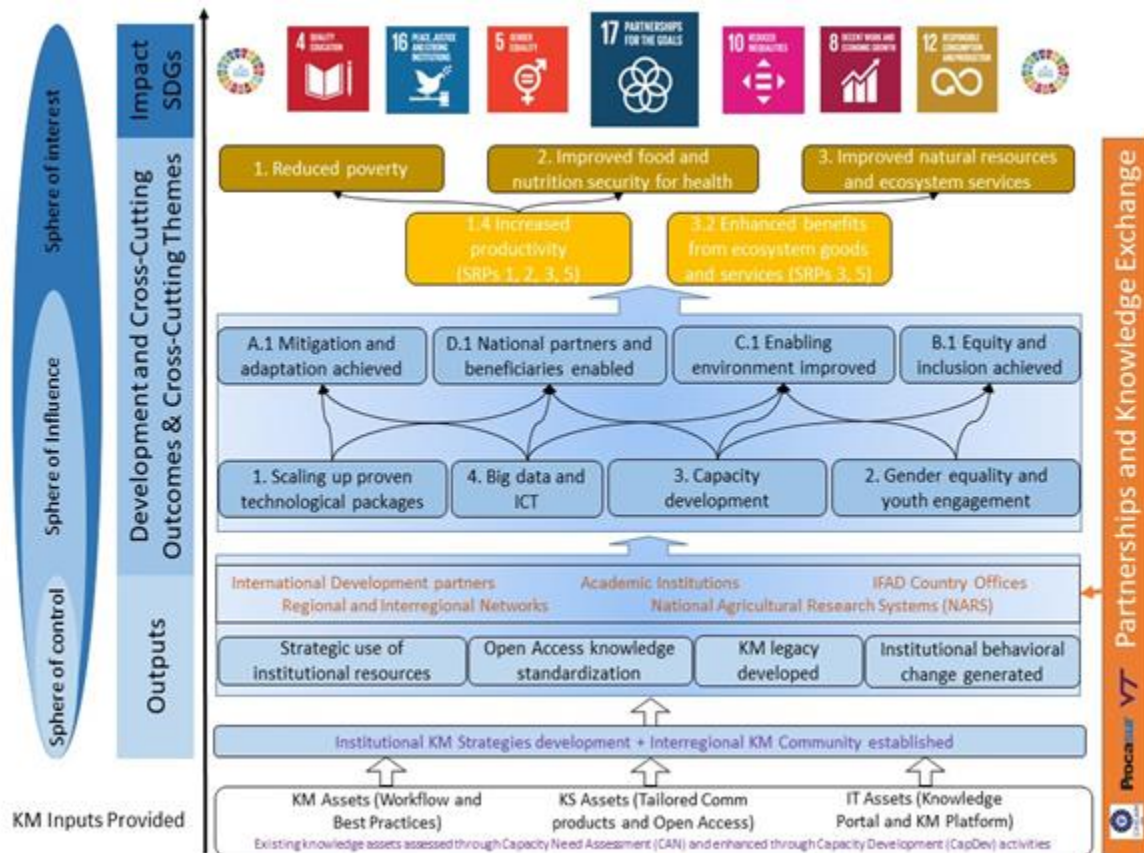
The scope of SKiM

1. SKiM aims at efficient, effective and sustainable knowledge management processes that include co-learning partnership activities involving diverse organizations and end-users. To ensure the application of agricultural and rural solutions, end-users will be involved in the process from early on in project implementation. Such inclusion fosters interactive feedback from participating stakeholders and enhances the capacity of organizations and agents to develop and utilize rural development knowledge. Building on IFAD experience of the interventions implemented (Annex - 1) with similar stakeholders will be a major source of information for designing specific activities.
2. SKiM prioritizes supporting the sharing/dissemination of existing knowledge with a focus on strengthening capacity and the transfer of agricultural and rural solutions already considered “best practices” by farmers when tested and proven under local contexts, strengthening institutional capacities in knowledge management across focus regions so that knowledge can be shared and disseminated more effectively to end- users/ stakeholders, identifying knowledge management capacity gaps, and prioritization of learning needs, enhancing partnerships between national and international stakeholders to development of knowledge management capacity.

SKiM Impact Pathway and Results Framework

- SKiM follows a systematic impact pathway (Figure 1) to ensure effective delivery. It contributes to 7 SDGs via improving the strategic use of institutional resources, standardization of open access knowledge, developing a KM legacy and generating institutional behavioral change.

Figure 1: SKiM Impact Pathway



- SKiM combines KM assets; effective KM workflows and best practice and tailored open access communication product with state of art IT assets; knowledge portal and KM Platform. These KM and IT assets are catalyzed with co-developed institutional KM strategies, KM community of practices facilitated and backstopped by SKiM and various key capacity development activities targeting specific gaps in Moldova, Morocco and Sudan.
- SKiM also uses a result based logical framework (Annex -2) to complement the impact pathways and reach excellence in delivery. The framework is used to track SKiM progress in 13 key performance indicators. It is also used as a source of reflection facilitating the common understanding of SKiM teams and key partners. The result

framework is updated each year based on the dynamic developments occurred in Moldova, Morocco and Sudan.

SKiM Outcomes

6. SKiM will improve understanding of KM capacities of the key rural institutions in 3 Morocco, Moldova and Sudan. Specifically, this includes understanding the needs for effective knowledge management and knowledge transfer.
7. SKiM will establish effective learning systems and embed them in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices: This will be undertaken with a keen view to current systems in-place at each organization and understanding of what can be improved, what should be removed and added, and how to ensure that these organizational processes are flexible to ensure long-term viability and to act as effective sharing mechanisms.
8. SKiM will improve knowledge exchange among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up. This will be facilitated through the launch of trans-regional online systems for discussion, learning and sharing of best-practice.

SKiM Outputs

9. SKiM produces a range of complementary outputs (Table 1) to achieve efficient, effective and sustainable knowledge management processes that include co-learning partnership activities involving diverse organizations and end-users.

Type	Objective
SKiM Newsletters	To provide regular updates about popular issues in KM and SKiM activities
SKiM Social Media Toolkit	To improve the capacity of stakeholders in understanding and using a key instrument of modern KM
SKiM KM Capacity Development and Best Practice Guides	To improve the capacity of the practitioners of KM in practical aspects of different KM functions
Detailed SKiM Event Reports	To document key learnings made in the SKiM events
SKiM Thematic Presentations by internationally and locally known experts	To share information about key KM topics and specific themes relevant for the local needs of stakeholders and to increase capacity of local experts
Stakeholder KM Products	To provide space for local KM stakeholders to share their knowledge and provide constructive feedback to improve practical skills of local stakeholders
Guides and Reference Materials for Establishing and Managing Community of Practices	Providing simple and integrated instructions and reference materials for managing CoP
Virtual Learning Routes Media Toolkit	To improving the capacity of local stakeholders using the potential of peer learning and existing working solutions in a special context
Evidence and Data on KM landscapes and KM capacities	Provide evidence on KM issues to provide guidance to KM landscape decision makers and influencers
Scientific Articles on KM	To synthesize the SKiM learning on managing KM projects and to share it with global KM communities
Audio and Videos on KM	To strengthen the effectiveness of the KM materials

SKiM Activities

10. SKiM assesses knowledge management capacity gaps and learning needs with investigating the current state of knowledge management, knowledge sharing, and learning needs, in target organizations to determine the project baseline. The first step of this investigation includes an institutional KM mapping exercise which identifies 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 also provides 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, involves 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.
11. SKiM produces an approach paper aiming to improve the learning of IFAD, the organizations it invests via its instruments and the beneficiaries of IFAD investments not only in the shorter term during the implementation of the instruments but also in the longer term after the implementation of the instruments are finished. The approach paper will collate and describe the evidence base on how knowledge management interventions contribute to the agricultural innovation³ pipeline in the low and middle income contexts, synthesize evidence on which different intervention and context configurations led to improvement of agricultural innovation pipeline in the low and middle income contexts and draw recommendations that can further strengthen the design, implementation and evaluation of IFAD policies, strategies and operations.
12. SKiM formulates capacity development and innovation plans for the target countries. Based on the assessment of knowledge management capacity gaps and identified needs, it designs a capacity development needs assessment, and knowledge management and communication strategies to enhance in-country institutional capability. Capacity development is 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

³ Agricultural innovations have a comprehensive impact sphere. They contribute not only to the performance of agricultural sectors but also to natural resource management, environment, rural industry etc.

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.

13. SKiM organizes a regional workshop to kick-start implementation plans and community of practice establishment after the first year to introduce implementation plans in participating countries and bring together people working in thematic areas. It will 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.
14. SKiM delivers on-demand training courses in knowledge management and capacity development best practices based on the capacity need assessment undertaken in each country. Courses are provided as face to face and online in order to ensure reuse of the material after project completion by national partners. The courses are 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 (i.e., Russian for Moldova), depending on audience composition.

15. SKiM organizes learning routes in the target countries. 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, 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 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 fibre 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. 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.
16. SKiM sets up and regular maintain online portals that builds upon previous tools and capacities. The portal will include an information-sharing mechanism based on experimentation. It will be 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. It 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.

17. SKiM develops and disseminates knowledge products. 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.

Knowledge Management, Risks and Scaling Up

18. KM Plan outlines the personnel, processes and tools that will be managed to ensure impacts and effective learning among project participants. The KM plan will be refined with project partners before the launch workshop and adapted to take into consideration different levels of expertise and capacity at the country and partner level. The Plan will be submitted to the steering committee for approval and reviewed annually. The process is led by the Knowledge Management and Open Access Coordinator at ICARDA with the consultation of the project team and stakeholders. The KM Plan will clearly outline what knowledge is needed, what knowledge will be created, what systems of processes, technologies and roles will be used to manage knowledge within the project, what actions need to be taken to implement the system, and which people are accountable for individual actions.

19. SKiM will follow three KM Strategic Objectives; facilitating knowledge sharing between all research and development stakeholders within and across target countries, recovering, producing and using knowledge and evidence from the project and linked initiatives to improve project performance and influence development policies, optimizing stakeholders' communication tools and approaches to improve the visibility and identity of their institutions, and their work.
20. Resistance of direct and indirect target groups and end-use stakeholders to the proposed knowledge management approach is the first risk SKiM has identified. Lack of familiarity with knowledge management often results in weak alignment of KM efforts with an organization's strategic objectives, resulting in resistance to the approach and lack of buy-in. SKiM will organize a series of consultations with the target groups and stakeholders in order to identify clear target audience, goals, objectives, and potential risks to the approach. Mapping and assessments of current organizational knowledge management processes and communication strategies will ensure that newly approaches to knowledge management are supported with strong organizational commitment. KM activities will be carefully designed that demonstrate benefits from improved KM capacity to develop and deliver innovations to the end-users while facilitating organizational change. This work will also build on the experience of ICARDA and its partners.
21. Political influence resulting in a lack of cooperation from organizations on survey data collection is the second risk. In some countries data collection on the ground is a sensitive issue. This risk can be mitigated through a strong dialogue with partners (and potentially involvement of IFAD country offices) to ensure the need for the surveys is sufficiently explained as a means of understanding the available KM capacities with the aim of supporting more effective KM processes. The data collection in this project will not involve the collection of political or social data, further reducing any political sensitivities that may arise.
22. Lack of interest of in-country institutions to participate in project activities is the third risk. It is possible that different institutions in target countries may not be willing to be a part of the project. This risk is minimal in this project because ICARDA and its partners have a long history of cooperation with the Governmental agencies, research and educational institutions, extension system, NGOs and rural communities in Morocco and Sudan, and extensive experience in countries throughout the NEN region. ICARDA's experience in post-Soviet countries (such as Central Asian and Caucasus countries) will be crucial in undertaking operations in Moldova. ICARDA's

engagement throughout the project process with IFAD's country offices will also support effective targeting of partner institutions, developing dialogues for their involvement and overall implementation of the project.

23. Political instability creating obstacles to project implementation is the fourth risk. It is anticipated that political instability will have minimal effect on project implementation. ICARDA is well recognized in Sudan and Morocco as a non-political research institution and is currently, successfully implementing projects in these countries. In addition to this, the project partner Procasur also has experience and connections in Sudan. The legacy of ICARDA's previous activities and their impact on food and nutritional security and capacity development in the project countries will play an important role in mitigating the effect of political instability. In addition to this, as the project will be funded by IFAD, it is also anticipated that IFAD's strong reputation as a donor investing in the target countries would also help to mitigate any potential negative impact of political instability arising during project implementation. Nevertheless, the KM project team will develop an alternative implementation strategy should major political instability and social unrest arise during the period of project implementation (although not expected).
24. The following three criteria will characterize the success of the project's exit strategy: sustained project impact, expanded or improved after its end, continuation of relevant activities in the same or modified format, and effective continued functioning of processes/networks developed. The project will develop an Exit Strategy with a flexible timeline, clear benchmarks and linkages to relevant partners/stakeholders to ensure that the impact of project activities continues to progress towards sustainability and evolve beyond the end of the project. As this is an institutional/human capacity development type of project, ensuring proper incentivization and ability to retain experienced staff in the long-term will be key.
25. The exit strategy will include ensuring local champions for the work - integral to the long-term sustainability and scaling of this work will be the introduction of Training of Trainers (ToT) -, helping build the enabling environment at the government or university level while promoting long term scholarship in KM through ICARDA Capacity Development Unit activities, ensuring that online knowledge platforms can be maintained by people in-country, facilitating a strong Community of Practice (CoP) to support ongoing activities, possibly developing a regional and/or sub-regional network for knowledge management in related areas (or link into those already available) with multi-language capability.

IV. Proposed Timeline, Team and Dissemination

1. The SKiM team includes: Dr. Akmal Akramkhanov, SKiM project coordinator and Senior Knowledge Management Expert (Overall Coordinator and Evaluation Committee Liaison), Dr. Murat Sartas, KM and Agricultural Innovation Scientist (KM Science and CoP), Mr. Enrico Bonaiuti, Senior Monitoring, Evaluation & Learning Expert (M&E and Knowledge Management), Mr. Valerio Graziano, KM and Comm expert (Knowledge Management and Dissemination), Ms. Ramya Kulkarni, KM research fellow (Knowledge Curation and Research Support).
2. Proposed timetable. The indicative timeframe is provided in Annex 3.
3. Dissemination. Evaluation synthesis reports are prepared in English only. The final evaluation synthesis report should include the written response from the Evaluation committee or representatives of IFAD management.
4. The findings of the synthesis will be presented to IFAD management, IFAD experts and IFAD community members. The presentation is done ideally in IFAD HQ with participation of the Evaluation Committee members and relevant IFAD experts. However, if the restrictive measures due to Covid 19 pandemic continues at the time of the presentation, an online workshop will be organized by the evaluation team. The final draft of the evaluation synthesis will be shared by the participants of the workshop ahead of the workshop. The final version will include the feedback provided in the workshop.
5. Once finalized, the evaluation synthesis report will be submitted to IFAD ECU for editorial quality insurance, web assurance, web publishing and dissemination (IFAD intranet, the video wall in the IFAD lobby, independent evaluation section of the IFAD website, IFAD Facebook page, and Twitter and Yammer etc. The visualization and dissemination expert of the evaluation team will be available for supporting the IFAD ECU requests.

Annexes

Annex 1. Preliminary⁴ List of Projects, Policies and Other initiatives funded or supported by IFAD informing SKiM Design

Project Name	Project KM Activities	Links
Moldova		
Inclusive Rural Economic and Climate Resilience Programme (2013-2020)	<ul style="list-style-type: none"> --Use of central M&E system that facilitates the gathering/analyse data and evaluate impact. --Information packaged and disseminated using central KM/Communications system established by ongoing IFAD operations. --Annual review meetings to capture lessons/record progress --Annual performance reports worked into annual stakeholder review and planning workshops --Feedback from workshops integrated into AWPB documents 	https://www.ifad.org/en/web/operations/project/id/1100001669
Rural Resilience Project (2016-2023)	<ul style="list-style-type: none"> --Employed Knowledge Management Specialist --Social media profile --Access to national TV channels, radio, mass media --Project team has participated in different forums, round tables, workshops, meetings with city halls and rayon councils to inform them about the IFAD financed projects --CPIU organized a Nisporeni District Council organized a round table --Used the event organized by the Government of Republic of Moldova "Dialogue with Local Public Authorities" to disseminate information on grants available under the project to 800 primaries all over the country 	https://www.ifad.org/en/web/operations/project/id/2000001156

⁴ This is the list we could derive from an early scoping work. This will be updated and extended in consultation with the IFAD teams in the Evidence Synthesis.

	<p>--The CPIU also established a stand at the Moldexpo exhibition, in March 2018 and informed over 2000 visitors about the potential opportunities under RRP.</p> <p>--The Business Consulting Center organized a conference on “Local Economic Development: Models, Experiences and Opportunities” where 90 entrepreneurs exchanged experience and established connections.</p> <p>--CPIU specialists attended meetings, in participation with representatives of the Ministry of Agriculture in the different agro-climatic zones of Moldova</p>	
Morocco		
<p>Agricultural Value Chain Development Programme in Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province (2010-2019) [closed]</p>	<p>--Generate a significant knowledge base on a variety of themes related to the value chain links of the three subsectors (apples, olives, mutton value chains), especially in terms of product promotion and marketing.</p> <p>--Lessons learned and best practices will be widely circulated among project partners, including beneficiaries, and will also be shared with other projects via workshops, seminars, and the creation of a network among the various provincial ag. department services and the other project partners. --Audio and written visual aids will be produced to disseminate project-generated knowledge more broadly.</p> <p>--Capitalization of knowledge and knowhow will be strengthened by the project website to be created and by the Near East, North Africa and Europe Division Karianet network, to disseminate experience acquired through implementation of IFAD-funded projects in the region.</p>	<p>https://www.ifad.org/en/web/operations/project/id/1100001526</p>
<p>Rural Development Programme in the Mountain Zones - Phase I (2014-2020)</p>	<p>-- Develop a national-level knowledge management network on the innovations introduced with agricultural advisory and research organizations and UN organizations</p> <p>-- The GEF and ASAP financing will ensure the transmission of knowledge and best practices relating to climate vulnerability by means of regional and national workshops, networking with institutions such as the World Bank, and pioneering portals on developing and sharing knowledge on climate change.</p>	<p>https://www.ifad.org/en/web/operations/project/id/1100001727</p>

Atlas Mountain Rural Development Projects (PDRMA) (2016-2024) 62 million USD	<ul style="list-style-type: none"> -organize workshops and seminars to facilitate the dissemination of findings to target audiences, focusing on issues specific to mountain areas - document and package information on successful experiences which will constitute a source of information and guidance in the development and planning of other projects for development in similar areas of the country 	https://www.ifad.org/en/web/operations/project/id/2000001403
Sudan**		
Gender Learning (GASL) Action System		
Butana Integrated Rural Development Project (2006 - 2019) [closed]	<ul style="list-style-type: none"> --collaboration with other IFAD funded projects in Sudan in developing a joint KM-strategy and intensifying efforts to share lessons learned with relevant stakeholders. --natural resources related studies (and others) to address climate change adaptation knowledge gaps --project website -- 40 knowledge products on climate smart small agriculture, livestock, range and pastoralism --40 people initiated-knowledge products --40 WhatsApp groups created --150 items posted on websites (BIRDP, MENA knowledge base, CCU - and IFAD website / rural portal) 	https://www.ifad.org/en/web/operations/project/id/1100001332/country/sudan
Supporting Small-scale Traditional Rainfed Producers in Sennar State Project (2010-2017) [closed]	<ul style="list-style-type: none"> --The project concept is centered on the introduction and dissemination of new technologies and knowledge to the communities in Sennar State. --Development and dissemination of information products (focus on media programs) via local and national media windows, --written educational and documentary products, 	https://www.ifad.org/en/web/operations/proje

	<p>--internet uploaded successful stories and practice,</p> <p>--participation in the knowledge sharing forums and exhibitions,</p> <p>--impact assessment reports and thematic studies project concept --project invested in localized means of knowledge dissemination among the project beneficiaries to enhance the application/adoption of the new packages and skills introduced by the project (field days at village level as well as exchange Implemented visits between villages)</p> <p>--five review workshops and invited all stakeholders to be exposed to project experiences related to technical packages promoted.</p>	ct/id/1100001524
Seed Development Project (2011 - 2017) [closed]	<p>--participates in the regional IFAD knowledge sharing CoP, following the joint-KM strategy for IFAD-funded projects</p> <p>-- not a strong focus on knowledge products</p> <p>--88 on-farm participatory demonstrations focusing on the full technological package composed of certified seeds, soil and water conservation techniques and micro-fertilization</p>	https://www.ifad.org/en/web/operations/project/id/1100001612
Livestock Marketing and Resilience (2014-2021)	<p>--Knowledge services will be tailored to meet the needs of beneficiaries through “learning-by-doing” and rigorous analysis of the qualitative and quantitative information generated under implementation as operational experiences will create valuable knowledge in the target areas.</p> <p>--Annual LMRP planning workshops will provide fora for documenting lessons learned and identifying promising areas for knowledge generation, providing stakeholders with an opportunity to express needs, successes and constraints, as well as fostering collaboration and brokering partnerships</p> <p>--The Programme will collaborate and share valuable lessons with other projects by sponsoring knowledge networking through learning events</p> <p>-- publication of “how-to” leaflets relevant to all work undertaken on restoration of natural assets</p> <p>--audio-visual material that captures lessons learnt and impact. Special emphasis will be placed on knowledge regarding climate change adaptation and disaster-risk</p>	https://www.ifad.org/en/web/operations/project/id/1100001732

	<p>development planning.</p> <p>--LMRP will benefit from and contribute to existing regional knowledge networks to build and share approaches, tools, methodologies, technologies and best practices on sustainable livestock business development, natural resource management and climate change resilience, and bottom-up rural economic growth.</p> <p>--South-South learning and sharing opportunities will be explored to ensure that LMRP beneficiaries have access to up-to-date knowledge and experience on ways and means to improve their livelihoods.</p>	
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
International		
Middle East and North Africa Regional Development for Integrated Sustainable		http://www.menarid.ir/en/News/Detail/About

Development (MENARID)		https://www.slideshare.net/ICARDA/menarid-achievements-and
Central Asian Countries Initiative for Land Management (CACILM)		http://www.cacilm.org/en/

**IFAD-supported projects in Sudan, have during the past few years built up a Community of Practice (CoP) in knowledge sharing at country level involving project staff, the CCU, key line ministries and beneficiaries. The establishment of this CoP has strengthened KM at country level which can be seen through increased interactions between projects, ministries, donors, and beneficiaries. Key outputs include a joint Knowledge Management (KM) strategy for IFAD-funded projects, the establishment of a coordinating body for KM at the CCU, exchange visits between IFAD projects, international exchange visits, joint capacity building trainings and a peer-to-peer knowledge sharing event on Natural Resources Management and Agricultural Productivity (Learning Route).

Annex 2. SKiM Result Based Log Frame

Level	Objectives hierarchy	Objectively verifiable indicators	Means of verification ⁵	Assumptions
Goals	Develop effective and long-term knowledge management-related capacities in target countries (#5)	Increased budgetary commitment for KM-related activities (target $\geq 60\%$ of participating rural institutions)	<p>A final independent evaluation report</p> <p>National institutions budget plan for the 3-5-10 year plan after the closure of the project and if not available a survey of key stakeholders on their commitments to KM activities.</p>	Institutional commitment to KM-related investments

⁵ Means of verification will relate to the objectively verifiable indicators, where qualitative and quantitative analysis will be undertaken based on online tracking tools; systems analysis disaggregated by theme, gender, country; and surveys

Objectives	<p>1. Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with a possibility to add two other countries)</p> <p>2. Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer</p>	<p>Enhanced knowledge management skills of target institutions (target $\geq 80\%$ of participating rural institutions)</p> <p>Increased knowledge sharing capacity of target institutions among each other and across countries (target $\geq 80\%$ of participating rural institutions)</p>	<p>Project mid-term external evaluation</p> <p>Completion survey</p>	<p>National governments, particularly the ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments and processes.</p> <p>Commitments to upscale and replicate by development partners.</p>
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Outcomes	<p>1. Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in NEN region</p> <p>2. Effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage the systematization of good practices</p> <p>3.Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up.</p>	<p>Number [AD (1)] of participants adopting improved KM approaches and practices in their particular function (target $\geq 60\%$)</p> <p>Frequency of use of knowledge products (target = 600 downloads per year and 3,000 visits per year)</p> <p>Number of innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established (target = 3)</p>	<p>Project KM assessments (method: systems analysis disaggregated by theme, gender, and country)</p> <p>Project evaluations</p> <p>Online tracking tools</p> <p>Survey on adaptation patterns/behavioral changes among target groups</p>	<p>High commitment and sense of ownership from relevant rural institutions, as well as individual officers, particularly, those in strategic positions, to engage in the process.</p> <p>International development partners are supportive and acknowledge progress and updates.</p>
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Outputs	<p>Components:</p> <ol style="list-style-type: none"> 1. KM capacity assessment for enhanced formulation of learning needs 2. Capacity development and knowledge systematization 3. Enhanced regional knowledge exchange 	<p>Number of KM capacity & learning needs assessments (gap analysis) conducted (Target: at least 5 pre-selected institutions per country)</p> <p>Approach Paper developed</p> <p>Number of KM training courses organized (target = 8; at least 160 participants; $\geq 80\%$ satisfaction /effectiveness rate)</p> <p>Number of learning routes organized (target=3; at least 75 participants, $\geq 80\%$ satisfaction/ effectiveness rate)</p> <p>Number of symposia rolled-out at country level (target = 5, $\geq 80\%$ satisfaction/effectiveness rate)</p> <p>Number of knowledge products generated (target = minimum of 30 produced and disseminated to 5,000 people)</p> <p>Online interoperable repository and portal established</p>	<p>Project KM assessments</p> <p>Peer-reviewed papers submitted and accepted for publication</p> <p>Attendance records and online surveys and key informant interviews to assess the level of satisfaction and effectiveness of training, learning routes, symposia, and knowledge products</p>	<p>Commitment and participation of the target group and effective collaboration with strategic partners.</p>
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Annex 3. Proposed SKiM Timeline

Component	Outcome	ID	Activity Name	Results	Year 1				Year 2				Year 3				Year 4			
1	1	1.1	Assessment of knowledge management capacity gaps and needs	<p>At least 3 Reports on institutions committed to the project detailing baseline in KM including capacity assessment and options/responses to address identified gaps. 2nd Year 2+1 additional analysis for the other 2 countries.</p> <p>Regional inception and planning workshop. One cross-country kick-start planning workshop (3-4 days) for at least 6 participants/3 institutions from each country. Report detailing organizational overview and active projects. Review of approved WP.</p>	x	x	x	x	x										x	x
1	2	1.2	Formulation of approach Paper on knowledge management and communication strategy	Approach Paper and consultation with key partners				x	x											
1	2	1.3	Formulation of capacity development and innovation plans for the target countries	At least 3(+2) national working meetings (5 days) in country to design KM strategy (global + tailored) including one initial training on KM provided by international staff.			x	x	x											

[illegible]

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.

