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

Knowledge Management and Communication Plan

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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. 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

AGORA	Access to Global Online Research in Agriculture
ARC Sudan	Agricultural Research Corporation – Sudan
ASIRA	Access to Scientific Information Resources in Agriculture
ASNS	Academic Social Networking Sites
B2B	Business to Business
CACILM	Central Asian Countries Initiative for Land Management
CCU IFAD	Central Coordination Unit for IFAD Projects Implementation
CPIU IFAD	Consolidated IFAD Programme Implementation Unit
ENA-Meknes	National School for Agriculture – Meknes
FAIR	Findable, Accessible, Interoperable, Reusable
FAO	Food and Agriculture Organization
GDPR	General Data Protection Regulation
IAV Hassan II	Institute of Agronomy and Veterinary "Hassan II"
ICARDA	International Center for Agricultural Research in the Dry Areas
IDIS Viitorul	Institutul pentru Dezvoltare și Inițiative Sociale "Viitorul"
IF	Impact Factor
IFAD	International Fund for Agricultural Development
INRA	National Institute of Agricultural Research
IP	Intellectual Property
IT	Information Technology
ISI	Institute for Scientific Information
ISO	International Organization for Standardization
KM	Knowledge Management
KS	Knowledge Sharing
M&E	Monitoring & Evaluation
MARDE	Ministry of Agriculture, Regional Development and Environment
MENARID	Institutional Strengthening and Coherence in Integrated Natural Resources Management
MoANR	Ministry of Agriculture and Natural Resources
MOOC	Massive Online Open Course
ONCA	Office National du Conseil Agricole
SECI	Socialization Externalization, Combination Internalization
SSTC	South-South and Triangular Cooperation

Introduction

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

The plan outlines a series of learning modules targeting key KM assets, contributing to the future Knowledge Management assets of the target partners institutions, and communication products designed to support the achievement of the project's goal, with a focus on durability of knowledge sharing over time.

- In the first chapter are defined the **goal** of the project, the three intended **outcomes**, the three key **outputs**, the three **target objectives** and an introduction to the types of project activities envisioned;
- In the second chapter are defined the five **target audiences**;
- In the third chapter the KM & Comm plan matrix is explained, this is an **activity-toward-outcome** table based on four KM learning modules designed to support the project governance and partners in designing activity in a result-oriented perspective;
- In the fourth chapter are detailed the main project KM and Comm **activities planned** in the inception phase;
- The annexes provide an overview of the project's **logical-based framework** as reference for the activities and the roles and responsibilities of the project management unit as by inception phase.

The plan reflects the principles and recommendations set out in IFAD's Strategy for Knowledge Management[1], recognizing that effective KM can play a critical role in the promotion of new solutions to tackle rural poverty, and understanding that KM must be rooted in core competencies and embedded in the work processes, cultures and mindsets of organizations to be effective.

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[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

Goals and Objectives

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

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

1) **Improving understanding of KM capacities of institutions**: enhanced awareness of, and involvement in the collection, packaging and dissemination of new and currently inaccessible knowledge will encourage knowledge managers to embed proven KM practices into their work.

2) **Establishing effective learning systems within key partners institutions, ensuring the sustainability, replication and the scaling over time of KM practices:** involving stakeholders in the collection, packaging and promotion of new or currently inaccessible knowledge will help to improve their understanding of KM processes and practices. Some information products will be designed to capture this learning, providing valuable learning resources for knowledge managers[5] – in both participating institutions and countries, and other low- and middle-income countries with similar KM challenges.

3) **Improving knowledge exchange among stakeholders**:
   - *Strategic promotion of information to decision makers, donors and development organizations*: the collection, packaging and strategic promotion of knowledge to target audiences in the development sector will help get 'research into use,' particularly research related to the interests and needs of women and youth - two priority groups targeted by the initiative.
   - *Strategic promotion of information to farmers and rural communities*: the collection, packaging and strategic promotion of knowledge will support technology transfer to farmers and rural communities – enhancing productivity, natural resource management, climate resilience, and employment opportunities, particularly for women and youth in rural areas.

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

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

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

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

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

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[2] Starting from June 2018.
[3] Full list of IFAD and ICARDA activities of reference by country, Annex 1.
[4] Full list of partners by country, Annex 2.
[5] Knowledge managers refers to individuals in participating institutions who collect, package or promote knowledge. It does not refer to a specific job or position.
[6] Full list of activities, Chapter 3. Activities and Audiences.

Why Managing the Knowledge?

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

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

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

Knowledge in organizations is also embodied in various stages, as described by the Socialization Externalization Combination Internalization (SECI) model. Proper Knowledge Management takes care of guiding knowledge through SECI and maximize research results in a way to form the basis for new research and applications, boosting impact, benefiting scientists and their institutions.
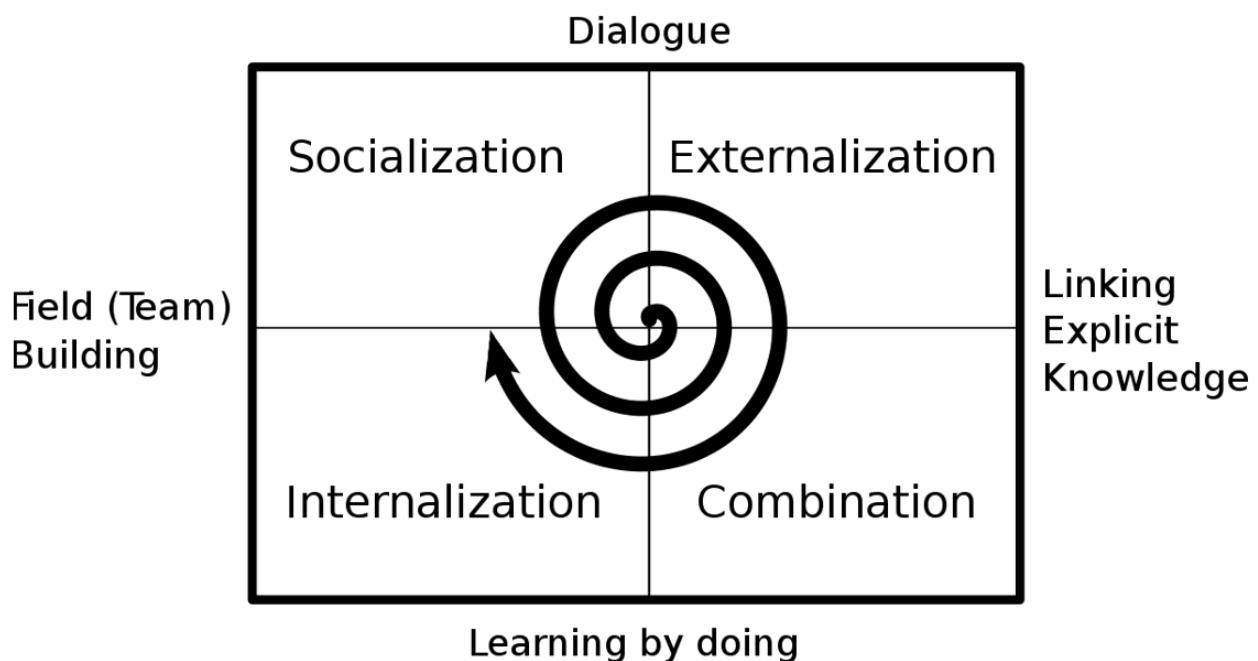
*Socialiation Externalization Combination Internalization (SECI) model, Nonaka & Takeuchi 1995

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

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

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

Target Audience

The activities will target participant institutional capacities directly, with the aim of transferring knowledge on KM from the project's implementer to the participant institutional capacities, resulting in enhanced overall performances of the target organizations, with the additional effect of increasing their impact and indirectly benefit the end users of their interventions. By producing Open Access knowledge, the added potential of affecting non-participating institutions worldwide is also a desirable outcome.

Knowledge managers in participating institutions

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

- **Moldova:** Ministry of Agriculture, Regional Development and Environment (MARDE); Research Institute of Field Crops "Selectia"; State Agrarian University; Institute for Development and Social Initiatives – IDIS Viitorul; Consolidated Programme Implementation Unit (CPIU-IFAD).
- **Morocco:** Ministry of Agriculture, Fisheries, Rural Development, Water and Forests; Institut National de la Recherche Agonomique (INRA) (National Institute of Agricultural Research); Institute of Agronomy and Veterinary Hassan II (IAV Hassan II); National Office for Agricultural Extension (ONCA); National School of Agriculture (ENA-Meknes).
- **Sudan:** Ministry of Agriculture and Natural Resources (MoANR); Agricultural Research Corporation (ARC-Sudan); University of Khartoum – Faculty of Agriculture; Knowledge Society; Central Coordination Unit (CCU-IFAD).

Knowledge managers in non-participating institutions

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

Main donor: International Fund for Agricultural Development (IFAD)

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

Rural communities and farmers

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

Development institutions and decision makers

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

development and strengthen climate resilience.

KM & Comm Activities Guidelines

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

- Understanding of knowledge management capacities of the key rural institutions in target countries improved
- Effective learning systems in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices established and embedded
- Knowledge exchange among stakeholders, based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up, improved

In this chapter will be provided a **matrix suggesting activities** fit to achieve such results, obtained from systematizing the essential processes of KM and related capacity development opportunities into learning modules. These trainable aspects of KM are directly targeted by the project to achieve its outcomes.

The KM learning modules are designed to ensure maximum effectiveness of the project's activities implemented, based on the four phases of KM identified within the framework of the project: **discovery and detection, acquisition and creation, storage and curation, sharing and transfer**.
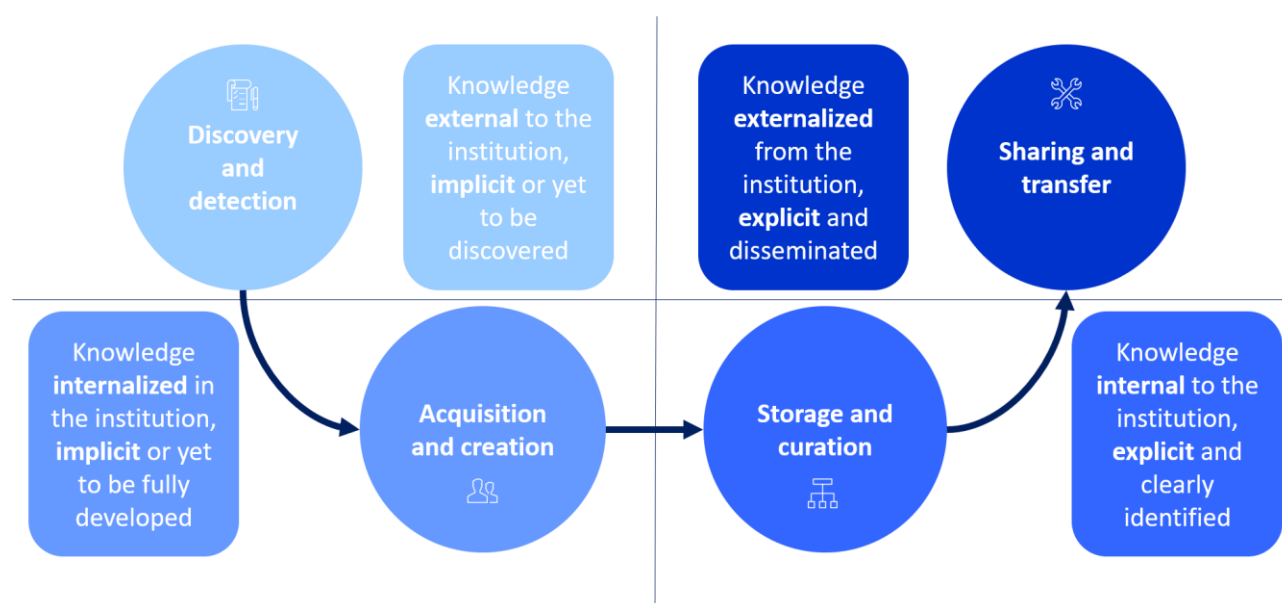
These **learning modules** are tailored on the strategic objectives and strategic phases to bring near real-time improvements to the partners, by enhancing the target institutions KM assets, considering the organizations strong suits and weak points. The learning modules build the outputs toward the outcomes, achieving the goal of the project.
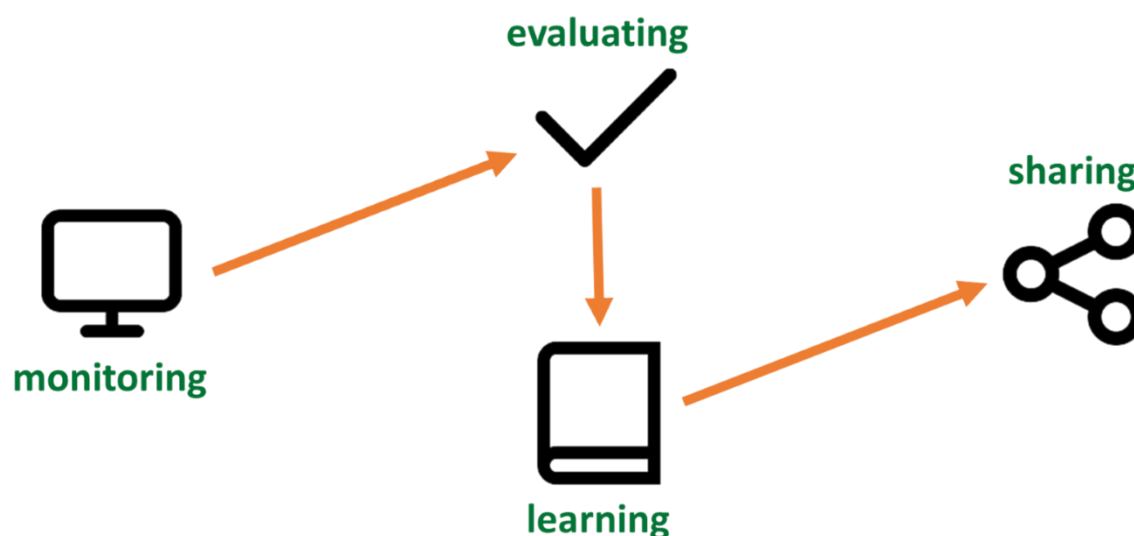
1) Module A: Monitoring for discovery and detection: the institutions shall enhance their skills in navigating information, data and publication sources, making their own more visible through metrics, tags and portals. It includes: planning, reporting, knowledge portals, intellectual property and copyrights, MOOC and e-learning opportunities such as ASIRA http://aims.fao.org/asira.

2) Module B: Evaluation of the knowledge acquired and created: the institutions shall improve their institutional awareness by acquiring means to inform better KM choices. It includes KM policy, strategy and plan writing, indicators, M&E platforms, best practices and tools.

3) Module C: Learning from the knowledge basin stored and curated: the institutions shall learn how to effectively package knowledge for sharing and interoperability to improve partnerships, institutional effectiveness and ensure the best development of project and activities. It includes data formats, ontologies, vocabularies, glossaries and classifications, AGROVOC http://aims.fao.org/vest-registry/vocabularies/agrovoc, physical and digital archives.

4) Module D: Sharing and transfer the credited knowledge: the institutions shall develop strong basis on essential KM sharing practices related to their work, including attribution, licensing, data protection, Open Access – Open Data, ASNSs and other networks and media, AGORA course content http://aims.fao.org/online-courses/agora.

The KM & Comm Plan Matrix

Module	Sub-Modules	Skills/Knowledge Covered	Suitable Project Activity
A. **Monitoring** for discovery and detection	A.1 Planning and Reporting	- The value and role of accurate planning and reporting phases.	- Symposium presentation - Online course - Face-to-face training
	A.2 Knowledge Portals	https://knowledgemanagementportal.org	- Online course - Face-to-face training
	A.3 Intellectual Property and Copyrights	- IP Policy - Knowledge and information products policy - Limited Access and embargo	- Community of Practice engagement - Online course - Face-to-face training
	A.4 E-Learning, MOOC, MOODLE	- Choosing the online training media based on needs and audience	- Symposium presentation - Online course - Face-to-face training
B. **Evaluation** of the knowledge acquired and created	B.1 Policy	- KM best policies for institutional effectiveness	- Community of Practice engagement - Symposium presentation - Face-to-face training
	B.2 KM Strategy	- KM strategy for institutional guidance	- Community of Practice engagement - Symposium presentation - Face-to-face training
	B.3 KM Plan	- KM strategy for institutional planning	- Community of Practice engagement - Symposium presentation - Face-to-face training
	B.4 Factors	- ISI IF - H-Index - Other factors	- Symposium presentation - Face-to-face training
	B.5 Metrics	- Altmetrics - Other metrics	- Online course - Face-to-face training
	B.6 Indicators	- Indicators - Impact Pathway - Theory of Change	- Community of Practice engagement - Symposium presentation - Face-to-face training
C. **Learning** from the knowledge basin stored and curated	C.1 Data Formats and Classifications	- Ontologies - Metadata - Vocabularies - Glossaries - AGROVOC	- Community of Practice engagement - Symposium presentation - Online course - Face-to-face training
	C.2 IT	- DSpace and other repositories - Atlassian Confluence - GitHub, Slack - Free and freemium software for team coordination, webinars and more	- Community of Practice engagement - Online course - Face-to-face training

D. **Sharing** and transfer the credited knowledge	D.1 Attribution	- Citation formula. - ORCID and other identifiers. - Metadata for automatic attribution.	- Online course - Face-to-face training
	D.2 Licensing	- Creative Commons and other licensing options. - SHERPA/RoMEO and other tools to identify the licensing policy adopted by journals. - Metadata for automatic licensing.	- Online course - Face-to-face training
	D.3 Data Protection	- GDPR - Data Use Agreements (DUAs). - Terms of Use. - Privacy Policies.	- Community of Practice engagement - Online course - Face-to-face training
	D.4 Open Access – Open Data Practices (OA-OD)	- FAIR - Features of online and in-print information products - Open Access metadata and interoperability	- Community of Practice engagement - Symposium presentation - Face-to-face training
	D.5 Online Dissemination	- Websites and repositories. - ASESs. - B2B platforms. - Social Media Platforms.	- Online course - Face-to-face training

Project Activities Planned at Inception Phase

The tables below provide information on the KM activities and Comm products envisioned to be delivered through the project and its Knowledge Management components as by inception phase. This planning is set to cover the main domains of interventions listed in the logical-based framework through specific outputs, although not exhaustively.

Knowledge Management Activities

The activities are structured in a way to offer constant support to the partners institutions on KM assets in the form of resource packs on learning modules (see 3. KM & Comm Activities Planning Guidelines) and KM-related Comm and CapDev products, hosted on MEL and on the KP developed in the framework of the project (https://knowledgemanagementportal.org). In addition to the support over time, the yearly symposia, online courses and learning routes based on learning modules – Monitoring, Evaluation, Learning and Sharing – will ensure absorption of the whole KM competence transferral. Year 1 is characterized by the project inception and participatory encounters with institutions in order to execute the KM capacity assessment and cooperatively design the development of the project activities, based on their needs. Year 2 sets the start of the development activities.

Activity	Year 1 –				Year 2				Year 3				Year 4				Description	Expected Results
	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q		
Online Course						x				x				x			Online CapDev activity on the KM best practices based on the Learning Modules, conducted with MOOC/MOODLE. Shall serve as knowledge basis for the other activities.	- Train at least 1 KM Officer for each participating institution. At the end of the project, the KMOs shall be able to reciprocate the KM knowledge transferral process to other members within their institutions or outside.
Knowledge Symposia							x				x				x		KM capabilities induction on KM best practices based on the Learning Modules. The symposia will consist of cases analysis and solutions, based on the participating institution real assets and needs, exposed during flashtalks and analysed in subsequent "smart debates" (debates oriented on finding the gaps and advance solutions based on the best practices). Shall serve as methodological basis for the other activities.	- Train at least 1 KM Officer for each participating institution. At the end of the project, the KMOs shall be able to reciprocate the KM knowledge transferral process to other members within their institutions or outside. - Foster knowledge and competences exchange between participating institutions to highlight the benefits of mutually compatible KM practices, easing KS and partnerships for greater impact.

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

Communication Activities

The following section outlines communication activities and information products that a) provide visibility for the initiative, b) raise capacity and help embed KM practices into organizational processes, c) capture, package and disseminate new knowledge. Outputs are grouped according to four main activities 1) initial promotional activities, 2) strengthening KM capacities and skills, 3) strengthening knowledge exchange, 4) knowledge dissemination.

ACTIVITY	TIMELINE	OUTPUT	COMMENTS
Initial promotional activities	Year 1	1. Brochure 2. Web section	Initial promotional activities will provide some visibility for the initiative: offering basic information on aims and objectives, partners, focal points etc.
Strengthening KM capacities and skills	Year 1	1. Approach document 2. Learning notes/guides	The approach document will provide baseline information on KM capacities in participating countries and institutions; a first step towards identifying capacity needs and formulating recommendations.
	Year 2	1. Learning notes/guides	The learning notes/guides guides will target knowledge managers in partner institutions – introducing standard KM processes and practices. They may also be a valuable resource for knowledge managers in other low- and middle-income countries.
	Year 3	1. Learning notes/guides	As the initiative progresses and it accumulates more experience, this learning can be captured in additional learning notes/guides in Years 3.
	Year 4	1. Learning notes/guides	As the initiative progresses and it accumulates more experience, this learning can be captured in additional learning notes/guides in Years 4.
Strengthening knowledge exchange	Year 1	1. Online knowledge hub	The online knowledge hub will form a central information repository where all information generated by the initiative can be uploaded and disseminated. Development will begin in Year 1 and maintenance and further development will be sustained throughout the initiative.
	Year 2	1. Continued development of information hub 2. Working papers 3. Policy, technology and impact briefs	Approaches to KM and enhancing KM processes within participating institutions will provide valuable learning experiences that can be captured in Working Papers. The production of working papers will begin in Year 2 – and this will be sustained throughout the duration of the initiative. Once an inventory of existing knowledge has been compiled, this information will be packaged and disseminated as 'solution-based' briefs. The production of briefs will be sustained throughout the duration of the initiative.
	Year 3	1. Continued development of information hub 2. Working papers 3. Policy, technology and impact briefs 4. Instructional documents 5. Instructional audio-visual material	Once information on new solutions has been collated, packaged and disseminated, instructional documents and audio-visual material will be produced to target farmers and rural communities who will benefit from development gains and enhanced climate change resilience. This exercise will continue into Year 4.

	Year 4	1. Online information hub 2. Working papers 3. Policy, technology and impact briefs 4. Strategy reports (1) (2) 5. Instructional documents 6. Instructional audio-visual material	During the final year of the initiative, when stakeholders can reflect on successes, challenges, and lessons learned a strategy document will help to summarize and synthesize experience – providing a framework that other KM managers in non-participating countries and institutions can refer to and adapt to their own needs.
Knowledge dissemination	Year 1	1. Social media 2. E-newsletter 3. Blogs	Dissemination during Year 1 will try to create some initial visibility for the initiative: communicating KM challenges, aims and objectives, and progress.
	Year 2	1. Social media 2. E-newsletter 3. Blogs	Once information is generated by the initiative, dissemination strategies will regularly deliver new information products to target audiences.
	Year 3	1. Social media 2. E-newsletter 3. Blogs	Once information is generated by the initiative, dissemination strategies will regularly deliver new information products to target audiences.
	Year 4	1. Social media 2. E-newsletter 3. Blogs 4. External media engagement 5. Peer-reviewed articles.	Dissemination strategies will continue throughout the duration of the initiative, and in Year 4 once a large body of evidence has been accumulated, the initiative will also engage with national and international media – promoting the evidence as solutions to drive higher and more sustainable production and strengthen climate resilience. As project managers reflect on challenges and lessons learned this rich body of knowledge should be captured and packaged for peer-reviewed journals so that it can contribute to debates regarding KM and technology transfer.

NOTE: The timeline presented in this table refers to activities in the three initial partner countries: Morocco, Moldova and Sudan. Additional countries may join in successive years.

A. Initial promotional activities	
Brochure	**Purpose:** creating visibility for the initiative during its initial launch. **Proposed format:** A5-sized; 1-2 pages; clearly outlining aims, objectives and activities. **Target audiences:** Donors, general audience. **Estimated reach:** 200+ people.
Web section	**Purpose:** providing an overview of the initiative: its main aims and objectives; KM activities; donors and partners; news and events; and relevant information products. **Proposed format:** Hosted on the ICARDA website and adopting the ICARDA 'project' web template. Note: this web-section is distinct from the online information hub discussed below. **Dissemination:** Social media, blogs and e-newsletters. **Target audience:** Donors, general audience. **Estimated reach:** 5,000 visitors.
B. Strengthening KM capacities and skills	
Approach document (Activity 1.2)	**Purpose:** Identifying KM capacity gaps and learning needs (Activity 1.1), and providing a resource to monitor progress towards initiative goals. As an open access international public good the document will become a valuable resource for other institutions facing similar challenges. **Proposed format:** Report of 30-50 pages documenting current KM capacities and processes within participating institutions, with recommendations for enhancing the collection, packaging and dissemination of knowledge. **Dissemination:** small print-run, e-distribution. **Additional notes:** involving stakeholders in the preparation of the approach document would provide an important learning process – identifying knowledge gaps, priorities and needs would help to raise capacities and enhance awareness of KM principles and approaches. **Target audience:** Donors and knowledge managers in participating and non-participating institutions. **Estimated reach:** 600 individuals.
Learning notes/guides (Activities 2.1 and 2.2)	**Purpose:** guides demonstrating how to integrate standard KM strategies into organizational processes and work practices. The guides will act as valuable references for stakeholders, and complement trainings and workshops (Activity 2.1). **Proposed format:** 5-10 pages; A5 with effective use of infographics. The information could also be adapted for online consumption, repurposed as web-pages. **Dissemination:** small print-run; distributed at trainings and workshops; and e-distribution. **Target audience:** Knowledge managers in participating institutions. **Estimated reach:** 600 individuals. **Potential example:** https://app.cdn.lookbookhq.com/production/clients/10243/content/2017-07-27/130327/Guide%20-%20Knowledge%20Management.pdf
C. Strengthening knowledge exchange	
Online knowledge hub (Activity 3.1)	**Purpose:** a central repository of knowledge generated and promoted by the initiative, and a valuable resource that offers rich information and data on new and indigenous practices and technologies to drive more sustainable agriculture and climate change adaptation. Information products can also be repurposed as web-pages for online consumption. Accompanying forums will help to build and strengthen a Community of Practice that shares experiences, impacts and lessons learned. **Format:** An open access platform integrated with Monitoring, Evaluation and Learning (MEL), containing information described according to international standards: Dublin core, FAO Agrovoc and ISO. **Dissemination:** new information products regularly disseminated via social media and e-newsletters. **Target audiences:** Knowledge managers in participating and non-participating institutions; rural communities and farmers; development practitioners; general audience. **Estimated reach:** 17600 people. **Potential examples:** https://ruralsolutionsportal.org/home http://www.cacilm.org/en/

Working papers (Activity 3.3)	**Purpose:** Capturing and sharing learning on work in progress, documenting the implementation of new KM processes and lessons learned. As an open access international public good the document will become a valuable resource for other institutions facing similar challenges, informing the development of KM practices elsewhere. **Proposed format:** 15-30 pages, designed for rapid completion and dissemination. Information could also be adapted for online consumption. **Dissemination:** small print-run, e-distribution. **Target audiences:** Knowledge managers in participating and non-participating institutions. **Estimated reach:** 600 people/working paper. **Potential examples:** http://repo.mel.cgiar.org/handle/20.500.11766/4715 **Also:** Procasur documents on 'learning routes'
Strategy reports (Activity 3.3)	(1): KM practices and processes **Purpose:** A synthesis of KM practices and processes adopted and validated in participating institutions, written towards the end of the initiative to inform and influence other knowledge managers in non-participating institutions or other low- and middle-income countries. The report will document examples and country experiences to outline a KM plan that can be adapted in other countries where KM capacities are currently low. **Proposed format:** 20-30 pages. **Dissemination:** small print-run, e-distribution. **Target audiences:** Knowledge managers in non-participating institutions. **Estimated reach:** 600 people. (2): Rural development solutions, technologies and practices **Purpose:** A synthesis of new knowledge on rural development solutions, technologies, and practices, generated by participating institutions, written to inform and influence decision makers. **Proposed format:** a 15-20 page 'white paper' or policy synthesis approach giving examples and summarizing experiences. **Dissemination:** small print-run, e-distribution. **Target audiences:** decision makers. **Estimated reach:** 600 people. **Potential example:** https://www.icarda.org/publications-and-resources/research-to-action
Policy, technology and impact briefs (Activity 3.3)	**Purpose:** (1) Policy and technology briefs provide summaries of validated policies, technologies and strategies with the potential to sustainably raise agricultural production and enhance climate change adaptation; (2) Impact briefs will document successes and critical lessons that helped strengthen KM processes in participating institutions. **Proposed format:** 2-page summaries. **Dissemination:** small print-run, e-distribution, repurposed for online information hub as web-pages. **Target audiences:** Rural communities and farmers; development practitioners. **Estimated reach:** 17600 people. **Potential example:** http://www.cacilm.org/docs/CACILM%20%20FS2-2.pdf
Instructional documents (Activity 3.3)	**Purpose:** providing farmers and rural communities with information regarding the benefits of technologies and practices, and guidelines on how they can be applied to generate development impact. **Proposed format:** 5-10 pages with effective use of infographics; translated into national languages; repurposed as web-page for online consumption. **Dissemination:** printed according to need; e-distribution. **Target audiences:** Rural communities and farmers. **Estimated reach:** 17600 people.
Instructional audio-visual/ICT material (Activity 3.3)	**Purpose:** providing farmers and rural communities with information regarding the benefits of technologies and practices, and guidelines on how they can be applied to generate development impact. One potential idea: disseminating information via smartphone apps as a way of involving youth in the initiative's development.

	Proposed format: 5-10 minute videos, animations, infographics. **Dissemination:** uploaded to online information hub; e-distribution. **Target audiences:** Rural communities and farmers. **Estimated reach:** 17600 people. **Potential example:** https://www.youtube.com/watch?v=Oy0ZbanzPVc
D. Knowledge dissemination	
Social media (Activity 3.3)	**Purpose:** promoting impacts and information products; maximizing reach to target and general audiences; driving additional traffic to the online information hub. **Strategy:** establishing accounts on Facebook, Twitter and LinkedIn; developing national-specific social media strategies; exploiting partner social media contacts and networks to disseminate information products; regularly measuring reach. **Target audiences:** Donors, knowledge managers in participating and non-participating institutions, rural communities and farmers, external media, general audiences. **Estimated reach:** 17600 people.
E-newsletter (Activity 3.3)	**Purpose:** promoting impacts and information products; maximizing reach to target and general audiences; driving additional traffic to the online information hub. **Strategy:** bi-monthly newsletter with links to new blogs, audio-visual information, and new information products; developed on the 'mailchimp' platform; also disseminated by partner organizations to their networks. **Target audiences:** Donors, knowledge managers in participating and non-participating institutions, external media, general audiences. **Estimated reach:** 17600 people.
Targeted emails (Activity 3.3)	**Purpose:** targeted emails will help to reach specific groups of people who could benefit from the outputs of the initiative. **Strategy:** regular emails with messaging tailored to a target audience; promotion of key outputs (information products, resources, new insights etc.); calls to action. **Target audiences:** Donors, knowledge managers, decision makers. **Estimated reach:** varies according to output and messaging.
External media engagement (Activity 3.3)	**Purpose:** a strategic way of reaching target audiences within participating institutions and countries and beyond; presenting the knowledge collected, packaged and promoted by the initiative; presenting solutions to pressing national and international challenges; calls to action. **Strategy:** national partners to compile and target influential publications and journalists within their countries; international media to be targeted with the help of international partners. **Target audiences:** Donors, knowledge managers in participating and non-participating institutions, external media, general audiences. **Estimated reach:** 20,000+ people.
Blogs (Activity 3.3)	**Purpose:** promoting the success and progress of the initiative to donors and prospective donors; promoting new information products, technologies and solutions; presenting calls to action; driving traffic to the online information hub. **Strategy:** regular blogs posted to the online information hub; blogs posted on partner organization websites and other external websites to maximize reach. **Target audiences:** Donors, knowledge managers in participating and non-participating institutions, external media, general audiences. **Estimated reach:** 20,000 people.
Articles published in peer-reviewed journals (Activity 3.3)	**Purpose:** capture learning from the initiative and contribute this evidence to on-going debates regarding: the weakness of KM capacities within low- and middle-income countries; how KM can be enhanced to support extension and technology transfer. **Strategy:** target high-impact development and agricultural journals with an interest in extension and its challenges. **Target audiences:** policy makers, academics, donors. **Estimated reach:** 1000 people.

Annex 1: The Logical-Based Framework

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification[7]	Assumptions
Goal	Develop effective and long-term knowledge management-related capacities in target countries (#5)	• Increased budgetary commitment for KM-related activities (target >= 60% of participating rural institutions)	• Final independent evaluation report • National institutions budget plan for the 3-5-10 year plan after the closure of the project and if not available survey of key stakeholders on their commitments to KM activities.	Institutional commitment to KM-related investments
Objectives	1. Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with possibility to add two other countries) 2. Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer	• Enhanced knowledge management skills of target institutions (target >= 80% of participating rural institutions) • Increased knowledge sharing capacity of target institutions among each other and across countries (target >= 80% of participating rural institutions)	• Project mid-term external evaluation • Completion survey	National governments, particularly the ministries of agriculture and other relevant institutions, are willing to improve their KM systems, instruments and processes. Commitments to upscale and replicate by development partners.
Outcomes	1. Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in NEN region 2. Effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage the systematization of good practices	• Number of participants adopting improved KM approaches and practices in their particular function (target >= 60%) • Frequency of use of knowledge products (target = 600 downloads per year and 3,000 visits per year) • Number of innovation platforms, learning alliances, CoPs or other multi-stakeholder platforms established (target = 3)	• Project KM assessments (method: systems analysis disaggregated by theme, gender and country) • Project evaluations • Online tracking tools • Survey on adaptation patterns/behavioral changes among target groups	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.

[7] 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.

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification[7]	Assumptions
	3. Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up.			International development partners are supportive and acknowledge the progress and updates.
Outputs	Components: 1. KM capacity assessment for enhanced formulation of learning needs 2. Capacity development and knowledge systematization 3. Enhanced regional knowledge exchange	• Number of KM capacity & learning needs assessments (gap analysis) conducted (Target: at least 5 pre-selected institutions per country) • Approach Paper developed • Number of KM training courses organized (target = 8; at least 160 participants; >=80% satisfaction/effectiveness rate) • Number of learning routes organized (target=3; at least 75 participants, >=80% satisfaction/ effectiveness rate) • Number of symposia rolled-out at country level (target = 5, >= 80% satisfaction/effectiveness rate) • Number of knowledge products generated (target = minimum of 30 produced and disseminated to 5,000 people) • Online interoperable repository and portal established	• Project KM assessments • Peer-reviewed papers submitted and accepted for publication • 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	Commitment and participation of target group and effective collaboration with strategic partners.

Annex 2: Roles and Responsibilities

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

POSITION	RESPONSIBILITIES	OUTPUTS
Project Coordinator	1. Coordinating and overseeing communication and KM activities: strengthening knowledge management skills; enhancing knowledge exchange; and knowledge dissemination. 2. Representing the project at key events and the IFAD-Partner-ICARDA interfaces. 3. Coordinate consultants in producing comm materials and disseminate them.	Oversees content and development of all information products.
KM Officer	1. Assessing knowledge management capacities **2.** Identifying knowledge and capacity gaps in participating institutions/countries, and addressing those gaps. 3. Directing the implementation of KM activities and learning modules. **4.** Oversee and lead the project's KM strategy.	**Produces/contributes to:** Approach paper on KM; Working papers; Policy, technology and impact briefs; Strategy documents; capacity strengthening guides; instructional audio-visual material.
Capacity Development Officer	1. Identifying and addressing capacity development needs to improve KM skills in participating institutions/countries. **2.** Supporting the KM Officer in implementing KM activities and learning modules.	**Produces/contributes to:** Approach paper on KM; Capacity strengthening guides; Instructional guides; Instructional audio-visual material.
3 Country Coordinators	1. Assessing existing information and knowledge within participating countries/institutions. 2. Collating existing knowledge stored within participating institutions. 3. Coordinating knowledge dissemination activities: social media, e-newsletters etc. Coordinating the implementation of KM activities.	**Produces/contributes to:** Approach paper on KM; Working papers; Capacity strengthening guides; Instructional documents; Instructional audio-visual material; oversees dissemination within participating countries.
Institutional staff	ff from participating institutions will be embedded within initiative activities to enhance cooperation, facilitate teamwork, and improve competencies.	

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.