

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

**Resources**

**Crossroad to Development**  
Rural Competitiveness Development Programme  
See **Latest Data**

**What's New**

**Publications**

**28,000**  
People Trained

**9**  
Altmetric Score

**Rural Competitiveness Development Programme**  
September 3, 2018

**See All Resources**

**See All Data**

**See All Publications**

**See All Projects**



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

**IFAD Grant number: 2000001661**

**Project team:** Akmal Akramkhanov, Enrico Bonaiuti, Ram Sharma, Bastian Mueller, Valerio Graziano (ICARDA); Jocelyne Jawhar, Damiano Petruzzella (CIHEAM-Bari); Jeffrey Alwang (Virginia Tech); Barbara Massler (Procasur)

**1<sup>st</sup> Progress Report  
June 8, 2018 to June 30, 2019**

Open Access Project Website: <https://mel.cgiar.org/projects/738>

Knowledge Portal (in development) <http://dev.knowledgemanagementportal.org/>

## Contents

1. Introduction and grant background.....	6
1a. Grant goal, objectives, and target groups.....	6
1b. Changes in grant implementation context and grant design that occurred during the reporting period .....	8
2. Progress and performance by component .....	8
Component 1 – Knowledge Management capacity assessment for enhanced formulation of learning needs.....	8
Activity 1.1: Assessment of knowledge management capacity gaps and learning needs.....	8
Activity 1.2: Formulation of Approach Paper on knowledge management and communication strategy .....	11
Activity 1.3: Formulation of capacity development and innovation plans for the target countries ..	13
Activity 1.4: Regional workshop to kick-start implementation plans and Community of Practice establishment.....	14
Progress towards component objectives.....	14
Links, if any, with other IFAD-supported activities and/or other partners.....	14
Lessons learned and knowledge shared .....	16
Component 2 – Capacity development and knowledge systematization .....	17
Activity 2.1: Delivery of on-demand training courses in knowledge management and capacity development best practice .....	17
Activity 2.2: Organization of at least 3 learning routes in the target countries .....	17
Progress towards component objectives.....	17
Links, if any, with other IFAD-supported activities and/or other partners.....	17
Lessons learned and knowledge shared .....	17
Component 3 – Enhanced regional knowledge exchange.....	18
Activity 3.1: Set-up and regular maintenance of online portal that builds upon previous tools and capacities .....	18
Activity 3.2: Roll-out of five knowledge symposia .....	21
Activity 3.3: Development and dissemination of knowledge products .....	22
Progress towards component objectives.....	25
Links, if any, with other IFAD-supported activities and/or other partners.....	25
Lessons learned and knowledge shared .....	25
3. Implementation arrangements.....	26
4. Monitoring, Evaluation & Learning .....	27

5. Financial and fiduciary management ..... 27

6. Shortcomings and problems encountered in grant implementation and actions taken ..... 28

7. Other events and relevant issues during the reporting period ..... 29

8. Summary and recommendations for follow-up..... 29

Annex 1 – Detailed workplan for period 08/06/2018 to 30/06/2019 ..... 31

Annex 2 – Logical-Based Framework ..... 36

## List of Acronyms

AWPB	Annual Workplan and Budget
CDU	Capacity Development Unit
CIHEAM-Bari	Centre International de Hautes Etudes Agronomiques Méditerranéennes – Bari
CoP	Community of Practice
COSOP	Country Strategic Opportunities Programme
ICARDA	International Center for Agricultural Research in the Dry Areas
KM	Knowledge Management
MEL	Monitoring, Evaluation and Learning
NGO	Non-governmental organizations
PROCASUR	POCASUR Corporation
SSTC	South-South and Triangular Cooperation
VT	Virginia Tech

## 1. Introduction and grant background

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

This grant project, led by the International Center for Agricultural Research in the Dry Areas (ICARDA) together with its international partners Virginia Tech, CIHEAM-Bari, PROCASUR and national partners in Moldova, Morocco, Sudan, was signed in June 2018. The project facilitates and supports knowledge management and capacity development activities in three selected countries (with the possibility of extending to an additional two). Increasing the capacities of participating public institutions in this work by providing necessary structures and systems at a country and regional level will ensure that knowledge being developed can be effectively managed for longer-term growth and development.

The project website was created with related information at <https://mel.cgiar.org/projects/738>. This website describes background information, project team in more details, partners and stakeholders engaged, key documents and proposal, goals and objectives, impact pathway, focus countries, resources uploaded on website, news and events calendar.

The total cost of the project is estimated at US\$2,115,000 over four (4) years (2018–2022) of which IFAD contributes US\$1,800,000 (85 per cent), while cost sharing from in-kind contributions will come to US\$315,000 (15 per cent). The official starting date is 8 June 2018, the project completion date is 30 June 2022 and the effective closing date is 31 December 2022. Up to June 30, 2019, the amount disbursed by IFAD to ICARDA is US\$196,631.

### 1a. Grant goal, objectives, and target groups

#### **Goal**

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

#### **Objectives**

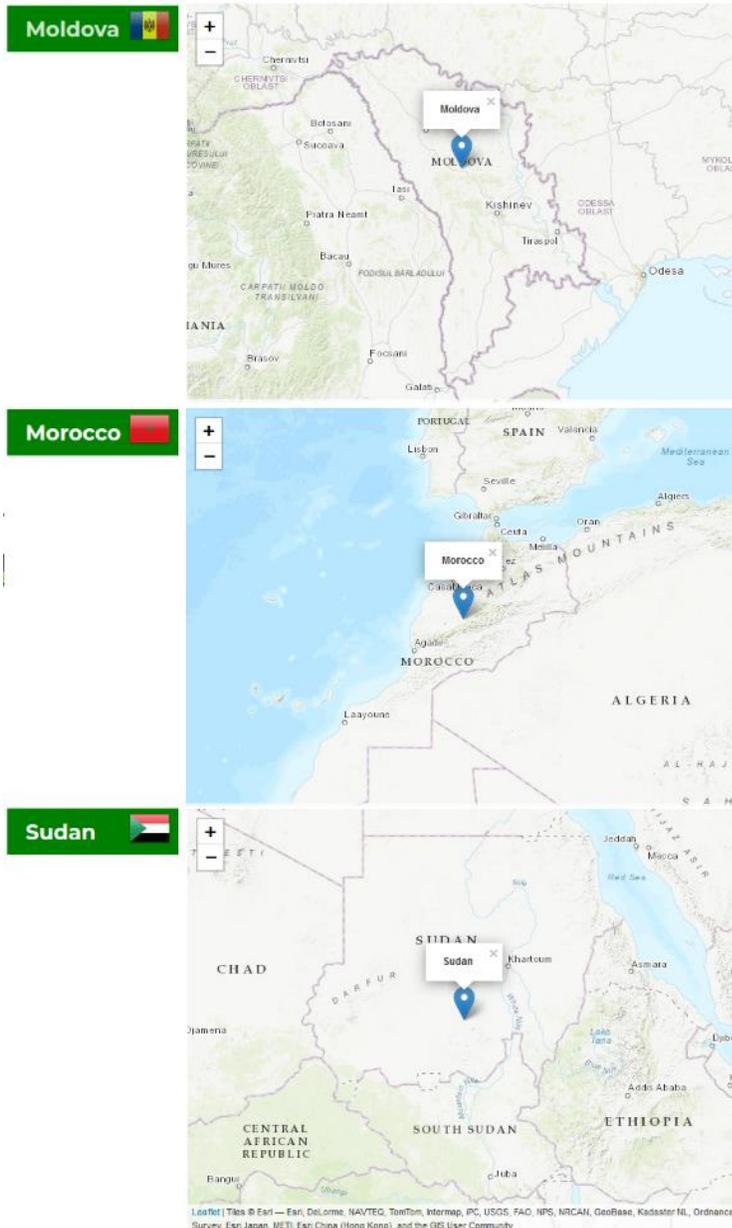
- (i) Assess capacity and enhance knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with the possibility to include two more countries);
- (ii) Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to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

## Target groups

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

## Target countries

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



## 1b. Changes in grant implementation context and grant design that occurred during the reporting period

There were no changes in grant implementation context and grant design during the reporting period.

## 2. Progress and performance by component

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

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

### *Inception and partnership building workshop*

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



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

The workshop was attended by the members of the project core team, representatives from partner institutions tentatively chosen for the project from Moldova, Morocco and Sudan. The inception report is available through the link <https://hdl.handle.net/20.500.11766/10255> as well as separate file (Attachment 01) with links to presented materials that are also uploaded on project website, located under resources section.

### *Knowledge Management Plan*

The key of institutional competence transferral is to provide practical examples of effective best practices applications, to be analysed and adopted by others. The Knowledge Management (KM) plan was

developed to provide information on up to date best practices, defining the KM strategy of the project with a strong emphasis on the basics. The KM plan (Attachment 02) outlines a series of learning modules targeting key KM assets, contributing to the future KM assets of the target partner institutions, with a focus on durability of knowledge sharing over time.

#### *Baseline KM capacity and needs assessment*

##### *Stakeholder selection criteria*

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

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

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

Rationale to select stakeholders to engage with was based on several criteria compiled via consultations with project team internally. Several criteria (Attachment 03) derived from concept note for project proposal were supplemented with additional ones:

- Public
- Research or applied science
- Academic (university)
- Involved in IFAD or international projects
- Aims rural development
- Aims natural resource management
- Aims agriculture production
- Commitment and management support
- Future value

- Existing KM function (unit/processes)
- Experience with project partners (ICARDA, CIHEAM, VT, PROCASUR)
- Ability to mobilize other national partners

#### *Capacity needs assessment report*

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

Assessment of KM capacity gaps involved two-steps (Figure 1), face-to-face meeting with representatives of engaged institutions and an online survey. Face-to-face meeting helped to collect first observations during group discussion rounds and also to formulate a questionnaire for an online survey. The outcome of this CNA (Attachment 04) will become a major part of an Approach paper detailing capacity development and innovation plans for target institutions and will be presented in a regional kick-off workshop to launch activities directed at strengthening institutional capacities in focus countries.

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

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

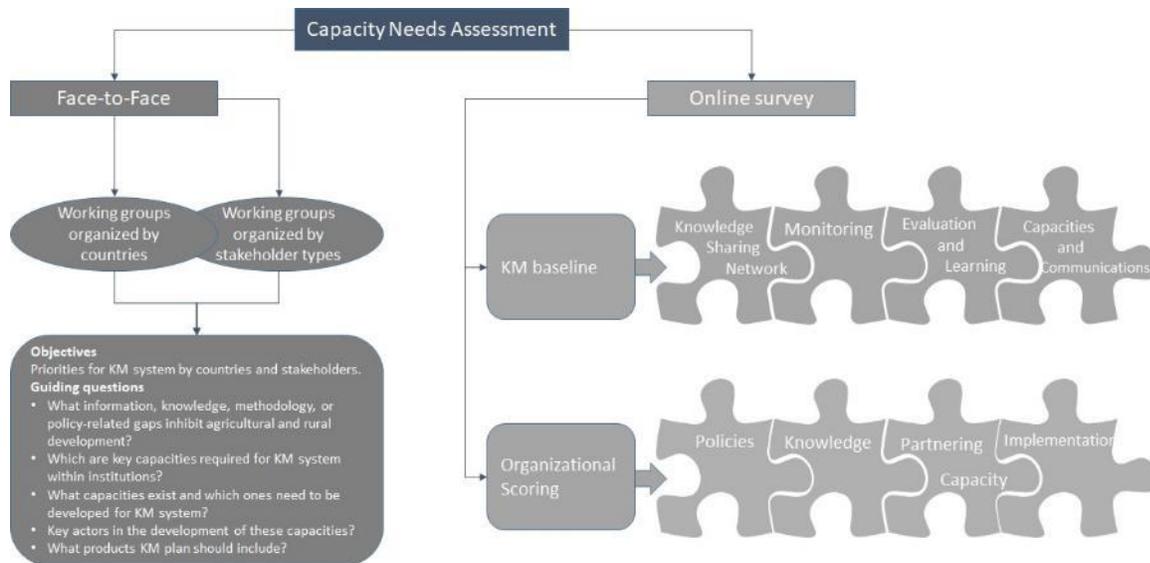


Figure 1. Flow-chart for two-phase approach including face-to-face interaction with representatives of institutions and an online survey to gather deeper and more detailed insights.

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

### KM strategy

The Strategy's (Attachment 05) overall goal is to **engage the partners** in adopting, establishing and developing KM best practices and policies, enhancing the institutional performances on the long run and fostering adoption, with a positive cascade effect on the final users of their services. Implementing institutions can also make use of this strategy to **assimilate guidelines** for tuning and turning the successful KM measures into a proper workflow for knowledge, further scaling-up the impact of their services and scaling-out their reach. The third level of guidance by this strategy is provided on how to connect between KM-savvy organizations, with proven KM practices and policies, to **engage in a Community of Practices (CoP)** weaving a network to share, confront and innovate KM measures. CoP related sub-groups, the Communities of Interest (CoI) – wide scope research networks – and Communities of Commitment (CoC) – close-knit operational networks – are also introduced as layers of interregional, the former, and national cooperation.

The impact pathway and theory of change (Figure 2) strategy is based on achieving **behavioural change and potential for innovation** in KM through the establishment of proper **KM workflows** in the participating institutions, each individually tailored on the basis of the **specific institutional needs**, which also laid basis for engagement in KM CoP and the adoption of IT solutions for knowledge, such as the Knowledge Portal.

The lack of the degree of institutional awareness needed to produce individual KM Strategies is filled in by the **external expertise** brought on the table by IFAD, ICARDA, CIHEAM-Bari, Procasur and Virginia Tech, through a range of activities and products, also focused on **transferring competence** of KM self-CNA

conduction to the participating partners. The implementing partners are to conduct the baseline CNA on KM, pivotal to the start of the KM development process.

By bringing the participating organizations to a level of institutional awareness on KM and by guiding them through knowledge products repackaging, optimal development and establish proper KM measures, these shall **inherit principles of the KM framework promoted by IFAD and best practices by ICARDA**. CIHEAM-Bari, Procasur and Virginia Tech shall also contribute to these objectives and intervene in **deepening the understanding of key KM topics** mastered by them, such as the innovations, institutional learning and capacity development techniques.

The final step is to establish a **Community of Practice in KM, fostering South-South cooperation**, representing a hub to bring on the table KM and R4D related topics and issues at regional and interregional level. Such achievement shall demonstrate the maturity in KM acquired by the participating institutions, showing capability to **iterate the KM development process with additional partners**, effectively **scaling KM best practices regionally and inter-regionally**.

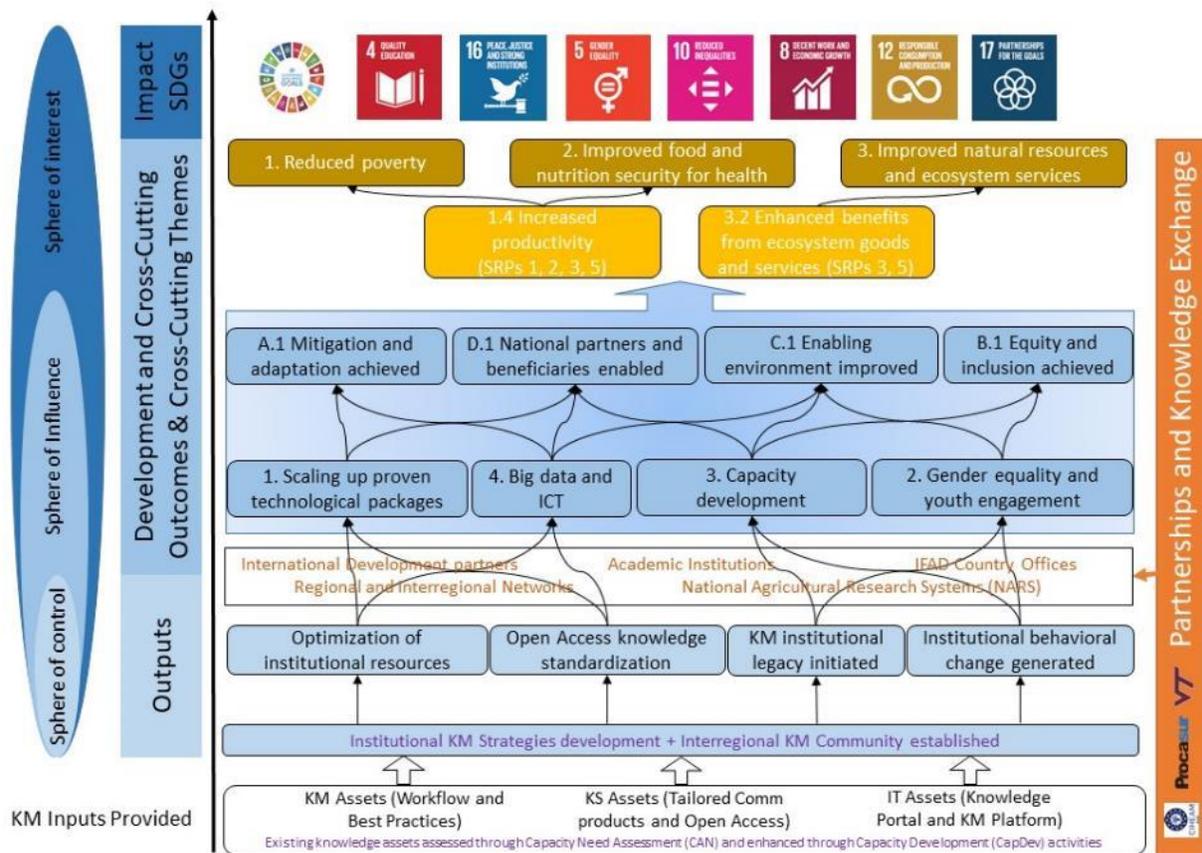


Figure 2. Project impact pathway and theory of change.

The team initiated the development of the approach paper planned by the beginning of the second year. An initial analysis of tools and framework were compiled in order to build the elements needed to draft the approach paper within the first year of project implementation (June 2018-June 2019). Tools explored included stakeholder analysis and power interest matrix, individual scoring, problem tree analysis, infrastructure readiness tool/evaluation. This is not an exhaustive set of tools, and necessary approaches will be employed depending on the local context necessary for capacity assessment. The paper draws its outline from background and project description and define its methodology along the intervention logic of the project and the above-mentioned impact pathway. KM capacity constraints and learning needs are identified within participating countries/institutions and informed by an assessment of current KM practices and procedures. The combination of consultation, desktop studies (Year 1) and field visits (Year 1 & 2) ensure a strong basis to embrace a rigorous analysis of inter-regional institutional knowledge management. Considering the approaching development of the TOR for the mid-term evaluation, the paper will provide key evaluation questions that will be included in the evaluation process to assess the validity of the impact pathway development during the first year and link with a more tailored study carried on the value of KM and on proper practices facilitating the reduction of uncertainty among different decision options.

#### *Training concept on KM value*

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

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

##### **Morocco**

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

The innovation plan is divided in two parts: The first part is a basic introduction to KM (definition, processes, technologies, role of people, leadership, culture) that could be a guideline to the partners to complete. The second part consists of co-designing the preliminary innovation plan tailored for each institution, based on the needs identified related to the KM processes and the feasible solutions to be proposed at capacity building level.

The starting point was the identification of the knowledge and resources in the possession of each institution partner, in order to enhance them and prioritize what they need and what could be done. Each organization/institution designed a plan of actions for better KM, aiming at improving the knowledge produced and that is in coherence with the institution's strategy, vision and mission. This innovation plan supports the institutions involved in the project to enhance the existing KM framework or its development.

A detailed report is provided as a separate file (Attachment 06) and the draft version is available online at <https://hdl.handle.net/20.500.11766/10211>.

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

This activity is planned in second half of 2019. Regional workshop is to be held in November 2019 in Morocco (Attachment 07).

### Progress towards component objectives

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

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

### Ongoing IFAD projects in focus countries to potentially develop linkages

Project title	Description	Objective/Components
<b>Sudan</b>		
Integrated Agriculture and Marketing Development Project	The project intends to improve household incomes and resilience to climate change of the smallholder producers, rural women and youth in rainfed areas through better access to improved agricultural inputs and services, enhanced business skills, access to rural finance and appropriate marketing support, and better organization and entrepreneurship skills of producers' associations. IAMD project builds upon and consolidates investments supported by previous IFAD projects, moving from demonstration to scaling-up of public-private partnership models between farming households and the private-sector suppliers of inputs and services	<ul style="list-style-type: none"> <li>Enhanced productivity and production of the main cash crops (sesame, groundnuts and gum arabic) and sorghum;</li> <li>Market linkage and value addition through village-based post-harvest crop storage;</li> <li>Enabling environment for strengthened farmers' associations and business development through improved smallholder access to finance.</li> </ul>
Butana Integrated Rural Development Project	The Butana region was for many centuries a socio-economic and political unit, and is nowadays divided into different administrative localities. The overall project goal is to improve the livelihoods of poor rural households in the target area, and strengthen communities' resilience in the face of drought. The project targets smallholder pastoralist households in the sand dunes and clay plains of the region, households engaged in irrigated farming and smallholders who migrate seasonally with their herds. Open access to range and water resources in the region has led to severe environmental damage around water facilities and also led to acute water shortages. Livestock production and marketing is the most viable economic activity in the Butana region, and raising productivity is an effective way of creating lasting	<ul style="list-style-type: none"> <li>Support improvements in natural resource governance to ensure regulated access to land and water resources in the region for all;</li> <li>Improve the access of women and men to livestock markets and strengthen their bargaining position within markets, by rehabilitating market infrastructure and by establishing market information systems and organizing producers' groups;</li> <li>Build the capacity of grass-roots organizations to design and implement environmentally sound development</li> </ul>

	improvements in living conditions and household food security for the poorest farmers in the project area. It is also a good way of increasing women's economic status in the community and home. The project also helps develop crop production, and small off-farm enterprises, especially dairy processing.	initiatives that include women and marginalized social groups.
Livestock Marketing and Resilience Programme	This programme is designed to increase the food security, incomes and climate resilience of poor households in pastoralist communities. It aims to increase earning opportunities and improve living conditions in livestock-based households.	<ul style="list-style-type: none"> <li>• Livestock business development;</li> <li>• Community-led natural resource management and enhanced adaptive capacities;</li> <li>• Rural enterprise and social development.</li> </ul>
<b>Moldova</b>		
Rural Resilience Project	The project seeks to improve the well-being of the poor rural population through strengthened resilience and enhanced economic opportunities by improving their skills for better integration into profitable value-chains and by improving access to climate-resilient infrastructure and microfinance services. The rationale behind the project is that increased competitiveness of agri-business would generate rural employment and increase resilience of low-income rural people while broadening the Government's tax base to finance its strategy for poverty reduction.	<ul style="list-style-type: none"> <li>• Improving smallholder and agribusiness adaptive capacity, enhancing resilience and promoting investments in productive rural infrastructure and agri-systems;</li> <li>• Supporting agri-business development through the establishment of the Moldova Credit Guarantee Fund for micro, small and medium enterprises, and other measures for increased quantity and quality of production.</li> </ul>
Inclusive Rural Economic and Climate Resilience Programme	The goal of this programme is to enable poor rural people to raise their incomes and strengthen their resilience. To do so, it will increase investments in the rural economy and strengthen climate-adaptive capacity for the poorer sections of society, leveraging experience from past interventions and introducing innovations. The programme area comprises the most deprived areas of the Republic of Moldova. Given the size of the country and the relatively small regional differences in rural poverty rates, the programme will cover all of Moldova's rural areas – with the exception of climate change resilience interventions, which focus on more vulnerable areas, predominantly in the central and southern districts. The target population encompasses poor men and women who have the potential to take advantage of improved opportunities for agricultural production and other rural income-generating activities.	<ul style="list-style-type: none"> <li>• Climate change resilience and inclusive value chain development;</li> <li>• Inclusive rural finance and capacity development;</li> <li>• Infrastructure for rural resilience and growth.</li> </ul>
<b>Morocco</b>		
Atlas Mountains Rural Development Project	This project aims at reducing poverty and improving the living conditions of poor rural people through enhanced capacities for income diversification and generation from increased access to markets and sustainable management of natural resources along value chains. It is inscribed within the long-term development programme for mountainous rural areas, jointly planned by IFAD and the Government of Morocco, whose approach seeks to enhance the effectiveness of investments by better coordinating the various stakeholders at the central, provincial and local levels.	Activities are structured along two main components for the development of plant (apple, almond and cherry) and animal (sheep and goat) value chains and for the improvement of irrigation networks as well as of the linkages between agricultural production areas, processing plants and commercial centres.
Agricultural Value Chain Development Project in the Mountain Zones	This project will directly benefit approximately 33,000 people – including smallholder farmers and livestock producers, women, young people and landless farmers – whose livelihoods are affected by the upward and downward linkages of the olive, apple and lamb-meat value chain.	<ul style="list-style-type: none"> <li>• raise the productivity and quality of the three targeted products;</li> <li>• enhance the value added of the targeted products through processing and packaging;</li> </ul>

of Al-Haouz Province		<ul style="list-style-type: none"> <li>• improve producers' access to more lucrative markets.</li> </ul>
Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province	The programme will target about 48,000 poor rural people - smallholders, landless farmers, rural women and unemployed young people. The programme's objective is to reduce poverty among poor rural communities through sustainable income growth and improved management of the natural resources.	<ul style="list-style-type: none"> <li>• diversifying agricultural activities through the promotion of adapted agricultural commodities;</li> <li>• enhancing value of their products at the farm level through processing, packaging and direct access to profitable markets;</li> <li>• ensuring the sustainability of investments by supporting cross-cutting activities.</li> </ul>
Rural Development Programme in the Mountain Zones - Phase I	This programme is designed to improve living conditions for rural people in mountain zones, where climate change has caused erosion and desertification. The programme area includes 32 rural communes in the provinces of Séfrou and d'Azilal, where 80 per cent of the surface area is mountainous. It will target rural communities with high incidences of poverty and vulnerability, and areas with significant soil degradation, with a particular focus on women and young people.	<ul style="list-style-type: none"> <li>• Agricultural value chain development and value addition;</li> <li>• Sustainable nature resource management, climate change adaptation and diversification.</li> </ul>

#### Lessons learned and knowledge shared

- The mix of involved institutions encompassing academic, research and NGOs provided different perceptions of KM, thematic areas that are in demand to be addressed.
- The project aim was well received, selected institutions share common objectives that KM is important, however, at institutional level there is generally lack of processes for KM.
- Different regions and countries covered by the project have distinct languages and capacities to converse in English. Organization of joint events might pose translation issues that can be solved by selecting participants that are conversant in English (as common language) or arranging translation services (which could be complicated due to differing everyday spoken languages, i.e. French in Morocco, Russian in Moldova, Arabic in Sudan).

## Component 2 – Capacity development and knowledge systematization

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

Training course scheduled in June 2019 by CIHEAM-Bari is moved to the first half of 2020.

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

Activities for Component 2 are planned in the first half of 2020.

Progress towards component objectives

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

Lessons learned and knowledge shared

## Component 3 – Enhanced regional knowledge exchange

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

*BigData Workshop (Morocco) (funded by CGIAR) to assess existing portals and capacities at national level*

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

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

DSpace based repositories have therefore been identified as the target of the integrations planned for the Knowledge Platform and Portal to be realized as part of the project implementation to strengthen the knowledge management of the partner institutions.

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

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

*Project webpage*

A project webpage (<https://mel.cgiar.org/projects/738>) was created with general information, impact pathway, project proposal, presentations made during inception workshop. Further materials will be added based on their availability.

*Concept for knowledge portal*

The “Knowledge Platform” (KP) will stimulate the synthesis of knowledge and evidence, the production of information products, and their dissemination to target audiences. Part of the platform will be an online ‘knowledge portal’ (available in development at <http://dev.KnowledgeManagementPortal.org>) which will act as a repository of information and data relevant to financial inclusion of rural women and youth;

natural resource management and climate resilience; and productive agricultural technologies (e.g. water management technologies, conservation agriculture, drought-resilient crops). The Open Access “knowledge portal” (Figure 3) will be based on the technology developed for the Monitoring, Evaluation and Learning (MEL) Platform and deliver practical results, in different types and grades of information for use by key target audiences. Information will be stored using international standards (Dublin Core, FAO AGROVOC, ISO) to facilitate data sharing and interoperable functionalities (API and web-services) to interact with other institutional systems and mobile applications.

The development will be informed by the successful implication of previous IFAD-supported initiatives managed by ICARDA including: MENARID Gateway and the CACILM Knowledge Sharing Platform (<http://www.cacilm.org/en/>). KP will also be managed collaboratively by partners in participating countries, and information will be disseminated in English, Arabic, and Russian. The complexities of gathering and sharing data and experience from various sites, individual sources (people) and a range of organizations in the three focus countries of Moldova, Morocco and Sudan (with possibility of growing to five countries over the project lifetime) will be mapped and harmonized to allow smooth and wide dissemination of processes and results. This will include opportunities for development of an internal knowledge management system for partners that combines high technology and more traditional methods of communication. The “knowledge portal” key feature mirrors the needs highlighted during the Inception Workshop in Rabat and will be developed with the full participation of partners to encourage ownership and help ensure long-term sustainability beyond project closure. The overall goal is to engage with other IFAD-funded projects in order to increase the knowledge based over time and ensure more sustainability while exposing knowledge to be harvested in other knowledge portal such as: <https://ruralsolutionsportal.org/en/home>.

The KP (Figure 4) shall foster the KM engagement of participating institutions on national and global stages to:

- a) enhance their relationship with end users, stakeholders and funders;
- b) enhance the quality and frequency of their Knowledge Sharing activities;
- c) provide a channel to showcase their activities as result of an improved KM internal process;
- d) benefit end users and institutions worldwide with KM assets developed by participating institutions and showcased on the platform;
- e) realize a key asset for the establishment of a Community of Practice (CoP).

A detailed Terms of Reference is provided as a separate file (Attachments 08 and 09).

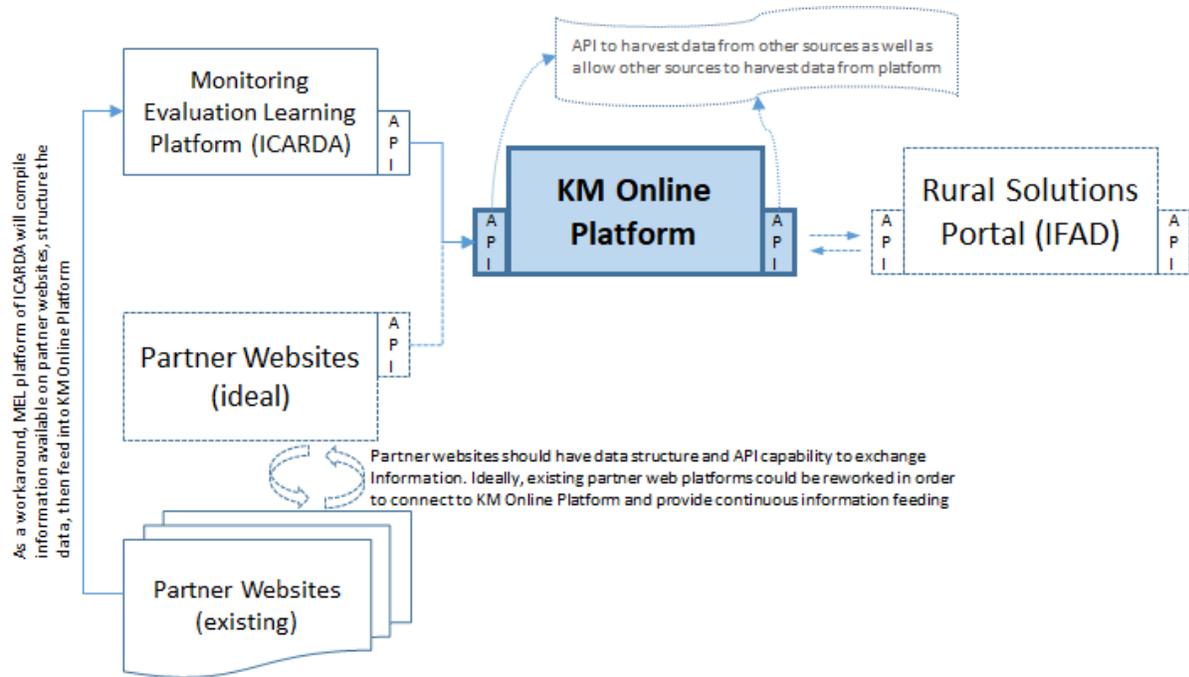


Figure 3. Schematic representation of Knowledge Portal and knowledge flow from

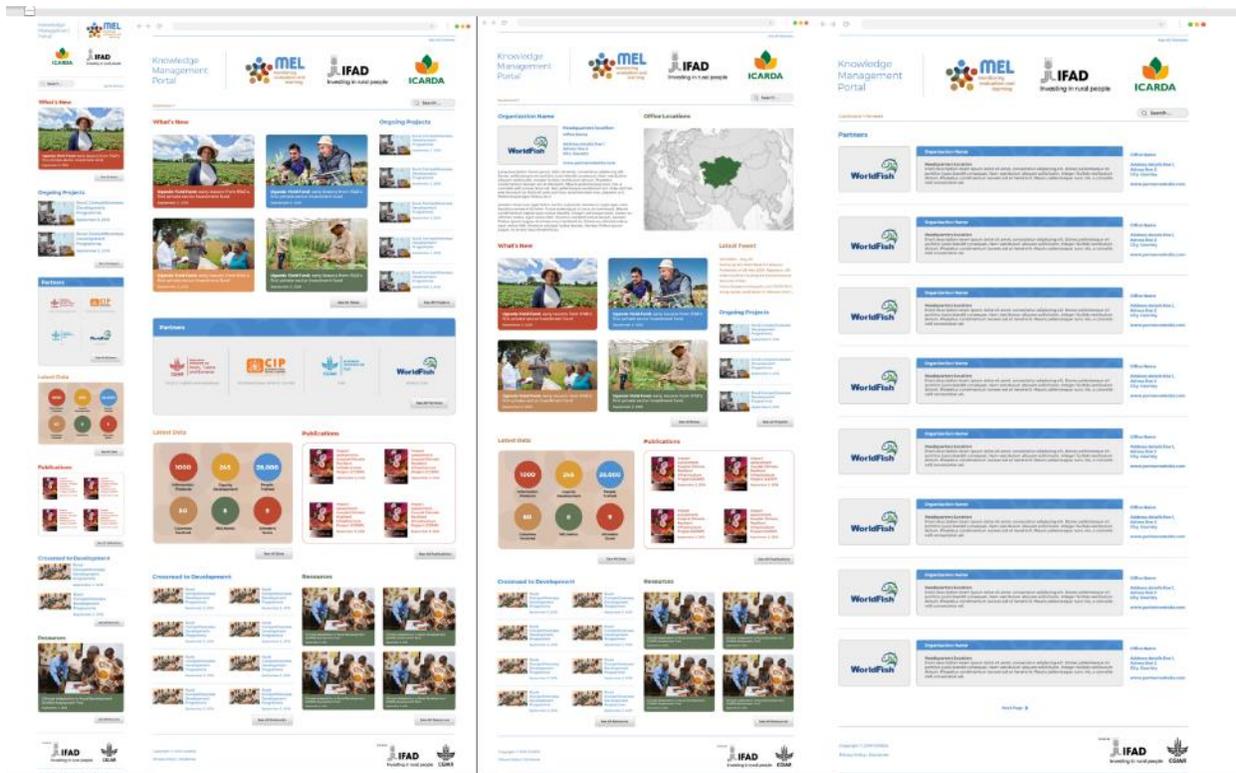


Figure 4. Tentative page designs of Knowledge Portal with approximate placement options

### Activity 3.2: Roll-out of five knowledge symposia

The project plans to support the organization of two symposia in the second half of 2019. One will be around knowledge system and dissemination, while another one on with a thematic area of improving agricultural productivity.

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

This multi-stakeholder symposium is planned on November 19-21, 2019 in Morocco (Attachment 07). It will focus on knowledge exchange and systematization of solutions for natural resource management and climate resilience. The three-day meeting will be combined with a regional kick-of workshop to establish a Communities of Practice, convened by the collaborative efforts of Moroccan partners (leading organization to be defined) in cooperation with ICARDA and co-implementing partners.

The event will present a unique multi-stakeholder platform to examine natural resource and climate resilience related policies and practices in project focus countries -- with a strong focus on agricultural and rural development solutions. Knowledge symposium will be organized to integrate the concept of a share-fair where innovations are presented from information desks to visiting audiences in free mode without time restrictions.

Objectives of the symposium:

- Stocktaking of agricultural and rural solutions available from national institutions; (i.e. to allow knowledge systematization and subsequently leading to identification of knowledge gaps, recognizing which areas are not addressed or lack solutions – similar symposiums from other countries could feed solutions adapting to local context)
- Strengthening mutual organizational learning among national institutions; (i.e. breaking the silos and facilitating knowledge exchange; filling capacity gaps; opportunity to use e-learning resources of partner institutions)
- Presenting and transforming open data to knowledge and solutions for end-users; (incl. i.e. data sources existing within one institution can be demonstrated, allowing creation of more value of data by combining different data from other institutions; allows to better inform for quality decision making and strategic planning)
- Establishment of Communities of Practice and informal learning networks (i.e. traditional capacity building courses need to be complemented by informal learning formats such as CoPs, as there is in reality insufficient concentrated time from learners to dedicate to training events or e-learning courses; short modules, online videos, social networks and other informal methods are needed)

The symposium will be open to all parties and the project will invite and expects the wide spectrum of stakeholder groups engaged in natural resource management, climate resilience and adaptation, rural

development, agricultural productivity, sustainability and more. Symposium participants will represent a variety of disciplines interfacing with the natural resource management, including science, economics, information technology, engineering and more.

Symposia will be a platform to exchange and organize regional dialogue forums to help organizations devise informed ways of exchanging and disseminating knowledge, and provide ideas to organize relevant national and regional meetings to facilitate the improved exchange of experiences and uptake of viable knowledge use and transfer options.

The symposium will include the participation of academia involving young students through knowledge laboratories where innovative ideas will be presented and promoted during the project lifetime.

#### *Symposia 2 – Towards Sustainable Agriculture – What is missing?*

Symposium will take place in Balti, Republic of Moldova, November 29-30, 2019, under the auspices of the Alecu Russo Balti State University, Selectia Research Institute of Field Crops and partner institutions from different countries of the world. It will bring together a broad church of scientists and practitioners to deal with the obstacles we still face in promoting more sustainable, climate-smart agriculture. Issues will include, but are not restricted to:

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

#### Activity 3.3: Development and dissemination of knowledge products

List of products is attached (Attachment 10).

#### *Communication plan*

The plan reflects the principles and recommendations set out in IFAD's Strategy for Knowledge Management<sup>1</sup>, recognizing that effective KM can play a critical role in the promotion of new solutions to tackle rural poverty, and understanding that KM must be rooted in core competencies and embedded in

---

<sup>1</sup> IFAD (2007). IFAD Strategy for Knowledge Management. Italy: Rome. Accessible here: <https://webapps.ifad.org/members/eb/90/docs/EB-2007-90-R-4.pdf>

the work processes, cultures and mindsets of organizations to be effective. The plan provides a framework that outlines strategies to implement the following outcomes.

**Directly-targeted outcomes:**

- **Strong and effective learning systems:** involving stakeholders in the collection, packaging, and promotion of new or currently inaccessible or poorly organized knowledge will help to improve their understanding of KM processes and practices. Some information products will be designed to capture this learning, providing valuable learning resources for knowledge management staff<sup>2</sup> – in both participating institutions and countries, and other low- and middle-income countries with similar KM challenges.
- **Integration of KM processes and practices:** 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.

**Additional outcomes:**

- **Strategic promotion of knowledge to decision makers, donors and development organizations:** the collection, packaging and strategic promotion of information to target audiences in the development sector will help get ‘research results and best practices into use,’ particularly related to the interests and needs of women and youth - two priority groups targeted by the initiative.
- **Strategic promotion of knowledge to farmers and rural communities:** the collection, packaging and strategic promotion of information will support the transfer of new technologies, practices and strategies to farmers and rural communities – enhancing productivity, natural resource management, climate resilience, and employment opportunities, particularly for women and youth in rural areas.
- **Enhanced confidence in the reliability of new knowledge:** the packaging and strategic dissemination of knowledge in the form of information products can enhance confidence in the reliability of this information, increasing its use.

The plan addresses three main questions: Who can the initiative influence directly? What are the intended outcomes? What communication activities, products, and services will the initiative create to reach its goals and objectives?

The communication plan (Attachment 11) is structured into four main sections: Section 2 defines the initiative’s target audiences; Section 3 outlines the main communication activities and information products; Section 4 details a timeline; and Section 5 sets out the personnel needed to implement the communication plan.

*Blog – Alternative practices for sustainable farming in Moldova*

Drought and soil erosion are among the biggest threats affecting Moldovan agricultural sector in recent years. Adopting alternative agricultural practices can be a way to make farming in the country sustainable.

---

<sup>2</sup> Knowledge managers refers to individuals in participating institutions who collect, package or promote knowledge. It does not refer to a specific job or position.



Dr Boris Boincean, head of Sustainable Farming System Department at Selectia Research Institute of Field Crops (Balti, Moldova), says conservation agriculture (CA) methods have proved to improve the soil health and increase the crops' resilience to climate changes, resulting in better yields and higher incomes. At the same time, reduced production expenses can make farmers more competitive and less vulnerable to price fluctuations.

"Simplification of farming systems by neglecting crop rotations in the conditions of dominance of row crops, accompanied by excessive moldboard plough and lack or chronic insufficiency of farmyard manure for restoration of soil fertility, have led to excessive soil compaction. Heavy agricultural machines and tractors used in early spring, when soils are not yet physically repined, add to this negative effect," he says.



*Comparison of corn roots' health, cultivated using crop rotation and as permanent crop.*

Unprotected surface of compacted soils is very sensitive to the influence of raindrops, especially during torrential rains, which are typical for Moldova. The lower is the water's ability to penetrate the soil and consequently to be accumulated by the soil, the higher is the vulnerability of soils and crops to droughts.

Conservation agriculture opens an excellent opportunity to prevent both soil erosion and droughts, Dr Boincean stresses. It allows to increase crop residues both inside the soil and on the surface, while reducing the dependence of agriculture from chemicals for weed, pest and disease control. The latter is important in the light of prohibition of glyphosate, due to its negative influence on the environment and people's health, starting from 2022 in the European Union.

The Selectia Research Institute of Field Crops launched a conservation agriculture experiment on Typical Chernozem of the Balti Steppe. In the fall of 2018, winter rye was sown after soybean and corn for grain. In late May 2019, during the flowering stage, corn was sown by a no-till drill directly in the winter rye using a usual roller. Such practice was described by Jeff Moyer from the Rodale Institute in Pennsylvania, USA in 2011.



*Direct sowing of winter wheat using no-till seeder in 2016.*

The mulch of winter rye on soil surface is expected to protect soil against erosion, reduce the evaporation and consequently increase water-use efficiency by corn for grain, as well as suppress weeds thus

eliminating the need for herbicides. According to Dr Boris Boincean, this practice can be used both by conventional and organic farmers.

Observation during the vegetation period and harvesting of corn for grain will provide a better understanding of the practicality of the applied technological measure. The institute scientists plan to test other alternative practices for different crops in the future. The complexity of conservation agriculture requires a system approach to research in long-term field experiments, they say.

#### [Progress towards component objectives](#)

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

#### [Links, if any, with other IFAD-supported activities and/or other partners](#)

Close engagement of units for monitoring and evaluation, and capacity development (CDU) allows to synergize related activities in KM not only within ICARDA but also across other CGIAR initiatives. One of such efforts were made to involve Morocco stakeholders and project beneficiaries in The Big Data Workshop that took place during 10-14 December, in Rabat. The Big Data Workshop (funded by CGIAR) objective was to assess existing portals and capacities at national level which were in line with project objectives and helped to explore necessities of national partners in terms of knowledge management, in particular related to the Knowledge Platform and Portal implementations.

Project team looks forward to explore synergies with IFAD country projects as well as IFAD projects implemented by ICARDA and national partners.

#### [Lessons learned and knowledge shared](#)

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

### 3. Implementation arrangements

#### *Annual Workplan and Budget*

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

#### *Partnership agreements*

Partnership agreements with CIHEAM-Bari and Virginia Tech (represented by Professor Jeffrey Alwang) were concluded to implement the agreed set of activities. Details of activities were discussed and agreed with each partner (Attachment 12).

Activity details with PROCASUR is being discussed in several iterations and no agreement is reached yet. The project team made a number of efforts to accommodate requests of PROCASUR to implement exclusively all Learning Routes (LR) planned within the project (three LR instead of five budgeted in the project). However, no agreement could be yet reached to accommodate their request that LR are implemented exclusively by PROCASUR. Furthermore, their budget request is not rationally feasible to allocate all resources exclusively to PROCASUR.

#### *Project management and coordinator selection*

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

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

Project team is exploring several options to place a National Project Coordinator via either secondment from the national partner in Morocco or attracting another candidate through recruitment process or recommendation from partners.

Simultaneously, the project facilitators in focus countries were identified and offered part-time engagement with the project in order to help conducting country activities. The project facilitator in Moldova has been onboard since April 2019. The project facilitator in Sudan has so far delayed signing of his contract.

## 4. Monitoring, Evaluation & Learning

In accordance with the submitted proposal the project uses the M&E system currently in use by other four (4) IFAD projects in Africa, Asia and Europe. The initial steps were to configure the system in accordance with the approved logical framework along with the outputs and outcomes. Each level was populated with the related indicators. The system was described using multiple media in order to facilitate its use. A series of short overview/frequently asked questions documents have been produced (<http://repo.mel.cgiar.org/handle/20.500.11766/4962> and <http://repo.mel.cgiar.org/handle/20.500.11766/4961>) in addition to a dedicated YouTube Channel for tutorials [https://www.youtube.com/channel/UCle4a86Rp-hcTt5C\\_x4YkHg](https://www.youtube.com/channel/UCle4a86Rp-hcTt5C_x4YkHg) and online wiki guide: <https://cgiarmel.atlassian.net/wiki/spaces/MEL/pages/8552647/Projects+Planning>.

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

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

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

## 5. Financial and fiduciary management

The financial statement table for the period between June 8, 2018 (official inception of the project) and June 30, 2019 is presented below. First year AWPB from IFAD grant was US\$267,525 of which US\$5,246 correspond to the 2% CSP contribution. Up to 30 June 2019, the amount disbursed by IFAD to ICARDA is US\$192,698 and 2% CSP (3,933) contribution. By June 30, 2019 (end of the first year) total expense is US\$232,309 including commitments.

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

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

## 6. Shortcomings and problems encountered in grant implementation and actions taken

- Several factors contributed to the slow start of the project in 2018. Project commenced in the middle of the year and efforts to fit inception activities to a busy and pre-committed schedule of partners was challenging, also considering first project months coincided with summer period with different holiday phases of national and international partners.

### Actions taken:

Virtual meetings were held to facilitate project information sharing and planning with international partners, as well as with national partners through ICARDA country offices in Morocco and Sudan, and through IFAD provided contacts in Moldova. The earliest possible date to organize inception workshop was arranged based on the availability of all engaged partners.

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

Actions taken:

Responses to comments and requested information were included in AWPB updates timely, including initial list of staff and country offices to support the project implementation, co-financing amounts, indication of local staff level to be hired to support activities in each focus country. As per Skype call between ICARDA and IFAD team in December (17), based on discussions constructive guidance was provided by IFAD team to update AWPB based on actual deliverables by end of the year 2018, updated budget reflecting actual expenses to the moment.

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

Actions taken:

Based on IFAD recommendation to hire full-time dedicated national project coordinator to be based in Morocco, project team prepared ToR (Attachment 13) and shared for approval to IFAD. The recruitment process identified and offered contract to finalist. However, due to candidate's bank loan arrangements he requested minimum of 4-year contract which was not possible to provide considering remaining time of the project was only 3 years.

## 7. Other events and relevant issues during the reporting period

Security and turmoil in Sudan disrupted communication with stakeholders in the country. As of middle of 2019 situation was to be watched for any improvement. As an alternative, to ensure smooth implementation of project activities, discussion with IFAD team is considering adding one more country from the regions mentioned in the project title. Potentially three countries from Central Asia were discussed to consider and is pending IFAD's decision.

## 8. Summary and recommendations for follow-up

Overall, great interest in the project from national partners in focus countries and support from IFAD team both from headquarters and country operations is very encouraging. The slow pace of the project in inception phase will be overcome by a dedicated full-time presence in the

country. The following steps are suggested to take into consideration when planning and implementing activities:

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

## Annex 1 – Detailed workplan for period 08/06/2018 to 30/06/2019

Activity	Sub-Activity	Team Responsible	Outputs Planned	Outputs Achieved	Delivered by (Date)	Budget (USD)	Co-finance (USD)	Status Remarks/Assumptions
<b>Component 1: Knowledge Management Capacity Assessment for Enhanced Formulation of Learning Needs</b>								
<b>Activity 1.1: Assessment of knowledge management (KM) capacity gaps and needs</b>	Regional inception and planning workshop	All partners	<ul style="list-style-type: none"> <li>Established partnerships</li> <li>Report detailing organizational overview and active projects</li> <li>Review and approval of workplans</li> <li>Steering committee formed</li> <li>Draft 1-year workplan and M&amp;E plan</li> </ul>	<ul style="list-style-type: none"> <li>Established partnerships</li> <li>Inception workshop report</li> <li>Review and update of 6-month workplan</li> </ul>	16 October 2018	45,752	12,538	Conducted  M&E plan and Steering Committee formalization by March 2019 (country nominations obtained)
	Formulation, refinement and review of project Knowledge Management Plan	ICARD A	<ul style="list-style-type: none"> <li>Drafted and shared for review Knowledge Management Plan</li> <li>Drafted and shared for review Communication Plan</li> </ul>	<ul style="list-style-type: none"> <li>Drafted and shared for review Knowledge Management Plan</li> </ul>	1 <sup>st</sup> draft by early October 2018	4,965	1,744	Drafted and shared  Comms Plan is delivered as part of 3.3
	Baseline KM capacity and needs assessment	All partners	<ul style="list-style-type: none"> <li>Draft report per country on stakeholders detailing baseline KM including capacity assessment and options/responses to address identified gaps</li> <li>Identified benchmarks for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder selection criteria</li> <li>Survey questionnaire developed</li> <li>Initial assessment during inception workshop and visit to partners (Moldova, Morocco)</li> <li>Online survey launched</li> </ul>	Mid December 2018	10,221	4,256	Pending  Report for Morocco Deliver by March 2019

Activity	Sub-Activity	Team Responsible	Outputs Planned	Outputs Achieved	Delivered by (Date)	Budget (USD)	Co-finance (USD)	Status Remarks/Assumptions
			<ul style="list-style-type: none"> <li>Report for focus countries (including (i) baseline and (ii) institutional commitment from partners to improve KM in the form of agreement, declaration, etc.)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	March 2019	14,204		<ul style="list-style-type: none"> <li>Reports based on survey results for all countries</li> </ul>
	Management and Steering committee meeting	All partners	<ul style="list-style-type: none"> <li>National project coordinator in Morocco in place</li> <li>Focal points in Moldova and Sudan appointed</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	March 2019 April 2019	14,204		<ul style="list-style-type: none"> <li>IFAD to approve ToR by 15 January 2019</li> <li>While focus in 2019 Morocco, engagement of focal points in Moldova and Sudan for knowledge sharing and coordination</li> </ul>
<b>Activity 1.2: Formulation of approach Paper on knowledge management and communication strategy</b>	Develop outline of Approach Paper on KM strategy	ICARD A	<ul style="list-style-type: none"> <li>Tentative outline of Approach paper on KM strategy sections with brief description of content</li> </ul>	<ul style="list-style-type: none"> <li>Approach Paper Element 1: Capacity Need Assessment Tools and Methodological Framework</li> <li>Training concept on KM value</li> </ul>	December 2018	5,793	1,773	<p>Pending</p> <p>First draft of Approach paper by April 2019</p>
	Approach Paper	ICARD A; VTech	<ul style="list-style-type: none"> <li>First draft of Approach Paper</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	April 2019	12,955	5,000	<ul style="list-style-type: none"> <li>Communication products related to Approach paper will be developed in 3.2 (promoting)</li> <li>Inputs from VTech activity 1.3</li> </ul>

Activity	Sub-Activity	Team Responsible	Outputs Planned	Outputs Achieved	Delivered by (Date)	Budget (USD)	Co-finance (USD)	Status Remarks/Assumptions
<b>Activity 1.3: Formulation of capacity development and innovation plans for the target countries</b>	Outline of capacity development plan		<ul style="list-style-type: none"> <li>Draft outline of KM strategy with emphasis on strengthening institutional capacity to embed KM in work processes</li> <li>Draft outline capacity building activities and required training activities</li> </ul>			22,251		Pending  Deliver by April 2019
	National working meeting in Morocco	CIHEA M-Bari; VTech; ICARD A	<ul style="list-style-type: none"> <li>National tailored KM innovation and CapDev plan as a result of participatory workshop in country (Morocco)</li> <li>KM strategy (global)</li> </ul>		April 2019  June 2019	26,049		<ul style="list-style-type: none"> <li>In first half of 2019 target is Morocco</li> <li>Workshops for Moldova and Sudan in second half of 2019</li> </ul>
<b>Activity 1.4: Regional workshop to kick-start implementation plans and Community of Practice establishment</b>						-	-	
<b>Sub-Total</b>						<b>156,394</b>	<b>25,311</b>	
<b>Component 2: Capacity Development and Knowledge Systematization</b>								

Activity	Sub-Activity	Team Responsible	Outputs Planned	Outputs Achieved	Delivered by (Date)	Budget (USD)	Co-finance (USD)	Status Remarks/Assumptions
<b>Activity 2.1 Delivery of on-demand training courses in knowledge management and capacity development best practice</b>	Training course for Morocco	CIHEAM	<ul style="list-style-type: none"> <li>• Training course covering one project thematic areas (financial inclusion of women and youth; NRM and climate resilience; productive agricultural technologies)</li> <li>• MOOC/MOODLE based on training course above</li> </ul>		June 2019	28,382	2,000	<ul style="list-style-type: none"> <li>• Harmonize or co-host with other initiatives in country (e.g. Climate Change program - CCAFS or Gender Platform);</li> <li>• MOOC will be promoted with activities in 3.3</li> </ul>
<b>Activity 2.2 Organization of at least 5 learning routes in the target countries</b>			<ul style="list-style-type: none"> <li>•</li> </ul>					<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Sub-Total</b>						<b>28,382</b>	<b>2,000</b>	
<b>Component 3: Using Knowledge in Policy Dialogue</b>								
<b>Activity 3.1 Set-up and regular maintenance of online portal that builds upon previous tools and capacities</b>	Web concept, plan & front web page	ICARD A	<ul style="list-style-type: none"> <li>• Concept for web element of project</li> </ul>	<ul style="list-style-type: none"> <li>• BigData Workshop (Morocco) (funded by CGIAR) to assess existing portals and capacities at national level</li> <li>• Project webpage</li> <li>• Concept for knowledge portal</li> </ul>	Mid December 2018	5,315	8,884	Delivered
	Set-up and regular maintenance of online portal	ICARD A	<ul style="list-style-type: none"> <li>• On-line portal in place</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	June 2019	51,749	12,000	<ul style="list-style-type: none"> <li>• Synergy with Rural Solutions Portal and other IFAD initiatives dealing with KM</li> </ul>

Activity	Sub-Activity	Team Responsible	Outputs Planned	Outputs Achieved	Delivered by (Date)	Budget (USD)	Co-finance (USD)	Status Remarks/Assumptions
								<ul style="list-style-type: none"> <li>For content, seek contributions from CoP and National Stakeholders</li> </ul>
<b>Activity 3.2 Roll-out of five knowledge symposia</b>	Symposia plan per country	ICARD A	Symposia plan (1-2 page) per country (concept note and perhaps plan for share fair)	Symposium plan (1-2 page) for Morocco (concept)	30 December 2018	2,817	-	Delivered
<b>Activity 3.3 Development and dissemination of knowledge products</b>	Develop communication plan with target list compiled	ICARD A	Communication plan developed Developed guidelines on KM products	Communication plan developed	28 September 2018	4,139	1,047	Delivered Guidelines on KM products by March 2019
	Develop knowledge products	All partners	4 knowledge products (video, briefs, guides)		June 2019	18,729		Materials produced by all stakeholders with focus on packaging innovations from NARS
<b>Sub-Total</b>						<b>82,749</b>	<b>21,931</b>	
<b>TOTAL</b>						<b>267,525</b>	<b>49,242</b>	

## Annex 2 – Logical-Based Framework

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification <sup>3</sup>	Assumptions
<b>Goal</b>	Develop effective and long-term knowledge management-related capacities in target countries (#5)	<ul style="list-style-type: none"> <li>• Increased budgetary commitment for KM-related activities (target <math>\geq</math> 60% of participating rural institutions)</li> </ul>	<ul style="list-style-type: none"> <li>• Final independent evaluation report</li> <li>• National institutions budget plan for the 3-5-10 year plan after the closure of the project and if not available survey of key stakeholders on their commitments to KM activities.</li> </ul>	Institutional commitment to KM-related investments
<b>Objectives</b>	<p>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)</p> <p>2. Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge management and transfer</p>	<ul style="list-style-type: none"> <li>• Enhanced knowledge management skills of target institutions (target <math>\geq</math> 80% of participating rural institutions)</li> <li>• Increased knowledge sharing capacity of target institutions among each other and across countries (target <math>\geq</math> 80% of participating rural institutions)</li> </ul>	<ul style="list-style-type: none"> <li>• Project mid-term external evaluation</li> <li>• Completion survey</li> </ul>	<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>

<sup>3</sup> Means of verification will relate to the objectively verifiable indicators, where qualitative and quantitative analysis will be undertaken based on online tracking tools; systems analysis disaggregated by theme, gender, country; and surveys.

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

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification <sup>3</sup>	Assumptions
		<p>&gt;=80% satisfaction/ effectiveness rate)</p> <ul style="list-style-type: none"> <li>• Number of symposia rolled-out at country level (target = 5, &gt;= 80% satisfaction/effectiveness rate)</li> <li>• Number of knowledge products generated (target = minimum of 30 produced and disseminated to 5,000 people)</li> <li>• Online interoperable repository and portal established</li> </ul>		

The aims of this project are being achieved thanks to the synergic efforts of all partners, donor, implementers and participating institutions.

International Fund for Agricultural Development (IFAD)

International Center for Agricultural Research in Dry Areas (ICARDA)

Centre International de Hautes Études Agronomiques Méditerranéennes Bari (CIHEAM-Bari)

Procasur

Virginia Tech (VT)

Moldova, CPIU-IFAD – Institute for Development and Social Initiatives “Viitorul”,

Ministry of Agriculture, Regional Development and Environment (MARDE),

Research Institute of Field Crops “Selectia”,

State Agrarian University of Moldova (SAUM);

Morocco, CP-IFAD – Agronomic and Veterinary Institute “IAV Hassan II”,

National Agricultural Research Institute (INRA),

National Office for Agricultural Extension (ONCA),

National School of Agriculture (ENA-Meknes);

Sudan, CCU-IFAD – Agricultural Research Corporation (ARC-Sudan),

Knowledge Access to Inter-connected Rural Areas Network (KariaNet),

Sudanese Knowledge Society (SKS),

University of Khartoum (UofK).



Investing in rural people



Science for resilient livelihoods in dry areas



**Procasur**

