Project Final Review and Exit Strategy

Presentation at the SKiM Steering Committee (SC) Meeting

Samarkand

Bikara, Innocent

14th March 2023
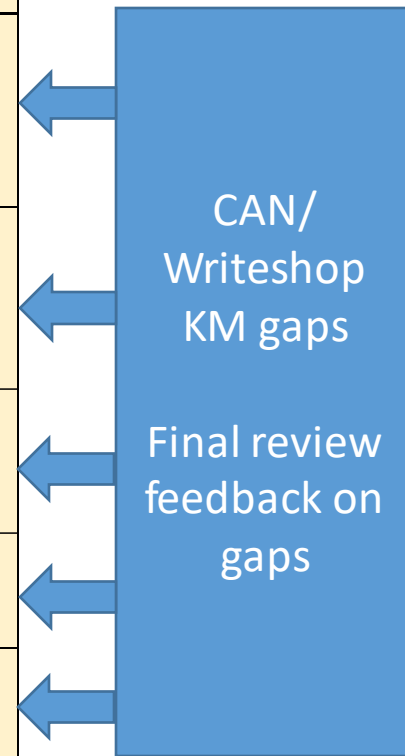
MTE Recommendations & Post-MTE Action plan implications for Indicators

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

Final Project Review

- Impact indicator 'Increased budgetary commitment for KM-related activities' replaced with 'KM Maturity Index/Score'

	1. Leadership role modelling	
IFAD KM Maturity Level	**IFAD KM Model Narrative**	**SKiM Criteria (score)** A (Policy/process/investments) B (Technology/systems/workflows) C (Skills/capacity/time)
5	Senior managers reinforce trust, build a sharing culture and act as role models. They are open about what they don't know, and are willing to ask for help. Leaders reinforce the principle that sharing knowledge and learning is everyone's responsibility.	(C) responsibility and openness in sharing and learning (5);
4	Most leaders act as mentors and coaches to share their experiences and encourage reflection and improvement. At process level, knowledge brokers take the lead and implement efficiencies whilst engaging others. Leaders challenge to ensure that projects are using the best available knowledge and learning.	(A) Ensuring state of the art knowledge use in projects (4); (B) systematically active in enhancing processes (4); (C) actively mentoring and coaching (4);
3	Senior leaders support specific knowledge initiatives but it is not yet embedded in business processes. At process level, some initiatives are well-led and teams are brought together to learn and share knowledge but this is not the general case.	(B) knowledge sharing and learning is occasional (3); (C) knowledge initiatives are deployed occasionally (3);
2	Senior managers talk about learning being important, but don't always walk the talk. Team learning is generally kept for formal events.	(B) learning is a rare occurrence (2); (C) learning is kept for formal occasion (2);
1	There is a lack of leadership on KM processes, and as a result most people work in silos. Urgent issues almost always take precedence over learning activities.	(C) occupied with daily workload in a limited setting (1);

CAN/ Writeshop KM gaps

Final review feedback on gaps

Final Project Review

S/N	Indicator	Target	Achievement	Remark
1	~~Increased budgetary commitment for KM-related activities~~	60%		Dropped
	Increase in scoring on a 1-5 scale against the eight criteria of IFAD KM RMF (IFAD KM maturity ‹—›SKiM domains)			Baseline → 1.69 Endline → 3.51 129% Increase
	1. Leadership role modelling			Baseline → 1.9 Endline → 3.5 105% increase
	2. Supporting & scaling innovation			Baseline → 1.6 Endline → 3.5 141% increase
	3. Building a high-impact learning culture			Baseline → 2.3 Endline → 3.2 65% increase
	4. Learning in connected networks			Baseline → 2.0 Endline → 3.3 66% increase

Final Project Review

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	Increase in scoring on a 1-5 scale against the eight criteria of IFAD KM RMF (IFAD KM maturity ‹—› domains)		Baseline → 1.69 Endline → 3.51 129% increase	
	5. Using platforms, systems and processes for sharing knowledge and learning		Baseline → 1.2 Endline → 3.3 203% increase	
	6. Building internal capacity		Baseline → 1.6 Endline → 3.7 165% increase	
	7. Applying evidence and experience to policy engagement & programmes		Baseline → 1.5 Endline → 3.3 126% increase	
	8. Engaging and learning with development partners		Baseline → 1.8 Endline → 4.0 121% increase	

Final Project Review

S/N	Indicator	Target	Achievement	Remark
2	~~Number of institutions reporting enhanced KM skills~~			Dropped
3	Online dissemination and online citation of publications (including those that are not peer-reviewed)	3,000 views/year	2,025 views/year	Not achieved
		600 downloads/year	3,744 downloads/year	Achieved
4	Number[/Percent] of participating institutions that adopt improved KM approaches and practices in their particular function	60%	100%	Achieved
5	Number of multistakeholder platforms (CoPs) established throughout the project	3	3	Achieved

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S/N	Indicator	Target	Achievement	Remark
6	Number of capacity and learning needs assessments conducted	1	1	Achieved
7	Successful publication of KM approach paper	1	1	Achieved
8	Number of face to face and online (Moodle) courses given over the duration of the project	8	10	Achieved
8a.	Number of participants	160	200 face-to-face + online	Achieved
8b.	Percentage of participants satisfied with training courses	>80%	Achieved	Achieved

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S/N	Indicator		Target	Achievement	Remark
9	Number of Learning Routes implemented over the duration of the project		3	3	Achieved
	9a.	Number of participants per learning route	=> 75	172 (70 face-to-face + 102 online)	Achieved
	9b.	Percent of participants satisfied with training courses	>80%	Achieved	Achieved
10	Number of Symposia implemented over the duration of the project		5	6	Achieved
	10a.	Number of participants	75	390	Achieved
	10b.	Percentage of participants satisfied with symposia	>80%	Achieved	Achieved

Final Project Review

S/N	Indicator	Target	Achievement	Remark
11	Number of knowledge products related to the SKiM thematic areas generated and disseminated throughout the duration of the project.	30	41	Achieved

SKiM Exit Strategy

Bikara, Innocent

Rationale for an Exit Strategy

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Content of the SKiM Exit Strategy

- SKiM Sustainability-oriented Activities and Knowledge Results

  ❖ KM-Strengthening Activities & deliverables (2018-2022)

- Governance and Institutional Continuity of SKiM Results

  ❖ Indication of government commitment (MTE)

  ❖ Participating institutions are improving their KM systems, instruments, & processes; individually & collectively with partner institutions

Content of the SKiM Exit Strategy

- SKiM Exit Activities to Sustain Stakeholders Takeover
  - ❖ SKiM Sustainability Interventions (2022)
  - ❖ SKiM Continuity Action Points (2023-forward)
    - Utilise documented lessons learnt to enhance efficacy of future KM interventions
    - Capitalize on the extensive Open Access knowledge and information products developed, supported, designed, shared & transferred in the entire duration of the SKiM project, with continued attention to ICT solutions for KM
    - Utilize Final Project Evaluation to strengthen & nurture direct intervention channels with the IFAD, facilitating future KM strengthening phases (e.g SKiM Phase II).

Prospects for the future, role of M&E in the design, and doing M&E better

- Gaps in KM maturity index can be addressed in a subsequent project, keeping the goal the same; glaring criteria could highlight focus of lower-level objectives/results.

	Total
◇ Applying evidence and experience to policy engagement & programmes	3
◇ Building a high-impact learning culture	5
◇ Building internal capacity	7
◇ Engaging and learning with development partners	1
◇ Leadership role modelling	1
◇ Learning in connected networks	1
◇ Supporting & scaling innovation	2
◇ Using platforms, systems and processes for sharing knowledge and learning	5

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Prospects for the future, role of M&E in the design, and doing M&E better

- We could better approach the IFAD KM maturity index both at baseline and endline/final evaluation

Thank You