

Strengthening knowledge management for greater development effectiveness in the Near East, North Africa, Central Asia and Europe

GRANT DESIGN DOCUMENT

International Center for Agricultural Research in the Dry Areas – ICARDA

August 2017

Contents

Summary Sheet	4
ACRONYMS	8
I. BACKGROUND	9
II. RATIONALE: RELEVANCE AND LINKAGES	9
A. Link to outputs of Grants Policy and corporate priorities	9
B. Rationale for grant financing, for selected implementing agency and for recipient selection and recipient capacity	9
C. Potential linkages with current IFAD operations	10
D. Relevance of the theme to the focus area of work of the recipient	11
III. THE PROPOSED PROJECT	14
A. Strategy, Approach/Methodology	14
B. Target Group	16
C. Overall Goal and Objectives	18
D. Project Outcomes	19
E. Project Activities	19
Component 1: KM capacity assessment for enhanced formulation of learning needs	20
Component 2: Capacity development and knowledge systematization	21
Component 3: Enhanced regional knowledge exchange	22
IV. PROJECT IMPLEMENTATION ARRANGEMENTS	23
A. Implementing Organisation(s)	23
B. Project Management and Implementation Period	24
D. Monitoring, Evaluation and Reporting	25
E. Indicative Work plan (including table showing timing of key activities)	26
V. SUPERVISION, KNOWLEDGE MANAGEMENT AND SCALING UP	28
A. Supervision Arrangements	28
B. Knowledge Management plan	28
Knowledge Management Strategic Objectives	28
Knowledge Management Impact Pathway – linkages with project logical framework	29
Knowledge Management Work Areas and Actions	29
Activities, budget and timeline	30
C. Implementation Risks and Management	31
D. Scaling up, Sustainability and Exit Strategy	32
VI. PROJECT COSTS AND FINANCING	33
A. Project Costs by Component/activity, including table	33
B. Project Financing, including table showing proposed by category of expenditure for IFAD and other financiers	33
VII. FINANCIAL GOVERNANCE	34
A. Procurement Procedures for Goods, Services and Human Resources	34
B. Financial Management System, including accounting specifications	34
C. Disbursements, Financial Reporting, and Audit Arrangements	35
ANNEXES	36

Annex 1 – Results-based logical framework.....	37
Annex 2 – Supporting documentation for full design document	39
Annex 3 – Eligibility and Due Diligence Checklist.....	40
Annex 4 – Procasur’s learning routes and knowledge management experience in NEN.....	41
Annex 5 – Procasur SSTC experience with IFAD-funded projects in Sudan	43
Annex 6 – Draft Terms of Reference (TOR) for Project Coordinator.....	46
Annex 7 – Project Organizational Structure.....	49
Annex 8 – ICARDA Project Staff.....	50
Annex 9 – MEL (Measurement, Evaluation and Learning) Resources.....	78
Appendix A – Record and References to Financial Cooperation	79
Appendix B – Financial Management Assessment Questionnaire - FMAQ	83

Summary Sheet

Grant title	Strengthening knowledge management for greater development effectiveness in the Near East, North Africa, Central Asia and Europe
Recipient / Recipient address	International Center for Agricultural Research in the Dry Areas, Dalia Building 2 nd Floor, Bashir El Kassar Street, Verdun, Beirut, Lebanon 1108-2010 / Mailing Address: P.O. Box 114/5055, Beirut, Lebanon
GRIPS ID	2000001661
IFAD grant originator	Nerina Muzurovic, Knowledge Management Officer, NEN
Originating Division(s)	The Near East, North Africa and Europe Division (NEN)
Proposed IFAD grant US\$ Co-financing US\$ Total programme cost US\$	US\$ 1,800,000 US\$ 315,000 US\$ 2,115,000
Duration	48 months
Grant goal, objectives and outcomes	<p>Goal</p> <p>Develop effective and long-term knowledge management-related capacities in target countries</p> <p>Objectives</p> <p>(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);</p> <p>(ii) Foster and promote knowledge exchange across in-country, cross-country and trans-regional partners to foster knowledge uptake, transfer and management.</p> <p>Outcomes</p> <p>(i) Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in the NEN region</p> <p>(ii) Effective learning systems established and embedded in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices</p> <p>(iii) Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up.</p>
Themes addressed (see GRIPS)	Knowledge management, South-South cooperation, Training, Women, and Youth
Links to grant policy and DSWP, and to corporate priorities	This project focuses on establishing and strengthening knowledge management linkages to support effective rural agricultural development in participating countries and regions. The work will also facilitate stronger access to financial services and inclusion, with a specific focus on women and youth. The development of products and capacity development techniques will be developed to promote innovative and accessible, pro-poor approaches that are

	<p>easily manageable, as well as to support in-country partners in their capacity to support this work while generating the necessary knowledge to effect development impact in rural and agricultural settings.</p>
<p>Grant target groups and number of beneficiaries</p>	<p>On a country-level scale, this work will focus on national public institutions that can most benefit from work focused on rural poverty in middle-income countries (MICs) and those experiencing situations of fragility. The primary beneficiaries working at institutional level will be 160 people across target countries with the expectation of 500 additional indirect public employees able to promote project results, thanks to internal sharing and training mechanisms. The project will enable 5,000 beneficiaries to access and use existing or newly created knowledge. In addition to this, 12,000 beneficiaries will be targeted via dissemination campaigns totalling 17,660 beneficiaries. Based on the planned activities to ensure sustainability (reusability) and scalability of the project, it is expected the number of beneficiaries will increase at a rate of 30%/year after project completion. Such an estimate will be validated by automated surveys that the project stakeholders can verify over time and can be used for future baseline data for similar interventions.</p> <p>In addition to the anticipated target groups identified below, this project also will consider expanding participating target groups during project implementation. This will be based on previous experience in these countries and in close consultations with IFAD country offices (ICO). The countries and target groups are as follows:</p> <ul style="list-style-type: none"> • Moldova: Ministry of Agriculture and Food Industry (MAFI); National Bureau of Statistics; Institutul pentru Dezvoltare și Inițiative Sociale “Viitorul” (Institute for Development and Scoail Initiatives – IDIS Viitorul) • Morocco: Ministry of Agriculture, Fisheries, Rural Development, Water and Forests (and through them the “Office regional de mise en valeur agricole” (Regional Offices for Agricultural Development); Caisse nationale de credit agricole (CNCA); Institut National de la Recherche Agonomique (INRA) (National Institute of Agricultural Research); Institute of Agronomy and Veterinary Hassan II; Fondation pour le Développement Local et le Partenariat (FONDEP); Fondation Grameen Crédit agricole • Sudan: Department of Transfer of Technology, Agricultural Research Corporation (ARC) and Department of Extension and Technology Transfer, Ministry of Agriculture and Forestry (MOAF), including the following internal organisations Agricultural Production and Pilot Projects (DG is coordinator for KariaNet Sudan), Technology Transfer and Agricultural Extension, Planning and Agricultural Economics, Agricultural Research Corporation (ARC), and National Forestry Corporation (NFC); National Information Center, Ministry of Science and Communication; University of Sudan – Faculty of Agriculture; University of Khartoum – Faculty of Agriculture; University of Ahfad for Women – Faculty of Rural Extension, Education and Development (REED); University of Gezira – Faculty of Agriculture; Sudanese

	National Society; Sudan Federal Food Security Technical Secretariat (Food Security Information and Knowledge Sharing System).
Main components	(i) KM capacity assessment for enhanced formulation of learning needs (ii) Capacity development and knowledge systematization (iii) Enhanced regional knowledge exchange.
Countries where activities will be implemented	Moldova, Morocco, Sudan with the possibility of adding two (2) additional countries in NENA and CEN to be selected from Year II as detailed in Section III.B of this proposal.
Implementation arrangements (including links to other IFAD interventions)	<p>The implementation of project activities will be undertaken by ICARDA as executing agency. In-country activities will be undertaken and co-led by ICARDA, especially its regional offices and in-country stakeholders. Long-term presence of ICARDA in Morocco and Sudan will be utilised to expand country networks to link with regional initiatives and building on existing partnerships. It is anticipated that a Project Coordinator will be based in the ICARDA Morocco Regional Office to ensure effective linkages with IFAD's country office and programme, while also benefitting from ICARDA's long-standing relationships with stakeholders there, and to capitalize on the commonalities across language. Separate agreements will be signed with all participating national and international partners.</p> <p>Project management will be led by the Programme Manager who will supervise the Project Coordinator and project activities. The point of contact with IFAD will initially be with the Programme Manager (PM) and, once appointed, the bulk of interaction for this project will be moved to the Project Coordinator (PC).</p> <p>It is also anticipated that further in-country partners will be secured prior to project inception.</p> <p>This work will link to the following IFAD operations:</p> <ul style="list-style-type: none"> • In Moldova, links will be made to the Inclusive Rural Economic and Climate Resilience Programme and Rural Resilience Project. • In Morocco, ongoing projects on Agricultural Value Chain Development Programme in Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province and the Rural Development Programme in the Mountain Zones- Phase I and Atlas Mountain Rural Development Projects (PDRMA). • In Sudan, there will be integration with the Gender Action Learning System (GASL); Butana Integrated Rural Development Project, Supporting Small-scale Traditional Rainfed Producers in Sinnar State Project, Seed Development Project and Livestock Marketing and Resilience. Linkages will also be made with past IFAD-funded operations in the above-mentioned countries.
Supervision and knowledge management	ICARDA will be responsible for overall coordination and technical and financial management of the project through its Beirut HQ, as well as at a regional level in Morocco (Rabat),

	<p>Egypt (Cairo), and Uzbekistan (Tashkent). Timely and effective implementation will be managed initially by the Programme Manager, then Project Coordinator upon appointment, with input from regional coordinators and scientific programme leaders.</p> <p>The knowledge management for this work will draw directly from the principles and actions outlined in the IFAD Strategy for Knowledge Management and actions outlined below in the Knowledge Management Plan for the project. This will help to ensure that specific mechanisms are implemented to promote IFAD learning as well as the effective dissemination and support of knowledge and knowledge management within project countries via participating institutions.</p>
--	---

ACRONYMS

API	Application programming interface
BIGM	Biodiversity and Integrated Gene Management
CA	Central Asia
CAC	Central Asia and the Caucasus
CACILM	Central Asian Countries Initiative for Land Management
CAEE	Central Asia and Eastern Europe
CDU	Capacity Development Unit
CEN	Eastern Europe and Central Asia
CGIAR	Consultative Group for International Agricultural Research
CIHEAM-Bari	Centre International de Hautes Etudes Agronomiques Méditerranéennes – Bari
CODIS	Documentation and Information Services (CODIS)
CoP	Community of Practice
COSOP	Country Strategic Opportunities Programme
CSR	Corporate social responsibility
CWANA	Central and West Asia and North Africa
GEF	Global Environment Facility
GIS	Geographic Information System
IAU	Internal Audit Unit
ICARDA	International Center for Agricultural Research in the Dry Areas
ICO	IFAD Country Office
ICT	Information and Communication Technology
IDIS	Institute for Development and Social Initiatives
IIA	Institute of Internal Auditors
InnovATE	Innovation for Agricultural Training and Education
INRA	Institut National de la Recherche Agronomique
ISO	International Organization for Standardization
IWLMP	Integrated Water and Land Management and Ecosystems Program
KM	Knowledge Management
KMP	Knowledge Management Plan
M&E	Measurement and Evaluation
MEDAB	Mediterranean Incubator for Business Creation in the Agro-food Sector
MEL	Monitoring, Evaluation and Learning
MENARID	Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management
MICs	Middle Income Countries
MIP	Mediterranean Innovation Partnership
NARP	North Africa Regional Program
NARS	National Agricultural Research System
NENA	Near East and North Africa
NGO	Non-governmental organizations
NVSSAP	Nile Valley and Sub-Saharan Africa Regional Program
PC	Project Coordinator
PM	Programme Manager
PREVAIL	Programme for Strengthening Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in the Latin America and the Caribbean Projects
PROCASUR	POCASUR Corporation
PDRMA	Atlas Mountains Rural Development Project
RAIN-WANA	Regional Agricultural Information Network for West Asia & North Africa
SIRPS	Sustainable Intensification and Resilience of Production Systems
SSTC	South-South and Triangular Cooperation
VT	Virginia Tech
USAID	United States Agency for International Development
WUA	Water Users' Associations

I. 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. Knowledge sharing and management across the Near East, North Africa, Central Asia and Eastern Europe varies broadly, and there is a risk of losing critical information and knowledge along the way that can support effective agricultural development now and in the future. 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 project facilitates and supports the growth of knowledge management and capacity development operations within the Near East and North Africa (NENA) and Central-Eastern Europe and Central Asia (CEN) regions, which include fragile states – areas which require support for upward economic momentum and growth. Traditionally, the data captured about rural and agriculture solutions has not been facilitated in an effective way to ensure excellent results management. 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.

II. RATIONALE: RELEVANCE AND LINKAGES

A. Link to outputs of Grants Policy and corporate priorities

This grant is in line with the objectives of IFAD grant financing indicated in the IFAD Policy for Grant Financing, as it aims at strengthening partners' institutional capacities and at generating and sharing knowledge for greater development impact. More specifically, the project builds upon IFAD's commitment to expand its capacity development support to monitoring, evaluation and learning systems, in conformity with the Thematic Cluster III (Better results management through improved M&E system) of the IFAD Medium-Term Plan 2016-2018. Furthermore, the proposed activities are focused on the fourth priority area defined by the Strategic Guidance for IFAD Grants 2017 (Improved data collection and better results management) and fully adhere to the key strategic directions for global/regional grants, as they demonstrate a robust public good dimension in generating and sharing knowledge across countries in the NENA and the CEN regions.

The grant also contributes to the achievement of the corporate objective of strengthening IFAD's operational approach in countries with fragile situations, endorsed by the Executive Board through a dedicated IFAD Strategy for engagement in countries with fragile situations, in December 2016. It serves also the purpose of developing differentiated knowledge products within and across middle-income countries (MICs), thus adopting all the three approaches to be enhanced for the successful accomplishment of the IFAD Medium-Term Plan 2016-2018, namely: South-South and Triangular Cooperation (SSTC), capacity building and policy engagement.

B. Rationale for grant financing, for selected implementing agency and for recipient selection and recipient capacity

Knowledge management and South-South and Triangular Cooperation play an integral part in effectively developing and sharing solutions for agricultural and rural development. Yet, organizational capacities in public institutions of relevance for this area in the NENA and the CEN regions vary broadly, and opportunities for knowledge systematization and transfer across countries remain largely untapped. This grant seeks to address this problem by systematically identifying and seeking to fill the most relevant knowledge gaps and strengthening organizational learning across three (plus the possibility of including 2 more – to be decided upon following the first eighteen-months to two-years of project) focus countries in the above-mentioned areas.

In accordance with the IFAD Strategic Framework (2016-2025), the IFAD KM Framework and the IFAD Development Effectiveness Framework (DEF), knowledge management is commonly

understood as the necessary condition for targeted data collection, effective results measurement, and systematic dissemination of lessons learned. In this context, and as stated in IFAD's SSTC Approach paper, SSTC can serve as an important vehicle for sharing of relevant development solutions and knowledge as well as partnership building and support.

To identify an organization capable of mobilizing the appropriate expertise in capacity development and knowledge management across diverse countries in NENA and CEN regions, pre-selected institutions have been invited to submit bids for the implementation of the proposed project. The Competitive Screening Evaluation Team, gathering together IFAD technical specialists along with financial and legal experts, examined the proposals received against a pre-determined set of evaluation criteria. The Team reached a consensus on the quality of the proposal submitted by ICARDA. Its prominent regional presence and specialized units for monitoring, evaluation and learning (MEL) and capacity development were assessed as specific strengths of ICARDA's project. ICARDA, a CGIAR institution, has solid experience on the ground, extensive knowledge of national agricultural research systems and institutions, and has long been recognized as a reliable partner in policy dialogue. A further overview of ICARDA's capacity to implement this project is supported by the attached in Appendix A – Record and References to Financial Cooperation, which shows all ongoing projects and donors up to 1 October 2017. This combination will help ensure the effectiveness and sustainability of the proposed activities. At the same time, ICARDA endorsed the Team's recommendation to bring in Procasur as an implementing partner for the components related to capacity assessment and "learning routes". Procasur is specialized in identifying and scaling up home-grown innovations, and has had well-documented success in carrying out knowledge sharing activities via several IFAD-funded projects throughout the world. It contributed to defining an inclusive and participatory approach that underpinned the entire knowledge assessment, development and dissemination process.

C. Potential linkages with current IFAD operations

The proposed project will build on the portfolio of relevant past and on-going projects and programmes supported by IFAD in its regions to help it meet its objectives. This will include analyzing the experience of what has worked and what has not in the establishment and support of regional networks and platforms such as **FIDAAMERICA, FIDAAFRIQUE, the CLEAR Initiative and the Global Delivery Initiative** to harvest their experience in knowledge management. Regional grant programmes supported by IFAD will also be considered, such as the **Programme for Strengthening Regional Capacity for Monitoring and Evaluation of Rural Poverty Alleviation Projects in the Latin America and the Caribbean Projects (PREVAIL)** as well as the **Regional Programme for Strengthening Management for Impact in Eastern and Southern Africa**.

The project recognizes IFAD's strong efforts to manage and disseminate the knowledge it has generated from the projects that it has supported and what has worked (or not) in promoting gender equality and women's empowerment. We will explore linkages with the IFAD **Taqeem** partnership with the International Labour Organization (ILO) to strengthen gender monitoring and evaluation in rural employment in the Near East and North Africa. We will seek to learn from them about "what works" in the promotion of gender mainstreaming and their knowledge, approaches and best practices in the implementation of our own project. We will also seek to learn from what IFAD is doing to support **South-South and triangular cooperation—including the grant programme in Algeria, Hungary, Morocco, Turkey and Uzbekistan** regarding water saving technologies, cultivation of water efficient crops and livestock breeding which is reaching more than 1,000 young people and women working in agriculture.

In Moldova, there is potential to link this project to improved knowledge management and capacity building to establish and strengthen market linkages and promote access to a full range of financial services, with the emphasis on products for vulnerable women and youth in rural areas. In addition to this, the project will also facilitate stronger knowledge management and capacity development to scale-up the work, and support increased agricultural production and investments that will be necessary in the coming years to build and maintain rural infrastructure. In consultation with IFAD's country programme team and project staff on the ground in Moldova, in terms of the potential projects that will be included, the project will seek to build linkages, to the projects that have tackled rural finance and infrastructure, value chain development and natural resource management with a focus

on the on-going Inclusive Rural Economic and Climate Resilience Programme¹ and the Rural Resilience Project. Completed projects in Moldova will also be considered for inclusion.

In Morocco, this project will work with IFAD operations to facilitate stronger links for managing the knowledge and tools that have been built in recent years to promote access to financial services, improved access to and management of agricultural and water management techniques. The project will engage IFAD's country programme team and the relevant project teams to determine the projects deemed important for inclusion. On-going projects such as the Agricultural Value Chain Development Programme in the Mountain Zones of Taza Province and Mountain Zones of Al-Haouz Province and the Rural Development Programme in the Mountain Zones Phase I and Atlas Mountain Rural Development Projects (PDRMA) will be included. It is noted that the thematic focus of IFAD projects has evolved over time, and that the work focuses on the mountainous, rangelands and rainfed zones in the arid south that have a high incidence of poverty and with large development potential.

In Sudan, the project will focus on developing and strengthening knowledge to increase the use of productive agricultural technologies and natural resources management to ensure effective water management techniques, drought resilience and conservation agriculture. Further to this is the important link that is made between accessibility to rural finance options to ensure profitability along value chains. This project will support this work through the effective management and coordination of the available knowledge, seeking to support its effective management and use going forward. In Sudan, the partnership between the IFAD portfolio and PROCASUR will be enhanced by the proposed project. Through the development and implementation of Learning Routes, workshops, Training of Trainers (ToT) and other learning tools, IFAD has supported the scaling up of optimal livestock and rangeland management practices, incorporated the Gender Action Learning System (GASL), and enhanced overall operations of KM performance².

In Sudan, the COSOP (Country Strategic Opportunity Programme) Strategic Results Review of 2016 will set the stage for the engagement with projects in the Sudan (including IFAD's Country Knowledge Management Strategy), and build on efforts already undertaken to establish a more systematic approach to KM and learning over the period of 2017-2019, while working closely with the core team. The projects will include those on-going IFAD projects in the Sudan³, such as the Butana Integrated Rural Development Project, Supporting Small-scale Traditional Rainfed Producers in Sinnar State Project, Seed Development Project and Livestock Marketing and Resilience Programme.

D. Relevance of the theme to the focus area of work of the recipient

The three thematic areas are reflected in the organisational mandates of ICARDA and partner institutions. Over more than forty years of working in developing countries to address rural poverty and food security, ICARDA has worked alongside farmers, extension agents, national research institutions and universities, policymakers and other stakeholders in public and private sectors to support, maintain and grow agriculture in the world's dry areas. ICARDA has worked extensively with advanced research institutions as well as farming and producer organizations to develop innovations and disseminate them to beneficiaries. A key part of the past and present work of ICARDA includes building knowledge management networks and strengthening organizational learning and capacity to transfer agricultural and rural solutions for improved livelihood outcomes. Work has been undertaken in information management, knowledge sharing and capacity building with national institutes in information management and Open Access, while providing specialized training and mentoring programs on research synthesis in national research centres and rural advisory services. ICARDA has developed innovations to fit with existing indigenous and modern knowledge systems in different disciplines of agricultural research to support the development continuum. Some of the information already accommodated in knowledge management tools and systems already in place, and capacity strengthening undertaken, will serve the present context to support options in the face of climate change, including best options for food and nutritional security; sustainable land management options; rainfed and irrigated agriculture; agro-pastoral farming systems; agrobiodiversity; integrated crop-livestock farming systems; and, improving livelihoods for rural men, women and youth. The expertise

¹ <https://operations.ifad.org/web/ifad/operations/country/project/tags/moldova/1669/documents>

² [Annex 5 – PROCASUR SSTC Experience with IFAD-Funded projects in Sudan](#) presents a summary of Sudan's benefiting of SSC through learning routes and innovation plans follow ups in the country.

³ https://operations.ifad.org/web/ifad/operations/country/project/tags/sudan/1332/project_overview

of the partner institutions in knowledge management and capacity development will greatly complement ICARDA's existing expertise in building rural institutional capacity in KM in the target countries.

The project will also build on the experience of partners CIHEAM, Virginia Tech and PROCASUR in implementing KM projects. In the NENA and CAC region, ICARDA has implemented a number of projects in knowledge management and sharing. Through the project "**Regional Agricultural Information Network for West Asia & North Africa (RAIN-WANA)**" (IFAD Grant #1206), a capacity building partnership was developed with information management professionals from national agricultural research libraries and ministries in Egypt, Lebanon, Sudan and Syria. The initiative provided a fully integrated and sustainable open access information management platform. RAINWANA brought national agricultural research centers, projects and libraries together to better organize their work and link with others in a regional network that shared public information related to agricultural research. This project introduced new knowledge management capacities and tested and implemented systems for effective knowledge transfer. The project engaged with thirteen agriculture and development organizations and projects in West Asia to better organize and share development achievements and lessons-learned with an international audience via a knowledge sharing platform. The project also built the skills and core capacities of a group of twenty-one information management specialists to better manage the information produced while employing international standards for information management and exchange. A 'proof-of-concept' project demonstrated the feasibility and benefits of creating flexible and affordable platforms to serve the information management needs of agriculture and rural development projects, programmes, and national institutions.⁴

Building on the RAIN-WANA project, **MENARID** (Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management) (IFAD Grant #GEF-MSP-20-ICARDA)⁵ was implemented to enhance knowledge sharing and management efforts by focusing on tools for systematic cross-cutting and aligned Measurement & Evaluation actions in Algeria, Egypt, Iran, Jordan, Morocco, Tunisia and Yemen. This project provided an excellent opportunity for South-South linkages, collaboration and knowledge sharing and exchange in land and water management for sustainability and resilience of dryland ecosystems knowledge using a portfolio of eleven projects, two of which are in Morocco—the "Participatory Control of Desertification and Poverty Reduction in the Arid and Semi-Arid High Plateau Ecosystems of Eastern Morocco," and "A Circular Economy Approach to Agro-Biodiversity Conservation in the Souss Mass Draa Region of Morocco". MENARID consolidated and shared knowledge among the countries and projects in the field of water management and groundwater resources, strengthened M&E systems, built the capacity of MENARID stakeholders and identified scalable practical solutions by creating new synergies among projects. A strong sense of belonging to a learning community was established including synthesized knowledge from groundwater management experiences, transboundary aquifer management, water governance and policies. It added value to rural development projects and delivered a proof of concept through its knowledge sharing approach (<https://menarid.icarda.org/Pages/Welcome%20Page.aspx>).

CACILM II (Knowledge Management in Central Asian Countries Initiative for Land Management (IFAD Grant # I-R-1427-ICARDA)⁶ in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan, is a long-term multi-country partnership aimed to restore, maintain and enhance the productive functions of land in Central Asia, leading to improved economic and social well-being of those dependent on these resources, while preserving ecological functions. Building on the success of Phase I (2006-2009), CACILM built a knowledge platform to consolidate existing knowledge and facilitated widespread and mature sustainable land management practices. The project supported knowledge synthesis and generation (existing knowledge, identifying and filling gaps); knowledge packaging and dissemination (identifying stakeholders and dissemination pathways; knowledge exchange and capacity building); and using knowledge in policy dialogues to enhance evidence-based policy to facilitate SLM adoption. A synthesis of over 90 high potential solutions from national research partners for improving sustainable land management was undertaken, and the initiative

⁴ Regional Agricultural Information Network for West Asia & North Africa (RAIN-WANA) (IFAD Grant # 1206) (Sept 2010 to Dec 2012).

⁵ Monitoring and Evaluation and Knowledge Management for Integrated Natural Resource Management – MENARID (Dec 2010 to Dec 2014)

⁶ Knowledge Management in Central Asian Countries Initiative for Land Management (CACILM II) (IFAD Grant # I-R-1427-ICARDA) (Feb 2013 to July 2016)

developed knowledge products that were promoted to technical agencies and policy makers through the CACILM knowledge base. Over a three-year period these knowledge products included over 40 videos (with 15,000+ views), 30 publications and regular updates on social media (the initiative's Facebook page engaged 3,500+ people). Publications and audio-visual material was consolidated on the online knowledge base, which was available in Russian and English in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan (<http://www.cacilm.org/en/>). In addition, over 40 workshops and training events involved some 2,000 participants.

Building on its proven capacity development and knowledge building, CIHEAM's institutional strategy, CAPMED 2025, aims to enhance the knowledge and know-how of NENA regional entrepreneurs, increasing the sustainability of agricultural value chains and natural resources through enhanced management instruments and innovation systems, contributing to more inclusive economic development in the Mediterranean region. Education and training offered at CIHEAM-Bari aim to provide students and trainees with both scientific and technical highly-qualified knowledge to develop their critical understanding, applied skills, and to use the wealth of experience acquired to improve food quality and safety, enhance environment and natural resources management and promote sustainable agriculture in their countries of origin. CIHEAM-Bari provides two types of education: Postgraduate Education and Lifelong Learning. In the framework of the Postgraduate Education, CIHEAM-Bari organizes Masters and Master of Science Programmes in fields that are crucial for agricultural and rural development in the Mediterranean: 1. Land and Water Resources Management: Irrigated Agriculture; 2. Sustainable IPM Technologies for Mediterranean Fruit and Vegetable Crops; and 3. Mediterranean Organic Agriculture. The 2017 module is "From a business idea to its project design: the enterprise culture in the innovation process management," which has been launched to support skill-development to create, develop and communicate entrepreneurial ideas and proposals.

In particular, CIHEAM-Bari is active in providing significant support for business incubation and innovations platforms for agro-food entrepreneurship. Through the **Mediterranean Innovation Partnership (MIP)**, CIHEAM-Bari established an international network of public institutions of 10 Mediterranean countries including Albania, Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia and the countries of the Regional Rural Development Standing Working Group in South Eastern Europe. This network includes training, knowledge sharing and cooperation to support the growth of an entrepreneurship culture among young people, entrepreneurship creation and innovation. Since 2015, CIHEAM-Bari has undertaken work in the promotion of **MEDAB Mediterranean Incubator for Business Creation in the Agro-food Sector** to transfer knowledge and skills to young innovators of the agro-food sector through "accompanying paths" to create and develop a prototype of products/services of enterprise to be launched on the market starting from an innovative idea. To address the growing need for gender-specific interventions in knowledge dissemination, in 2012 CIHEAM-Bari launched a THEMATIC NETWORK named G.EM.NET (Gender empowerment for a sustainable rural development), that builds on the experience of previous projects. The main purpose of this network is to disseminate information, exchange experiences and ensure an institutional dialogue on the themes of women's empowerment and gender equality related to sustainable rural development across the Mediterranean Countries at a local, national, and regional level. Further to the above, CIHEAM-Bari also launched the **Feeding Knowledge Program**, developed in cooperation with Politecnico of Milan, which was launched at the 2015 Milan Expo. This platform was built on the idea that knowledge development and sharing are the main tools to identify concrete solutions for food security that meet the needs of developing countries.

The participation of Virginia Tech will be undertaken through their **Innovation for Agricultural Training and Education (InnovATE) project**, aiming to achieve sustainable food security, reduce poverty, promote rural innovation and stimulate employment by building human and institutional capacity. The program focuses on all aspects of agricultural training and education across youth, gender, and workforce development, at the primary, vocational/technical, university and post-graduate levels. Funded by USAID, the expertise developed in this project can be used in the target countries. This work has already taken place throughout Armenia, Cambodia, DR Congo, Honduras, Jordan, Malawi, Mali, Mozambique, Nepal, Nicaragua, Senegal, Tajikistan, Uganda and the United States.

PROCASUR's "Learning Route" methodology is a capacity-building tool with a proven track record of successfully integrating local knowledge and experiences, with innovation and best practices from the field that have scaling-up potential. This methodology will be applied in this project with further information being available in Annex 4. The Learning Route is based on the idea that successful

solutions to existing problems in rural areas already exist, and that these solutions can be adapted and spread in other contexts. Across several continents and multiple rural contexts, the Learning Route has shown to be a powerful method to foster capacity-building through peer-to-peer sharing of knowledge and face-to-face interactions⁷. In particular, PROCASUR has worked with IFAD- supported operations and used its toolkit in over 40 countries.

III. THE PROPOSED PROJECT

A. Strategy, Approach/Methodology

Several important factors shape the proposed strategy to facilitate knowledge management⁸ (KM) in and across selected countries in different regions. Conceptually, knowledge management in a variety of country contexts has well-recognized value while some components (such as knowledge generation, capturing etc) focus on KM either explicitly or implicitly. Although many organizations realize that knowledge is a great asset, they often fail to integrate knowledge management in organizational processes. On the solutions supply side, the majority of interventions in rural poverty reduction programmes focus on supporting local and/or traditional knowledge or new innovations. Despite efforts from research, extension and development programs to develop solutions, knowledge transfer is often mentioned as an obstacle to sufficient use of existing or proposed innovations. These factors provide a significant opportunity to support the need for the institutionalization of effective knowledge management across organizational processes or programmes to enhance applicability of rural poverty reduction solutions.

The strategy of the proposed work is therefore directed at efficient, effective and sustainable knowledge management processes that include co-learning partnership activities involving diverse organizations and end-users. To ensure the application of agricultural and rural solutions, end-users will be involved in the process from early on in project implementation. Such inclusion fosters interactive feedback from participating stakeholders and enhances the capacity of organizations and agents to develop and utilize rural development knowledge.

The project sets the following priorities that shape approaches described further below and partnerships to implement activities:

- Support the sharing/dissemination of existing knowledge with a focus on strengthening capacity and the transfer of agricultural and rural solutions already considered “best practices” by farmers when tested and proven under local contexts. The knowledge garnered from this will be expanded upon and supported through strengthened capacity development at the level of public institutions;
- The project will strengthen institutional capacities in knowledge management across the project region so that knowledge can be shared and disseminated more effectively to end-users/stakeholders;
- Knowledge management and dissemination will be achieved through the appropriate assessments, identification of knowledge management capacity gaps, and prioritization of learning needs; and
- Knowledge dissemination for this project will be modelled on three thematic areas (financial inclusion of rural women and youth; natural resource management and climate resilience; and, productive agricultural technologies) which are relevant to the strengthening of development effectiveness in the project countries.

Key knowledge needs related to rural development will be identified through direct interaction with target groups and project stakeholders. The inception workshop will provide the basis for this work

⁷ANNEX 5 – PROCASUR’S Learning Routes and knowledge management experience in NEN presents a summary of PROCASUR’s learning routes features and a list of them organized in the NEN region.

⁸ There are numerous definitions of “knowledge management” in literature. To harmonize different understandings of knowledge management in different contexts, we use the following definition in this document that encapsulates key elements. Most definitions consider knowledge management as the process of systematic approach to creation/generation, capture, storage, retrieval, enhancement and dissemination.

ensuring a movement beyond research-based solutions towards a broad assessment of available knowledge as defined by the targeted stakeholders, IFAD projects, and work undertaken by ICARDA and its partners. This work supports the inclusion of rural knowledge-based solutions and innovations that will benefit the in-country stakeholders, with a particular focus on indigenous knowledge, practical, and development experience. The breadth of the knowledge assessment will include, but is not limited to, the following elements (also to be defined in the assessment stage): women and youth; income generation, employment and financial inclusion; rural financial advisory services; natural resource management and climate resilience; ecosystem services; community resilience; productive agricultural technologies (including water management, conservation agriculture, and drought-resilient crops, soil health and management); and policy interventions. The assessment stage of this project will assess the knowledge that is currently available and accessible, and the capacity of in-country institutions to use it. These areas of assessment will be evaluated in terms of stakeholder and development need, with the anticipation of strengthening institutional KM capacities.

This partnership between national and international stakeholders will drive forward wider and more inclusive development impacts through the development of knowledge management capacity, using the following approach:

- Assess current KM systems via wide consultation, and identify the knowledge gaps and opportunities for using and transferring agricultural solutions for enhanced development impact at wider scales. This will be undertaken to gain a nuanced understanding of the needs of the various stakeholders using a political economy approach.
- Develop the organizational capacity of public institutions: to develop and share solutions to enhance the role of agriculture in the rural sector of country economies; transfer knowledge and innovation strategies; and measure and evaluate development efforts. This will be supported by enhancing capacity for policy dialogue.
- Facilitate South-South and Triangular Cooperation (SSTC) across Moldova, Morocco and Sudan⁹, (with the possibility to add an additional two countries in Year 2), acknowledging the varied capacities and experience in knowledge creation, management, and transfer within each country and amongst them—namely of solutions, lessons learnt and scaling-up of results. The focus of this project will be to understand the current knowledge available within institutions/countries, and understand the needs and requirements for effective management, capacity development, and growth.
- Develop platforms where knowledge is collected, shared, developed and used with measurable development outcomes on a large scale. The platforms will create and maintain an inventory of characterized and validated indigenous and new knowledge for use by institutions involved in KM and knowledge sharing for agricultural and rural development.
- Strengthen the innovation and knowledge transfer ecosystem to enhance job opportunities for young people and vulnerable groups, by identifying specific methodologies and tools.
- Evaluate the impacts of the improvements made in the KM processes in partner institutions and countries.

Recognizing advances in KM made by various actors, ICARDA is partnering with CIHEAM-BARI to jointly nurture the entrepreneurial capacity of women and youth through established networks in the Mediterranean region and to share lessons learned in Central Asia and Europe. Experience by Virginia Tech will be tapped through joint development and provision of training to rural women and youth in building their employment capacity. Organizationally, learning activities will be delivered through targeted training courses in participating countries and through 'learning routes' to promote cross regional exchange of experiences.

A number of solutions along the knowledge pathway will be employed to enhance regional knowledge exchange -- the compilation of which will be made available through a sustainable co-owned web-based platform for knowledge dissemination and sharing. Regularly updated portals for knowledge management activities have proven to be an invaluable tool to encourage the widespread use of the available data, information, experiences and project findings. Promotion of such portals with blogs

⁹ In the context of Sudan, the ICO staff in the IFAD NEN Division has been explicitly approached by the Ministry of Agriculture at the Federal Level to help fill that gap. In the cases of Moldova and Morocco, previous consultations were carried out with country teams who identified a strong potential for the proposed KM activities in the two countries, and considered them likely to succeed.

through popular social media, ICARDA and CGIAR websites, websites of partner institutions, and presentations at formal and informal gatherings, can attract a large number of visitors and expand the reach of knowledge products to the wider community. The 'knowledge platform' will take into account the vast experience of the project partner organizations and will reflect current trends in managing online media. Learning materials and experiences to support organizational approaches to knowledge transfer, as well as a supporting database of technologies and approaches across the three thematic areas, will benefit project stakeholders.

The annual regional planning workshop will be vital to confirm or adjust knowledge management strategies and will be critical in establishing a Community of Practice across thematic areas. Participation of key stakeholders and their buy-in will help identify common goals and project outcomes, and facilitate their full involvement in activities to achieve planned results. The annual regional planning workshop will ensure the project remains reactive and proactive to arising KM needs and challenges during the project's implementation. The establishment of CoPs and a knowledge platform will support continuous engagement for all project actors, with dedicated sections/forums for members to mutually exchange and update each other.

The information age has transformed communication in many ways, but face to face meetings still play a significant role in sharing and learning experiences – particularly within rural communities. The involvement of rural development agencies who can visualize innovations and co-learning from peers is therefore also of great value. To support this, knowledge symposia and 'learning routes' are planned to support capacity development and knowledge exchange. ICARDA will build on several of its 'learning routes' which draw on experience developed during several initiatives: water management in Egypt; drought tolerant cereal and legume crop varieties in Central and West Asia and North Africa (CWANA), especially in Sudan; sustainable land management in Central Asia; salinity management in Egypt and Central Asia; rainfed agriculture and integrated pest management in Morocco; irrigated agriculture in Uzbekistan; and fibre value chain in Tajikistan and Kyrgyzstan. The KM enhancing initiatives will be anchored on specific innovations of high relevance to rural poverty reduction and sustainable intensification of production systems, and on specific target communities to validate the impacts of KM capacity strengthening on project beneficiaries.

The approach outlined above will be enriched and supported by a range of differentiated knowledge products and services, including web-based information, compilation of best practices and experiences, and visualizing compiled textual information in an interactive graphical way (<http://www.cacilm.org/en/visual>) and through short promotional video-infographics about selected thematic cases. Print products will also be a key medium for reaching and disseminating the work among farming communities, with much emphasis placed on web-based products, in reaction to the growing accessibility of ICT in rural areas.

B. Target Group

The direct target group will be in-country institutions dealing with agricultural and rural solutions, rather than individuals, per se. However, within these institutions it is anticipated that men and women, particularly young professionals, will be targeted.

Selection criteria will be applied to ensure that targeted institutions which stand to benefit the most from the proposed activities can, in turn, reach out to a wider group of end users. The following criteria will be taken into consideration:

- (i) Demonstrated capacity in KM and existing track record of lessons learned with a potential to benefit from KM capacity development, and a special focus on 3 thematic areas;
- (ii) Proximity to agricultural and rural development work;
- (iii) Commitment to establishing a dedicated team of specialists in selected institutions; and,
- (iv) Ability to secure strong KM ownership among its ultimate end users and bring results to scale.

Potential institutions for inclusion in this project include key decision and policy support agencies, departments, and units housed or associated with different Ministries such as Ministries of Agriculture, Environment, or Water, and Rural Planning Institutions that are responsible for rural welfare, natural resources management, and agricultural production. On a country-level, this work will focus on

national institutions that can most benefit from work focused on rural poverty in middle-income countries (MICs) and those experiencing situations of fragility. 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. Institutions participating in IFAD funded projects include small-scale end-users of innovations, and technologies will also be integrated. ICARDA and its partners have undertaken a preliminary assessment of country institutions that could be of relevance to this work. The institutions below have been identified for possible inclusion in the project, with the expectation of more institutions being included during project implementation based on previous experience in these countries, and in close consultation with IFAD.

Moldova

- Ministry of Agriculture and Food Industry (MAFI)
- National Bureau of Statistics
- State Agricultural University / <http://www.uasm.md/en>
- Institute for Development and Social Initiatives, IDIS Viitorul / <http://www.viitorul.org>

Morocco

- Ministry of Agriculture, Fisheries, Rural Development, Water and Forests (and through them the “Office regional de mise en valeur agricole” (Regional Offices for Agricultural Development))
- Caisse nationale de credit agricole (CNCA)
- Institut National de la Recherche Agronomique du Maroc – INRA / <http://www.inra.org.ma>
- Institute of Agronomy and Veterinary Hassan II / <http://www.iav.ac.ma>
- Fondation pour le Développement Local et le Partenariat (FONDEP)
- Fondation Grameen Crédit agricole.

Sudan

- Department of Transfer of Technology, Agricultural Research Corporation/ <http://www.arcsudan.sd/>
- Ministry of Agriculture and Forestry (MOAF)
 - Agricultural Production and Pilot Projects (DG also the National Coordinator of Knowledge Access for International Rural Areas Network, KariaNet Sudan)
 - Technology Transfer and Agricultural Extension
 - Planning and Agricultural Economics
 - Agricultural Research Corporation (ARC)
 - National Forestry Corporation (NFC)
- National Information Center, Ministry of Science and Communication
- University of Sudan – Faculty of Agriculture
- University of Khartoum – Faculty of Agriculture
- University of Ahfad for Women – Faculty of Rural Extension, Education and Development (REED)
- University of Gezira – Faculty of Agriculture
- Sudanese National Society
- Sudan Federal Food Security Technical Secretariat (Food Security Information and Knowledge Sharing System).

Indirect target groups will be determined during the planning phase of the project taking into account key beneficiaries and planned outcomes. It is anticipated that national institutions will serve as Knowledge Resource Centers for a broad group of end-users. These include research institutes, NGOs, Water Users’ Associations (WUA), rural advisory services, farmers’ organizations, individual farmers, seed producers’ organizations, agricultural input suppliers and small-scale end-users for innovation and technologies. The end-users also include university professors and students who teach and learn, respectively, about KM and create related innovations. These groups have been identified as key users of the strengthened knowledge management systems and improved institutional capacities that should be built throughout project implementation. The selection of these Knowledge Resource Centers will be somewhat influenced by those groups already involved with and/or interact with key institutions (direct target groups) in-country, in addition to involving organisations already participating in IFAD projects in the designated areas. It is also anticipated that

the outcomes of this project could be used to support policy development for knowledge-based solutions to support agriculture and rural development, in addition to a broad range of public and private sector institutions¹⁰.

In Year 1, the project will be implemented in three countries: Moldova, Morocco and Sudan. Following a project-based assessment of implementation and progress, in Year II, it is anticipated that two more countries from the NENA and CEN regions could be considered for inclusion. To fit within the remit of the proposed work, the organizational priorities of IFAD, and the capacities of partner organizations, the additional countries could be: Jordan, Lebanon, Egypt or Kyrgyzstan. Any final decision on whether, and which countries, will be included will be aligned with on-going initiatives and made in consultation with IFAD and the project steering committee. This will help build the linkages in the NENA and CEN Regions and facilitate greater SSTC and capacity building at a regional level. With the possibility of project expansion from three to five countries, the steering committee will also take into consideration a balanced distribution across the four IFAD sub-regions.

C. Overall Goal and Objectives

The overall goal for this project will be to develop effective and long-term knowledge management-related capacities in target countries. This will be undertaken through effective knowledge generation and sharing approaches that ensure improved knowledge management and results measurement for rural poverty reduction.

The objectives of this work include: (i) assessing capacity and enhancing knowledge management skills of key rural institutions and other stakeholders in Moldova, Morocco, Sudan (with the possibility of adding two more countries, as outlined above); and (ii) fostering and promoting knowledge exchange in-country, cross-country and across trans-regional partners to foster knowledge uptake, transfer and management.

The proposed project will focus on making the required knowledge available to identified beneficiaries. This work will be shaped around three thematic areas of work: (i) Financial inclusion of rural women and youth; (ii) Natural resource management and climate resilience; and (iii) Productive agricultural technologies (eg. water management technologies, conservation agriculture, drought-resilient crops). This work will build upon and extend previous work undertaken by ICARDA, CIHEAM-Bari and VT in value chains, knowledge sharing and the promotion of gender-sensitive approaches. Previously-funded projects focusing on areas of work important to rural development, including sustainable land and water management, drought resilient genetic resources and improved varieties of crops, conservation agriculture and crop diversification, improvement of small ruminants, and improved pasture management and sustainable agricultural practices, are in line with the three focus thematic areas of the work. Rural women make up the largest share of agricultural labour and in many cases, as a result of male migration to urban areas in search of better opportunities, are farm managers while often having the least access to knowledge. Many extension programs lack the capacity to reach rural women with critical knowledge required for them to benefit from agricultural innovations. The proposed project will include gender-focused activities (including training and gender-specific knowledge products) to ensure that both rural men and women benefit from strengthened KM systems.

Acknowledging other regional initiatives such as the IFAD-ILO project findings on women and youth employment in the NENA region, the project will ensure greater gender and youth financial inclusion

¹⁰ While not explicitly articulated as a key area for development within this project, participation of the private sector could also be explored in this work and would seek to include in-country investors (companies) with an interest in accessing up-to-date knowledge about opportunities in rural areas and agriculture for future financing and investment. This work would focus on accessing mapping and data about agricultural needs and production opportunities for farmers, while rural inhabitants themselves would also have greater access to opportunities for the development of their own knowledge management tools and capacities. Impact and responsible investment is one of the CSR (corporate social responsibility) initiatives that many companies are focusing on to improve their sustainability scoring. Meanwhile, increasing the level of investments in rural areas and improving the level of engagement for the rural poor in markets is also one of IFAD's 2016-2025 objectives. In this way, there is potential for this project to be a good platform to foster partnerships and collaborations between institutions of various typology.

by promoting up-to-date knowledge, practices and activities that enhance employment and entrepreneurship. Successful case studies and lessons learned will be introduced as learning tools and guidelines for consultation when making interventions/programmes within rural development. Gender sensitive approaches and mainstreaming will be incorporated as fundamental pillars of project activities. The project will not focus only on content aspects (such as knowledge available) but also practical aspects that incorporate practices, institutions and supporting the reform of current systems as required.

D. Project Outcomes

The programme is expected to have the following outcomes:

- 1. Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in the NEN and CEN region:** this will include understanding the needs for effective knowledge management and transfer, and also ensuring there is a space for this work as identified by target groups. Initial inventory of available knowledge will identify at least 20 indigenous and modern knowledge systems related to the thematic areas of this project. The available knowledge will be analysed and a shorter list of best practices will be prepared which could be used for organizational capacity development.
- 2. Effective learning systems established and embedded in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices:** This will be undertaken with a keen view to current systems in-place at each organization and understanding of what can be improved, what should be removed and added, and how to ensure that these organizational processes are flexible to ensure long-term viability and to act as effective sharing mechanisms. It is expected that in each country institutional capacities for managing and delivering at least 10 knowledge packages of best practices with detailed technological and economic analysis will be available by project completion. These knowledge products will be delivered to recipients in national institutions and other key stakeholders through structured training workshops, field visits, conference participation, mass media, and advanced degree training of students. It is expected that the capacity of at least 10 institutions and 660 individuals (at least 30% women) will be strengthened to manage and utilize 10 knowledge packages. A strategy for the long-term continuation of this work will be included in this project and will help ensure learning systems will be a part of the framework of participating organizations going forward. This will be done in two stages: (i) identification of knowledge; and (ii) capacity development and integrating knowledge packages within institutional/organizational plans and teaching syllabi as applicable.
- 3. Improved knowledge exchange among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up:** This will be facilitated through the launch of trans-regional online systems for discussion, learning and sharing of best-practice. A broader audience will be reached through: institutional websites, such as MEL, linked to the Big Data portal of the CGIAR Research Program; organizing interregional symposia within the scope of this project; sharing outcomes in international fora; and publishing success stories in related professional journals. The development of a modern, easy to use and interoperable knowledge portal will ensure the targeting of 5,000 beneficiaries¹¹ as immediate users of knowledge, and an additional 12,000¹² individuals will be reached using targeted dissemination campaigns. Those numbers will increase at a rate of 30%/year¹³ after project completion thanks to well defined sustainable and scalable approaches fully adopted (owned) by the national institutions.

E. Project Activities

To achieve project outcomes, the proposed work consists of three components/results:

¹¹ Based on available statistics of knowledge platforms and repositories from ICARDA and partners.

¹² Based on available statistics of communication and knowledge campaigns promoted by ICARDA for similar interventions.

¹³ Based on available statistics and survey conducted by ICARDA in the period 2014-2016.

1. KM capacity assessment for enhanced formulation of learning needs
2. Capacity development and knowledge systematization
3. Enhanced regional knowledge exchange.

Component 1: KM capacity assessment for enhanced formulation of learning needs

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

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

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

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

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

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

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

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

Organize a regional workshop after the first year to introduce implementation plans in participating countries and bring together people working in thematic areas to establish Communities of Practice (CoP). Conduct preliminary communications to identify active practitioners with relevant

and valuable experiences. The workshop will include administration personnel from participating organizations where CoP will be contributing to, in order to demonstrate to the management the benefits from CoP. It will also identify the scope for CoP, including critical problems to solve, the context within which to operate and develop the strategy, the support provided to run CoP, and agreement on coordination roles and the selection of a coordinator.

Component 2: Capacity development and knowledge systematization

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

The project will organize a series of tailored capacity development interventions in the form of training courses based on the capacity need assessment undertaken in each country. Courses will be provided as face to face and online (Moodle¹⁴), in order to ensure reuse of the material after project completion by national partners. The courses will be organized in local languages and/or English using ICT support such as web and mobile-based applications. Key country partner organizations identified in each region during the initial phase will be the primary beneficiaries of the trainings, along with IFAD projects in target countries. Particular emphasis in developing training course materials will be given to improve organizational processes and strategies to deliver solutions for thematic areas covering the financial inclusion of women and youth, and natural resource management for climate change adaptation and agricultural productivity. The trainings will target officers from participating institutions, both collectively and individually, and will be tailored to reflect the knowledge and competence of participants, who can then transmit innovative ideas to develop businesses that help women and young people become integrated into society. The trainings will combine daily lectures (on innovation processes: the design and development phases of an innovative idea; networking and cooperation among innovation actors; mapping and analysis of innovation chains; methods and tools to effectively communicate entrepreneurial ideas, working with senior enterprises and investors, and the financial aspects of managing a business) with practical applications, simulating the realization of an idea based on country needs. Each training module will last one week.

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

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

Screening successful cases of learning routes across three thematic areas for selection in several learning routes. These learning routes will be based on, but not limited to the successful knowledge gained from the previous projects of ICARDA and its partners. There could also be indigenous knowledge, which will be identified in relevant activities. Sources of information for best practices will include field visits and contacts with country partners through ICARDA country/project offices, as well as publications prepared by a number of organizations such as IFAD, ICARDA, FAO, and PROCASUR on the thematic areas of these projects. The key knowledge to address the thematic areas could include but are not limited to the previous learning routes from ICARDA's experience on: (i) successful water management in Egypt, (ii) drought tolerant cereals and legumes crop varieties in CWANA, wheat seed systems in Ethiopia, sustainable land management in Central Asia, salinity management in Egypt and Central Asia, rainfed agriculture in Morocco, irrigated agriculture in Uzbekistan, and fibre value chains in Tajikistan and Kyrgyzstan. Strong emphasis in the selection process will be given towards cases with strong governmental backing or those initiated by governments or local communities, along with those funded from development assistance programs. Handbook material will include specific

¹⁴ <http://moodle.mel.cgiar.org/>

learning objectives of selected case studies. At least one learning route will be organized in each of the three initially selected countries, with the following learning routes to be organized in either the same countries, or in two more countries added later. A mix of participants to include decision makers, practitioners, project staff, and regional and international representatives will be involved to promote the cross-regional exchange of experiences.

Thematic areas applied in each country incorporate those domains in which countries have advanced experience, for instance rainfed agricultural systems in Morocco (including climate smart agriculture such as supplemental irrigation, conservation agriculture, stress tolerant varieties of cereals and legumes, field-water harvesting, agroforestry, and livestock). Thematic areas in Sudan and Moldova could include agro-pastoral ecosystem management, water management, gender inclusivity and youth socio-economic empowerment focused on financial inclusion. Resource persons will guide participants, especially from communities to develop innovation plans to share with their communities and implement in local conditions. Learning routes should emphasise technical innovations, as well as organizational change (such as better defined objectives and tasks, internal processes, and management and governance). Projects will facilitate close communication with local champions of successful cases. The partnership of ICARDA with PROCASUR would ensure the quality of the learning routes, thanks to their wide experience of both organisations on the ground. In particular, PROCASUR will enhance in-country institutional capabilities on knowledge management by methodological training on peer-to-peer knowledge transfer and scaling up of innovations to change agents of partner organisations. The experience of PROCASUR's methodological training to IFAD funded projects in Sudan will be considered as reference for this activity (Annex 5).

Component 3: Enhanced regional knowledge exchange

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

The project will ensure that an information-sharing mechanism based on the experimentation outlined in activity 1.3 is created. The project will then ensure that the mechanism (e.g. joint online portal) is available and sustainable for all involved partners, allowing them to store the information and data using international standards (i.e. Dublin Core, FAO Agrovoc, ISO) in order to facilitate data sharing. Such a mechanism will have interoperable functionalities (i.e. API and Webservices) to interact with other institutional systems and mobile applications.

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

Activity 3.2: Roll-out of five knowledge symposia

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

Symposia will be a platform to exchange and organize regional policy dialogue forums informed by the results of the analysis of case studies. Such conventions will help organizations devise

new ways of exchanging and disseminating knowledge, and provide ideas to organize relevant national and regional meetings to facilitate the improved exchange of experiences and uptake of viable knowledge use and transfer options.

Activity 3.3: Development and dissemination of knowledge products

This includes packaging knowledge into easily accessible products that facilitate increased uptake of sustainable water, land, forest and agriculture management related to cropping systems, rangelands, livestock- and crop- improvement; in relevant languages. Dissemination knowledge products will include infographics, 'how to' recommendation booklets, short promotional video-infographics etc. The practices of national partners, such as regular TV programs by IDIS Viitorul in Moldova could be replicated to address three thematic areas in all countries.

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

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

IV. PROJECT IMPLEMENTATION ARRANGEMENTS

A. Implementing Organisation(s)

ICARDA will be the grant recipient and the executing agency, accountable for the use of grant funds to IFAD. In-country implementation activities will be undertaken and co-led by ICARDA, especially its regional offices and in-country stakeholders. The long-term presence of ICARDA in Morocco and Sudan will be utilised to expand country networks to link with regional initiatives, in addition to building on partnerships. It is anticipated that the Project Coordinator will be based at the ICARDA Morocco Regional Office to ensure effective linkages with IFAD's country office and programme, while also benefitting from ICARDA's long-standing relationships with stakeholders there, and to capitalize on the commonalities across language. It is anticipated that this individual will be hosted within a local institution or government ministry. ICARDA has lengthy experience with the facilitation of country and hosting agreements to facilitate and support this process.

ICARDA will sign separate agreements with participating partners CIHEAM-BARI, Virginia Tech and PROCASUR, as well as implementing partners within participating countries. These separate agreements will be subject to review and approval by IFAD on a no-objection basis prior to the first disbursement. CIHEAM-Bari, Virginia Tech and PROCASUR will support component work within each country. Namely, CIHEAM-Bari is foreseen to contribute with Component 2 activity on training courses, Virginia Tech in Component 1 activity involving development of innovation plans, and PROCASUR in Component 2 activities on learning routes. Close interaction with IFAD country teams will be of paramount importance especially in the initial phase of the project to seek the involvement of country institutions in selection and planning.

In terms of the current proposed project, ICARDA will be the grant coordinator and will sub-contract funds to partnering institutions. These sub-agreements will stipulate specifically the agreed allocated funds and the expected deliverables and outputs from the work. These sub-agreements will be developed according to internal ICARDA procedures and IFAD's documentation.

B. Project Management and Implementation Period

The proposed duration of this initiative is 48 months (four years) starting in January 2018 and ending in December 2021. The proposed work will be managed by a steering committee (SC), with input from IFAD Country Program Managers, ICARDA, CIHEAM-Bari, Virginia Tech and PROCASUR, and key representatives from stakeholder groups in each country. The SC will provide overall strategic guidance for implementing the project. Please see Annex 7 for the proposed organizational structure to support project management and implementation.

This project will be led by a Programme Manager who will supervise the Project Coordinator (to be appointed) and project activities. The point of contact with IFAD will be initially with the Programme Manager (PM) and, once appointed, the bulk of interaction for this project will be moved to the Project Coordinator (PC). These interactions will be undertaken through frequent correspondence and briefs about the progress of project implementation throughout the countries, in addition to official and contractual technical and financial reports. A draft Terms of Reference (TOR) for the Project Coordinator is included in Annex 6 for reference purposes. It will undergo appropriate clearances following project approval. Further to that, the CVs of the ICARDA staff that are anticipated to contribute to the project who will contribute to the project are available in Annex 8.

In-country activities will be implemented at a national level with the assistance of ICARDA Regional Coordinators, with oversight from the PM and PC. These activities will be implemented via the following offices: Morocco (via North Africa Regional Program), Sudan (via Sudan Country Office), and Moldova (via Central Asia and Caucasus Regional Program where the PM is also based).

ICARDA scientific, monitoring and evaluation and communications and knowledge management staff will provide technical input, capacity development package preparation, serve as resource persons for training workshops, and contribute directly to project activities. Consultants will be engaged directly to deliver on specific pieces of work in relation to the project and will report directly to the PC who will facilitate the process. They will also work alongside project partners (international and national) in the setting up of knowledge management assessment and development activities, in addition to reporting to the PM and PC.

The design and development of the Capacity Development needs assessment and interventions will be led by ICARDA's Capacity Development Unit, supported by an interdisciplinary team of senior scientists drawn from ICARDA, CIHEAM-Bari, VT, PROCASUR, and regional and country partners. This multidisciplinary team will assist in identifying a set of knowledge related tools, approaches and resource persons for capacity development. The national partners in particular will play a role in prioritizing specific knowledge needs for capacity development and selecting the participants. ICARDA's head of Monitoring, Evaluation and Learning will support the coordination team for the organization of data, for the development of electronic platforms, and to enhance the capacity of country teams within the focus area.

The project activities will be accomplished through the implementing partners' regional offices as well as through liaison with our country partners. In all implementing countries, we will be working under the umbrella of the ministries of Agriculture, Finance, and Development Planning as our main political partners. Through consultation with these partners, and the IFAD regional divisions, we will identify existing working groups and other stakeholders to be invited to inception workshops. The main objectives of the inception workshops are to bring people together to: (1) introduce the project's goals and activities to government, non-governmental organizations and other stakeholders; (2) understand the country-specific contexts of generating, storing and sharing knowledge; (3) allow for baseline stakeholder analysis; (4) obtain a formal commitment to work towards an action plan; and (5) develop joint principles and rules of operation.

In particular, the following activities—which are aligned with IFAD's Strategy for Knowledge Management—are aimed at improving the arrangements in place for knowledge management and communication during the project period: (1) Biannual assessment of progress of the project; (2) policy analyses and other studies that inform government policy, and civil societies' and IFAD Country Programme Officers' knowledge development; (3) periodic meetings with governments, NGOs and IFAD key contacts to review the performance of the project and to share lessons and best practices;

(4) a series of technical advisory notes, manuals, posters and other extension material published throughout the life of the project; and (5) regular contributions to IFAD's web sites.

C. Youth and gender inclusion

Youth and gender are two critical factors that continue to pose challenges to the development of rural areas. Faced with the prospect of perpetual unemployment, youth are exiting from rural and agricultural sectors and migrating to cities and abroad to find employment. As male migration in search of opportunities continue unabated, women are increasingly becoming present in the agricultural professional landscape, as farm managers, decision makers and the dominant labour force for agriculture. Furthermore, there are entrenched cultural attitudes that perpetuate gender-bias in accessing and benefitting from resources, finance, inputs, knowledge and information. Conscious of these facts and committed to supporting gender equality as well as women's and youth's empowerment, this project will take conscious and targeted steps to strengthen both youth and women inclusion in the its knowledge management program and activities. The program will develop activities targeting both young men and women professionals of the partner institutions in the 3 (+2) countries, and this will be included in the selection criteria for capacity development activities. The project will also develop KM products and dissemination methods within the learning routes that explicitly target approaches for the inclusion of rural men, rural women and youth, focusing on their disparate needs. Age and gender sensitive approaches will be used to identify these knowledge products and learning methods. Existing rural and youth groups will be reached to ensure their participation in the learning routes. Targets for youth and women inclusion will be set by at least 30% the country partners in all activities at the inception workshop and these targets will be monitored, assessed and reported on as key indicators of the project's success. Furthermore, a training course will be designed and delivered to various stakeholders involved in knowledge management as part of the learning routes.

D. Monitoring, Evaluation and Reporting

ICARDA will follow IFAD's guidelines for M&E of project activities and impacts. The M&E system of the overall project is summarized in the logical framework (Annex 1). A more detailed version will be developed at the project inception stage with direct project partners. An M&E plan will be a component of the annual planning process. Clear criteria will be established for each output. Indicator tracking will be assigned within the work plan to specific project personnel. Accordingly, three levels of monitoring will be conducted:

1. Project management monitoring: ensuring sound technical and financial management of the project
2. Monitoring the performance of the institutional arrangements and partnerships
3. Output, outcome and impact monitoring: monitoring indicators of the impacts pathways.

The project will be subject to both internal and external monitoring and reporting mechanisms, with an M&E specialist from ICARDA in charge of the overall monitoring of the theory of change. Project team meetings will be held quarterly and progress reports will be submitted to IFAD according to IFAD's procedure of reporting. For the mid-term and final evaluations, ICARDA will be the lead organization, and will assemble an evaluation team consisting of key project scientists, representatives of collaborating institutions, and a nominee from IFAD. A mid-term evaluation will take place after the mid-point of the project, with a final evaluation at the end of the project that will focus on impact and sustainability of the results, including the contribution to capacity development and impact. The monitoring function will assess, in a systematic and objective way, how well the components are being achieved throughout the project, identifying achievements and introducing "on track" (amendment) measures as required. Website community screening will be measured to evaluate access to up-to date best practices, policy briefs, activity findings, contacts and other resources useful for the stakeholders in each country.

The project will utilize an ICARDA-developed web-based knowledge sharing and measurement, evaluation and learning (MEL) platform¹⁵ (<https://mel.cgiar.org>) (Further information is also available in Annex 8). This MEL platform already provides support to 198 research and development projects

¹⁵ <http://hdl.handle.net/20.500.11766/4962>

which seek to alleviate poverty, improve food, nutrition security and health and enhance natural resources systems and ecosystems services. The platform is currently used and funded by five IFAD large grants and other donors¹⁶/projects. It bases its experience on a previous knowledge-sharing platform developed with the IFAD project, MENARID in several countries in the NENA region, and funded by GEF, IFAD and the World Bank.

The system includes the tracking of indicators to assess the project's overall progress towards objectives and targets, and, in addition, engagement with stakeholders to understand why or why not such objectives are being met. This will require the integration of quantitative and qualitative methods. In monitoring of outcomes, methods will be employed to capture distributional effects of the project on different groups, including disaggregation between men and women. The Logical Framework will form the basis of the M&E plan, with performance and impact indicators being derived from the project's objectives and activities.

M&E support includes training and webinars¹⁷ for the project's M&E officers, baseline data development, conducting impact case studies, and developing and presenting successful impact stories. The MEL system has developed approaches to package and synthesize material. Experience indicates that such a platform and bundle of services can benefit all IFAD and other rural development projects to support technology transfer and scaling-up of successful interventions and provide a common approach to monitoring and evaluation that makes it easier to conduct cross-program analyses and learning. This knowledge-management initiative provides the proof-of-concept for a knowledge-sharing process that can stimulate learning, monitoring and evaluation across rural development frameworks.

E. Indicative Work plan (including table showing timing of key activities)

The table below presents the specific activities and expected outputs for the three programme components: (i) KM capacity assessment for enhanced formulation of learning needs; (ii) Capacity development and knowledge systematization; (iii) Enhanced regional knowledge exchange.

To ensure effective planning and delivery of project work, the breakdown of project activities in the work plan was provided to show activities by each quarter.

¹⁶ <http://www.rtb.cgiar.org/blog/2016/12/09/monitoring-evaluation-learning-empowering-interoperability-multi-institutions/>

¹⁷ Link to MEL youtube channel: https://www.youtube.com/channel/UCIe4a86Rp-hcTt5C_x4YkHq/videos

Component	Outcome	ID	Activity Name	Results	Year 1				Year 2				Year 3				Year 4					
1	1	1.1	Assessment of knowledge management capacity gaps and needs	At least 3 Reports on institutions committed to the project detailing baseline in KM including capacity assessment and options/responses to address identified gaps. 2nd Year 2+1 additional analysis for the other 2 countries. Regional inception and planning workshop. One cross-country kick-start planning workshop (3-4 days) for at least 6 participants/3 institutions from each country. Report detailing organizational overview and active projects. Review of approved WP.	x	x	x	x	x												x	x
1	2	1.2	Formulation of approach Paper on knowledge management and communication strategy	Approach Paper and consultation with key partners							x	x										
1	2	1.3	Formulation of capacity development and innovation plans for the target countries	At least 3(+2) national working meetings (5 days) in country to design KM strategy (global + tailored) including one initial training on KM provided by international staff.							x	x	x									
1	2	1.4	Regional workshop to kick-start implementation plans and Community of Practice establishment	One cross-country CoP workshop (1-3 days) for at least 10 participants/5 institutions from each country. Present Approach paper, CD and innovation plans. Report detailing CoP functioning and roles.							x	x										
2	2	2.1	Delivery of on-demand training courses in knowledge management and capacity development best practice	At least 5 national training courses on thematic areas in relation to KM. It is expected to have at least 2 themes in each country. 3 MOOC/MOODLE for each thematic areas developed.									x	x	x	x	x	x	x	x	x	x
2	2	2.2	Organization of at least 5 learning routes in the target countries	At least 3 learning routes focusing on three thematic areas. Selected countries may not necessary be the country of intervention in case best practices are available globally									x	x	x	x	x	x	x	x	x	x
3	3	3.1	Set-up and regular maintenance of online portal that builds upon previous tools and capacities	One online interactive portal with interoperable repository.							x	x	x	x	x	x	x	x	x	x	x	x
3	3	3.2	Roll-out of five knowledge symposia	At least three national symposia organized by national partners. Additional 2 symposia for the other countries.									x	x	x	x	x	x	x	x		
3	3	3.3	Development and dissemination of knowledge products	One knowledge compendium from all countries + communication material including briefs, videos, print materials, visualizations of developed knowledge products							x	x	x	x	x	x	x	x	x	x	x	x

V. SUPERVISION, KNOWLEDGE MANAGEMENT AND SCALING UP

A. Supervision Arrangements

Within ICARDA, overall the project will be led by the Programme Manager (PM). ICARDA country offices will ensure synergy and complementarity with other ICARDA projects globally and with other IFAD-supported projects. The PM will ensure timely and effective progress towards the project's objectives, approval of annual work plans and budgets, and the optimization of collaborative links with key partners. The ICARDA regional coordinators will ensure that appropriate methods are used, research is of high quality, and that results are fed into suitable regional and international development and learning processes. In coordination with the PM, they will ensure that the appropriate levels of uniformity and diversity of approaches are used.

Country facilitators will be appointed by ICARDA and implementing partners to efficiently manage the project, undertaking planning and reporting duties, facilitating country outputs, facilitating syntheses of lessons learned and coordinating M&E activities. Administrative support will be provided by ICARDA Morocco Regional Office, and each regional and country office of ICARDA relevant to project activities. Country-based activities will be implemented with a range of national partners. In order to clarify expectations and roles, one contact ministry (i.e. ministries of agriculture mostly) will be designated. It will have responsibility for bridging the project and the particular ministry, and supporting communications and logistical arrangements between the project and national governments.

The project will seek the advice of stakeholders at international levels through active involvement and dissemination of results and knowledge at global events. National partnerships will continue to ensure that activities are embedded in country contexts and that local stakeholders have a say and gain ownership of all stages from planning to implementation to sustainability. Accountability to the clients and intended beneficiaries will be sought through advisory committees at national levels as well as through national forums and networks.

B. Knowledge Management Plan

The KM Plan outlines the personnel, processes and tools that will be managed to ensure impacts and effective learning among project participants. The KM plan will be refined with project partners before the launch workshop and adapted to take into consideration different levels of expertise and capacity at the country and partner level. The Plan will be submitted to the steering committee for approval and reviewed annually. The process is led by the Knowledge Management and Open Access Coordinator at ICARDA with the consultation of the project team and stakeholders.

The KM plan will clearly outline:

1. What knowledge is needed
2. What knowledge will be created
3. What systems of processes, technologies and roles will be used to manage knowledge within the project
4. What actions need to be taken to implement the system, and
5. Which people are accountable for individual actions.

Knowledge Management Strategic Objectives

The KM Plan outlines three Strategic Objectives (SOs):

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

Knowledge Management Impact Pathway – linkages with project logical framework

KMSO1 is based on Objective 1 (Asses the capacity and enhance KM skills) of the project, and related activities under Component 1 (KM capacity assessment for enhanced formulation of learning needs). It also contributes to Objective 2 (Foster and promote knowledge exchange in-country, cross-country, and trans-regionally). While the KMSO1 will be sustained by different activities in all components, it finds its main support from activities in Component 2 (Capacity development and knowledge systematization) and 3 (Enhanced regional knowledge exchange). In addition, this objective will be contributed by specific activities presented in the KM work packages section. Overall, KMSO1 will contribute to Project Outcomes 2 (Effective learning systems established and embedded in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices) and 3 (Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up), and will be measured by related indicators.

KMSO2 is mainly focused on activities under Component 2 (Capacity development and knowledge systematization) and 3 (Enhanced regional knowledge exchange), while contributing to Project Outcomes 2 (Effective learning systems established and embedded in organizational processes with strengthened human and institutional capacities to manage the systematization of good practices). In addition, this objective will be contributed by specific activities presented in the KM work packages section.

KMSO3 is grounded on Component 1 (KM capacity assessment for enhanced formulation of learning needs) and is supported by activities in Component 3 (Enhanced regional knowledge exchange). It links to Project Objective 2 (Foster and promote knowledge exchange across in-country, cross-country and trans-regionally) and contributes to Outcome 3 (Improved knowledge exchanges among stakeholders based on increased adoption of good practices and knowledge transfer for increased SSTC, replication and scaling up). This objective will be contributed by specific activities presented in the KM work packages section.

Knowledge Management Work Areas and Actions

Implementing the KP will also depend on a core group of staff and consultants with proven synthesis and knowledge management competencies. The objectives of the Knowledge Management Plan (KMP) will be achieved through the following project activities.

1. A series of **learning activities** will be part of the project's synthesis phase, contributing to Activity 2.1 on capacity development and knowledge systematization. These activities will be based on a preliminary needs-assessment in each country and will bring potential target users into the discussion so they become part of the synthesis process, and are more likely to show interest and use in the final results of the synthesis.
2. Learning activities will also contribute to planned knowledge symposia in each country (Activity 3.2). The organization of five **knowledge symposia** (Activity 3.2) will provide participants with the opportunity to share best practices related to knowledge management and dissemination, and the organization of KM- related events: regional policy dialogue forums which will be informed by the knowledge and evidence synthesized as part of the initiative's activities; and national and regional meetings to facilitate the improved exchange of experiences and uptake of viable knowledge and transfer options. 'Write shops' are one option for a learning activity at the planned symposia, as they can engage a wide range of stakeholders and provide an intensive experience that can refine presentation and synthesis skills and efficiently capture and translate research.
3. A '**Knowledge Platform**' (KP) will be developed to stimulate the synthesis of knowledge and evidence, the production of information products, and their dissemination to target audiences. Part of this will be an online 'knowledge portal' which will act as a repository of information and data relevant to rural development, food security and climate change mitigation and adaptation, contributing to Activity 3.1. The Open Access 'knowledge portal' will be integrated with the MEL Platform and deliver practical results, in different types and grades of information prepared specifically 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.

Processes and products will be informed by the successful implication of two previous IFAD-supported initiatives managed by ICARDA: MENARID Gateway (<https://menarid.icarda.org/>) and the CACILM Knowledge Sharing Platform (<http://www.cacilm.org/en/>). The KP will also be managed collaboratively by partners in participating countries, and information will be disseminated in English, French, Arabic, and Russian. The complexities of gathering and sharing data and experience from various sites, thousands of people and a range of organizations in three developing countries (with possibility of growing to five countries over the project lifetime) will be mapped and harmonized to allow fluid and wide dissemination of processes and results. This will include development of an internal knowledge management system that combines high technology and more traditional methods of communication. The information products and 'knowledge portal' will be planned, developed, and designed with the full participation of partners to encourage ownership and help ensure long-term sustainability beyond project closure.

4. **Targeted information actions** at the different stages of the project cycle. These actions will engage key audiences in each country. They will include advocacy and information campaigns aimed at informing and influencing specific groups of people – including decision makers and international development agencies; both within and beyond participating countries to support the scaling-up of innovations, technologies, and practices. The targeted information actions will be built into Activity 3.3 - the development and dissemination of knowledge products. The targeted information actions will aim to generate 'behavioral change' among target groups and will reflect answers to the following questions:

- Who can we influence directly? Which specific groups of men, women, and youth?
- What do we want to happen? What specific actions do we want to see in our target groups?
- What information activities, products and services will we create to reach target groups?

The initiative will continuously explore opportunities to disseminate new knowledge related to rural development and climate change adaptation – both within participating countries and beyond. This could include media engagement and ensuring that information generated by the initiative is promoted on internationally-recognized websites devoted to rural development and agriculture-related issues, such as IFAD's Rural Solutions Portal.

Activities, budget and timeline

The table below outlines the main KP activities against estimated budgets and a timeline for implementation. Activities are cross-cutting and the budget has already been embedded in the main activities and project budget. However an estimation with justification is provided below:

KP service/product	Project Activity Ref.	Estimated budget	Timeline
Formulation of a KM plan to be discussed at the project inception workshop	1.1, 2.1	33% Kick-start Workshop)	January 2018
Learning activities, including Regional Symposia to enhance synthesis skills.	2.1, 3.2	100% activity budget of 2.1 and 3.2	Year 1 and on-going throughout project (learning activities); Year 4 (Regional symposia).
Development of online 'knowledge portal'.	3.1	100% activity budget 3.1	Initiated Year 1, and on-going throughout project.
Production of targeted information products.	3.3	57% activity budget 3.1	Initiated Year 1, and on-going throughout project.
Dissemination activities: e-newsletters, social media, media relations etc.	3.3	139,500 43% activity budget 3.1	Initiated Year 1, and on-going throughout project.

Knowledge Management Monitoring and Indicators for KMP

The monitoring methods for the KMP will be based on the project's M&E approach, as explained in section IV/C. ICARDA will follow IFAD's guidelines for M&E of project activities and impacts. The M&E system of the overall project is summarized in the logical framework (Annex 1). A more detailed version will be developed at the project inception stage together with direct project partners. However, to summarize, clear criteria will be established for each output, and indicator tracking will be assigned within the work plan to specific project personnel. Three levels of monitoring will be conducted: project management monitoring (ensuring sound technical and financial management of the project); monitoring the performance of institutional indicators and partnerships; and output, outcome and impact monitoring: monitoring indicators of the impact pathways. Indicators are presented in the Project LogFrame (Annex 1).

C. Implementation Risks and Management

The current breadth of countries proposed (3 to start with 2 to be identified following an assessment process), in addition to the sub-regions this covers (North Africa, Near East and Eastern Europe), has already been noted as a complex situation for any project, and even more so for one that includes assessing and understanding current knowledge management needs and requirements, as well as developing a cohesive plan of action for all involved countries. To ensure that the project work is not spread too thinly, the first twelve-to-eighteen months of the project will include an evaluation period to determine the following: (1) added value of expanding the project to more countries; (2) risks to current project countries with the implementation of the work in new project countries; and (3) benefits to current project countries with the implementation of the new project countries.

The following potential risks to the project implementation were identified at the proposal development stage, they consist of:

Risk 1: Resistance of direct and indirect target groups and end-use stakeholders to the proposed knowledge management approach. Lack of familiarity with knowledge management often results in weak alignment of KM efforts with an organization's strategic objectives, resulting in resistance to the approach and lack of buy-in. The project team will organize a series of consultations with the target groups and stakeholders in order to identify clear target audience, goals, objectives, and potential risks to the approach. Mapping and assessments of current organizational knowledge management processes and communication strategies will be undertaken in Component 1. This will ensure that newly approaches to knowledge management are supported with strong organizational commitment. KM activities will be carefully designed that demonstrate benefits from improved KM capacity to develop and deliver innovations to the end-users while facilitating organizational change. This work will also build on the experience of ICARDA and its partners, to ensure effective innovation plans are developed as a solid basis for effective communication of the approach and to ensure organizational buy-in.

Risk 2: Political influence resulting in a lack of cooperation from organizations on survey data collection. In some countries data collection on the ground is a sensitive issue. This risk can be mitigated through a strong dialogue with partners (and potentially involvement of IFAD country offices) to ensure the need for the surveys is sufficiently explained as a means of understanding the available KM capacities with the aim of supporting more effective KM processes. The data collection in this project will not involve the collection of political or social data, further reducing any political sensitivities that may arise.

Risk 3: Lack of interest of in-country institutions to participate in project activities. It is possible that different institutions in target countries may not be willing to be a part of the project. This risk is minimal in this project because ICARDA and its partners have a long history of cooperation with the Governmental agencies, research and educational institutions, extension system, NGOs and rural communities in Morocco and Sudan, and extensive experience in countries throughout the NEN region. ICARDA's experience in post-Soviet countries (such as Central Asian and Caucasus countries) will be crucial in undertaking operations in Moldova. ICARDA's engagement throughout the project process with IFAD's country offices will also support effective targeting of partner institutions, developing dialogues for their involvement and overall implementation of the project.

Risk 4: Political instability creating obstacles to project implementation. It is anticipated that political instability will have minimal effect on project implementation. ICARDA is well recognized in Sudan and Morocco as a non-political research institution and is currently, successfully implementing projects in these countries. In addition to this, the project partner Procasur also has experience and connections in Sudan. The legacy of ICARDA's previous activities and their impact on food and nutritional security and capacity development in the project countries will play an important role in mitigating the effect of political instability. In addition to this, as the project will be funded by IFAD, it is also anticipated that IFAD's strong reputation as a donor investing in the target countries would also help to mitigate any potential negative impact of political instability arising during project implementation. Nevertheless, the KM project team will develop an alternative implementation strategy should major political instability and social unrest arise during the period of project implementation (although not expected).

Risk 5: Financial risk due to exchange rate fluctuations: ICARDA and its partners have adequate personnel and mechanisms in place to manage any potential financial risks related to exchange rates and other relevant financial fluctuations.

Technical resources and experience of IFAD's Environment and Climate (ECD) and Policy and Technical Advisory (PTA) divisions will be engaged with as required to support knowledge management along the cross-cutting thematic priority areas, such as natural resource management and climate change, youth and gender, scaling up, as well as strategic partnerships within and among involved countries.

A risk mitigation plan will be developed during the inception phase in consultation with the relevant stakeholders to create a collective understanding of risks and their implications, and monitored for effectiveness during the grant implementation. It will ensure that particular risks which may impact on the planned cost, schedule and performance parameters are acknowledged from the start, and measures taken to track and monitor the progress of mitigation actions.

D. Scaling up, Sustainability and Exit Strategy

The following three criteria will characterize the success of the project's exit strategy: (i) sustained project impact, expanded or improved after its end; (ii) continuation of relevant activities in the same or modified format; and (iii) effective continued functioning of processes/networks developed. The project will develop an Exit Strategy with a flexible timeline, clear benchmarks and linkages to relevant partners/stakeholders to ensure that the impact of project activities continues to progress towards sustainability and evolve beyond the end of the project. As this is an institutional/human capacity development type of project, ensuring proper incentivization and ability to retain experienced staff in the long-term will be key.

To reflect successful dissemination experiences under different contexts and to ensure sustainability by mainstreaming this grant with national strategies and related investment initiatives in targeted countries structured engagement with a number of beneficiary organizations (at least 10) and end-users (approx. 17,000) will be used to establish an innovation platform for knowledge management to target one of thematic areas in each country. While each country will have different access points to sustainability and project exit strategy, key elements of this will include:

- Ensure local champions for the work: integral to the long-term sustainability and scaling of this work will be the introduction of Training of Trainers (ToT) to this work
- Help build the enabling environment at the government or university level while promoting long term scholarship in KM through ICARDA Capacity Development Unit activities
- Ensure online knowledge platforms can be maintained by people in-country
- Facilitate a strong Community of Practice (CoP) to support ongoing activities
- Potential to develop a regional and/or sub-regional network for knowledge management in related areas (or link into those already available) with multi-language capability.

Using an innovation platform to engage different stakeholders and by linking the Community of Practice established within the project will ensure sustainability in addressing knowledge use and

transfer anticipating a 30-percent per year increase in beneficiaries following project completion. Furthermore, as a part of this capacity development in-country, future scaling could include the funding of graduate scholarships and other funds mobilized from the private and public sectors.

VI. PROJECT COSTS AND FINANCING

A. Project Costs by Component/activity,

The overall cost of the programme is estimated at USD 2,115,000 over 48 months, of which IFAD will finance USD 1,800,000 and estimated co-financing will amount to USD 315,000. Personnel costs under this budget are related to staff directly assigned to the project. It should also be noted that the co-financing amounts articulated in the budget are projected amounts as it is not possible to account for all country participation at this juncture. It is anticipated that appropriate co-financing contributions will be discussed with the partners themselves in the first year of their participation of the project. Based on experiences from previously implemented projects with national partners throughout the NEN and CEN region, it is anticipated that there will be a contribution of matching fund equivalents in terms of in-kind contributions. These will include contributions of value of the time spent in the project by the national partners, facilities, equipment, vehicles, communications facilities, event organization and some administrative and management costs. Similarly, in-kind contributions from international partners will include knowledge tools utilized in the project, in addition to some in-kind costs as itemized above from the national partners. The specific amounts of co-financing amounts will be determined at project inception and it is anticipated that these costs will amount to at least 15% of total project cost.

B. Project Financing

Co-financing: Co-financing includes in-kind contributions from all partners, international and national. The breadth of in-kind contributions will include staff time and meeting space. These elements will be further developed at grant implementation stage.

Subcategory Office, Research and General Supplies: The Subcategory of office, research and general supplies encompasses the work of the project partners. This allows a certain flexibility for them to achieve the intended project activity and outcome.

Workshop costs: costs to organize local and international events have been reviewed in terms of average air travel fare ticket, ICARDA official per diem rates per country and local hotel/venue costs in addition to the required materials needed for effective workshop implementation (ie stationary, facilitation tools, and the like. The workshop costs that have been included in the budget have been retrieved from ICARDA country offices (in terms of country per diem rates, venues, workshop supplies, etc), whereas the amount for the average air travel ticket has been retrieved from online, openly accessible sources.

Goods, services and inputs: As per an understanding with IFAD's Financial Management Division (FMD), specific activities performed by NARS (covered by MOU or MOA) are accounted for and reported under Goods, Services and Input. This is more thoroughly reflected in the project design budget.

External Audit: ICARDA has engaged an external auditor (currently Ernst and Young), which conducts an annual audit and report which is submitted to ICARDA's management and Board of Trustees. ICARDA's financial year is the calendar year (1 January-31 December). The external audit report is normally completed by April of the following year. Annual audit reports for individual projects can be prepared separately if required. With regard to project auditing, a project-specific audit report will be submitted to IFAD following prior agreement to an audit TOR.

VII. FINANCIAL GOVERNANCE

A. Procurement Procedures for Goods, Services and Human Resources

ICARDA procurement procedures follow the policies and procedures laid out in the CGIAR Procurement of Goods, Works, and Services Guidelines. (Procedures Manual Financial Guidelines Series No. 6-Procurement Procedures revised April 2008)¹⁸. ICARDA procurement procedures accordingly are bound by the following main principles underlying proficient procurement:

- Economy and efficiency to achieve quality, cost effectiveness and timely delivery in procurement;
- Equitable, fair and open competition giving all eligible/qualified bidders an opportunity to participate;
- Accountability and cost-effective use of funds; and
- Transparency of procurement process

Human resource is led by a Human Resources Director who reports to the Director General. ICARDA Human Resources Policy Manual and its supplements are reviewed periodically and approved by the Board of Trustees. The Human Resources Policy Manual and Supplements include detailed provisions on the recruitment and selection of staff, Code of Conduct, Whistle Blower policy, as well as provisions on Harassment and Discrimination in the Workplace, conflict of interest, and intellectual property rights. ICARDA applies these policies globally to all staff members without regard to gender, race, nationality, social origin, religion, political affiliation, or any other personal choices or affiliations.

Staff selection and appointment, transfer, promotion or termination are geared towards attaining the highest standards of efficiency, competence and integrity. Selection of staff members is made competitively and without distinction as to race, gender, religion, age or nationality. ICARDA has a rigorous selection process, involving pre-selection interviews and tests, when deemed appropriate, and multidisciplinary and gender-balanced selection panels making recommendations to the Director General. All appointments of Internationally Recruited Staff are approved by the Director General. ICARDA enjoys privileges and immunities in most countries where it has a presence by virtue of its hosting agreements. ICARDA compensation packages are reviewed periodically to ensure their competitiveness with respect to their relevant market and practices.

B. Financial Management System, including accounting specifications

ICARDA's Financial Management is developed following the CGIAR Financial Management Guidelines Series, No.1 (revised in February 2007), which provides particular governance aspects of financial responsibilities of the Board of Trustees, Management and Staff in managing ICARDA's resources. Financial controls are exercised throughout the overall financial management cycles i.e. overall financial plan, implementation, monitoring and reporting. ICARDA develops a medium-term plan (3-yearly financial plan that links to ICARDA's strategic plan), annual financing plan, and cash flow analysis and submits them to the CGIAR. ICARDA also develops an annual detailed operating and capital budget, the Program of Work and Budget, which guides ICARDA's financial activities in a fiscal year, January–December. In addition, ICARDA also develops plans to mitigate risks. Financial controls are ensured by the maintenance of timely and accurate management accounts and an automated financial management system.

ICARDA and the other 14 centres are bound by the CGIAR Accounting Policies and Reporting Practices Manual, Financial Guidelines Series, No. 2 (updated February 2006). This provides guidelines to develop a standard set of accounting policies and reporting practices, which enhance relevance, understandability and comparability of financial statements issued by all CGIAR centres. These guidelines are drawn from the International Financial Reporting Standards (IFRS) issued by International Accounting Standards Board (IASB) and Financial Accounting Standards (FAS) 117 of US GAAP.

¹⁸ http://library.cgiar.org/bitstream/handle/10947/5549/finguide6_2008.pdf?sequence=1

The OCS Financial System (CGIAR standard financial software) and expenditure coding system is designed to enable ICARDA to produce timely statements of accounts (balance sheet), statements of expenditure (statement of surplus and deficit), and to record and monitor expenditure against individual grants. The system supports the production of grant reports periodically to meet donor reporting timelines, for each fiscal year and for the life of the activity in the case of multi-year activities.

A completed FMAQ and supporting documents has also been submitted along with this project design document.

C. Disbursements, Financial Reporting, and Audit Arrangements

Disbursements will be made through the World Bank acting as Trustee for this grant. In this regard, the initial advance payment will be 75% of the Annual Working Plan and Budget (AWPB). Following this, subsequent disbursements will request 25% of the previous year (remaining 25%, if applicable) and 75% of the following year's advance upon approval of relevant AWPB and subject to the provision of a Statement of Expenditure (SOE) justifying at least 75% of the previous year's advance.

Certified interim financial reports / SOEs will be submitted to IFAD on a semi-annual basis within 45 days of the reporting period.

Internal Audit provided in October 2016 a three-year plan for the period 2017-2019 that would support Management's efforts in enhancing and protecting the organizational values by providing risk-based and objective assurance, advise, insight and foresight. The plan will be periodically reviewed to ensure alignment with priorities of the Center in addressing its challenges and strategic risks including fraud risks.

The Internal Audit Unit (IAU) is a function that is independent from ICARDA's Management and reports directly to the Board of Trustees. IAU's overall audit objective is to provide ICARDA through the Finance and Audit Committee with an opinion which is positive and reasonable. Positive means that its opinion will be based on seeing evidence of adequate action. Reasonable means that there will be sufficient evidence underpinning its opinion to make it reliable, but it is not guaranteed that systems will be error free. Internal Audit is required to provide a service that complies with the Standards set out in the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing and its Guidelines and Code of Ethics. Audit coverage is achieved by a combination of strategic and operational audits. Strategic audits are those that focus on the extent to which risk management, control and governance arrangements are well directed, while operational audits cover the extent to which these arrangements are working in practice. The audit approach and strategy are based on the elements it detailed in its IA Strategic Plan for 2017 to 2019 and an Operational Plan that would support Management's efforts in enhancing and protecting the organizational values by providing risk-based and objective assurance, advise, insight and foresight. The Operational Plan is reviewed, at least annually, to ensure alignment with priorities of the Center in addressing its challenges and strategic risks including fraud risks. The Internal Audit function is also envisaged to undertake more advisory roles so as to help Management sustain its efforts in its strategic redeployment of resources, development of various management frameworks and adoption of a new business model among others.

The current staffing complement of IAU is limited to a single person that serves as the Head of the IAU but nonetheless has an established plan in linking works with external bodies. It meets regularly with the External Auditors to consult on audit plans, discuss matters of mutual interest and to seek opportunities for cooperation in the conduct of audit work; and, coordinate its works with the CGIAR IAU on best practices in terms of audit approaches and recommendations. The IAU also draws resources from the CGIAR IAU to complement its resource requirements.

IAU conducts all its audit activities in accordance with the professional and ethical standards set out in the IIA's (Institute of Internal Auditors) International Standards for the Professional Practice of Internal Auditing and the Code of Ethics, which form part of the IIA's Professional Practice Framework. The CGIAR Financial Guideline No. 3 – Auditing Guidelines Manual, ICARDA Internal Audit Charter and CGIAR Audit Manual have been written to meet these standards and are updated

and maintained to reflect any future changes to the standards. An External Quality Assurance review will be conducted every five years, as per IIA standards, beginning in 2017 to coincide with the beginning of its' strategy plan in order to meet Quality Assurance Standards on its works.

Annex 1 – Results-based logical framework

Level	Objectives-hierarchy	Objectively verifiable indicators	Means of verification ¹⁹	Assumptions
Goal	Develop effective and long-term knowledge management-related capacities in target countries (#3/+2)	<ul style="list-style-type: none"> Increased budgetary commitment for KM-related activities (target \geq 60% of participating rural institutions) 	<ul style="list-style-type: none"> 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	<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"> Enhanced knowledge management skills of target institutions (target \geq 80% of participating rural institutions) Increased knowledge sharing capacity of target institutions among each other and across countries (target \geq 80% of participating rural institutions) 	<ul style="list-style-type: none"> Project mid-term external evaluation Completion survey 	<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>
Outcomes	<p>1. Improved understanding of KM capacities of the key rural institutions in 3 (+2) target countries in NEN region</p> <p>2. Effective learning systems established and embedded across organizational processes with strengthened human and institutional capacities to manage the systematization of good practices</p> <p>3. Improved knowledge exchanges among stakeholders based on increased adoption of good practices</p>	<ul style="list-style-type: none"> Number of participants adopting improved KM approaches and practices in their particular function (target \geq 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) 	<ul style="list-style-type: none"> 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 	<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</p>

¹⁹ 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 ¹⁹	Assumptions
	and knowledge transfer for increased SSTC, replication and scaling up.			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	<ul style="list-style-type: none"> • 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 = 3, >= 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 	<ul style="list-style-type: none"> • 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.

