

KARIANET II START-UP WORKSHOP
MARCH 30- APRIL 1, 2011
AGADIR, MOROCCO

SYNTHESIS REPORT



April 17, 2011

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Executive Summary:

Despite a late onset, the start-up workshop for the second phase of KariaNet was held from March 30 until April 1, 2011 with an objective of an initial networking and planning meeting on both National and Regional levels.

The first day was an introductory day, and started by a key note presentation on knowledge management tools and methods to introduce the core driving force of the project and to ensure a certain common language for future references. Afterward, KariaNet I outputs and lessons learned were revisited for old members and new comers, in order to justify the utility and foundation of KariaNet II. The latter was presented in terms of approach, goal, objectives and implementation plan for the partners to locate themselves and validate their common approach and paradigm for the upcoming 2 years, in addition to a quick presentation on the usage of the new kariaNet website and the services it provides.

The second day began with insights on knowledge management from the MENA region and from the ENRAP experience that was followed by a working group session on the devolution roadmap of KariaNet with suggestions of sustainability for the network. This session was introduced via skype by Dr. Nadim Khouri, IFAD director for the NENA division. In the afternoon, the National sub-networks were tackled, and each of the tenth participating countries had to come up with a National roadmap of the structure and operation of the national sub-network and their needs and expectations from kariaNet as well as their contributions to the regional network.

During the last day, the regional thematic priorities were discussed in working groups, to be followed by two specific case studies from Egypt and Sudan on knowledge management. The workshop was closed by an evaluation and needs assessment survey.

This workshop was the first building stone of establishing a common regional language in knowledge management and knowledge sharing in the MENA region. The participants representing different disciplines from the ten countries networked on two different levels: on the national level where a preliminary roadmap was drafted for each country defining the country learning priorities, needs and contributions to KariaNet. The National teams were not representative of each country and sometimes under-represented due to many reasons; one of them is the political situation in the Arab countries in general that triggered negative consequences on the workshop participation. However, an initial thinking was required to create a momentum for the pipeline networks with their related activities; and to revisit the project design by fortifying it with the needs and key issues addressed by the participants. Tunisia, Egypt, Morocco and Lebanon are currently re-adjusting their roadmaps to be more focused and with specific set of time framed activities.

The second level of networking represented the three regional thematic priorities that were addressed also in terms of needs, expectations and contributions. Some regional thoughts were drafted and identified, as well as an initial idea of the participants' interests. The challenge of this exercise was the lack of a common language in terms of the different disciplines of the

participants and their different backgrounds and contexts. Still, the participants were deliberately chosen from different backgrounds to have a multidimensional approach to KariaNet.

Workshop outputs:

- 1- KariaNet vision was communicated and validated by the participants.
- 2- Networking efforts on a national and regional level
- 3- Knowledge management and knowledge sharing were introduced generally and specifically from the ENRAP point of view.
- 4- Sustainability scenarios were addressed and discussed with IFAD and IDRC
- 5- Preliminary national roadmaps were drafted
- 6- Preliminary regional roadmaps were drafted
- 7- Needs assessment report for the training on knowledge management
- 8- Workshop evaluation report

Recommendations:

- 1- More clarity about KariaNet that was still precarious at the end of the workshop, since every participant had a different need and understanding of the network.
- 2- Identify and enable champions to take the lead in the different networks and motivate others to actively participate in KariaNet.
- 3- Realistic implementation of KariaNet based on specific milestones for every year and a platform of a series of trainings. 2011 will witness the establishment of the network, capacity building of members and the identification of applied research themes. 2012 is the implementing and piloting year for the different networks and the applied research with a margin for corrective measures. As for 2013, it is the consolidation and hand-over year, where KariaNet will test its devolution and its members their ownerships.
- 4- KariaNet should bring an added value to the region by being a demand-driven knowledge management hub serving the needs and expectations of its members.
- 5- KariaNet should work towards achieving its exit strategy from the start and knowledge management should be mainstreamed at the level of the project, institution and ministry starting with IFAD funded projects where institutionalization can be committed.
- 6- The main objective of KariaNet is a behavioral change outcome at its best, so the project indicators should take into consideration the progress towards achieving the behavioral change.

Workshop Objectives:

The start-up workshop took place at Le Palais des Roses hotel in **Agadir, Morocco** and was attended by **42 participants** representing KariaNet members and partners including projects' directors and managers, development practitioners, researchers, government agencies' representatives and NGOs from **ten countries in the MENA region**: Algeria, Egypt, Jordan, Lebanon, Morocco, Sudan, Syria, Tunisia, West Bank and Gaza, and Yemen. The participants

were either from different **IFAD and IDRC projects** in the region **or simply interested in rural development and knowledge management** and want to take part in this network.

The workshop objectives were:

1. Present and validate KariaNet approach, goal, objectives and implementation plan.
2. Review the current status and challenges of knowledge management in rural development in MENA and identify ways KariaNet could contribute bridge the gaps identified by the Network members.
3. Introduce tools and knowledge management techniques used in rural development.
4. Initiate knowledge sharing and learning experience in food security and rural enterprise development between the network members
5. Elaborate a “road map” for National and Regional activities with roles, responsibilities and specific timeframe.

Workshop expected outputs:

- Established “country nodes” of active members in each member country.
- key instruments/means to be used by the network for Knowledge Management validated
- Validated work plan and implementation plan.
- Shared existing knowledge (reports, brochures, videos, articles) from different projects to be disseminated via KariaNet.
- Road maps at both National and Regional levels drafted.
- Workshop Evaluation completed for further use in planning and designing KariaNet activities.

Summary of the Sessions:

Day 1 – Wednesday March 30, 2011

Opening session

IFAD, IDRC and the Ministry of Agriculture, Rural Development and Sea Fisheries (MADRPM) in Morocco addressed and welcomed the participants in the opening session. IDRC was represented by Dr. Hammou Laamrani, KariaNet regional coordinator, who started his speech by IDRC’s moto for the past five years “empowerment through knowledge”. Then, he stressed on the importance of networks and how kariaNet as a regional network, is a two-ways learning platform that relies on the capacity and knowledge that every member will bring about. He also stressed that knowledge management is bringing “the right information to the right person at the right time”. Dr. Laamrani concluded that KariaNet should be owned by its members and that it is a continuation of a first phase that expanded geographically and will be focusing on three thematic priorities of regional relevance (i) Food security, (ii) rural enterprise development and (iii) knowledge management expertise development.



IFAD was represented by the regional economist of the NENA division, Dr. Mylène Kherallah, who emphasized on the importance of sustaining KariaNet to be driven by its members beyond the timeframe of the project which is only three years. For this to happen, KariaNet has to meet the needs and demands of its members. Dr. Kherallah also stressed on the importance of promoting knowledge sharing, as it has a key role to play in achieving results, reducing poverty, replicating success stories and lessons learned, spreading best practices and avoiding mistakes.

Finally, the host country had a share in the discussion and Dr. Abderrahmane Aitlhaj spoke for the Ministry of Agriculture, Rural Development and Sea Fisheries (MADRPM) about the importance of agriculture in development. He stated that Morocco has a new national agricultural strategy, which relies heavily on research and Knowledge management and knowledge sharing. Dr. Aitlhaj expressed that research is very important but equally important is the transformation of this research into knowledge and information that all practitioners and farmers of different contexts and areas can use – research must be accessible to all actors in agricultural and rural development.

Afterwards, the floor was given to Dr. Hammou Laamrani to introduce the agenda of the workshop, followed by a quick introduction of the participants.

Key note presentation 1: Knowledge management tools and methods

KM in agricultural and rural development: a presentation and discussion (Lucie Lamoureux – KM4D Associate, and Shalini Kala – IDRC/SARO, regional coordinator of ENRAP)

Chairman: Dr. Mylène Kherallah

Rapporteurs: Dr. Susan Robertson & Ms. Hatoun Saeb



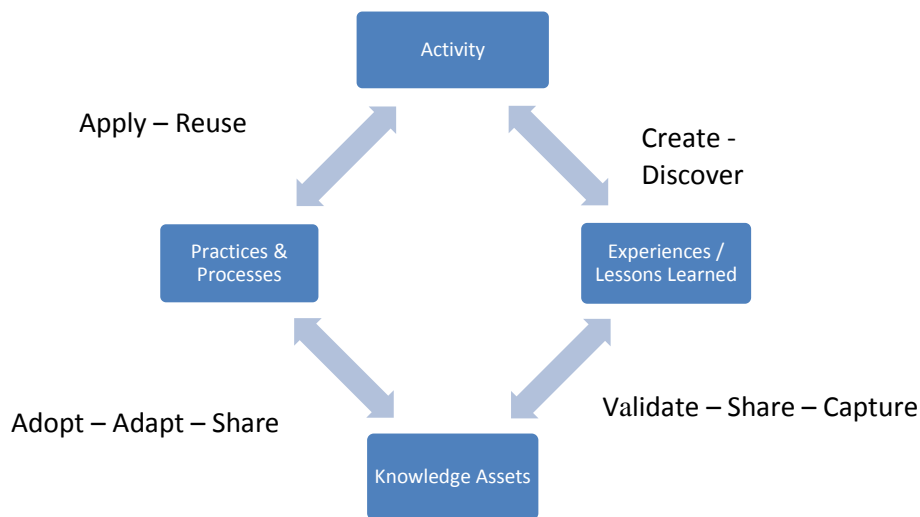
Knowledge management is a key factor in KariaNet. In fact, it is at the core of the regional priorities and cross-cutting to the applied research. For this, an introductory session was the initial key note presentation to align the start-up language and the common understanding.

Lucie introduced quickly the KM-KS concept and Shalini gave some concrete examples in the context of ENRAP.

Difference between data, information and knowledge

- Knowledge is what people know; it's experience, insights, skills, concepts, ideas, and ways of thinking or working. It's highly contextual, intangible, difficult to manage
- The vast majority of knowledge is "tacit" and difficult to codify

Example of KM cycle (KM4Dev)



KM vs. KS definitions differ a lot, one interpretation is that KS is part of the KM cycle and it appears at various stages in this cycle...

Why do we share knowledge?

- Opportunity to learn through interaction with peers
- Increases work effectiveness through problem solving- Better use of time and resources
- Learning from experiences can help prevent reinventing the wheel
- This can facilitate innovation

KS Success Factors

- Commonality of purpose
 - To what extent are we facing the same obstacles?
- Usefulness
 - To what extent is the sharing giving you things you need
- Trust
 - How safe do you feel sharing what you know?

KS methods:

- Mostly face-to-face
- Technology can be there as a support
- Group processes include a variety of methods (listed below)

- | | | |
|---------------------------|-----------------------|---|
| • Storytelling | • Retrospect | • Tagging |
| • After Action Review | • Chat Show | • Photo Sharing |
| • World Café | • Open Space Meetings | • Digital Video |
| • Communities of Practice | • Blogs | • YouTube |
| • Peer Assist | • Wikis | • Collaborative Websites
(e.g. IFAD Asia portal) |

www.kstoolkit.org – useful knowledge sharing website

ENRAP insights:

- Initial problem faced in convincing people of the importance of knowledge management
- Very severe remoteness
- There was no common language in Asia, so their solution was to appoint National Champions who would connect and speak a common language, English, and bring back the information to the National networks.
- Tools are all acceptable; it is the process that matters.

Key messages:

- The vast majority of knowledge is “tacit” and difficult to codify
- Knowledge management (KM) is different from knowledge sharing (KS)
- Different tools are used for KM-KS and all tools are acceptable, it all depends on the context of the project or organization
- Knowledge management increases work effectiveness through problem solving and help prevent reinventing the wheel

Key note presentation 2: KariaNet I (2005- 2008): Panel with members of KariaNet I

Key note speaker: Mr. Tawfiq El- Zabri- IFAD

Chairman: Ms. Shalini Kala

Rapporteur: Ms. Raeda Al-Maytah

KariaNet I Goal: Improve operations and outcomes of IFAD projects in the region to enhance the fulfillment of project objectives and to improve the livelihoods of IFAD target groups.

The Objective: strengthened capacity of IFAD projects to share and communicate useful experiences, knowledge and information between themselves and with other stakeholders.

Strategic Approach:

- Duration: 2005-2008
- Five countries: Morocco, Tunisia, Jordan, Sudan and Egypt
- Ten IFAD-funded Projects
- Executed by IDRC

Projects on the ground were best opportunity to help farmers use new technologies in KM. They first went through previous experiences, in Latin America and Asia and to learn from their experiences. However, this needed to be framed within institutional objectives. The challenge was to show that KM contributes to reducing poverty, empowerment, etc. Therefore, the pilot project, KariaNet was established.

KariaNet I key achievements:

- Strengthened use of IT in nine participating projects through establishment of project websites, internet connectivity and LANs or WANs, and training of staff members on IT use;
- Developed the capacity of 9 IFAD-funded projects to document and share knowledge, (including both print documentation and video making).
- Strengthened networking among member projects, and developed e-content. Four annual thematic workshops, 1 national workshop and 23 project workshops were held for knowledge sharing between IFAD projects and their partners. Electronic discussions; and 13 videos, 3 CDs and 7 print publications were developed.
- Two pilot community IT initiatives were supported, including training of a Community-Based Knowledge Facilitator that assists community members in accessing or sharing relevant information
- Development of useful content addressing issues important for the project members

Lessons Learned:

- KariaNet was a catalyst that helped projects develop:
 - (i) An information technology plan, which was thereafter predominantly financed from projects' own resources, and
 - (ii) A knowledge management strategy
- Project Knowledge Facilitators (PKF) very useful
- Knowledge networks are most relevant and effective when organized around themes and communities of practice
- Engaging senior government representatives (beyond project staff) is necessary for effectively informing national policy-making

Key note presentation 3: KariaNet II

Key note speaker: Dr. Hammou Laamrani- IDRC

Chairman: Mr. Tawfiq El-Zabri

Rapporteur: Ms. Hatoun Saeb

- Commitment to KM for effective rural development
 - Initial presentation, which will be further elaborated by the end of the workshop
 - The project design document will be consistently and continuously updated: adaptive learning
 - The project intends to mainstream KM
- Difference between KariaNet I and KariaNet II
 - KN II is open to the world, reaching farmers, practitioners, etc.
 - It will actively seek to engage people in the network
 - It is expanding geographically across ten countries, which is a challenge in terms of capacity building, training and research
 - It will make more use of virtual tools
 - More importantly, KN II will end and its responsibility is to build the capacity of members to carry on with the network. Issue of sustainability of the network, which entails collective responsibility and collective thinking.

KariaNet II Goal: Enhance the effectiveness of development projects and programs that serve to enable the rural poor to overcome their poverty.

KariaNet II Specific Objective:

- Build KariaNet II based on the achievements of KariaNet I and expand it to reach more members in MENA region;

- Implement applied research projects and community projects to ensure that Knowledge Management and information products on agricultural development reach a broader audience in MENA;
- Develop and test a business model which will allow KariaNet II to devolve as a sustainable and viable network.

KariaNet II components:

KariaNet II aims to enable rural communities to access appropriate knowledge where and when they need it, in a form that is accessible to help them to overcome their poverty, especially in two important domains namely 1) Food security, and 2) Rural enterprise development and marketing. By enabling communities to extract learning and knowledge from their own experience and from that of others and validate, share and put them to use, it would empower communities and recognize their legitimate participation in networks. By learning how to learn and use knowledge, development projects would be able to adaptively manage their projects progress and improve their performance and results.

- Strengthened knowledge sharing and networking among IFAD projects and their partners (Networks - CB)
- Innovation scouting and knowledge mapping and dissemination (Action research)
- Community Knowledge Initiatives (end-users, pilot-testing new solutions)

Project governance structure

Nodal point of the network	Project Knowledge Facilitator	Interface between IFAD and IDRC project and other national regional and International .org
Regional facilitation	Regional Coordination Unit RCU (KariaNet team in IDRC)	Project implementation
Implementation Oversight	Program management Unit PMU (IFAD IDRC first line team)	Monitoring and Internal progress review-SC
Technical advise	Advisory Committee	Project “scientific and policy fit”
Overall Progress, risk mitigation	Steering Committee	Direction & accountability & programming efficiency and effectiveness

KariaNet II expected outputs:

- Output 1: Knowledge sharing and networking among IFAD and IDRC projects and their partners across the region strengthened
 - Identification and training of PKFs – difficulty with high turnover, difficulty finding people, etc.
- Output 2: Thematic and knowledge management networks established and their innovation, research and learning programs developed
 - Knowledge mapping – database
 - Capacity building of appropriate media and webpage
- Output 3: Community ICTs platform for knowledge sharing , access and use among small scale farmers man and woman is developed tested and validated
 - Activities to test new methods, means and tools to capture and share local knowledge – especially in context where government are increasing activities to provide access to internet
- Output 4: A viable knowledge management network, well-coordinated, capacitated in ICT tools and technologies and KariaNet II devolution successfully accomplished
 - Ensure the provision of knowledge and capacity building to members in order for them to sustain the network

Continuation of key note presentation 3: Optimize use of KariaNet portal

Speaker: Mr. Maamoun Al Adaileh

Chairman: Mr. Tawfiq El-Zabri

Rapporteur: Mr. Zine El Abidine Ghoudi

Mr. Maamoun Al Adaileh, a project knowledge facilitator from phase I of kariaNet familiarized the participants with the KariaNet website, its different purposes and the possibilities it offers to its users.

Plenary key points:

- KariaNet website: an instrument to manage our collaboration and sharing
- KariaNet is as inclusive as possible
- Institutions can also participate
- It is useful to have a private restricted place and a public place
- To make the website's added-value as explicit as possible
- Governance: network coordinators (participants), webmaster: Nesma from IDRC- MERO.
- To have analytic software such as Google Analytic: analyze profiles and documents.

Key messages:

- KariaNet is a regional network for the management and sharing of knowledge, information and experience in agriculture and rural development in the MENA region.
- KariaNet is inspired by “open access principles”, and seeks to empower its members, through the use of ICT and non-ICT tools, to make knowledge available and timely accessible to the poor and vulnerable peasants, small scale farmers, development practitioners, government agencies, researchers, private sector, national and regional NGOs involved in rural development.
- KariaNet aims to link up the knowledge providers and knowledge brokers with knowledge seekers through three thematic networks: a) knowledge management systems and practices in agriculture and rural development, b) food security, and c) rural enterprise development.
- The overall purpose of KariaNet is to integrate learning and KM into development practice in MENA

Day 2 – Thursday March 31, 2011

Key note presentation 4: Insights on knowledge management from MENA and the ENRAP experience

Key note speakers: Ms. Lucie Lamoureux – KM4D Associate, and Ms. Shalini Kala – IDRC/SARO, regional coordinator of ENRAP

Chairman: Dr. Hammou Laamrani

Rapporteur: Mr. Khaled Habashneh and notes from Shalini Kala’s presentation

- *National and Regional insights from participants on KM and KS*
- *ENRAP experience in KM in rural and agricultural development: overview, challenges and opportunities*

ENRAP – Knowledge Networking for Rural Development in Asia/Pacific Region

ENRAP experience

1- Why Networking?

- Rich project knowledge exists and is being created continuously
 - Learning within IFAD family was limited, projects unconnected, working in isolation
 - Knowledge not available in shareable form
- Rapidly expanding telecommunications
 - Weak capacity to use ICT tools for sharing – physical, funds, human

- Lack of appreciation – knowledge sharing, knowledge Management and tools

2- Why share Knowledge?

- Improved management – planning, resource allocation and decision making
- Improved monitoring
- Enhanced communication capacity for community engagement and informing policy change

3- Why ENRAP?

- To promote KS networks within projects, across projects and among rural development actors
 - Network: greater use of regional and country programmes networks to actively share knowledge
 - ICT4L Research: ICT applications that have proved successful in improving rural livelihoods are accessible to network members for replication and up scaling
- ENRAP – E was meant to be for Electronic because the project was initially designed to focus on electronic means.

4- What did it do? What does KS involved?

- Documentation of knowledge, due to too many gaps – needs capacity
- Validation through discussion and sharing among various actors – needs mechanisms such a networks
- Systematic approach to the above for sustainability purposes – needs capacity, mechanisms and resources

5- What were the challenges?

- Wide diversity: languages, economic status – context of Asia/Pacific
- Modest effort to change practice substantively
- Lack of demand for knowledge networking possibly due to lack of understanding of value
 - Disinterested CPMs
- Weak capacity – analysis, documentation
- Disparate interests
- Phase III: engaging new members quickly

6- What were the opportunities?

- Corporate emphasis on KM
- Recognition of knowledge needs and gaps
- Common interests and needs
- Country office establishment taking over the supervision function from UNOPS
 - Appointment of Country Focal Points or Programme Officers (CPO)
 - Increasing CPM interest

7- Some Outcomes:

- Working from project to national to regional levels, in parallel
- Demonstrating value of networks in effective/useful knowledge sharing – creating demand
- Building capacity to network, share & plan for networking/sharing: of CPOs & through them
- Identifying and nurturing “champions”: PDs, Project and partner staff, CPOs
- Engaging/Influencing CPMs by keeping them informed and seeking their advice
- Engaging new members through existing ones
- Tracking network growth – SNA research

8- Some Outputs:

- KS tools and methods guide
- Writeshops: guide and cases
- Systemization: guide and manual
- Research findings: use of ICTs in enhancing rural livelihoods

MENA Café Session

- 1- What you feel you already have in place/have done in terms of knowledge management both nationally and regionally in MENA, and,
- 2- What your KM needs, gaps and challenges are also both nationally and regionally in MENA
- 3- What would you like or want to do in terms of applied KM research and/or KM workshops or events?



1- Practices of knowledge management in MENA:

- website
- publications
- F-2-F knowledge sharing
- national progress reporting – quarterly meetings
- workshops (web-based)
- shareable material

2- Challenges of KM in MENA:

- having the right person
- rapidity and efficiency for diffusion of K
- Illiteracy – adapt tools and information to this situation
- capacity and resources for documenting K
- lack of institutional set-up for ks (not organised)
- linguistic and technical
- access to internet/connectivity
- package

3- Needs:

- trainings in KM and content design
- policies (for KM and rural development)
- how K is produced, shared, managed
- CB and raising awareness (on value-added of KM among all beneficiaries)
- K map – strategy
- national networks in parallel with regional networks
- need for KM experts
- building institutions and bodies that can do KM
- research

Working group 1: The devolution road map for KariaNet

Group Facilitators: Dr. Hammou Laamrani, Mr. Tawfiq El-Zabri & Ms. Lucie Lamoureux

Plenary Chairman: Ms. Shalini Kala

Plenary Rapporteur: Ms. Elaine Reinke

Discuss in working groups – suggestions and risks for the sustainability of the network

- *Who should manage the network under what kinds of rules and regulations? What should the membership structure be?*
- *What would the responsibilities of network members? What would their benefits be?*
- *What skills, competencies and capacities would be necessary to run the network, to offer services, to develop new projects and initiatives and to implement new projects?*

Nadim Khouri IFAD-NENA Director key messages:

- Importance of KariaNet for IFAD
- Efforts to make KariaNet self-sustained beyond phase II (budget for KM shall be used in different ways), therefore network needs to generate interest of participants, managers, donors/funders etc. during phase II
- IFAD is interested to look at options to sustain KariaNet from day 1 onwards, not leave it to the end
- Options can involve a diversity of actors such as institutions, projects, governments etc.
- Networks should remain “light” (based on electronic exchange of information)
- One option could be cost-sharing between participating projects instead of external involvement (and ownership), thus self-funded/sustained by its members
- KariaNet network should produce and make available knowledge that is of quality, importance and value. Can we self-sustain it or does it need injections from outside?
- IFAD-funded projects have a room for a knowledge management component in their budget lines

Results of working group 1 on the devolution of KariaNet:

- To sustain KariaNet, it has to have an added-value
- KariaNet should provide sound knowledge to its seekers
- KariaNet should link knowledge providers with knowledge seekers
- KariaNet should be demand-driven and respond to the needs of its users in the different contexts
- If the network services benefit the users, each project should maintain budget lines to maintain KariaNet
- Exit strategy:
 - Regional KM director (coordination of member countries)
 - Knowledge facilitators on country-level to manage country-level stakeholders (incl. government, private sector, farmer's organizations, research institutions)
 - Activities: knowledge sharing and management, development of knowledge products etc.
- Required competencies of managers: agricultural/development background, computer skills, media and communication experience
- Ministry of Agriculture (MoA) and/or institutions of rural development should lead the network
- Membership: MoA, UN agencies, NGO, private sector, cooperatives (in line with thematic focus of KariaNet)
- MoA should play advocacy role and help extend the membership
- Existing members bring their contacts in to extend the membership → network will become less project-specific and more relevant for the entire region
- Establish secretariat (such as Yahoo portal)
- To become sustainable, network must be linked to an organization that will stay, not a project that will end
- Cooperation between government, NGO, specialized bodies etc. → open network to gather expertise
- Membership should start with IFAD-funded projects, extend to WB-funded projects, research bodies etc.
- In the long term, the portal should become a forum for actors from different thematic fields
- Role of government: verification of information/knowledge

Key messages:

- Engaging policy makers is difficult and country-specific
- KariaNet is not working directly with farmers, the projects which participate in KariaNet do. KariaNet will respond to the project's needs. Projects are the interface with the world.
- Need to continue reflection on devolution and have a plan in place within one year time.
- Need to clearly define objectives of KariaNet. Good quality information does not automatically lead to sustainability.

Working group 2: The National sub-networks

Group Facilitators: Ms. Shalini Kala, Mr. Tawfiq El-Zabri, Dr. Hammou Laamrani & Ms. Lucie Lamoureux

Plenary Chairman: Dr. Michael Devlin

Plenary Rapporteur: Ms. Gloria Abouzeid

- How can you echo the KariaNet objectives at a country level?

- How can KariaNet network and project assist in achieving those national objectives?

Outcomes:

- 1. Framing the structure and operation of the National sub-networks*
- 2. The National learning priorities and needs*
- 3. The expectations from KariaNet*
- 4. The National contributions to the networking efforts*

The National sub-networks

Country	Algeria	Egypt	Jordan	Lebanon	Morocco
Members	<ul style="list-style-type: none"> Ministry of rural development Research institutes Information unit Media & local radio Projects Target group 	<ul style="list-style-type: none"> Ministry of Communications and Information technology (MCIT) Ministry of Agriculture and Land Reclamation The Agricultural Research Centre Agricultural Extension department at the Ministry Cooperatives & other institutes such as NGOs and universities IFAD projects 	<ul style="list-style-type: none"> National level Project Steering Committee (PSC) Governorate level Regional Coordinating Committee (RCC) Project Management Unit (PMU)/ARMP/II/GEF Ministries MOA, MOE, MOPWH, MOWI, MOPIC Donors: IFAD, OPEC, GEF Other Projects, NGOs and Research Institutions 	<ul style="list-style-type: none"> MOA- Ministry of agriculture GP- Green Plan LARI- Lebanese Agricultural and Research Institute Universities- Agricultural departments NGOs- COOPs <p>Focal points/ IT person in each institutions/ministries</p>	<ul style="list-style-type: none"> Research and training (INRA, ENA, IAV, ENFI, ...) Professional org. + community Agricultural council Ministry of Agriculture (National and regional levels) Projects NGO KariaNet, Morocco
National learning priorities		<ul style="list-style-type: none"> Knowledge Management trainings Establishment of a unit for knowledge management for every unit of the National network Establishment of portals and websites for every unit of the National network Networking and liaising between the different websites to forge the main National network website. 	<ul style="list-style-type: none"> Harmonized data collection and validation procedures Relevant data and information categorization Tools for data storage and analysis and user interfaces Information products for specified target groups Project monitoring and evaluation (M&E) procedures Knowledge Gaps 	<ul style="list-style-type: none"> Learning and benefiting from others Exchanging ideas 	<ul style="list-style-type: none"> Use of web Knowledge management and sharing, knowledge mapping, Communication related matters Translation of scientific results to messages Methodologies of research related to knowledge management

			<p>according to user needs</p> <ul style="list-style-type: none"> • Mechanism for updating the components of Information System • Public awareness and capacity building programmes • Specific data analysis procedures to respond to Jordan's international commitments • Mechanism for exchanging information on KM with other countries or international organisations • Networking and information flow procedures 		
Expectations from KariaNet	<ul style="list-style-type: none"> • Train the members of the information unit • Strengthening local capacities and competencies • A hub or a bank for knowledge, information and expertise. 	<ul style="list-style-type: none"> • Technical support in training trainers in knowledge management • Support in organising workshops • Providing an expert or a consultant 	<p>Technical and financial support:</p> <ul style="list-style-type: none"> • On data collection, storage and analysis (applied research, documentation of indigenous knowledge, sustainability issues...) • On information and knowledge dissemination (capacity building on knowledge dissemination, outreach and 	<ul style="list-style-type: none"> • Reliable sound information • Variety of subjects and up-to-date information on thematic priorities 	<ul style="list-style-type: none"> • Link to other resource units • Financial support (pilot experience, success stories,..) • Technical assistance • Exchange opportunities • Training of National staff (to become National specialized experts)

			networking on a regional and global level)		
Contributions to KariaNet	<ul style="list-style-type: none"> • Share results and outputs on project level • Disseminate the events of the project • Help and facilitate the access of rural population to KariaNet 	<ul style="list-style-type: none"> • Establishing the National network • Gathering and collecting the scientific content for the network • Sharing the success stories and experience on a regional level by hosting members from different part of the Arab world. • On-going or periodic boost of the Egyptian content and situation on KariaNet website. 	<ul style="list-style-type: none"> • Identification of target groups and information sources • Identifying user needs • Reviewing the ARMP-II MIS and Other National/Sub-National Information Systems Related to Natural Resources Management 	<ul style="list-style-type: none"> • Upload studies and projects on KariaNet website • Commitment to contribute to KariaNet 	<ul style="list-style-type: none"> • Sharing of current information • Sharing of experiences and expertise • Cost sharing • Local knowledge

Country	Palestine	Sudan	Syria	Tunisia	Yemen
Members	<ul style="list-style-type: none"> • IFAD PMU • Palestine Knowledge Sharing Facilitator (KSF) • Rural development coordination • Rural enterprise development coordination • Food security coordination 	<ul style="list-style-type: none"> • Central Cooperation Unit IFAD • CBOs and NGOs • Research Institutions • Multi-donors trust fund • Food and Agriculture organisation (FAO) • IFAD projects (6) • Other governmental institutions Federal and State 	<ul style="list-style-type: none"> • NGO platform • Development stakeholders • Steering committee for actors • Different thematic networks: rural development, learning,... 	<ul style="list-style-type: none"> • La Direction Générale du Financement, des Investissements et des Organismes Professionnels) (DGFIOP), • The National Agricultural Centre (ONAGRI) • The local administrative structure (CRDA) of each project • Target groups of the 	<ul style="list-style-type: none"> • National Agriculture and Information system (NAIS) • Donors • Ministries • Research • Extension • Private sector • NGOs • Cooperatives • Farmers

	<ul style="list-style-type: none"> MoA extension, local NGOs, International NGOs, Coops, Private sector, councils,.... 	<ul style="list-style-type: none"> Other UN agencies 		projects	
National learning priorities	<ul style="list-style-type: none"> ToT on knowledge management How to produce sharable material 	<ol style="list-style-type: none"> Capacity building <ol style="list-style-type: none"> Orientation on knowledge management Training : ICT, KM tools and methods Content development Thematic workshops <ol style="list-style-type: none"> Food security Rural enterprise development Knowledge mapping Partnership <ol style="list-style-type: none"> Local Media Research Centres Development projects Private sector 	<ul style="list-style-type: none"> Knowledge management tools and concepts Resource library on success stories, lessons learned, training modules and evaluation concepts 	<ul style="list-style-type: none"> Knowledge notion ICT Communication Producing and sharing information and knowledge 	<ul style="list-style-type: none"> Capacity building on data management , technology transfer and knowledge management Data analysis (editing and production) Computers- network systems and GPS
Expectations from KariaNet	<ul style="list-style-type: none"> Training for organisation KSF Computers (x2) Audio-visual tools Sponsor (5 participants) for workshops Publications 	<ul style="list-style-type: none"> Technical support Financial support 	<ul style="list-style-type: none"> Capacity building on KS-KM tools and methods Mapping of all actors in the country (187 NGOs in Syria) Mapping actors in rural development Put in place a 	<ul style="list-style-type: none"> Capacity building of national project staff, the DGFIOP and ONAGRI in the areas of knowledge management (KM) and knowledge sharing (KS) in agriculture and rural development. Financial support to buy 	<ul style="list-style-type: none"> Networking with International networks Exchange of information between members Support the network

			<p>framework for cooperation and work on its institutionalisation</p> <ul style="list-style-type: none"> • Interaction with the region 	<p>equipment.</p>	
<p>Contributions to KariaNet</p>	<ul style="list-style-type: none"> • Administrative support • Time allocated from KSF • Material for sharing 	<ul style="list-style-type: none"> • Institutional support • Financial support • Availability and accessibility of knowledge to the producers. 	<ul style="list-style-type: none"> • Knowledge • To learn • Interaction and liaison with different stakeholders • Research • Evaluation 	<ul style="list-style-type: none"> • Financial support to all necessary equipment for national networking, • Selection and validation of publications • Providing information for the National network • In three years, and after completion of KariaNet II, the projects may provide a contribution to the operation and maintenance of the national network and its connection to the regional one. 	<ul style="list-style-type: none"> • Regulate and establish the country network • Facilitate and coordinate • Collecting and gathering the network data • Legal process • Support the focal points to sustain the network



Day 3 – Friday April 1, 2011

Working Group 3 – The regional thematic networks

Group Facilitators: Ms. Shalini Kala, Ms. Layal Dandache & Dr. Hammou Laamrani

Plenary Chairman: Mr. Tawfiq El-Zabri

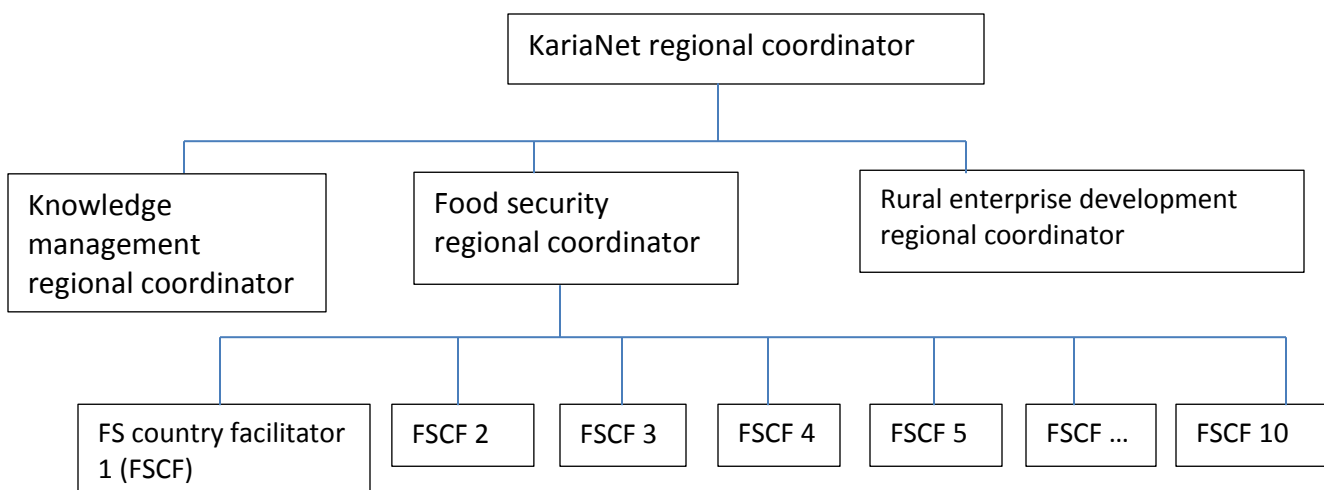
Plenary Rapporteur: Dr. Abderrahmane Aitlhaj

Regional approach to knowledge management through three thematic networks: Food security, rural enterprise development and knowledge management

- How will the regional networks be structured?
- How will they be organized?
- What is the role of KariaNet in assisting these regional networks?

Thematic group 1: Food security

Structure:



Food security network main axis:

- Regional expertise
- Success stories and lessons learned
- Gender and food security
- Situation analysis of human resources and expertise
- Scientific research in food security
- Rural development

Expectations from kariaNet:

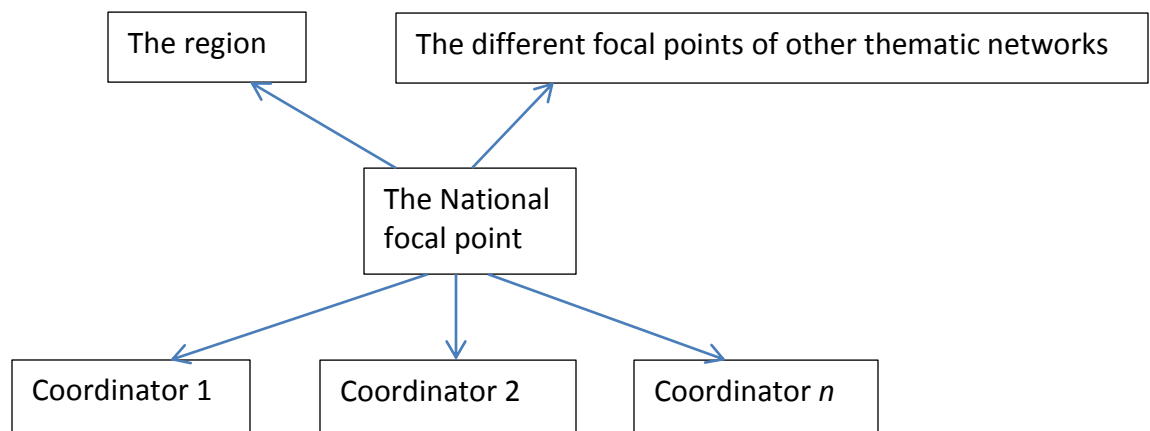
- Adoption of the different efforts to establish the food security network
- In the initial couple of years, the regional coordinator to be from KariaNet
- Financial support
- Networking
- Capacity building and training
- Technical support in research

Hammou:

- Despite being part of kariaNet, the thematic networks can be independent from the network in terms of governance and ownership.
- The regional or national coordinator can present himself as his personal title or being part of kariaNet
- No institutional position, just facilitating the process

Thematic group 2: Rural enterprise development 1

The Structure: Keep it stupid and simple (KISS)

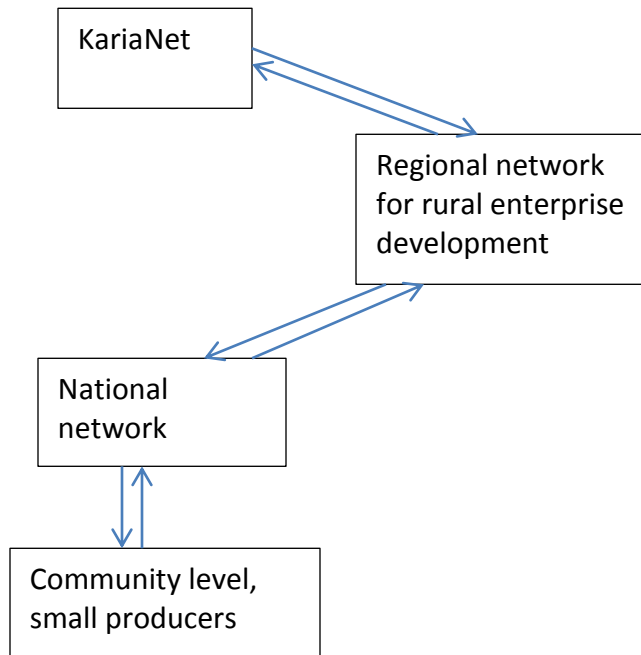


Needs:

- Training of the focal point: basic skills in knowledge management and communication
- Covering operational cost
- Software and hardware
- Capacity-building for all coordinators each in its own field

Thematic group 2: Rural enterprise development 2

Structure:



Lessons learned & success stories:

- Lessons learned to be accessible at the National and regional levels
- Exchange knowledge in all value chain for the different commodities
- Research and studies

Needs from kariaNet:

- Linking with microfinance websites in the region
- Capacity-building on rural enterprise development and credit management
- Financial support
- Market information about prices, demand and supply
- Tools and methods on how to choose the suitable enterprise

Q & A session:

Michael: How would the network harvest information?

Rabiaa: the implementing enterprise will face difficulties between production and marketing.

The best way to market is to get information beyond the pre-production and production levels.

Ahmad: the coordinators should work in the office and in the field

Raeda: the regional coordinator should not be overwhelmed with other work duties

Thematic group 3: Knowledge management

Application of KM and KS to the work of KariaNet:

- Cross-cutting issue
- Apply it to the activities of KariaNet
- Add value to the work of food security and RED scoping and research on knowledge sharing activities
- Provide tools and information to the others
- Support the thematic groups

Scope:

- Scoping of other networks in the region and what they are doing
- Linking knowledge sharing in program design
- Training in knowledge sharing activities and online interaction – *how to make a network work*
- Work with the other thematic groups
- Mapping of knowledge gaps in the region
- Make a capacity-building plan for the other thematic networks- *how to make KM and KS work in their groups*

Research:

- Link between knowledge management and rural development
- Make Km an on-going process
- How to capture and synthesize material

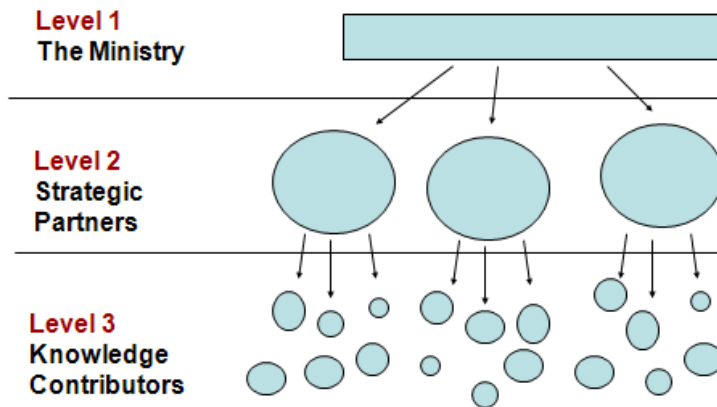
Working Group 4 – Moving from theory to practice

Initially, this session was planned to be a working group session, however, it was replaced by two case studies from the region to concretize knowledge management application in the region. Two case studies were overviewed:

- 1- Aradina (www.aradina.net) by Dr. Ibrahim Ahmed (ICT Trust Fund Egypt- Ministry of Communications and Information Technology)
- 2- South Kordofan Rural Development Programme, by Mr. Kamal Osman Balla

A. Aradina

Strategy II: Loose Decentralize Multi-level networks



1- The different levels

Level 3: knowledge contributors

- **Who:** Professors, researchers, Practitioner, Experts, Farmers.
- **Benefits:**
 - Owns a website
 - ICT Capacity Building
 - Training on Knowledge Management Skills
 - Open to new markets and Business Opportunities
 - Communicate directly with his/her own readers / potential customers.
- **Responsibility:**
 - Contribute and publish his / her own knowledge online on his /her own website.
 - Comply with the publishing guidelines.
 - Varies the content formats: video, audio, presentations, text, links...etc

PS. The contributors will happily to all his responsibilities because it will all return back to them in term of visitors

Level 2: Strategic partners

- **Who? :** Research Centers, Agriculture projects, Faculties, Ministry of Agriculture, Extensions.
- **Benefits:**
 - Own a knowledge portal rich in content in their respective field, of expertise.
 - Modernize their organizations and make them ready for the information society. (it looks good as an achievement in the annual report)
 - Have their own networks of experts, professors and practitioners.
- **Responsibility:**
 - Establish a Knowledge Management unit.

- Monitor and filter the network generated content and publish it classified in the umbrella portal of the partner.
- Make reports about the content quality, quantity and topics.
- Host awareness sessions to encourage more members to join the network.

PS: It is the role of the partner to pull the content out of his network.

Level 1: the Ministry

Responsibilities:

- Provide a high quality service for website, portals and network creation, free of charge.
- Provide technical and knowledge management support
- E-marketing for the website to ensure a constant stream of daily visitors
- Organize awareness sessions of the knowledge economy and the benefit of knowledge sharing.
- Competitions, publications, and to develop more partnerships to increase the networks members and the quality of generated contents.
- Each added webpage related to socio-economic development will make the internet more useful for the increasing number of Internet users.

2- Lessons learned

From a Network designer point of view:

- a. We should put into consideration the different needs for the various members of the network and to design a model that actually fulfills these needs.
- b. We should put “Communication” at the core of the network development effort because it is all about culture change.

3- Success stories

- 30 Strategic Partners
- 300 Websites
- Over 20 thousands daily visitors
- Over 100,000 published web pages.
- Our network website is ranked in the first page of search results in their respective topics.

4- Future plans

- Targeting Partners and provide our services for the Arab Region at large.
- Do more than knowledge sharing and develop “Expert Systems” service for the public. To “Capture Knowledge” in a methodical and easily retrievable means.

B. South Kordofan Rural Development Programme

The Model of rural development programme in knowledge management and networking in South Kordofan, Sudan.

This model is based on a participatory approach in management and enhancing the existing resources to sustain the project after its lifetime. For that purpose, an information and communication center for documentation was established to serve three networks:

- 1- Project management with the local community
By capacitating the extension service providers with KM tools and methods (flyers, posters, drama, field days, conferences...)
- 2- Project with governmental institutions, UN agencies and other developmental organizations
- 3- Local community with local community
The trained beneficiaries from the local communities will share their learning and knowledge with the rest of the community through the local centers for development or through other platforms like the mosque of the community.

Results:

- Flexible lending mechanism
- Common understanding of development and knowledge management
- Trust built with the governmental institutions that have adopted the project and use it for strategic development in the country
- Extension key messages contextualized by the local community

Challenges:

- Network set-up weakness
- Illiteracy
- Technical illiteracy in some governmental institutions

Annex 1
KariaNet II Start-up Workshop
Agadir, Morocco, from March 30 until April 1, 2011
AGENDA

Venue: Agadir, Morocco

Dates: From March 30 until April 1, 2011

Target participants: A diverse and inclusive audience of projects' directors and managers, development practitioners, researchers, government agencies' representatives and NGOs from ten countries in the MENA region: *Algeria, Egypt, Jordan, Lebanon, Morocco, Sudan, Syria, Tunisia, West Bank and Gaza, and Yemen.*

All the participants are either from different IFAD and IDRC projects in the region or simply interested in rural development and knowledge management and want to take part in this network.

Workshop scope:

KariaNet II sets out to integrate learning and knowledge management into development practice with a vision of enabling/empowering rural poor man and woman through knowledge in order to overcome poverty. The project aims at enhancing national and regional competencies and capabilities in knowledge management (KM) and knowledge sharing (KS) in agriculture and rural development through capacity building, applied research and pertinent networking activities on KM-KS.

The central thesis in KariaNet stems from the empowerment of the small scale farmers and peasants through access to knowledge. The MENA region has relatively limited research experience in knowledge management and knowledge stewardship. Thus, KariaNet challenge lays in essence in capturing existing knowledge and sharing it horizontally and timely among government agencies, development practitioners, researchers, communities and most importantly small-scale farmers and rural poor. This will enhance the effectiveness of poverty reduction developmental projects and promote a culture of learning.

KariaNet II will focus on three thematic priorities of regional relevance (i) Food security, (ii) rural enterprise development and (iii) knowledge management expertise development.

In line with this approach, the present workshop has a three folded aim: i) to revive, expand and consolidate the network, ii) validate the project approach, objectives and implementation plan and iii) identify potential ways to ensure incremental appropriation and sustainably of phase II as it expands to new country and stakeholder members.

Workshop objectives:

6. Present and validate KariaNet approach, goal, objectives and implementation plan.
7. Review the current status and challenges of knowledge management in rural development in MENA and identify ways KariaNet could contribute bridge the gaps identified by the Network members.
8. Introduce tools and knowledge management techniques used in rural development.
9. Initiate knowledge sharing and learning experience in food security and rural enterprise development between the network members
10. Elaborate a “road map” for National and Regional activities with roles, responsibilities and specific timeframe.

Workshop expected outputs:

- Established “country nodes” of active members in each member country.
- key instruments/means to be used by the network for Knowledge Management validated
- Validated work plan and implementation plan.
- Shared existing knowledge (reports, brochures, videos, articles) from different projects to be disseminated via KariaNet.
- Road maps at both National and Regional levels drafted.
- Workshop Evaluation completed for further use in planning and designing KariaNet activities.

Day 1 – Wednesday March 30, 2011

08h30-09h00	Registration of participants		
09h00-10h00	Opening session <ul style="list-style-type: none"> • IDRC welcome address • IFAD welcome address • Ministry of Agriculture, Rural Development and Sea Fisheries (MADRPM)- Morocco welcome address 	<u>Outcomes of the session:</u> <i>Key corporate and policy messages shared with the audience</i>	<u>Chairman:</u> Dr. Abderrahmane Aitlhaj
	<ul style="list-style-type: none"> • Presentation of agenda and objectives 	<i>The workshop agenda, objectives and format are presented and approved</i>	Dr. Hammou Laamrani
10h00-10h30	Coffee break and group photo		

10h30-11h00	Key note presentation 1: Knowledge management tools and methods Overview of knowledge management in agricultural and rural development: tools, methods, practices, examples and case studies (<i>Ms. Lucie Lamoureux-KM4Dev & Ms. Shalini Kala, ENRAP</i>)	<u>Outcomes of the session:</u> <i>Concept, tools and methods for knowledge management introduced</i>	<u>Chairman:</u> Dr. Mylène Kherallah <u>Rapporteur :</u> Dr. Susan Robertson
11h00-11h30	Discussion		
11h30-12h30	Key note presentation 2: KariaNet I (2005- 2008): Panel with members of KariaNet I Background of KariaNet I and summary of the self-assessment outcomes (<i>Mr. Tawfiq El- Zabri</i>)	<u>Outcomes of the session:</u> <i>1. The achievements of phase I are shared</i> <i>2. The self-assessment results are shared</i> <i>3. The lessons learned from KariaNet I and the way forward are identified</i>	<u>Chairman:</u> Ms. Shalini Kala <u>Rapporteur:</u> Ms. Raeda Al-Maytah
12h30-13h00	Key note presentation 3: KariaNet II Overview of KariaNet II proposed approach and objectives (<i>Dr. Hammou Laamrani</i>)	<u>Outcomes of the session:</u> <i>1. The KariaNet approach and objectives are presented</i> <i>2. The thematic research networks are highlighted along with the need for the devolution process.</i>	<u>Chairman:</u> Mr. Tawfiq El-Zabri <u>Rapporteur:</u> Ms. Hatoun Saeb
13h00-14h30	Lunch		
14h30-16h00	Continuation of key note presentation 3: Optimize use of KariaNet portal Presentation on how to use the KariaNet portal	<u>Outcome of the session:</u> <i>Familiarizing the participants with the portal, its different purposes and the possibilities it offers to its users.</i>	<u>Chairman:</u> Mr. Tawfiq El-Zabri <u>Rapporteur:</u> Mr. Zine El Abidine Ghoudi
16h00-16h30	Coffee break		
16h30-17h00	Lessons of the day • Summing up the events of the day	<u>Outcomes of the session:</u> <i>1. The Chairperson will go over the main points to ensure a common</i>	<u>Chairman:</u> Dr. Mylène Kherallah

	<ul style="list-style-type: none"> Built-in monitoring (<i>mood barometer</i>) End of the day evaluation 	<p><i>understanding and to capture the essence of each session.</i></p> <p>2. <i>The day is evaluated based on its sessions, logistics, effectiveness and expectations.</i></p>	<p><u>Rapporteur:</u> Ms. Loyal Dandache</p>
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Day 2 – Thursday March 31, 2011

08h45-09h00	Review of day 1 outputs		Ms. Shalini Kala
09h00-10h00	<p>Key note presentation 4: Insights on knowledge management from MENA and the ENRAP experience</p> <p>National and Regional insights from participants on knowledge management and knowledge sharing.</p> <p>ENRAP experience in knowledge management in rural and agricultural development: Overview, challenges and opportunities.</p> <p><i>(Ms. Lucie Lamoureux-KM4Dev & Ms. Shalini Kala, ENRAP)</i></p>	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> <i>Experiences of KM in MENA are overviewed.</i> <i>ENRAP experience in Knowledge management is presented and discussed to build on it for KariaNet.</i> 	<p><u>Chairman:</u> Dr. Hammou Laamrani</p> <p><u>Rapporteur:</u> Mr. Khaled Habashneh</p>
10h00-10h30	Coffee break		
10h30-12h00	<p>Working group 1: The devolution road map for KariaNet</p> <ul style="list-style-type: none"> Suggestions to sustain KariaNet beyond the project’s lifetime. Country and regional experience <p>Field force analysis to sustain knowledge management</p>	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> <i>Suggestions of sustainability options and scenarios harvested</i> <i>Key considerations and risks listed</i> <i>National and regional experience shared</i> 	<p><u>Group Facilitators:</u> Dr. Hammou Laamrani Mr. Tawfiq El-Zabri Ms. Lucie Lamoureux</p> <p><u>Plenary Chairman:</u> Ms. Shalini Kala</p> <p><u>Plenary Rapporteur</u></p>

12h00-13h00	Plenary 1: Discussion of KariaNet Roadmap for sustainability		Ms. Elaine Reinke <i>Each working group has to nominate a rapporteur.</i>
13h00-14h30	Lunch		
14h30-16h00	Working group 2: The National sub-networks Introduction to the network road map process and the expected outputs at the National level Probing questions: - How can you echo the KariaNet objectives at a country level? - How can KariaNet network and project assist in achieving those national objectives?	<u>Outcomes of the session:</u> 1. <i>Framing the structure and operation of the National sub-networks</i> 2. <i>Their learning priorities and needs are stated</i> 3. <i>Their expectations from KariaNet are elaborated</i> 4. <i>Their contributions to the networking efforts are set</i>	<u>Group Facilitators:</u> Ms. Shalini Kala Mr. Tawfiq El-Zabri Dr. Hammou Laamrani Ms. Lucie Lamoureux <u>Plenary Chairman:</u> Dr. Michael Devlin <u>Plenary Rapporteur:</u> Ms. Gloria Abouzeid <i>Each working group has to nominate a rapporteur.</i>
16h00-16h30	Coffee break		
16h30-17h30	Plenary 2: Each country team will present the in-country network road map.		
17h30-17h45	Lessons of the day <ul style="list-style-type: none"> Summing up the events of the day Built-in monitoring (<i>mood barometer</i>) End of the day evaluation 	<u>Outcomes of the session:</u> 1. <i>The Chairperson will go over the main points to ensure a common understanding and to capture the essence of each session.</i> 2. <i>The day is evaluated based on its sessions, logistics, effectiveness and expectations.</i>	<u>Chairman:</u> Dr. Hammou laamrani <u>Rapporteur:</u> Ms. Shalini Kala

Day 3 – Friday April 1, 2011

08h45-09h00	Review of day 2 outputs		Mr. Tawfiq El-Zabri
09h00-10h00	<p>Working Group 3 – The regional thematic networks (Mix of countries) Regional approach to knowledge management through three thematic networks: Food security, rural enterprise development and knowledge management</p> <ul style="list-style-type: none"> • How will the regional networks be structured? • How will they be organized? • What is the role of KariaNet in assisting these regional networks? 	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> 1. <i>How the three networks will be organized and operated</i> 2. <i>Strategies for communication within and among networks defined</i> 3. <i>Networks' needs and role of KariaNet in providing them with backstopping set</i> 4. <i>An idea of the implementation plans</i> 	<p><u>Group Facilitators:</u> Ms. Shalini Kala Ms. Layal Dandache Dr. Hammou Laamrani</p> <p><u>Plenary Chairman:</u> Mr. Tawfiq El-Zabri</p> <p><u>Plenary Rapporteur:</u> Dr. Abderrahmane Aitlhaj</p> <p><i>Each working group has to nominate a rapporteur.</i></p>
10h00-10h30	Coffee break		
10h30-12h00	<p>Plenary 3 Each thematic group will present the outputs of their working group: their implementation plan.</p>		

12h00-13h00	<p>Working Group 4: Moving from theory to practice</p> <p>How are the participants making use of knowledge management tools and techniques in their projects, institutions and agencies in the MENA? And how to upscale best practices in National and Regional initiatives in food security and rural enterprise development?</p>	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> 1. <i>Ways to move from concept to practices in knowledge value chain in the context of KariaNet</i> 2. <i>Experiences and lessons learned in KM shared among the network members across projects and countries</i> 	<p><u>Group Facilitators:</u></p> <p>Ms. Shalini Kala Dr. Michael Devlin Mr. Tawfiq El-Zabri</p> <p><u>Plenary Chairman:</u></p> <p>Dr. Hammou Laamrani</p> <p><u>Plenary Rapporteur:</u></p> <p>Mr. Laabidi AbdelJilil</p> <p><i>Each working group has to nominate a rapporteur.</i></p>
13h00-14h30	Lunch		
14h30-15h00	Working Group 4- continuation of the session		
15h00-16h00	<p>Plenary 4</p> <p>Each working group will summarize the outputs of their situation and key take home messages</p>		
16h00-16h30	Coffee break		
16h30-16h45	<p>Lessons of the day</p> <ul style="list-style-type: none"> • Summing up the events of the day • Built-in monitoring • End of the day evaluation 	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> 1. <i>The Chairperson will go over the main points to ensure a common understanding and to capture the essence of each session.</i> 2. <i>The workshop is evaluated based on its sessions, logistics & effectiveness.</i> 	<p><u>Chairman:</u></p> <p>Mr. Tawfiq El-Zabri</p> <p><u>Rapporteur:</u></p> <p>Ms. Layal Dandache</p>

16h45-17h30	<p>Closing session</p> <ul style="list-style-type: none"> • Emerging issues and lessons learned • The regional road map • Closing remarks • Workshop evaluation 	<p><u>Outcomes of the session:</u></p> <ol style="list-style-type: none"> 1. <i>The main points made during the workshop are summarized</i> 2. <i>The next steps for KariaNet foundation are discussed and adopted with a timeframe</i> 3. <i>The workshop is closed</i> 	<p><u>Chairman:</u> Dr. Hammou Laamrani</p> <p><u>Rapporteur:</u> Ms. Shalini Kala</p>
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