
Midterm review of the IFAD Knowledge Management Strategy 2019–2025: A Knowledge Strategy Refresh

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Action: The Executive Board is invited to review the midterm review of the IFAD Knowledge Management Strategy 2019–2025.

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Executive summary

1. The Executive Board approved the second IFAD Knowledge Management Strategy (2019–2025) in 2019. The strategy aims to “guide IFAD towards better integrated and more effective knowledge management (KM) that is tailored to the new decentralized organizational structure, enhanced business model and development effectiveness framework, and which supports IFAD in **achieving greater development impact.**” The KM strategy was approved as a budget-neutral strategy with the intention that its activities would be covered by existing IFAD resources. The strategy has been implemented by the corporate KM Unit and the interdivisional KM Coordination Group (KMCG), which comprises staff with KM responsibilities and focal points nominated by directors from across IFAD. The Associate Vice-President of the Strategy and Knowledge Department provides leadership on IFAD’s knowledge management strategy.
2. The midterm review (MTR) was a rapid, qualitative assessment undertaken in 2022 to examine the strategy’s ongoing implementation and its adequacy and effectiveness in addressing the existing and emerging needs of IFAD. Overall, the review finds that the strategy is an adequate foundation for improving IFAD’s ability to manage knowledge and that IFAD has been recognized by partner organizations as a reference for KM.

Key findings

3. **The MTR consultations show that there has been a growing recognition of knowledge as a key contributor to IFAD’s development impact.** Over the 2019-2021 period, generation of relevant knowledge has improved and field offices have shown increasing interest in sharing operational experience. Decentralized staff located closer to clients and projects have been able to better identify knowledge needs and demand. Increasingly, learning events, knowledge platforms and communities of practice have aimed to address this demand. A culture of learning has grown over time, largely supported by the knowledge function, with a focus on extracting lessons from the field in real time to feed into design, delivery and results and be used for further operational improvements. Online knowledge networks, such as communities of practice, have been especially important during the COVID-19 pandemic as staff have wanted to stay connected. Learning events have had high attendance.
4. **The strategy has been challenging to implement** in some respects and to monitor in others. The KM action plan proved overly ambitious, given that it has not been supported by dedicated resources and staff time. Moreover, the action plan has been implemented during a period of organizational transformation and new remote ways of working, which have created additional implementation challenges.
5. **The strategy defines knowledge management, but does not establish what is “good” knowledge for IFAD.** It has a strong emphasis on process knowledge as opposed to substantive, state-of-the-art knowledge. This has led to a gap between the knowledge that is generated by IFAD and the knowledge that clients ask for.
6. **The MTR also assessed the value added of the KM function** and explored ways to enhance it. It found that the KM function has been facilitating the process of generating knowledge and increasing its visibility.
7. **Knowledge is still fragmented across various systems and platforms,** making it challenging to find the required knowledge and experts. Many KM activities are still undertaken in silos and, despite efforts to capture lessons learned, project knowledge is not leveraged to its fullest potential. Monitoring has been focused more on knowledge products than on knowledge use.

Key recommendations

8. **Based on this MTR and the lessons learned and recommendations arising from it, a “knowledge strategy refresh” is proposed with a view to defining, building and enhancing the value added of the KM function,** with a focus on curating datasets and quality-assured synthesized evidence that may be used to design and implement interventions and provide advice at the national and international levels. This recommendation forms the basis for the next KM action plan (2022–2025). The refreshed strategy is expected to respond to current demands for knowledge that has the greatest potential for enhancing the design, delivery and impact of investment projects, considering the extremely limited availability of staff and resources.
9. Five activity clusters have been identified as a basis for a new KM action plan: strengthening of **KM governance** and the KM architecture, including knowledge curation and synthesis; a branded **KM agenda** of value-added activities for headquarters-based and field staff; improved **knowledge access** through harmonization of knowledge platforms and improved searchability; a focus on increased **knowledge use** to ensure that knowledge products and systems are designed for a high probability or degree of use and application; and enhanced **KM capacity** through activities that increase staff’s KM capacity while reassessing KM incentives. While the intent is to draft a budget-neutral KM action plan for 2022–2025, it is likely that additional resources will be needed to ensure successful delivery of the activity clusters.

Midterm review of the IFAD Knowledge Management Strategy 2019–2025: A Knowledge Strategy Refresh

I. Introduction

A. Background

1. The Executive Board approved the IFAD Knowledge Management Strategy 2019–2025 in 2019. The Strategy aims to “guide IFAD towards better integrated and more effective KM that is tailored to the new decentralized organizational structure, enhanced business model and development effectiveness framework, and which supports IFAD in **achieving greater development impact.**” The objective of the strategy is to improve IFAD’s ability to generate, use and share the best available evidence and knowledge, from internal and external sources, to achieve higher quality operations and greater visibility and influence in the global development community. Activities are being implemented in three strategic action areas – knowledge generation, knowledge use and the enabling environment – and through two phased KM action plans. The first KM action plan (2019–2021) was developed concurrently with the strategy.
2. The midterm review (MTR) of the KM strategy was carried out in early 2022, and the results will inform the drafting and implementation of the second KM action plan 2022–2025. **The objective of the MTR was to examine the adequacy and effectiveness of the strategy** with respect to IFAD’s existing and emerging context, assess strengths and weaknesses of the KM approach and highlight opportunities and risks moving forward. The review’s purpose was not to verify outcomes in countries or demand and uptake from clients, nor was it to assess partnerships.¹

B. Methodology

3. The MTR was a rapid assessment, combining quantitative data from the KM strategy’s Results Measurement Framework (RMF) with interviews and focus groups with a broad range of stakeholders at the corporate, regional and country levels. Insights were triangulated with documents such as the Annual Report on Results and Impact of IFAD Operations (ARRI), the Report on IFAD’s Development Effectiveness (RIDE), the President’s Report on the Implementation Status of Evaluation Recommendations and Management Actions (PRISMA) and the evaluations of the Independent Office of Evaluation of IFAD (IOE).
4. The MTR consultations have proved insightful compared with a review of the KM RMF, since data on progress on several of the RMF indicators were insufficient or not yet available (see annex II). In some cases, no initial benchmark was established, while in others the indicators were not monitorable. Furthermore, owing to resource constraints, various surveys were not carried out at midpoint as planned.²

II. Context: KM strategy implementation in an increasingly dynamic and financially constrained development context

5. The KM strategy is a call to action for IFAD “to transform both its financial and knowledge resources into development results in order to achieve its full potential

¹ These dimensions may be considered in the IOE corporate-level evaluation of knowledge management scheduled for 2023–2024.

² As a result of staff changes at all levels in SKD, it has not been possible to identify the reasons for this.

as **an effective, trusted, relevant and influential development partner.**³

IFAD needs to align its systems, incentives, culture and resources to respond to the 2030 Agenda for Sustainable Development, and it must do so in an increasingly financially constrained development context. Overlapping crises (including the climate crisis, the COVID-19 pandemic and the conflict in Ukraine) have put a strain on financial capacity in the development sector in general.

6. **IFAD's increasing decentralization** has led to a growing field presence of staff producing relevant project, country and policy knowledge for better decision-making. Newly created regional offices serve as hubs to document, synthesize and share available knowledge, increase collaboration with governments and strengthen South-South cross-fertilization. However, during the MTR consultations there was broad consensus that knowledge exchange between the field and corporate functions remains insufficient.
7. **Internal reorganizations, with yearly reassignments, coupled with high staff turnover,** have had a negative effect on knowledge availability and retention. Frequent changes in leadership at many levels relevant to the KM strategy (including three different Associate Vice-Presidents [AVPs] in the Strategy and Knowledge Department [SKD] in three years) have led to shifts in knowledge priorities and approaches. The upcoming transition of the presidency of IFAD could provide a renewed focus on the added value of the knowledge function.
8. The **COVID-19 pandemic** coincided with much of the first half of the period covered by the KM strategy and has influenced its implementation. For example, there was an increased need for virtual tools and online knowledge exchange was accelerated to allow staff to expand their interactions online.
9. The strategy was launched as a budget-neutral programme, but MTR consultations indicate that **additional resources were and are needed** as many of the KM activities have required dedicated additional staff time (see annex I). The 2021 ARRI found that KM activities backed by well-qualified and dedicated personnel produced good results, but when the right capacities were no longer available, KM performance stalled or was deprioritized.⁴

III. Findings: Taking stock of progress on the strategy's guiding ambitions

10. The strategy was developed to support the IFAD Strategic Framework 2016–2025, which states that IFAD's "ability to learn, generate knowledge and provide evidence about what works, including by leveraging the knowledge of others", is fundamental to its development impact and its ability to provide value for money.⁵ **The strategy as such is a good fit,** even if adjustments in its implementation are needed to increase its relevance and feasibility.
11. The strategy was timely, as IFAD needed **a more structured approach to knowledge management** to address the needs of a more decentralized organization. The KM action plan supported the repurposing of processes, systems, activities and, especially, remote work during the COVID-19 pandemic. IFAD increasingly has a culture that values learning but, mirroring the findings of the ARRI,⁶ the MTR reveals that **IFAD needs to embed KM more systematically in how it works,**⁷ so that it can better access, use and reuse both the tacit and the

³ IFAD Knowledge Management Strategy 2019–2025.

⁴ ARRI 2021.

⁵ IFAD Strategic Framework 2016–2025: Enabling inclusive and sustainable rural transformation.

⁶ ARRI 2021.

⁷ Insights from the MTR are in alignment with those of the 2022–2022 Annual Report on the Independent Evaluation of IFAD (ARIE), which assessed the performance of knowledge management activities and their contribution to improving the overall performance of country strategies and programmes.

documented knowledge it has at its disposal.⁸ There has also been a positive trend towards incorporating knowledge and learning into thematic areas and strategies, such as the Development Effectiveness Framework and the South-South and Triangular Cooperation (SSTC) Strategy 2022–2027.

12. There has been **growing recognition of knowledge** as a key driver of development impact, as noted in the 2020 RIDE. There has been an increasing focus on extracting evidence and lessons from operations and research (e.g. in the Rural Development Report), led by the Research and Impact Assessment Division (RIA) and the Operational Policy and Results Division. However, while the Strategy defines KM, **it does not specify what is meant by “good” and “applicable” knowledge** for IFAD, nor does it define standards for knowledge. In addition, the strategy frequently focuses on process knowledge (e.g. compliance, guidelines), as opposed to substantive or state-of-the-art knowledge (e.g. evidence, research). This is a key factor in identifying gaps between the knowledge that is generated and the knowledge that clients ask for. Such gaps resulted in limited application of knowledge.
13. The MTR assessed **the value added of the KM function** and ways to enhance it. There was broad consensus that, at its core, the KM function should facilitate the process of generating knowledge, curating and synthesizing it, increasing its visibility and catalysing its use in order to increase IFAD’s impact overall and in its operations. In this context, a better definition of the value added of the knowledge function is critical.
14. **The existing KM architecture has been useful.** The knowledge function is carried out by a small unit consisting of two professionals located within SKD. The unit has played an important broker and catalyst role. The broader KM function is carried out by a loosely coordinated interdivisional group (KMCG). The AVP/SKD is the key champion for knowledge in the institution. SSTC and knowledge centres in three regions have contributed to strengthened linkages among knowledge activities at the country, regional and global levels. However, other than the foregoing, resources for coordination or for undertaking corporate-wide initiatives have been absent.
15. **Staff capacity to undertake KM activities is growing but is still limited** owing to resource constraints and the need to train staff in KM. Training in KM is planned as part of the IFAD Operations Academy (OPAC), and the new Knowledge Management Resource Centre is increasingly providing information on implementing KM. Targeted KM initiatives are being undertaken at divisional levels – for example, the Asia and the Pacific Division is piloting KM clinics with the aim of increasing the KM capacities of project management units.
16. **The generation of relevant knowledge has improved**, including on the agile response to the COVID pandemic, the conflict in Ukraine and IFAD’s engagement in COP26 (see appendix I). There has also been better harmonization of the corporate knowledge products with those of the Global Communications and Advocacy Division (COM) (e.g. streamlining categories of publication formats).
17. However, the **generation of current, relevant and real-time knowledge and its curation and synthesis are not sufficient.** With frequent crises, the challenge is to curate, connect and combine different types of data for new, just-in-time insights for IFAD stakeholders and to assess real-time effects for IFAD beneficiaries, and then to make this information easily available across regions and regional teams that also cater to a diverse set of partners. There are many knowledge sources that are still not adequately leveraged to improve operations (e.g. investment projects, grants, SSTC projects, innovations, projects with

⁸ IFAD’s KM strategy defines tacit and explicit knowledge as they are defined on the following website: <https://bloomfire.com/blog/implicit-tacit-explicit-knowledge>.

supplementary funding). Learning loops remain weak, and IFAD needs to develop tools and incentives to strengthen them.⁹

18. Knowledge **platforms and systems have been set up and have further evolved** (e.g. the online library, Dgroups¹⁰ for communities of practice, the Rural Solutions Portal, the Knowledge Management Resource Centre, the lessons learned module of the Operational Results Management System [ORMS] – see appendix II), with staff increasingly contributing to them. This evolution has, however, led to **fragmentation of platforms**, which will be addressed under the next KM action plan.
19. **Staff connectivity and networks have improved**, including through increased adoption of tools for remote work and online collaboration, such as Zoom, Microsoft Teams, and Dgroups and communities of practice. There has been an increase in virtual collaboration, although knowledge is still compartmentalized, as many KM activities are “disconnected”.
20. **Safeguarding of knowledge has been pursued** through a variety of initiatives, such as the knowledge gap maps generated by several IFAD divisions. However, the risk of knowledge loss through high staff turnover and internal mobility requires systematic tools for the transfer of institutional knowledge and the handover process. To ensure that knowledge is retained when staff leave, a formalized knowledge handover process has been initiated and tested by SKD in collaboration with the Human Resources Division.
21. **Incentives for KM-related work are insufficient.** The need to enhance a culture of learning and knowledge-sharing remains critical. KM is included in some of the terms of reference of regional and technical staff, but this has proved insufficient, owing to staff workloads and other priorities, and KM functions frequently take a backseat in in the design, delivery and implementation of activities and in advice and results. There is a lack of adequate incentives for KM and a need to reassess incentives for knowledge through recognition (e.g. awards) and built-in measures (e.g. key performance indicators in the performance evaluation system) and through goal-setting for the curation, synthesis, generation and use of knowledge.
22. **The RMF¹¹ of the current KM action plan is not fully measurable** due to insufficient capacity and resources to monitor indicators and undertake surveys. Several benchmarks were not established at the start and thus are not available for comparison. Indicators for KM are underdeveloped, and the potential of evidence-based statistics for data-driven decision-making has not been sufficiently developed or leveraged. The reuse of learning and the uptake of innovations has not been effectively monitored.
23. Some of the strengths, weaknesses, opportunities and threats that surfaced during the MTR consultations are shown in table 1.

⁹ RIDE 2021.

¹⁰ Dgroups is an online platform for groups and communities engaged in international development.

¹¹ See the RMF, annex II.

Table 1

Strengths, weaknesses, opportunities and threats (SWOT) analysis of the KM strategy 2019–2025

<p>Strengths:</p> <p>Recognition of importance of knowledge</p> <ul style="list-style-type: none"> ▪ High-level KM support anticipated in the structure through AVP/SKD <p>Institution-wide coordination by KMCG</p> <p>Most knowledge/systems in-house (e.g. impact assessments)</p> <p>Most KM action plan activities delivered/ongoing</p> <p>Knowledge retention mechanisms in place (e.g. handover notes, retention sessions)</p> <p>SSTC and knowledge centres strengthen cross-divisional linkages</p>	<p>Weaknesses:</p> <p>Low KM capacity, understanding of knowledge function, definition and value added; lack of pride in the function</p> <p>Focus on process and not on substantive knowledge (e.g. to inform policy activity)</p> <p>Data inconsistency, limited access to reliable data</p> <p>Absence of curation, analysis and synthesis capacities</p> <p>Lack of resources to implement the strategy</p> <p>Fragmentation of knowledge platforms</p> <p>Limited incentives for knowledge-sharing and peer-to-peer learning</p> <p>Disconnect between headquarters and country offices and between divisions and departments for knowledge exchange</p> <p>Distributed leadership leading to varied levels of KM support</p> <p>Application of research and data is limited and not integrated into design, delivery and implementation</p> <p>Limited linkages to innovation and opportunities for scaling up</p> <p>Limited supplementary funds for knowledge and data-driven advice and lack of focus on knowledge-based policy and advice</p>
<p>Opportunities:</p> <p>Increased focus on knowledge as a key contributor to impact (at country and international levels)</p> <p>New leadership providing new perspectives</p> <p>Decentralization means more field knowledge for projects/programmes</p> <p>KM training through OPAC</p>	<p>Threats:</p> <p>New leadership leading to potential course change</p> <p>Frequent change of staff functions</p> <p>Compliance focus limits generation and use of knowledge and innovation</p> <p>Budget reductions, including for KM</p> <p>Fragmentation of strategies that include KM but are not (yet) aligned corporate-wide</p>

IV. Recommendations: Looking ahead – activity clusters for more impact

24. The strategy’s design around three action areas (knowledge generation, knowledge use, enabling environment) is sound, but the corresponding action plan of 35 activities has proved too expansive to deliver and monitor in the current resource-constrained environment. The next KM action plan for 2022–2025 is intended to be more focused on activities that are expected to have the greatest potential for impact. The aim is largely to deliver within available resources, although it is clear that additional resources will be required.¹² The action plan 2022–2025 will leverage existing initiatives and what has already been done, and will be based on a “refreshed” strategy with five activity clusters.
25. **KM governance (activity cluster 1).** An enhanced KM architecture (with strategic, coordination and implementation components) will have a stronger focus on curating and synthesizing datasets and evidence for quality assurance. A corporate KM advisory group, led by the AVP/SKD, consisting of senior and middle managers from across the institution, will be created to advise on priorities for the knowledge agenda. The KMCG and the KM Unit will be strengthened and empowered with resources and dedicated staff to lead the implementation of the knowledge agenda and priorities, ensuring coordination and engagement across the institution, with clear functions, recognition and resources. For example, they will work more closely and in a more structured way with RIA to integrate its knowledge products, such as the RDR. The wide group of decentralized KM focal points and officers will be more structurally engaged in KM implementation and KM monitoring and evaluation. Staff contributions to KM will be reflected in adjusted terms of reference and recognized in the staff performance evaluation system.

¹² Optional KM activities in need of additional resources can be specified on request.

26. **KM agenda (activity cluster 2).** A branded KM agenda focused on knowledge activities in areas critical for IFAD's success and doubled impact on the ground will be developed annually and approved by the KM advisory group. It will be implemented with the contribution of all operational divisions/departments. The agenda will enable IFAD to position itself as a credible partner in specific thematic areas in international and national policy discussions. Data analytics, learning events and newsletters will support the promotion of state-of-the-art knowledge. Consistent branding will increase the visibility of IFAD's knowledge work.
27. **Knowledge access (activity cluster 3).** Preparatory work will be done for the launch of a simpler, single-entry-point interface to existing platforms in 2025. This will include a more standardized, systematized process to support units across the institution in extracting knowledge, with a particular focus on supporting technical specialists and country directors/project officers, and enabling them to have easy and real-time access to knowledge. This includes the IFAD library's e-resources and lessons learned from existing external and internal initiatives.¹³
28. **Knowledge use (activity cluster 4).** There will be a focus on ensuring that KM-related initiatives are developed and implemented from a knowledge use perspective and that knowledge products are designed to maximize the probability of use/application. The simplified RMF will be designed to reflect the use as much as the generation of knowledge and to better track post-dissemination activity for KM products. The focus will be on real-time analytics, curation and synthesis.
29. **KM capacity (activity cluster 5).** Staff capacity to generate, disseminate and use quality knowledge will be further increased, including through strengthening the monitoring and evaluation of KM, a culture of knowledge-sharing and training of staff on KM practices through OPAC. Special attention will be given to ensuring that country teams have access to learning opportunities from other regions. A corresponding set of incentives (rewards and recognition for knowledge work) will be part of the knowledge agenda.

A. Budget implications

30. The intent is for groups of activities under the KM action plan 2022–2025 to be absorbed within the existing budget and resources. However, additional resources will likely be needed to ensure optimal delivery of all activity clusters. This additional budget will be determined during the design of the action plan.

B. Monitoring – results and outcome monitoring

31. **A simplified monitoring system** will be put in place that reflects the five activity clusters (see the RMF, annex III). For consistency and comparability purposes, indicators in the new RMF are based on many existing indicators and include a selection of the most relevant and feasible existing outcome and output indicators and targets, focused on knowledge generation, use and impact, where measurable. Several new indicators have been added to reflect the changing knowledge context.

¹³ An example is the new online tracker of the Asia and the Pacific Division (APR) for non-lending activities.

Review of KM action plan 2019–2021

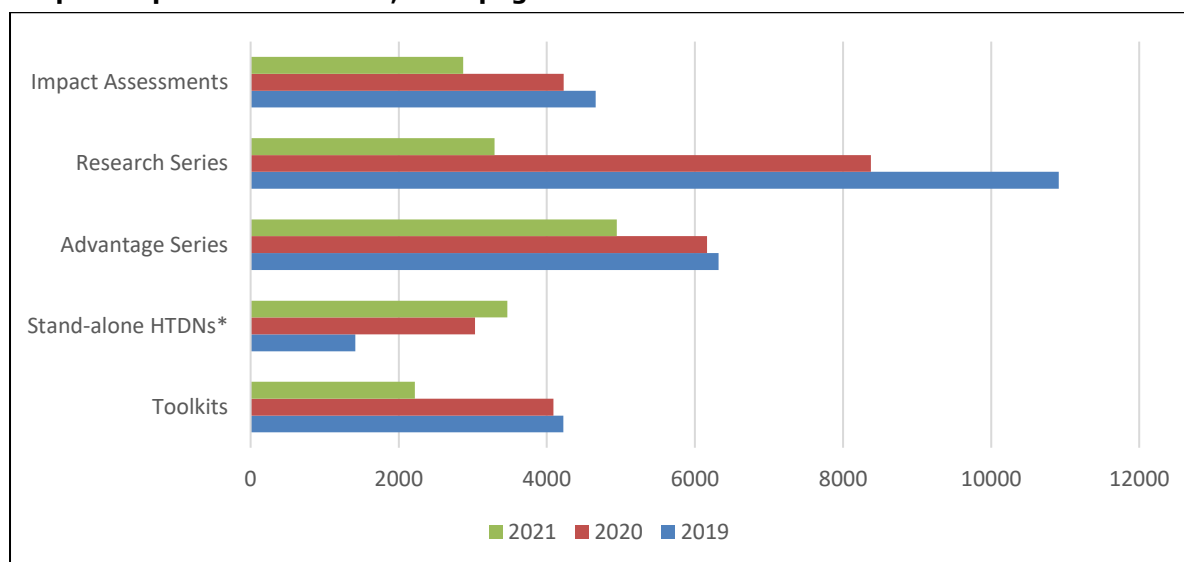
1. This annex to the MTR is **a qualitative review of the implementation of the KM action plan**, covering the first half of the KM strategy period of 2019–2025. The KM strategy is being implemented through two phased knowledge management action plans. The first KM action plan (2019–2021) was developed concurrently with the strategy and subsequently implemented. It consisted of 35 activities clustered in three action areas (knowledge generation, knowledge use and enabling environment), which together form a systemic approach to improving IFAD’s ability to generate, assemble and transform knowledge into better development results.
2. The KM action plan was implemented under the leadership of the AVP/SKD, with **the corporate KM Coordination Group (KMCG) as the key driving force** promoting knowledge as a key pillar of IFAD’s business model, setting knowledge standards and ensuring better coordination and synergies across departments. Meanwhile, across the institution, regions and divisions have taken an active role in their own KM activities (e.g. dedicated KM plans and products, SSTC and knowledge centres).
3. This review is **based primarily on consultations with IFAD stakeholders** leading and supporting the activities of the plan and is focused on the progress, challenges and lessons learned in relation to the various activities in the three strategic action areas.

Review of progress in the knowledge generation action area

What worked well

4. **A boost in knowledge products.** Most knowledge products (e.g. 9 impact assessments, 33 research series, 20+ expert blogs) have seen a strong increase in their page views in conjunction with outreach activities and events, with over 50 per cent of readers from developing countries, research centres and academia. An increased focus has been placed on incorporating evidence of what works, for example in the flagship Rural Development Report 2021. At the same time, a streamlining and harmonization process together with COM has led to fewer knowledge types. Agile responses have made it possible to produce fitting knowledge products for emerging topics and events. For example, in response to the COVID-19 pandemic, IFAD undertook analytical studies and implemented its Rural Poor Stimulus Facility, which captured, shared and applied lessons that are now being fed into discussions on the repercussions of the conflict in Ukraine. Another example is COP26, at which IFAD showcased its experience and knowledge in over 30 learning events on climate change.

Figure 1
Corporate publication series, total page views for IFAD11



*HTDN = How-to-do note.

5. **Knowledge gaps identified.** Increased efforts were put into identifying gaps between the knowledge that IFAD offers and the knowledge that clients demand. For example, in 2021 the Latin America and the Caribbean Division (LAC) replicated the successful pilot knowledge gap map of the West and Central Africa Division (WCA) and mapped out the existing knowledge and gaps in the region's countries with the aim of enhancing the quality of project design, tailoring its non-lending agenda and developing a knowledge generation agenda. The exercise is now being undertaken by the Near East, North Africa and Europe Division, which is focusing on fragility. Over the last 12 months, 72 knowledge products have been produced in response to identified gaps.
6. **Knowledge sources leveraged.** The ability to extract learning and evidence from operations and reintegrate it into operations has further advanced. Meanwhile, knowledge from grants, evaluations and external partners has been regularly disseminated as part of learning events and knowledge products (e.g. PRISMA, RIDE and the Environment, Climate, Gender and Social Inclusion Division's induction package). IFAD has also been drawing lessons and generating evidence from its operations through rigorous impact assessments to measure and analyse the difference that it makes and adjust the design of new interventions – for example, the Achieving Rural Transformation: Results and Lessons report from the impact assessments of the Tenth and Eleventh Replenishments of IFAD's Resources (IFAD10 and IFAD11).

Adjustments moving forward

7. In addition to building on the activities highlighted above, the next KM action plan will **take into account the following recommendations:**
 - Continue efforts to streamline and harmonize the knowledge generation process in terms of knowledge topics and knowledge formats, based on demand and knowledge gaps. These efforts should include further strengthening of the ability for agile knowledge responses and ensure leveraging of all available knowledge sources.
 - Combine activities in the action plan where applicable, for more efficiency and impact, for example by streamlining the process of knowledge sourcing (grants, evaluations, partners) to create a single, integrated mechanism for sourcing knowledge, evidence and lessons from the field (e.g. projects, country programmes).

- Cut activities from the KM action plan. In light of time and resource constraints, activities that are predominantly the responsibility of other units and part of their work programmes should be eliminated from the KM action plan. Examples are the promotion of external publications/engagements (which is a responsibility of the Global Communications and Advocacy Division) or promoting the use of partnering tools (a task of the Global Engagement, Partnership and Resource Mobilization Division [GPR]).

Review of progress in the knowledge use action area

What worked well

8. **Knowledge from operations.** KM is increasingly incorporated in operations. For example, all supervision missions now have a quality review of KM (such reviews have been conducted for 62 projects during the last 12 months). In addition, the Quality Assurance Group undertook an analytical review of the quality of project design focusing on country-level policy engagement and KM, which revealed that project design teams are increasingly devoting attention to KM. All country strategic opportunities programmes (COSOPs) now have KM sections. A dedicated KM module is being developed as part of the revamped OPAC. The online Knowledge Management Resource Centre provides access to KM guidelines, tools, templates and standards for key knowledge processes. It has been visited more than 1,800 times.
9. **Growing offering of knowledge platforms/tools.** The development and improvement of knowledge platforms, from library services to the Operational Results Management System (ORMS) and solutions portals, has been further expanded. For example, all staff in regional hubs and country offices now have access to library services, which include more than 16,000 resources. Another improvement was the revision of the lessons learned module of IFAD's ORMS and its integration with the project completion module. Work is being continued to improve functionalities through machine learning, use of georeferenced data and the integration of evidence and lessons from IFAD impact assessments. A corporate knowledge repository is also being developed.
10. **Revision of knowledge formats.** More user-friendly, demand-driven knowledge formats have been introduced. For example, knowledge packages for project design and supervision have been developed; these support project delivery teams in using emerging technologies to draw on internal and external sources and to leverage lessons learned, including through the ORMS. In addition, RIA has developed a number of ancillary knowledge formats to disseminate lessons learned: project-level impact assessment reports, briefs, infographics, a dedicated microsite, an e-learning platform and a data collection manual and kit for project management units.

Adjustments moving forward

11. In addition to building on the activities highlighted above, the next KM action plan will **take into account the following recommendations:**
 - Continue harmonizing platforms for better access, enhancing the implementation of KM in the field and supporting operations, including those of regional hubs, SSTC and knowledge centres, COSOP design teams and project delivery teams, by building KM capacity to assess demand and implement relevant knowledge tools.
 - Combine activities where applicable, for example by creating synergies between knowledge platforms, combining activities into a cluster of knowledge access activities and creating an easier to use single point of entry to the various knowledge platforms and tools, thereby contributing to harmonization efforts and addressing the fragmentation of knowledge platforms.
 - Cut activities from the KM action plan. In light of time and resource constraints, activities that are predominantly the responsibility of other units

or part of their work programmes should be eliminated from the KM action plan. Examples are the activities carried out by the Information and Communications Division with regard to data management and use, taxonomy and the creation of an interactive knowledge exchange system that was piloted but then deprioritized.

Review of progress in the enabling environment action area

What worked well

12. **An effective KM architecture:** A KM architecture was established, with a governance structure for KM, an organizational chart of staff with KM roles and responsibilities, and recognition of the role of consultants and other hub/country focal points as “knowledge brokers” across regional hubs and regions. SSTC and knowledge centres in three regions strengthened linkages among knowledge activities at the country, regional and global levels. The KMCG has twice monthly meetings that have proved critical to the implementation of the KM action plan. The KMCG’ workplan was then used for the divisional KM strategies that outlined KM activities, deliverables and resources.
13. **Staff connections facilitated.** Decentralization efforts have created challenges for staff connections, but various initiatives, such as communities of practice and Dgroups, have provided a way to exchange knowledge and collaborate. IFAD has 11 communities of practice, including two recently formed ones: one on financial management and the other on IFAD development practices. The communities of practice are hosted on the Dgroups platform, which has over 1,600 members. Involvement of IFAD project staff is growing thanks to the enhanced link to operations and use of knowledge from the field. In 2022 IFAD undertook an organizational network analysis in two internal departments to map out knowledge flows and processes in order to enhance social media interactions between IFAD staff. Data have been collected and are being analysed.
14. **Knowledge retention promoted.** To enhance knowledge retention, six knowledge retention clinics were held to train staff on structured knowledge retention processes, with facilitated conversations and a standardized handover note. Ten formal knowledge retention conversations were organized to enable outgoing IFAD staff to pass on their knowledge to their successors. Efforts are being made to systematically embed knowledge retention in human resources processes. Handover sessions were held for all recent staff reassignments, involving well over 100 staff members.

Adjustments moving forward

15. In addition to building on the activities highlighted above, the next KM action plan will **take into account the following recommendations:**
 - Continue strengthening the KM architecture, ensuring greater clarity regarding roles and responsibilities both in corporate functions and in the field. This could include an assessment of operational knowledge partnerships in selected countries and the identification of drivers of their effectiveness. A branded knowledge agenda could flow from such an assessment, increasing awareness and understanding of KM in IFAD.
 - Combine activities where applicable, such as KM training and KM awareness activities and the handover process and learning from leavers.
 - Cut activities from the KM action plan. In light of time and resource constraints, activities that are predominantly the responsibility of other units or part of their work programmes should be eliminated from the KM action plan. Examples are activities of the Human Resources Division relating to KM competency, learning from leavers and the handover process, and the Innovation Fund of the Change Delivery and Innovation Unit.

Knowledge Management Strategy Results Measurement Framework 2019–2021

– Midterm review results and recommendations

The tables below present the key results indicators (both outcome and output levels) for measuring and managing progress in the implementation of the KM strategy.

Level I – outcomes

Code	Outcome indicator	Source	Baseline	IFAD11 target	MTR Results	Progress	MTR Recommendations
1.1	Visibility, credibility and influence						
1.1.1	Timely, relevant and useful knowledge products (ratings 3 and above) (percentage)	Client survey	Baseline in 2019	TBD	N/A	There is no monitoring system in place, baseline was not established.	Remove from next RMF*
1.1.2	High-quality knowledge products (ratings 3 and above) (percentage)	Readership survey	Baseline in 2020	TBD	N/A	A readership survey was conducted in 2019 for two IFAD publications: the RDR and IFAD Research Series, which had a low response rate and so was not fully indicative.	Reformulate, include in next RMF*
1.1.3	Relevant knowledge-intensive services (ratings 3 and above) (percentage)	Client survey	Baseline in 2019	TBD	N/A	Could not be measured because the knowledge-intensive services that IFAD provides have not been defined.	Remove from next RMF*
1.1.4	SSTC knowledge exchange and cross learning (ratings 3 and above) (percentage)	Client survey	Baseline in 2019	TBD	94% of newly approved COSOPs* (33 out of 35)	The baseline survey was not conducted. Preliminary results do not clearly confirm effective leveraging of SSTC for knowledge exchange and cross learning.	Remove from next RMF*
1.2	Knowledge flows and quality operations						
1.2.1	COSOPs with comprehensive SSTC approach at design (percentage)	COSOP	50	66	100%	All COSOPs include the SSTC approach.	Remove from next RMF
1.2.2	KM in country strategies (ratings 5 and above) (percentage)	CCR/CSPE	13	33	0%	KM is included in all country strategies.	Reformulate, include in next RMF*
1.2.3	Lessons learned from supervision missions and project completion reports used in project designs (percentage)	ORMS	Baseline in 2020	N/A	100%	The PDR template includes lessons learned as a requirement.	Reformulate, include in next RMF*
1.2.4	Uptake of recommendations from evaluations (percentage)	PRISMA	87	95	65%	Uptake ongoing for the remaining 35%.	Remove from next RMF*

Level II – outputs

Code	Outcome indicator	Source	Baseline	IFAD11 target	MTR Results	Progress	MTR Recommendations
2.1	Knowledge generation – results based on a sample of SKD corporate-level publications only (does not include all IFAD publications)						
2.1.1	Knowledge products developed according to knowledge gaps (percentage)	KM annual review (RIDE)	0	50	72 knowledge products produced in the last 12-months	Calculated as number of products instead of percentage	Reformulate, include in next RMF*
2.1.2	Knowledge products and services developed with external partners (percentage)	KM annual Review (RIDE)	TBD	TBD	20%	This figure includes publications on IFAD website in the last 12 months	Remove from next RMF*
2.1.3	Knowledge products viewed	Corporate Publication Dashboard	Baseline 2019	30% increase from baseline	32,299	These include corporate knowledge products and series only in the last 12 months. Baseline was not available.	Remove from next RMF*
2.1.4	Knowledge products downloads	Corporate Publication Dashboard	Baseline 2019	30% increase from baseline	46,406	These include corporate knowledge products and series only. Baseline was not available.	Include in the next RMF*
2.1.5	Knowledge products cited	Google Scholar	Baseline 2019	30% increase from baseline	350	No baseline; MTR was not able to analyse the percentage increase or count increase in citations in last 12 months.	Remove from next RMF*
2.1.6	Knowledge product social media likes and retweets	COM-social media	Baseline 2019	30% increase from baseline	N/A	No social media engagement tracking was done by COM.	Remove from next RMF
2.1.7	Publications and papers by IFAD staff available on external platforms/library catalogues/ e-repositories of partner institutions (percentage)	KM annual review	0	60	Over 100 publications	There are around 100 publications authored/co-authored by SKD staff alone in the last 12 months.	Remove from next RMF

2.1.8	Grants rated 5 or better for KM and sharing in grant status reports (GSRs) (percentage)	GSR Tool	57	70	50%	Target ambitious	Reformulate, include in next RMF
2.1.9	Publications undergoing external peer review (percentage)	KM annual review	34	70	50% (SKD-led publications only)	Not all publications need to be peer reviewed, but the process is consistent and working well.	Remove from next RMF
2.1.10	Knowledge products with strategic publishing plan at the outset (percentage)	KM annual review	30	60	100%	Big improvements took place to harmonize the publication layout process in collaboration with COM.	Remove from next RMF
2.1.11	Evaluations presented at learning events (percentage)	IOE	30	40	100%	IOE presents all evaluations at country or corporate levels.	Remove from next RMF
2.1.12	Knowledge management partnerships established (number)	KM annual review	Baseline in 2020	5	At least 10		Remove from next RMF
2.1.13	Staff participating in visiting expert programme (number)	KM annual review	0	6	0%	This has not been implementable during the pandemic.	Remove from next RMF
2.2	Knowledge use						
2.2.1	Projects designed with support of knowledge packages (percentage)	Project design report	0	30	N/A	Work in progress – data available during IFAD12.	Include in next RMF
2.2.2	Supervision missions with quality review of KM (percentage)	ORMS	Baseline 2019	60	100%	These include supervision missions for 62 projects during the last 12 months.	Remove from next RMF
2.2.3	Regional hubs and IFAD country offices (ICOs) receiving library services (number)	KM annual review	100	100	100%	All staff receive library services.	Remove from next RMF
2.2.4	Library users satisfied with service provision (percentage)	KM annual review	34	60	80%	Data are based on a sample of library users.	Remove from next RMF
2.2.5	COSOPs with detailed KM plans (percentage)	COSOPs	7	40	100%	100% of COSOPs have KM sections.	Reformulate, include in next RMF
2.2.6	Successful approaches to knowledge-sharing documented and adopted (number)	KM annual review	Baseline 2019	10	At least 10 approaches	Many knowledge-sharing approaches were documented in the Knowledge Management Resource Centre and shared online.	Remove from next RMF

Knowledge Management Strategy Results Measurement Framework 2022–2025 as revised following the MTR

The table below presents the key results indicators for measuring and managing progress in implementing the five activity clusters of the KM strategy.

New Code	Original Code	Indicator	Source	Baseline	Status at end-2021	Target for 2025	Comments/ explanations
1		KM governance (activity cluster 1)					
1.1		Regular meetings of new IFAD KM governance system, providing timely and effective governance to KM activities (<i>regular meetings, minutes of the meetings, follow-up actions</i>) in last 12 months (number)	KM annual review		0	TBD	New indicator – a corporate KM advisory group, led by the AVP/SKD, consisting of senior and middle management across the institution, will be created
1.2	1.3.2	KM maturity model ratings of 3 and above across eight key KM capabilities (percentage)	KM maturity model surveys and interviews	N/A	N/A	100	Existing indicator
2		KM agenda (activity cluster 2)					
2.1		Corporate KM agenda approved and activities implemented on an annual basis (percentage)	KM annual review		0	80	New indicator that includes delivery of programme of events, knowledge products and related outreach activities
2.2	1.1.2	High quality (i.e. timely, relevant and useful) knowledge products with ratings of 4 and above (percentage)	Readership survey	Baseline in 2020	N/A	TBD	Existing indicator
3		Knowledge access (activity cluster 3)					
3.1		New interface/system design is finalized and ready to be operationalized to facilitate access to IFAD knowledge and expertise (percentage)	KM annual review	N/A	0	100	New indicator – in order to streamline platforms, preparatory work will be done before 2025 for a single-entry interface
3.2	2.2.3	Regional hubs and ICOs receiving library services (percentage)	KM annual review	100	100	100	Existing indicator
3.3	2.3.1	Staff expertise and experience accessible on IFAD internal platforms (percentage)	IFAD's "People" system	0	10	90	Existing indicator
4		Knowledge use (activity cluster 4)					
4.1	2.1.4	Knowledge products downloads (percentage growth)	KM dashboard	Baseline 2019	30	30	Existing indicator – the target for 2021 was a 30 per cent increase from baseline; the new target is an additional 30 per cent increase
4.2	2.1.1	Knowledge products (series, technical papers, policy briefs, etc.) to support new project designs in the last 12-months (number)	KM annual review	0	72	80	Reformulated indicator

4.3	1.2.2	KM in-country strategies rated moderately satisfactory (4 or better) (percentage)	CCR* (RMF12 indicator 3.1.5)	13	33	80	Reformulated indicator – the original indicator included in the RMF (rating of 5 or above) was too ambitious
4.4	2.2.5	Projects rated moderately satisfactory (4 or better) for knowledge management plan at design (percentage)	QAG ratings	7	40	75	Reformulated indicator – the original indicator measured COSOPs with detailed KM plans, which should not be designed at that stage
4.5	2.2.2	KM rated moderately satisfactory (4 or better) during supervision mission (percentage)	ORMS	21	35	75	Reformulated indicator – KM is part of project implementation cycle
4.6	1.2.3	Lessons learned from supervision missions, project completion reports, evaluations and external sources used in project design (percentage)	ORMS		TBD	100	Reformulated indicator – the project design report template includes lessons learned as a requirement
4.7	2.1.8	Grants rated moderately satisfactory (4 or better) for KM and sharing in GSRs (percentage)	GSR tool	57	70	80	Reformulated indicator – in the original RMF, the indicator was a rating of 5 or better, which was ambitious and not aligned with other measured indicators
4.8	2.3.4	Communities of practice active and supporting knowledge flows and use in last 12 months (number)	KM annual review	0	5	10	Existing indicator
5		Knowledge management capacity (activity cluster 5)					
5.1	2.3.2	Staff trained in KM-related capacities using new skills in last 12 months (number)	KM annual review	0	150	150	Existing indicator
5.2	2.3.3	Retiring, leaving or reassigned staff with critical knowledge participating in structured handovers (percentage)	KM annual review	0	100	80	Reformulated indicator

Number of IFAD published knowledge products by year (2019–2022)

2019 IFAD Knowledge Products

1. [INSURED - Insurance for rural resilience and economic development](#)
2. [The faces of empowerment - Photo Essay about the beneficiaries of the Joint Programme on Rural Women Economic Empowerment](#)
3. [Research Series Issue 61: The narrative on rural youth and economic opportunities in Africa: facts, myths and gaps](#)
4. [Research Series Issue 60: Investing in rural youth in the Near East, North Africa, Europe and Central Asia](#)
5. [Research Series Issue 59: The rural youth situation in Latin America and the Caribbean](#)
6. [Research Series Issue 58: Investing in rural youth in the Asia and the Pacific region](#)
7. [Research Series Issue 57: Unlocking the potential of rural youth: the role of policies and institutions](#)
8. [Research Series Issue 56: The impact of migrants' remittances and investment on rural youth](#)
9. [Research Series Issue 55: Rural youth: determinants of migration throughout the world](#)
10. [Research Series Issue 54: Rural youth in the context of fragility and conflict](#)
11. [Research Series Issue 53: Youth access to land, migration and employment opportunities: evidence from sub-Saharan Africa](#)
12. [Research Series Issue 52: Information and communication technologies and rural youth](#)
13. [Research Series Issue 51: Inclusive finance and rural youth](#)
14. [Research Series Issue 50: Rural transformation and the double burden of malnutrition among rural youth in developing countries](#)
15. [Research Series Issue 49: Climate and jobs for rural young people](#)
16. [Research Series Issue 48: Rural youth, today and tomorrow](#)
17. [Research Series Issue 47: Landscapes of rural youth opportunity](#)
18. [Research Series Issue 46: Economic participation of rural youth: what matters?](#)
19. [Research Series Issue 45: Rural youth inclusion, empowerment and participation](#)
20. [Research Series Issue 44: Gender, rural youth and structural transformation: evidence to inform innovative youth programming](#)
21. [Research Series Issue 43: Youth agrifood system employment in developing countries: a gender-differentiated spatial approach](#)
22. [Research Series Issue 42: What drives rural youth welfare? The role of spatial, economic, and household factors](#)
23. [Research Series Issue 41: The demography of rural youth in developing countries](#)
24. [IFAD10 Impact Assessment: An Overview](#)
25. [Investing in rural people in Pakistan](#)
26. [How to do note: Rapid livestock market assessment - A guide for practitioners](#)
27. [Investing in rural people in Nepal](#)
28. [Climate Action Report 2019](#)
29. [The Latin America and Caribbean Advantage: Family farming – a critical success factor for resilient food security and nutrition](#)
30. [The West and Central Africa Advantage: Fighting fragility for smallholder resilience](#)
31. [A manual in mobilizing migrant resources towards agricultural development in the Philippines](#)
32. [The Fisheries and Aquaculture Advantage: Fostering food security and nutrition, increasing](#)
33. [Investir dans les populations rurales en République de Côte d'Ivoire](#)
34. [Technologies for Climate-Resilient Smallholder Agriculture: Sharing practices from Brazil with Africa](#)
35. [Exploring the advantages of blockchain technology for smallholder farming](#)
36. [Policy brief: Partnering with indigenous peoples for the SDGs](#)
37. [Investing in rural people in India](#)
38. [How to do note: Mainstreaming nutrition into COSOPs and investment projects](#)
39. [Research Series Issue 40: Local-economy impacts of cash crop promotion](#)

40. [The Food Loss Reduction Advantage: Building sustainable food systems](#)
41. [Food loss analysis: causes and solutions – Case studies on sorghum, maize and cowpea in Burkina Faso](#)
42. [Food loss analysis: causes and solutions - Case studies on maize and rice in the Democratic Republic of Congo](#)
43. [Food loss analysis: causes and solutions – The Republic of Uganda. Beans, maize, and sunflower studies](#)
44. [Research Series Issue 39: Smallholder farming, growth linkages, structural transformation and poverty reduction](#)
45. [Policy brief: Investing in nutrition](#)
46. [Supporting nutrition-sensitive agriculture through neglected and underutilized species: Operational framework](#)
47. [Collection of sustainable land management technologies practices by smallholder farmers in Lao PDR](#)
48. [Working towards sustainable land management - A collection of SLM technologies from Cambodia](#)
49. [Impact assessment: The Coastal Community Development \(CCDP\)](#)
50. [Harnessing smallholder potential for wheat production in Africa – reducing wheat import bills](#)
51. [Leaving no one behind: making the case for adolescent girls](#)
52. [PARM Annual Progress Report 2018](#)
53. [Projet d'Appui à l'Intensification et à la Valorisation Agricoles du Burundi \(PAIVA-B\) - Les résultats](#)
54. [The State of Food Security and Nutrition in the World 2019](#)
55. [Fighting poverty with bamboo](#)
56. [Investing in rural people in Cambodia](#)
57. [Support to Farmers Organizations in Africa Programme \(SFOAP\): Completion Report](#)
58. [IFAD Annual Report 2018](#)
59. [2019 Rural Development Report](#)
60. [Stocktake of the use of household methodologies in IFAD's portfolio](#)
61. [An outlook on Asia's agricultural and rural transformation: Prospects and options for making it an inclusive and sustainable one](#)
62. [Investing in rural people in The Gambia](#)
63. [Closing the gaps: Public policy note for the inclusion of a gender and intercultural perspective in agriculture and rural development](#)
64. [Investing in rural people in Guinea-Bissau](#)
65. [Investing in rural people in Guinea](#)
66. [International Day of Family Remittances booklet 2019](#)
67. [Research Series Issue 38: Meta-evidence review on the impacts of investments in agricultural and rural development on Sustainable Development Goals 1 and 2](#)
68. [Investir dans les populations rurales en République islamique de Mauritanie](#)
69. [Investir dans les populations rurales au Sénégal](#)
70. [Soy papa no papá: Historias de cambios destacables y resultados del proyecto FIDA-CIP Andes](#)
71. [Grant Results Sheet: E-Project for Agricultural Development and Economic Empowerment \(E-PADEE\)](#)
72. [Investir dans les populations rurales au Cabo Verde](#)
73. [Investir dans les populations rurales au Mali](#)
74. [Research Series Issue 37: Determinants of cofinancing in IFAD-funded projects - A call to rethink development interventions](#)
75. [Impact assessment: PAPAFA and PAPAC](#)
76. [PRIME Africa](#)
77. [Guidelines for Impact Evaluation of Land Tenure and Governance Interventions](#)
78. [Agricultural risk management for development](#)
79. [Research Series Issue 36: Who works in agriculture?](#)
80. [Food loss analysis case study methodology](#)

81. [Impact assessment: Coastal Climate Resilient Infrastructure Project \(CCRIP\)](#)
82. [BAPA+50 - Achieving rural transformation through South-South and Triangular Cooperation](#)
83. [Climate Adaptation in Rural Development \(CARD\) Assessment Tool](#)
84. [Scaling up e-learning](#)
85. [Impact assessment: Plan VIDA-PEEP to Eradicate Extreme Poverty – Phase I](#)
86. [The African Agriculture Fund \(AAF\) Technical Assistance Facility \(TAF\): Impact brief](#)
87. [Research Series Issue 35: Climate change mitigation potential of agricultural practices supported by IFAD investments An ex ante analysis](#)
88. [Global Forum on Remittances, Investment and Development 2018 – Official Report](#)
89. [Investing in rural people in Sri Lanka](#)
90. [The Indigenous Peoples Assistance Facility \(IPAF\) - Assessment of the performance of the fourth IPAF cycle](#)
91. [Research Series Issue 34: Farm size and productivity - Lessons from recent literature](#)
92. [Impact assessment: Rural Development Support Programme in Guéra](#)
93. [Grant Results Sheet: ICRAF - Climate-smart, Tree-based, Co-investment in Adaptation and Mitigation in Asia \(Smart Tree-Invest\)](#)
94. [Grant Results Sheet - ICRISAT: Sustainable Management of Cropbased Production Systems for Raising Agricultural Productivity in Rainfed Asia](#)
95. [Grant Results Sheet - ICIMOD: Improving livelihoods and enhancing resilience of the rural poor in the Hindu Kush Himalayas to environmental and socio-economic changes \(AdaptHimal\)](#)
96. [Grant results sheet - ROUTASIA: Strengthening Knowledge Sharing on Innovative Solutions Using the Learning Route Methodology in Asia and the Pacific – Phase 2](#)
97. [Grant Results Sheet - APRACA: Enhancing access of poor rural people to sustainable financial services through policy dialogue, capacity-building and knowledge-sharing in rural finance](#)

2020 IFAD Knowledge Products

98. [The Land Tenure Security Advantage: A catalytic asset for sustainable and inclusive rural transformation](#)
99. [Report of the seventh global meeting of the Farmers' Forum at IFAD](#)
100. [A decade of food loss reduction](#)
101. [IFAD Annual Report 2019](#)
102. [Grant Results Sheet: Land and Natural Resources Tenure Security Learning Initiative for East and Southern Africa – Phase 2 \(TSLI-ESA 2\)](#)
103. [The IFAD–India partnership](#)
104. [How to prevent land use conflicts in pastoral areas](#)
105. [The United Arab Emirates–IFAD partnership](#)
106. [The Kuwait–IFAD partnership](#)
107. [GeoGroup](#)
108. [FARM-D](#)
109. [Farmers' Organizations for Africa, Caribbean and Pacific - FO4ACP](#)
110. [ICT4D](#)
111. [The Gender Network](#)
112. [How to do note: Gender and pastoralism](#)
113. [The State of Food Security and Nutrition in the World 2020](#)
114. [The Republic of Korea–IFAD partnership](#)
115. [Mainstreaming youth in IFAD operations: A practitioner's guide](#)
116. [The France-IFAD partnership](#)
117. [How post offices can leverage the impact of remittances: A set of working papers](#)
118. [SAFIN Annual Progress Report 2019](#)
119. [The Germany-IFAD partnership](#)

120. [Research Series Issue 62: The spillover effects of seed producer groups on non-member farmers in mid-hill communities of Nepal](#)
121. [The Russian Federation-IFAD Partnership](#)
122. [Impact Assessment: Gente de Valor – Rural Communities Development Project in the Poorest Areas of the State of Bahia](#)
123. [Renewable Energy for Smallholder Agriculture \(RESA\)](#)
124. [Projet pour Accélérer l’Atteinte de l’ODD1c “PROPA-O” - Les resultats](#)
125. [Regional Overview of Food Security and Nutrition in the Near East and North Africa 2019](#)
126. [Uganda: Impact Assessment of the Small and Medium Agribusiness Development Fund \(SMADF\), Baseline Report No. 1: Sesaco Ltd.](#)
127. [Uganda: Impact Assessment of the Small and Medium Agribusiness Development Fund \(SMADF\), Baseline Report No. 2: Central Coffee Farmers Association \(CECOFA\)](#)
128. [The Agri-Business Capital Fund \(ABC Fund\)](#)
129. [Investing in rural people in Sao Tome and Principe](#)
130. [Investing in rural people in the Lao People’s Democratic Republic](#)
131. [Stories from the field: Innovative agriculture](#)
132. [Good Practice Brief: Fostering sustainability and resilience for food security in Niger](#)
133. [Resilient Food Systems 2018-2019 Annual Report](#)
134. [Accelerating knowledge generation for data-driven decision making](#)
135. [Fostering Inclusive and Sustainable Agricultural Value Chains: The role of climate-resilient infrastructures for SMEs](#)
136. [Brief on Gender and Social Inclusion: East and Southern Africa](#)
137. [Informe de Género e Inclusión Social: Región Andina](#)
138. [IFAD’s Case for Investment: Investing in rural prosperity, food and resilience to reduce poverty and hunger in a changing climate](#)
139. [China-IFAD South-South and Triangular Cooperation Facility - Approved proposals: second call](#)
140. [IFAD and Farmers’ Organizations - Partnership in Progress: 2016-2019](#)
141. [Policy brief - Enabling Family Farming to speed progress across the 2030 Agenda](#)
142. [IFAD at a glance](#)
143. [“Fruiting Africa” for health and wealth](#)
144. [The Italy-IFAD partnership](#)
145. [The China-IFAD partnership](#)
146. [The Japan-IFAD partnership](#)
147. [The Switzerland-IFAD partnership](#)
148. [The Austria-IFAD partnership](#)

2021 IFAD Knowledge Products

149. [Catalogue of Geospatial Tools and Applications for Climate Investments](#)
150. [Resilience in the market for international remittances during the COVID-19 crisis](#)
151. [Impact of the Covid-19 pandemic: Implications and way forward in Asia and the Pacific](#)
152. [Empowering rural youth through farmers’ organizations](#)
153. [Latin America and the Caribbean knowledge platform](#)
154. [Regional overview of food security and nutrition in Latin America and the Caribbean 2021](#)
155. [A technical review of select de-risking schemes to promote rural and agricultural finance in sub-Saharan Africa](#)
156. [Impact of the COVID-19 pandemic on the rural economy in China](#)
157. [Policy brief: Low carbon and resilient livestock development in Kyrgyzstan](#)
158. [Partnerships between producer organizations and enterprises - Lessons learned from recent experiences in West and East Africa](#)

159. [SCOOPS-PR Barakadi/NAFASO Partnership: Setting up a partnership for rice production and commercialization](#)
160. [Agricultural and climate risk insurance for smallholder value chains: Identifying common challenges and solutions](#)
161. [Following the thread of yak](#)
162. [Joint Programme on Gender Transformative Approaches for Food Security, Improved Nutrition and Sustainable Agriculture](#)
163. [Climate Action Report 2020](#)
164. [Enhancing women's resource rights for improving resilience to climate change](#)
165. [Lessons learned from IFAD'S inclusive rural and agricultural finance experiments in West and Central Africa during the last decade \(2009-2020\)](#)
166. [Building climate resilience in the Asia Pacific region](#)
167. [Investing in rural people in Egypt](#)
168. [ASAP Technical Series: Nature-based solutions](#)
169. [What can smallholder farmers grow in a warmer world? Climate change and future crop suitability in East and Southern Africa](#)
170. [How to do note: Seeking, free, prior and informed consent in IFAD investment projects](#)
171. [The Biodiversity Advantage: Thriving with nature - biodiversity for sustainable livelihoods and food systems](#)
172. [Making agricultural and climate risk insurance gender inclusive: How to improve access to insurance for rural women](#)
173. [Food Security in Iraq: Impact of COVID-19](#)
174. [Rural Development Report 2021](#)
175. [On Air Dialogues – Listening to rural people](#)
176. [Good practices in fish nutrition and feeding](#)
177. [Stocktaking report on Donor Contributions to Food Systems](#)
178. [Glossary for Indigenous People](#)
179. [Stock-take report on agroecology in IFAD operations: An integrated approach to sustainable food systems](#)
180. [China-IFAD South-South and Triangular Cooperation Facility - Approved proposals: third call](#)
181. [Research Series Issue 66: Can perceptions of reduction in physical water availability affect irrigation behaviour? Evidence from Jordan](#)
182. [IFAD communications toolkit](#)
183. [Knowledge Management Resource Centre](#)
184. [Good practices from the United Nations Rome-based Agencies for gender equality incentive and mainstreaming mechanisms](#)
185. [IFAD annual report 2020](#)
186. [China-IFAD South-South and Triangular Cooperation Facility: Annual Progress Report 2020](#)
187. [Integrated Farming Systems Training Manual](#)
188. [Transformation of agriculture in West Africa: Challenges & opportunities \(2030 – 2050 – 2063\)](#)
189. [Transitioning shifting cultivation to resilient farming systems in South and Southeast Asia](#)
190. [AVANTI country summaries](#)
191. [Rapid prototyping for inclusive insurance: Testing customer challenges and gaining early insights on feasibility](#)
192. [Model terms of reference: Technical assistance in the development and implementation of agricultural insurance](#)
193. [Land tenure updates](#)
194. [Model terms of reference for the selection of a service provider for: Agricultural and climate risk insurance feasibility studies](#)
195. [Geospatial technology and participatory methods for securing tenure rights](#)
196. [Creating an enabling environment for private equity funds in Uganda: Policy proposals for public policymakers](#)

197. [Investing in rural people in Bangladesh](#)
198. [IFAD Inclusive Financial Services Portfolio Stocktaking](#)
199. [Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Lesotho](#)
200. [Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Zimbabwe](#)
201. [Climate adaptation and mitigation measures for nutrition co-benefits in IFAD investments in Ghana](#)
202. [Food-system interventions with climate change and nutrition co-benefits: a literature review](#)
203. [Digital Agriculture in Asia and the Pacific region: A synthesis of ongoing work](#)
204. [Renewable Energy Technology for Smallholder Farmers](#)
205. [Investing in rural people in Sudan](#)
206. [Agriculture for nutrition: Stories from Lao PDR](#)
207. [Research Series Issue 65: Impacts of agricultural value chain development in a mountainous region: Evidence from Nepal](#)
208. [Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women \(JP RWEE\): Final Evaluation \(2014-2020\)](#)
209. [Chicken raising to improve the livelihood and living conditions of poor, landless farmers in rural Cambodia](#)
210. [Core Outcome Indicators measurement guidelines \(COI\) – online training](#)
211. [Good practices and innovations in risk management for agri-SME finance under COVID-19](#)
212. [Empowering rural people through a semi-intensive rural poultry production model in Cambodia](#)
213. [Leveraging Artificial Intelligence and Big Data for IFAD 2.0 – Phase 2](#)
214. [SAFIN Annual Progress Report 2020](#)
215. [How to do note: Access to land for rural youth employment and entrepreneurship](#)
216. [IFAD Targeting Toolkit](#)
217. [Investing in rural people in the Pacific Islands](#)
218. [IFAD and Spain: Partnering to transform rural realities](#)
219. [How to do note: Crop selection for diet quality and resilience](#)
220. [How to do note: Market needs and emerging opportunities assessment in NUS value chains](#)
221. [How to do note: Promote neglected and underutilized species for domestic markets](#)
222. [How to do note: Interventions in support of NUS export markets](#)
223. [How to do note: Mainstreaming NUS in national policy for nutrition outcomes](#)
224. [Investing in rural people in Burkina Faso](#)
225. [Resilient Food Systems Programme highlights 2020](#)
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227. [Innovation Catalogue](#)
228. [Infographic: IFAD12 at a glance](#)
229. [Infographic: 2020 at a glance](#)
230. [Good practices in IFAD's engagement with indigenous peoples](#)
231. [The People Behind Your Plate](#)
232. [Tunisia: Detecting change with remote sensing](#)
233. [Sierra Leone: Fighting fires with rice paddies](#)
234. [INSURED Uganda country update: Feasibility study on agricultural insurance for oilseed farmers](#)
235. [The enhanced Adaptation for Smallholder Agriculture Programme \(ASAP+\)](#)
236. [Rural Resilience Programme](#)
237. [IFAD and Green Climate Fund's Umbrella Programme for the Great Green Wall for the Sahara and the Sahel Initiative \(GCF-GGW UP\)](#)
238. [The Sustainability, Stability and Security \(3S\) Initiative in Africa](#)

- 239. [Operational guidelines on IFAD's engagement in pro-poor value chain development](#)
- 240. [The small livestock advantage: A sustainable entry point for addressing SDGs in rural areas](#)
- 241. [Adaptation Framework Tool](#)

2022 IFAD Knowledge Products

- 242. [Investing in rural people in Viet Nam](#)
- 243. [Research Series 85: Financing climate adaptation and resilient agricultural livelihoods](#)
- 244. [Research Series 84: Farmed animal production in tropical circular food systems](#)
- 245. [Research Series 83: The future of farming: who will produce our food?](#)
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- 255. [Engaging with the Private Sector in the Near East, North Africa, Europe and Central Asia: Learning lessons from the field](#)
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- 257. [Research Series Issue 75: Reverse thinking: taking a healthy diet perspective towards food systems transformations](#)
- 258. [Research Series 74: Women's empowerment, food systems, and nutrition](#)
- 259. [Research Series 73: Food systems and rural wellbeing: challenges and opportunities](#)
- 260. [SAFIN Annual Progress Report 2021](#)
- 261. [IFAD's response to the impacts of the war in Ukraine: A Crisis Response Initiative \(CRI\)](#)
- 262. [Multiple roles of farmers' and producers' organizations in responding to the Covid-19 crisis](#)
- 263. [Research Series 72: Climate change and food system activities - a review of emission trends, climate impacts and the effects of dietary change](#)
- 264. [Research Series 71: Urbanizing food systems: exploring opportunities for rural transformation](#)
- 265. [Research Series 70: Do not transform food systems on the backs of the rural poor](#)
- 266. [Sustainable and resilient Indigenous Peoples' Food Systems for improved nutrition](#)
- 267. [Investing in rural people in Rwanda](#)
- 268. [Investing in rural people in Kenya](#)
- 269. [Policy brief: Free, Prior and Informed Consent \(FPIC\) - Indigenous peoples-driven development pathways](#)
- 270. [Resilient Food Systems Programme Highlights 2021](#)
- 271. [Using GIS as a potential methodology to assess the spillover \(indirect\) effects of IFAD's interventions](#)
- 272. [Côte d'Ivoire: Making small-scale farmers resilient to climate change](#)
- 273. [Nutrition Glossary](#)
- 274. [Transforming Food Systems: Directions for Enhancing the Catalytic Role of Donors](#)
- 275. [Research Series 69: Structural and rural transformation and food systems: a quantitative synthesis for LMICs](#)

276. [Research Series 68: Exploring a food system index for understanding food system transformation processes](#)
277. [Research Series 67: Towards food systems transformation – five paradigm shifts for healthy, inclusive and sustainable food systems](#)
278. [IFAD and the European Union: Partnering to transform rural realities](#)
279. [How to do note: Integrating the Gender Action Learning System \(GALS\) in IFAD operations](#)
280. [How to do note: Knowledge gap mapping](#)
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285. [Challenges and perspectives in the food and agriculture sector in post-2020 China](#)
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292. [IFAD Strategy on Biodiversity 2022-2025](#)
293. [Scaling up rural youth access to inclusive financial services for entrepreneurship and employment](#)
294. [Behavioural science recommendations for the design of gender transformative IFAD programmes](#)
295. [Case study: Innovations in financial inclusion, including microinsurance](#)
296. [Investing in rural people in Eritrea](#)
297. [Achieving Rural Transformation: Results and Lessons from IFAD Impact Assessments](#)

IFAD's platforms for knowledge and information-sharing

(list updated June 2022)

1. IFAD's social reporting blog
2. Rural Solution Portal
3. Dgroups and communities of practice
4. KM Resource Centre
5. Talking points and briefs site
6. Knowledge retention page
7. Publication Dashboard
8. Knowledge Repository
9. Library System
10. FARM-D
11. 50x2030 Initiative
12. Innovation Challenge
13. Online toolkit on Knowledge Use
14. Operation Academy
15. Induction programmes
16. LAC Learning LAB
17. ORMS
18. Learning Management System
19. IFAD Intranet
20. Xdesk sites
21. Electronic Records Management System
22. Operations Document Centre
23. Financial Management Dashboard
24. IFAD Country Pages Access
25. QUASAR
26. Philanthropy Learning Lab
27. Corporate Dashboards
28. IFAD Corporate Website
29. Financing Facility for Remittances
30. Farmers' Organizations for Africa, Caribbean and Pacific (FO4ACP)
31. Insurance for Rural Resilience and Economic Development (INSURED)
32. The Platform for Agricultural Risk Management (PARM)
33. The Smallholder and Agri-SME Finance and Investment Network (SAFIN)
34. Online operation Manual
35. Zero Hunger